
Optimizing Employee Performance: The Impact Of Placement And Standard Operating Procedures In Samarinda City Government Agencies

Joko Sabtohadji¹, Askiah², Azi Nur Rahmasita³, Muhammad Harry Rahmad⁴,
Jubaidi⁵, Anisa Paradila⁶, Anggraita Fuspa Rin⁷, Andre Ray Nendra⁸, Anis
Qomariyah⁹, Anisa Maqwani Retalita Putri Peradi¹⁰

Abstract:

This study investigates the impact of Placement and Standard Operating Procedures (SOPs) on employee performance in the Kota Samarinda government agency. Using a quantitative approach, the research analyzed data from 59 respondents through questionnaires to evaluate the significance of these variables. The findings reveal that both Placement and SOPs significantly influence employee performance. Specifically, Placement has a positive effect, as indicated by a significant t-test result ($t = 2.800$), while SOPs also show a strong positive impact ($t = 3.944$). The overall F-test ($F = 178.681$) further confirms that the combined effect of Placement and SOPs significantly affects employee performance. Based on these results, the study recommends enhancing performance evaluations, aligning employee placements with job requirements, and continuously updating SOPs. Additionally, digitalizing SOPs is suggested to ensure transparency and accessibility within the agency.

Keywords: *Employee performance, Professionalism, Placement and Standard Operating Procedures*

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1. Introduction

Human resources play a crucial role in every organization, influencing the achievement of organizational goals due to their awareness, intuition, and purpose (Kusuma et al., 2021). Effective HR management is essential to balance organizational needs with capabilities (Fitri et al., 2021), with placement being a key function that affects job performance and organizational outcomes (Azhar & Fatimah, 2022; Septianisa & Khozin, 2023).

Proper placement aligns employee skills with their organizational efficiency (Kusuma et al., 2021; Nuryadin et al., 2020). Additionally, Standard Operating Procedures

¹ Universitas Muhammadiyah Kalimantan Timur, sabtohadijoko@yahoo.co.id

² Universitas Muhammadiyah Kalimantan Timur, va674@umkt.ac.id

³ Universitas Muhammadiyah Kalimantan Timur, anr955@umkt.ac.id

⁴ Universitas Muhammadiyah Kalimantan Timur, mhr367@umkt.ac.id

⁵ Universitas Muhammadiyah Kalimantan Timur, Jubaidi@umkt.ac.id

⁶ Universitas Muhammadiyah Kalimantan Timur,

⁷ Universitas Muhammadiyah Kalimantan Timur, anggraitasuo22@gmail.com

⁸ Universitas Muhammadiyah Kalimantan Timur, andrerray30@gmail.com

⁹ Universitas Muhammadiyah Kalimantan Timur, 2011102431426@umkt.ac.id

¹⁰ Universitas Muhammadiyah Kalimantan Timur,

(SOPs) guide consistent, efficient processes to achieve optimal organizational results (Majestika & Farida, 2022; Kadir Abdul, 2021). However, misalignment between workload analysis and job placement DPRD Kota Samarinda and the Kecamatan Samarinda Utara offices management challenges, where roles like programmer are filled by individuals with irrelevant qualifications, contravening established guidelines (RENSTRA, 2021; Indonesia, 2019; Negeri & Indonesia, 2011).

In the context of research at the DPRD Kota Samarinda and the Kecamatan Samarinda Utara offices, the dependent variable is Employee Performance, which reflects the effectiveness and productivity of staff in achieving organizational goals. The independent variables are Placement and Standard Operating Procedures (SOPs). Placement refers to the strategic assignment of employees to roles that match their skills and qualifications, which can significantly impact their performance. SOPs involve the established guidelines and procedures that ensure consistent and efficient operations within the organization. Both variables—Placement and SOPs—are crucial as they influence the overall employee performance by ensuring that roles are aligned with employee competencies and that tasks are performed according to standardized procedures.

Previous research has consistently shown that Standard Operating Procedures (SOPs) significantly impact performance, as evidenced by studies conducted by Puspita Novrianti & Jumaren, Andriani et al., Hidayattulloh et al., Waris et al., and Ardiansyach et al. Similarly, studies by Siahaan & Bahri, Aldilaningsari et al., Setiawan & Bagia, Alwi & Sugiono, and Mulyani & Saputri have demonstrated the significant influence of job placement on employee performance. However, there remains a gap in the literature regarding the combined influence of SOPs and job placement, on employee performance within the specific context of the Dewan Perwakilan Rakyat Daerah (DPRD) office in Kota Samarinda and the Kecamatan Samarinda Utara office. This study aims to address this gap by exploring how these factors interact to affect performance in this particular setting.

The purpose of this research is to analyze the combined impact of Standard Operating Procedures (SOPs) and job placement on employee performance in the North Samarinda District. By examining how these variables interact within this specific context, the study aims to identify key factors that contribute to or hinder effective performance among district employees. The research seeks to provide actionable insights that can enhance organizational efficiency, align job roles with employee competencies, and promote a culture of professionalism, ultimately improving public service delivery in the district.

2. Theoretical Background

The hypotheses developed in this study aim to examine the influence of various factors on employee performance. According to Sugiyono (2021:100), hypotheses act as tentative answers to research questions. The hypotheses for this research are as follows: H1: Job placement contributes to improved employee performance; H2:

Standard Operating Procedures (SOPs) enhance employee performance; H3 suggests that SOPs and job placement together lead to better employee performance.

H1: Job placement contributes to improved employee performance

Effective job placement ensures that employees are assigned roles that match their skills, qualifications, and experience, which can significantly enhance their job satisfaction and productivity. When employees are placed in positions that align with their competencies, they are more likely to perform their tasks efficiently and contribute positively to organizational goals. This alignment helps to reduce job-related stress and increases the likelihood of achieving high performance standards.

Recent research underscores the importance of job placement in improving employee performance. For example, Setiawan & Bagia (2021) found that strategic job placement leads to higher levels of employee engagement and performance. Their study demonstrated that employees who are appropriately matched with their roles tend to exhibit greater job satisfaction and motivation, which translates into better overall performance. Similarly, Alwi & Sugiono (2022) reported that proper alignment between employees' skills and job requirements enhances productivity and job satisfaction, further supporting the hypothesis that job placement is a crucial determinant of performance outcomes.

Furthermore, effective job placement not only benefits individual employees but also contributes to the overall success of the organization. By ensuring that employees are positioned in roles that leverage their strengths, organizations can achieve higher levels of efficiency and effectiveness. This strategic approach to placement allows organizations to optimize their human resources, leading to improved performance and achievement of organizational objectives. , aligning job roles with employee capabilities could therefore play a significant role in enhancing the performance of district employees.

H2: Standard Operating Procedures (SOPs) enhance employee performance

SOPs are established guidelines designed to standardize processes, ensure consistency, and enhance operational efficiency within an organization. In the context of North Samarinda District, implementing clear and well-structured SOPs can help employees understand their roles and responsibilities more effectively, reduce errors, and streamline workflows. This clarity is expected to contribute to higher productivity and improved performance outcomes as employees follow standardized procedures that align with organizational goals.

Recent research supports the idea that SOPs significantly influence employee performance. For instance, a study by Puspita Novrianti & Jumaren (2019) demonstrated that well-defined SOPs positively affect organizational efficiency and employee effectiveness. The research highlighted that adherence to SOPs helps in minimizing operational discrepancies and enhancing task execution, which ultimately leads to better performance outcomes. Similarly, other studies have found that SOPs contribute to reduced errors and increased consistency, which are critical for improving overall performance (Ardiansyach et al., 2020).

Furthermore, SOPs serve as a tool for performance management by setting clear expectations and providing a framework for evaluating employee performance. By establishing standardized procedures, employees are more likely to perform tasks in a uniform manner, leading to more predictable and reliable performance metrics. This uniformity enables managers to more accurately assess performance, provide targeted feedback, and identify areas for improvement. As such, SOPs play a crucial role in fostering a structured and supportive environment that enhances employee performance.

H3: Suggests that SOPs and job placement together lead to better employee performance.

These three factors interact to create an environment that supports and enhances employee performance. SOPs provide clear guidelines and consistency in operations, job placement ensures that employees are matched with roles that suit their skills. When these elements are effectively integrated, they can lead to improved performance outcomes by aligning employee roles with organizational standards and expectations.

The synergy between SOPs and job placement is crucial for optimizing employee performance. SOPs streamline processes and reduce ambiguity, allowing employees to focus on their tasks without confusion. Proper job placement ensures that employees are not only well-suited for their roles but also motivated to excel in positions that match their strengths and expertise.

Recent research supports the combined impact of these factors on performance. For example, a study by Tarigan (2023) found that integrating SOPs with strategic job placement significantly enhances employee productivity and organizational efficiency. The study highlighted that when all three factors are addressed, organizations experience better performance outcomes and more effective service delivery. This evidence underscores the importance of a holistic approach in improving employee performance, particularly in public sector contexts such as North Samarinda District.

According to Sugiyono (2019:95), a conceptual framework provides a theoretical explanation for the correlation between research variables. This framework outlines the relationship between independent variables and dependent variables, which is then applied in the research paradigm and used to formulate hypotheses. Researchers can use the conceptual framework to evaluate planning and explain trends that underpin assumptions. In narrative research, the approach begins with data and uses theory as an explanatory tool, while quantitative research typically involves accepting or rejecting hypotheses and revising statements or hypotheses accordingly. In this study, performance (Y) is the dependent variable, while placement (X1) standard operating procedures (X2) are the independent variables. The research framework can be constructed using the theoretical explanation provided.

Based on what has been described above, the framework of this research is as follows:

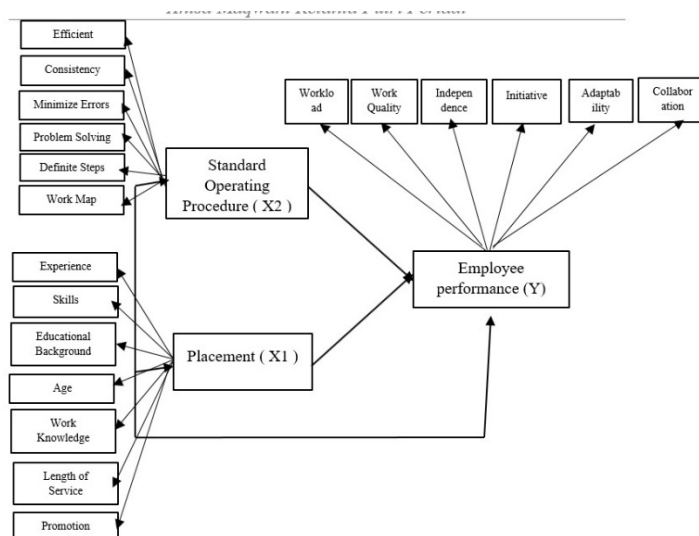


Figure 1. Research Framework

3. Methodology

The research methodology involves conducting a quantitative analysis at the DPRD Kota Samarinda and the Kecamatan Samarinda Utara offices, located at Jl. Basuki Rahmat and Jl. Poros Lempake, respectively. The study utilizes primary data collected through interviews, observations, and questionnaires, targeting 83 employees. The research employs Slovin's formula to determine a sample size of 59, with random sampling for selection. Data collection focuses on Placement (X1) and Standard Operating Procedures (SOPs) (X2) as independent variables affecting Employee Performance (Y). The study uses SPSS 25 for data analysis, employing techniques such as reliability testing, validity test, classical assumption tests (normality multicollinearity, heteroscedasticity), and multiple linear regression to test hypotheses. Uji t and Uji F are used to examine the significance of the relationships between variables (Sugiyono, 2019; Darmanah, 2019; Hasibuan, 2012; Purnamasari, 2015; Priansa, 2017).

4. Empirical Findings/Result

The respondent characteristics reveal a diverse demographic profile based on gender, age, education, rank, position, and work tenure. Of the 59 respondents, 55.9% are male and 44.1% are female. Age-wise, the majority are 51 and above (39%), followed by those aged 46 to 50 (33.9%), 41 to 45 (22%), and 35 to 40 (5.1%). Educationally, 52.5% hold a bachelor's degree (S-1), 32.2% have a high school diploma (SMA), 13.6% possess a master's degree (S-2), and 1.7% have a diploma (D-III). In terms of rank, the most common is III/d (20.3%), followed by II/c (18.6%), III/c (15.3%), and III/b (13.6%). The predominant job title is general administrator (23.7%), with other titles including junior planner, junior legal analyst, and financial administrator, each with 3.4%. The majority of respondents have 11 to 20 years of service (55.9%),

followed by 21 to 30 years (33.9%) and 31 to 40 years (10.2%). This detailed profile provides a clear overview of the respondent's demographic characteristics and their implications for the research.

The validity test for the variables of placement, standard operating procedures, and employee performance, as presented in Table 1, assesses whether the measurement instrument effectively and accurately gauges the variables in question. This evaluation ensures that the set of questions administered to the ASN employees at the Kota Samarinda government agency is both reliable and precise in capturing the intended constructs.

Table 1. Validity Test

Variables	Statement	r_{count}	r_{table}	Information
Employee performance (Y)	Y1	0,923	0,2564	Valid
	Y2	0,869	0,2564	Valid
	Y3	0,760	0,2564	Valid
	Y4	0,732	0,2564	Valid
	Y5	0,833	0,2564	Valid
	Y6	0,747	0,2564	Valid
	Y7	0,864	0,2564	Valid
	Y8	0,923	0,2564	Valid
	Y9	0,923	0,2564	Valid
	Y10	0,778	0,2564	Valid
	Y11	0,923	0,2564	Valid
	Y12	0,778	0,2564	Valid
Placement (X1)	X1.1	0.919	0,2564	Valid
	X1.2	0.919	0,2564	Valid
	X1.3	0,707	0,2564	Valid
	X1.4	0,534	0,2564	Valid
	X1.5	0,804	0,2564	Valid
	X1.6	0,819	0,2564	Valid
	X1.7	0,444	0,2564	Valid
	X1.8	0,487	0,2564	Valid
	X1.9	0,905	0,2564	Valid
	X1.10	0,897	0,2564	Valid
	X1.11	0,707	0,2564	Valid
	X1.12	0,636	0,2564	Valid
	X1.13	0,451	0,2564	Valid
	X1.14	0,819	0,2564	Valid
Standard Operating Procedure (X2)	X2.1	0,377	0,2564	Valid
	X2.2	0,366	0,2564	Valid
	X2.3	0,935	0,2564	Valid
	X2.4	0,925	0,2564	Valid
	X2.5	0,925	0,2564	Valid
	X2.6	0,945	0,2564	Valid
	X2.7	0,676	0,2564	Valid

X2.8	0,825	0,2564	Valid
X2.9	0,925	0,2564	Valid
X2.10	0,925	0,2564	Valid
X2.11	0,925	0,2564	Valid
X2.12	0,714	0,2564	Valid

The validity test results show that for the variables of placement, standard operating procedures, and employee performance, all the questionnaire items used are valid, as the calculated t-values exceed the critical t-value.

The reliability test results for the variables of job placement, Standard Operating Procedures (SOP), and employee performance, as presented in Table 2, are as follows:

Table 2. Reliability Test Results

No	Variables	Reliability Coefficient	Description
1	Placement	0,926	Reliable
2	Standard Operating Procedure	0,771	Reliable
3	Employee Performance	0,957	Reliable

The reliability test results for the variables of Job Placement, Standard Operating Procedures (SOP), and Employee Performance in Table 2 show reliability values of 0.926, 0.771, and 0.957, respectively. These results indicate that the variables are deemed reliable.

Before performing regression analysis, it is essential to evaluate certain classical assumptions to ensure efficient and unbiased estimates. One of these assumptions is normality, which can be tested using the Kolmogorov-Smirnov test. The results of this normality test, as presented in Table 3, will determine whether the data follows a normal distribution, a crucial prerequisite for the validity of subsequent regression analysis.

Table 3. Normality Test Results

No	Asymp.Sig	Significant Level	Description
1	0,151	0,05	Normal

The assessment criterion for normality is that the significance level should be greater than 5%. In this analysis, the data yielded a significance value of 0.151 or 15.1%, which exceeds the 5% threshold, indicating that the data is normally distributed.

The multicollinearity test aims to determine if there are issues with multicollinearity among independent variables, using the Variance Inflation Factor (VIF) to detect such problems. According to Table 4, the VIF values are below 10, with a maximum of 8.109, indicating that there is no significant multicollinearity among the variables.

Table 4. Multicollinearity Test Results

No	Variables	VIF	Description
1	Placement	8,109	Multicollinearity does not occur
2	Standard Operating Procedure	8,109	Multicollinearity does not occur

The heteroscedasticity test assesses whether a regression model exhibits unequal variance and residuals among data points. Homoscedasticity, which indicates that residuals and their variance remain constant, reflects a high-quality regression model. Therefore, the presence of heteroscedasticity suggests potential issues with the model's quality.

Table 5. Heteroscedasticity Test Results

No	Variables	Significant	Probability Value	Description
1	Placement	0,079	0,05	Normal
2	Standard Operating Procedure	0,160	0,05	Normal

Based on the output, the significance values for the variables placement (X1) and standard operational procedures (X2) are 0.079 and 0.160, respectively. Since these significance values exceed 0.05, it indicates that neither variable exhibits heteroscedasticity, suggesting that the model does not suffer from issues of unequal variance in residuals.

The regression equation $y = -4.617 + 0.427X_1 + 0.586X_2$ indicates that the constant term is -4.617 when both placement (X1) and standard operating procedures (X2) are zero. The coefficient of 0.427 for X1 suggests that for each one-unit increase in placement, employee performance increases by 0.427 units, indicating a positive relationship. Similarly, the coefficient of 0.586 for X2 indicates that for each one-unit increase in standard operating procedures, employee performance increases by 0.586 units, reflecting a positive relationship. To test the significance of the impact of placement and standard operating procedures on employee performance, a t-test is conducted with a significance level of 0.05.

Table 6. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.617	3.098		-1.491	.142
	X1 total	.427	.153	.392	2.800	.007
	X2 total	.588	.149	.552	3.944	.000

The partial t-test results reveal significant impacts of both independent variables on employee performance. For the variable Placement (X1), the calculated t-value is 2.800, which exceeds the critical t-value of 2.002. This indicates that Placement has a significant effect on employee performance in the Kota Samarinda government agency. Similarly, for the variable Standard Operating Procedures (X2), the t-value is 3.944, also surpassing the critical t-value of 2.002. This demonstrates that Standard Operating Procedures significantly affect employee performance in the same context. Thus, both variables individually have a significant influence on the performance outcomes of the employees in this study.

The F-test is utilized to test the hypothesis that the variables Standard Operating Procedures, Placement, and Professionalism, when considered together, have a significant impact on employee performance.

Table 7. F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	864.613	2	432.307	178.681	.000 ^a
	Residual	135.489	56	2.419		
	Total	1000.102	58			

The output shows an F-value of 178.681, which is greater than the critical F-value of 3.16. This indicates that, collectively, the independent variables Placement (X1) and Standard Operating Procedures (X2) have a significant effect on the dependent variable, employee performance, in the Kota Samarinda government agency. This suggests that both variables, when considered together, significantly influence employee performance outcomes.

5. Discussion

The t-test results reveal that the variable Placement (X1) has a t-value of 2.800, which is greater than the t-table value of 2.002, indicating a significant effect on employee performance in the Kota Samarinda government agency. This finding aligns with previous research by Azhari & Wijaya, Putri, Pongoh et al., Septianisa & Khozin, Mandilaras, Blicblau et al., Fitri et al., Usman, Dinata & Talim, and Siahaan & Bahri. The significant influence of Placement on employee performance is supported by the respondent demographics, including the dominance of male respondents, a majority with S-1 education, and the prevalence of grade III/d positions, suggesting that despite non-compliance with the ANJAB ABK standards, the educational background, gender, and job grade of employees contribute to their experience and performance.

Similarly, the t-test for the variable Standard Operating Procedures (X2) yields a t-value of 3.944, which exceeds the t-table value of 2.002, confirming a significant effect on employee performance. This result is consistent with previous studies conducted by Hidayattulloh & Ridwan, Aryanata et al., SAKA et al., Wahongan et al., Waris et al., Andriani et al., Ardiansyach et al., and Lamondjong et al. The positive impact of Standard Operating Procedures on employee performance highlights its critical role in enhancing operational effectiveness.

The F-test results show an F-value of 178.681, which is greater than the F-table value of 3.16. This indicates that, collectively, the independent variables Placement (X1) and Standard Operating Procedures (X2) significantly affect employee performance in the Kota Samarinda government agency. This finding underscores the combined importance of these variables in influencing performance outcomes.

6. Conclusions

The research concludes that both placement (X1) and Standard Operating Procedures (SOP) (X2) have a significant positive impact on the performance of government employees in the Regional Device Organization of Samarinda. The partial analysis shows that the placement variable influences employee performance significantly, highlighting the importance of matching job placement with qualifications and experience. Similarly, the SOP variable also significantly impacts performance,

underscoring the need for continuous evaluation and updates to ensure alignment with organizational changes. Based on these findings, it is recommended that performance evaluations and employee placements should be regularly reviewed in accordance with workload and job analysis regulations, maintaining coordination with the Organizational and Administration Division of Samarinda. Additionally, SOPs should be promptly updated when necessary, and the process of digitalizing SOPs across the organization is advised to enhance accessibility and complianceS

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