

## ***Enhancing Employee Efficiency: The Role of Placement and Standard Operating Procedure***

**Askiah<sup>1</sup>, Anisa Maqwani Retalita Putri Periad<sup>2</sup>, Joko Sabtohad<sup>3</sup>, Muhammad Harry Rahmadi<sup>4</sup>, Azi Nur Rahmasita<sup>5</sup>**

Faculty of Business and Political Economics  
Muhammadiyah University of East Kalimantan

[Ask888@umkt.ac.id](mailto:Ask888@umkt.ac.id)<sup>1</sup>, [2011102431461@umkt.ac.id](mailto:2011102431461@umkt.ac.id)<sup>2</sup>, [sabtohadijoko@yahoo.co.id](mailto:sabtohadijoko@yahoo.co.id)<sup>3</sup>,  
[mhr367@umkt.ac.id](mailto:mhr367@umkt.ac.id)<sup>4</sup>, [anr955@umkt.ac.id](mailto:anr955@umkt.ac.id)<sup>5</sup>

### **ABSTRACT**

*Data held by the Secretariat of the Samarinda City Regional People's Representative Council shows that employee placement is inconsistent with educational level, workload analysis and position analysis, as well as standard operating procedures. Several changes to the organizational structure will of course also have an impact on changes to standard operating procedures. The aim of the research is to determine the effect of placement, standard operating procedures. The research method used was field research using a quantitative approach with 41 respondents, then data analysis using the SPSS 25 application. The results of the research on the placement variable obtained a ttable value of 2.023, tcount > ttable (6.112 > 2.023), meaning that the placement variable had a significant positive influence on employee performance. The test results for the standard operational procedure variable obtained a ttable value of 2.023, tcount > ttable (5.940 > 2.023), meaning that the standard operational procedure variable has a significant positive effect on employee performance. Then, simultaneous placement and standard operating procedures do not have a significant effect on employee performance. From the partial test results, the placement variable is the dominant variable compared to the standard operational procedure variable on employee performance. Furthermore, the R<sup>2</sup> coefficient of determination value of 97.1% means that employee performance is influenced by placement and standard operating procedures, while the remaining 2.9% is the influence of other variables not examined in this research.*

**Keywords :** Employee Performance, Placement, Standard Operating Procedures

### **1. Introduction**

Human resources play a crucial role in every organization, including both private and public entities (Kusuma et al., 2021). Employees significantly influence the achievement of organizational goals as they possess awareness, intuition, and purpose. Organizational excellence is achieved when there is a consistent output of high-quality work, which can only be attained with the support of dedicated staff. This is particularly vital in an era of increasing competition, as it enables organizations and employees to anticipate challenges and opportunities (Azhari & Wijaya, 2020). Effective human resource management is essential to balance organizational needs with its expectations and capabilities (Fitri et al., 2021). According to Septianisa and Khozin (2023), human resource management, as a strategic approach in managing labor relations, emphasizes leveraging the strengths, commitment, and cooperation of people to achieve desired objectives. Therefore, the lack of human resources is one of the most pressing issues in Indonesian society, especially in Samarinda, as the presence and involvement of people are critical for the operation of any organization. Ultimately, human-controlled factors determine whether an organization succeeds or fails in achieving its goals.

According to Azhar and Fatimah (2022), placement is one of the most crucial aspects of human resource management, as it assigns individuals to specific roles. Improper placement can negatively impact organizational goals, as the alignment of employees with their roles directly

influences work outcomes and quality (Septianisa & Khozin, 2023). Placement requires assigning tasks that demand honesty and professionalism (Kusuma et al., 2021). If personnel placement and competency policies do not align with workplace policies, organizational output may be compromised (Azliani et al., 2022). Both employees and businesses prioritize placement because placing individuals in the right roles enables them to contribute to the company's objectives (Nuryadin et al., 2020). The Samarinda DPRD Secretariat faces challenges with adequate staff allocation, highlighting the importance of ensuring employees are in the right positions, which fosters motivation, initiative, and creativity. Standard Operating Procedures (SOPs) are essential for guiding company operations to achieve optimal outcomes. SOPs provide a standardized method for executing tasks efficiently and effectively (Majestika & Farida, 2022; Kadir Abdul, 2021). SOPs help minimize frustration and ensure consistency across tasks, leading to optimal results (SAKA et al., 2023). Moreover, SOPs reduce errors in work processes, enhancing employee performance and operational efficiency (Novrianti & Jumaren, 2019). Despite the implementation of SOPs in various roles at the Samarinda DPRD Office, time management for administrative tasks remains suboptimal (Samarinda, 2022).

According to Septianisa and Khozin (2023), job performance has become a crucial topic in organizational behavior studies, with various factors like leadership style, corporate culture, job design, personality, work environment, and motivation influencing employee productivity (Sartika et al., 2022). An organization's ability to achieve its goals heavily depends on the performance of its employees (Fitri et al., 2021). Performance, as defined by Kadir Abdul (2021), encompasses the extent to which daily activities adhere to the norms and expectations set for both the company and its employees. It represents the culmination of individual or group efforts to achieve organizational goals in an ethical, legal, and aligned manner (Permana et al., 2019). Performance is the final outcome of an employee's efforts in fulfilling assigned tasks, measured in both quantity and quality (Azhar & Fatimah, 2022). Azhari and Wijaya (2020) further emphasize that performance reflects the results of one's efforts to achieve specific objectives within a set timeframe. Overall, human resource performance is the sum and quality of outputs generated by an individual during a specific activity over a certain period. In line with the performance planning at the individual and organizational levels, civil servant performance is evaluated under Article 2 of Law No. 30 of 2019 concerning Employee Performance Assessment (Indonesia, 2019).

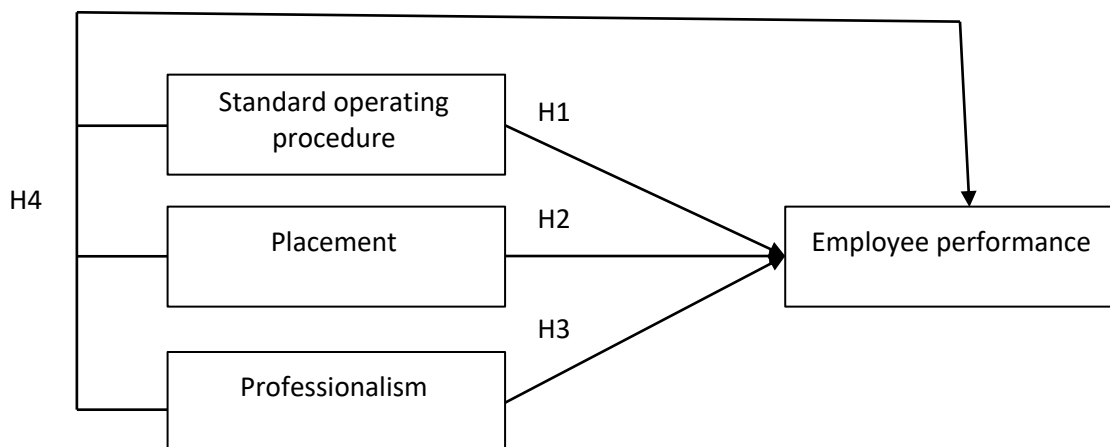
Based on the analysis of workload and job analysis at the Regional People's Representative Council (DPRD) of Samarinda (RENSTRA, 2021), evaluated through attendance records and interviews with the Head of General Affairs and Personnel, the current placement does not align with the workload and job analysis of the DPRD Secretariat of Samarinda. For example, the position of a program analyst, which should be held by a computer science graduate, is instead occupied by someone with an economics background. This misalignment contradicts the Indonesian Ministry of Administrative and Bureaucratic Reform Regulation No. 1 of 2020 concerning Guidelines for Job Analysis and Workload Analysis. Additionally, the interview revealed that despite several organizational structure changes, the Standard Operating Procedures (SOP) have never been revised, which is against the Indonesian Ministry of Home Affairs Regulation No. 52 of 2011 concerning SOPs in Provincial and Regency/Municipal Governments, Article 11, Paragraph 1, which mandates the development of SOPs by each work unit (Negeri & Indonesia, 2011).

Previous studies conducted by Azhari & Wijaya, Putri, Pongoh et al., Septianisa & Khozin, Mandilaras, Blicblau et al., Fitri et al., Usman, Dinata & Talim, and Siahaan & Bahri indicate that employee placement has a significant impact on employee performance. Additionally, research by Hidayattulloh & Ridwan, Aryanata et al., SAKA et al., Wahongan et al., Waris et al., Andriani et al., Ardiansyach et al., Lamondjong et al., and Aprianis demonstrates that Standard Operating Procedures (SOPs) also have a significant effect on employee performance.

The purpose of this research is to examine the impact of employee placement and the implementation of Standard Operating Procedures (SOPs) on the performance of employees at

the Regional People's Representative Council (DPRD) Secretariat of Samarinda. By analyzing how these factors influence work outcomes, the study aims to identify key areas for improvement in human resource management and operational processes, ultimately providing insights that can enhance organizational efficiency and employee productivity in a governmental context.

The following theoretical framework was created using developed hypotheses and prior literature:



## 2. Research methods

This research was conducted at the Regional People's Representative Council (DPRD) office in Samarinda, utilizing a quantitative approach to analyze the effects of employee placement and Standard Operating Procedures (SOPs) on employee performance. The study employed a saturated sampling technique, encompassing 42 ASN employees. Data were collected through direct interviews, documentation review, observation, and questionnaires. The primary data involved interviews and observations related to employee placement, organizational structure, and SOPs, while secondary data included relevant literature and institutional documents. The study's methodology involved data processing steps such as editing, coding, and tabulation. Hypotheses were tested using t-tests for individual variable effects, F-tests for simultaneous effects, and the coefficient of determination ( $R^2$ ) to assess the impact of independent variables on the dependent variable, employing SPSS for analysis.

## 3. Results and Discussion

The Secretariat of the Regional People's Representative Council (DPRD) of Samarinda, located at JL. Basuki Rahmat, Samarinda, has undergone organizational changes as per the Mayor's Regulation No. 65 of 2021, replacing Regulation No. 48 of 2018. The DPRD's Secretariat is responsible for assisting the Mayor in managing governmental affairs and other duties as outlined in local regulations. Analyzing the hypothesis that "Employee placement and Standard Operating Procedures (SOPs) have a significant partial impact on employee performance," a t-test was conducted with a significance threshold of 0.05 to evaluate this hypothesis.

Table 1. t-Test Results

Coefficients <sup>a</sup>						
		Unstandardized Coefficients			Collinearity	
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-10.316	1.865		-5.531	.000
	X1 Total	.583	.095	.507	6.112	.000
						.111

X2 Total	.540	.091	.493	5.940	.000	.111
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The analysis reveals that the t-test results for employee placement and Standard Operating Procedures (SOPs) both demonstrate a significant partial impact on employee performance. Specifically, the t-value for employee placement is 6.112, exceeding the critical value of 2.023, indicating a significant effect of placement on performance. Similarly, the t-value for SOPs is 5.940, which is also greater than 2.023, confirming a significant partial effect of SOPs on employee performance. Thus, both hypotheses (Ha) are accepted, and the null hypotheses (Ho) are rejected, showing that both employee placement and SOPs significantly influence performance.

Table 2. F Test Results

ANOVA <sup>a</sup>						
Model	Model	Sum Of Squares	df	Mean Square	F	Sig.
1	Regression	.409	2	.205	1.049	.360 <sup>b</sup>
	Residual	7.408	38	.195		
	Total	7.817	40			

The findings indicate that the null hypothesis (Ho) is accepted and the alternative hypothesis (Ha) is rejected, suggesting that there is no significant simultaneous effect of employee placement and Standard Operating Procedures (SOPs) on employee performance, as evidenced by an F-value of 1.049, which is less than the critical value of 3.24. Demographic data reveal that the majority of employees are male (61.0%), over 51 years old (39.0%), hold an S-1 degree (53.7%), work in administrative roles (31.7%), and have 11 to 20 years of experience (61.0%). Validity tests for 12 SOP items and 14 placement items were successful, and all related variables proved reliable. Additionally, data conformed to expected linear patterns with no issues of heteroskedasticity or normality deviations, meeting criteria for linearity, multicollinearity, and homoscedasticity.

The t-value of 6.112, which exceeds the critical t-value of 2.023, indicates that the t-value is greater than the table value for the placement variable. Therefore, it can be concluded that the alternative hypothesis (Ha) is correct and the null hypothesis (Ho) is incorrect, demonstrating that employee placement significantly affects performance, albeit to a lesser extent than initially estimated. This finding aligns with prior research by Azhari & Wijaya, Putri, Pongoh et al., Septianisa & Khozin, Mandilaras, Blicblau et al., Fitri et al., Usman, Dinata & Talim, and Siahaan & Bahri, which asserts that employee placement has a significant impact on employee performance. Additionally, factors such as educational level, age, extensive work experience, strength, commitment, teamwork, work enthusiasm, initiative, experience, skills, knowledge, and creativity of employees contribute to the significant impact of placement on performance.

In this case, the t-value of 5.940 for the hypothesis test of the Standard Operating Procedures (SOP) variable exceeds the critical t-value of 2.023, indicating a significant relationship between the two variables. Thus, it is evident that the alternative hypothesis (Ha) is correct and the null hypothesis (Ho) is incorrect, showing that SOP significantly impacts employee productivity. This finding aligns with previous research conducted by Hidayattulloh & Ridwan, Aryanata et al., SAKA et al., Wahongan et al., Waris et al., Andriani et al., Ardiansyach et al., Lamondjong et al., and Aprianis, which highlights the significant impact of SOP on employee performance. The DPRD Kota Samarinda has established SOPs for various work activities, and the employees' strong understanding of these procedures, including consistency, appropriate work mapping, and efficiency in performing tasks, supports this significant impact.

It can be concluded that the null hypothesis ( $H_0$ ) is accepted and the alternative hypothesis ( $H_a$ ) is rejected, as the F-value obtained is 1.049, which is less than the critical value of 3.24. This indicates that there is no positive and significant impact of both placement and standard operating procedures on employee performance when applied simultaneously. Although each factor shows a positive influence individually, their combined effect does not align to achieve optimal employee performance.

Based on the partial analysis, the t-value for the placement variable is 6.112, whereas for the standard operating procedures variable it is 5.940. Therefore, placement is identified as the most influential variable on employee performance at the Secretariat of the Regional People's Representative Council of Samarinda. Proper job placement enhances employee motivation, aids in completing tasks efficiently, and supports the organization in achieving optimal work results and desired objectives. Effective placement maximizes employees' knowledge, skills, and abilities. Additionally, factors such as work experience, skills, employee age, job knowledge, tenure, and promotions are crucial in optimizing employee performance.

This indicates that standard operating procedures and placement factors can influence employee performance variables by 0.971 (or 97.1%), while other unexamined variables in this study account for the remaining 2.9%, such as incentives, workload, work environment, and leadership.

#### 4. Conclusion

The study concludes that placement significantly influences the performance of employees at the Secretariat of the Regional People's Representative Council of Samarinda. This impact is supported by factors such as the employees' education levels, age, length of service, strength, commitment, teamwork, work enthusiasm, initiative, experience, skills, knowledge, and creativity, all of which contribute to the significance of placement. Similarly, the implementation of standard operating procedures (SOPs) also significantly affects employee performance, thanks to the well-established SOPs at the Secretariat and the high level of understanding, consistency, appropriate work mapping, and efficiency among employees. However, while placement and SOPs positively affect performance in isolation, they do not collectively produce a significant effect when considered together, suggesting that optimizing performance requires more comprehensive strategies beyond these variables. Placement is identified as the most influential factor, affecting 97.1% of employee performance, while the remaining 2.9% is influenced by other unexamined factors such as incentives, workload, work environment, salary, and leadership.

The research acknowledges several limitations, including the focus on a single organizational unit, the use of only two independent variables and one dependent variable, and the sample size of 41 respondents. Recommendations for future practice include maintaining and enhancing performance evaluations and placement assessments, adjusting SOPs promptly in response to changes, and digitizing SOPs to ensure accessibility and compliance. Coordination with the Regional Secretariat's Organization and Governance Office is also advised to ensure alignment with regulatory requirements and organizational needs.

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