


## Effect Of Placement And Operational Standards Procedures Regarding The Performance Of Employees Of The Office Of The Regional Representative Council Of Samarinda City

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Article Info	ABSTRACT
<b>Keywords:</b> Employee Performance, Placement, Standard Operating Procedures	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 t table value of 2.023, t count > t table (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 t table value of 2.023, t count > t table (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 R2 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.
This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license 	<b>Corresponding Author:</b> Askiah Student at Muhammadiyah University, East Kalimantan <a href="mailto:ask888@umkt.ac.id">ask888@umkt.ac.id</a>

### INTRODUCTION

Human resources play an important role in every organization and institution, including private and public entities (Kusuma et al ., 2021) . Workers can influence the achievement of company goals because they are resources who have awareness, intuition and purpose. Organizational perfection is achieved when there is a constant flow of high-quality output. This can only be achieved with the support of hard working staff members. This is very important in an era of increasingly fierce competition, because it allows organizations and employees to anticipate challenges and opportunities (Azhari & Wijaya, 2020) . Good human

resource (HR) management is very important to ensure that the needs of an organization or company are balanced with its expectations and capabilities. (Fitri et al ., 2021) . According to (Septianisa & Khozin, 2023) , in managing work and employment relations, human resource management is a strategic strategy that emphasizes the importance of utilizing community strength, commitment and cooperation as a condition for achieving the desired goals. One of the most important functions of human resources is maximizing the contribution of each employee to achieving company and personal goals. Therefore, the lack of human resources is one of the most pressing problems in Indonesian society, especially the people of Samarinda. The presence of human involvement is essential for the functioning of any organization. Ultimately, it is the factors that can be controlled by humans that ultimately determine whether an organization succeeds or fails in carrying out its operations to achieve its goals and objectives.

According to Azhar & Fatimah, (2022) one of the most important aspects in human resource management is placement, regardless of suitability. Based on their placement, a person is assigned a certain role. Failure to carry out the placement function correctly will always have negative consequences for achieving organizational goals. According to (Septianisa & Khozin, 2023) , work results and quality are influenced by employees' suitability for their roles, which is why job placement is very important. Clearly, when used in the context of an organization, "placement" means "assertiveness", which means giving tasks that require honesty and professionalism from the recipient. (Kusuma et al ., 2021) . According to (Azliani et al ., 2022) , an organization's output may be disrupted if its personnel placement and competency policies are not in accordance with workplace policies. Employees and businesses alike prioritize placement. If a business wants to employ competent people, onboarding is a must. When people are placed in the right roles, they can help a company achieve its goals. (Nuryadin et al ., 2020) . The Samarinda City DPRD Secretariat continues to grapple with the issue of adequate employee allocation which raises concerns in the field of human resources. One of the keys to achieving optimal work performance for each employee is to ensure their position is correct, in addition to increasing work morale, initiative and creativity that will result from this. Consistent application of appropriate placement principles is necessary so that employees can carry out tasks in accordance with their areas of expertise and specialization.

Standard operating procedures are an important part of a company in carrying out or carrying out existing tasks and activities in the company in order to achieve optimal goals. According to (Majestika & Farida, 2022) , Standard Operating Procedures (SOP) are directions or guidelines that outline ongoing operations in an organization. The aim is to ensure the implementation of all decisions, actions and utilization of process facilities in an efficient, consistent, standardized and methodical manner by organizational personnel. According to (Kadir Abdul, 2021) SOP is a process flow that is carefully designed to ensure that everyone can carry out their duties to the best of their ability in line with the goals, vision and objectives of an organization, body or institution, and (Kadir Abdul, 2021) says that Standard operating procedures (SOP) are created to simplify the work process so as to produce optimal but

efficient results. To achieve company goals, a design is provided in the form of standard operating procedures which will guide employees in carrying out their duties and minimize frustration in carrying out tasks according to each employee's job description (SAKA et al ., 2023) . As a prerequisite for consistently obtaining optimal results from a process, SOPs are established to ensure that all employees carry out their duties in the same way, therefore, the preparation of Standard Operating Procedures (SOPs) is believed to be able to help businesses carry out certain process functions or tasks efficiently. and successful. Not only that, the development of standard operating procedures (SOP) also seeks to make things more effective and reduce the occurrence of errors in every work process. (Novrianti & Jumaren, 2019) , therefore, company personnel are expected to improve their performance and operate effectively and efficiently if SOPs are applied to them. The Samarinda City DPRD Office has created SOPs for carrying out various work activities such as verification coordinator, budget planning, administration and personnel coordinator, household coordinator, equipment coordinator, 2022 trial and minutes coordinator, 2022 legislative review coordinator, and supervisory facilitation coordinator so that more structured and efficient in Samarinda, (2022) but in reality the DPRD office in the city of Samarinda is still less than optimal in managing time for completing activity administration matters in a timely manner.

According to Septianisa & Khozin, (2023) , job performance has become an important issue in the study of organizational behavior. Other studies have explored several antecedents of job performance, including supervision, leader managerial style, and organizational commitment (Septianisa & Khozin, 2023) . Factors such as leadership style, company culture, leadership qualities, job design, personality, job happiness, work environment, loyalty, dedication, motivation, and work discipline can all influence employee production. "Sartika et al., 2022" emphasized. The ability of an organization or company to achieve its goals really depends on the performance of its employees. (Fitri et al ., 2021) . Performance according to (Kadir Abdul, 2021) is a comprehensive concept related to the extent to which the daily activities of a company or other group comply with the norms and expectations set for both the company and its employees. Individual or group performance is the culmination of efforts to achieve organizational goals in a way that is ethical, legal, and in line with duties and obligations. (Permana et al ., 2019) . What is meant by "performance" is the final result of an employee's efforts in carrying out the tasks assigned to him, both in quantity and quality. (Azhar & Fatimah, 2022) . Then according to (Azhari & Wijaya, 2020) a person's performance is the final result of his efforts to achieve certain goals within a certain time period. All of these definitions point to the same thing. Human resource performance is the quantity and quality of output produced by a person while carrying out a certain activity within a certain period of time. In accordance with performance planning at the individual and unit/organization level, taking into account the results, benefits and behavior of the individuals involved, the performance of civil servants is evaluated in accordance with Article 2 of Law Number 30 of 2019 concerning Employee Performance Evaluation. (Indonesia, 2019) .

Based on the problems written in (RENSTRA, 2021) DPRD Offices in Samarinda City in 2021 - 2026 , the researcher is interested in carrying out research as this final assignment with the title "The Influence of Placement and Standard Operational Procedures on the Performance of Regional People's Representative Council Office Employees Samarinda City"

## METHOD

According to the type of data, this research is quantitative research. The sampling technique used is non-probability sampling, where the number of samples is the same as the population, namely 41 respondents. The data collection method uses a questionnaire distributed offline.

## RESULTS AND DISCUSSION

Results and discussion will be presented sequentially starting from the results of validity and reliability tests, classical assumption tests, and multiple linear regression tests. Then the discussion that will be presented is related to the test results, namely the results of the validity and reliability test, classical assumption test, multiple linear regression test, t test, F test, R2 test .

### Validity and Reliability Test

Before the research data are analyzed further using the classical assumption test which consists of the normality test, multicollinearity test, heteroscedasticity test, linearity test, and multiple linear regression test, the validity and reliability are first tested to find out whether the measuring instrument used is in the form of question items asked to respondents can measure carefully, quickly and precisely what they want to measure in this research.

### Validity Test

The results of the validity test on the placement variables, standard operating procedures and employee performance are in table 1 as follows:

**Table 1** Validity Test Results

Variable	Statement	$r_{count}$	$r_{table}$	Information
Placement (X1)	X1.1	0.959	0.260	Valid
	X1.2	0.959	0.260	Valid
	X1.3	0.725	0.260	Valid
	X1.4	0.533	0.260	Valid
	X1.5	0.864	0.260	Valid
	X1.6	0.909	0.260	Valid
	X1.7	0.651	0.260	Valid
	X1.8	0.651	0.260	Valid
	X1.9	0.959	0.260	Valid
	X1.10	0.959	0.260	Valid
	X1.11	0.725	0.260	Valid
	X1.12	0.650	0.260	Valid
	X1.13	0.445	0.260	Valid
	X1.14	0.846	0.260	Valid

Variable	Statement	r <sub>count</sub>	r <sub>table</sub>	Information
Standard Operating Procedures (X2)	X2.1	0.417	0.260	Valid
	X2.2	0.301	0.260	Valid
	X2.3	0.951	0.260	Valid
	X2.4	0.951	0.260	Valid
	X2.5	0.951	0.260	Valid
	X2.6	0.951	0.260	Valid
	X2.7	0.737	0.260	Valid
	X2.8	0.951	0.260	Valid
	X2.9	0.951	0.260	Valid
	X2.10	0.951	0.260	Valid
	X2.11	0.951	0.260	Valid
	X2.12	0.737	0.260	Valid
Employee Performance (Y)	Y1	0.947	0.260	Valid
	Y2	0.947	0.260	Valid
	Y3	0.818	0.260	Valid
	Y4	0.818	0.260	Valid
	Y5	0.947	0.260	Valid
	Y6	0.947	0.260	Valid
	Y7	0.947	0.260	Valid
	Y8	0.947	0.260	Valid
	Y9	0.947	0.260	Valid
	Y10	0.818	0.260	Valid
	Y11	0.947	0.260	Valid
	Y12	0.818	0.260	Valid

Data source processed by researchers, 2024

From the results of the validity tests carried out, on the placement variables, standard operational procedure variables and employee performance, all the question items used were valid, because the calculated t value > r table .

### Reliability Test

The results of the reliability test on the placement variables, standard operating procedures and employee performance are in table 2 as follows:

**Table 2** Reliability Test Results

No	Variable	Reliability Coefficient	Information
1	Placement	0.945	reliable
2	Standard Operating Procedures	0.943	reliable
3	Employee Performance	0.978	reliable

Data source processed by researchers, 2024

The conclusion of the reliability test in table 2 is that the variables Placement, Standard Operating Procedures and Employee Performance have values of 0.945, 0.943 and 0.978. The results of this analysis stated that the variable was declared reliable.

### Classic Assumption Test

Before carrying out regression analysis, in order to obtain unusual and efficient estimates, classical assumptions must be tested which must be met, namely:

### Normality Test

The results of the normality test using the Kolmogorv – Smirnov test are as shown in table 3 as follows:

**Table 3** Normality Test Results  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		41
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.83350889
Most Extreme Differences	Absolute	.166
	Positive	.101
	negative	-.166
Statistical Tests		.166
Asymp . Sig. (2-tailed)		.006 <sup>c</sup>
Exact Sig. (2-tailed)		.187
Point Probability		.000

a. Test distribution is Normal.

Data source processed by researchers, 2024

The assessment criteria is that normality occurs if it is significant > 5%. The results of the data processing carried out have a significant value of 0.187 or 18.7% > 5%, which means it is normally distributed.

### Multicollinearity Test

The purpose of the multicollinearity test is to find out whether the relationship between independent variables shows multicorrelation problems which are signs of multicollinearity. The VIF (variance-inflating factor) value is used to detect this. If VIF < 10, then the level of collinearity can be considered fair.

**Table 4** Multicollinearity Test Results

No	Variable	Tolerance	VIF	Note
1	Placement	0.111	9,048	Not occur Multicollinearity
2	Standard Operational Procedure	0.111	9,048	Not occur Multicollinearity

Data source processed by researchers, 2024

Based on table 4, it is known that each variable has a tolerance value of not less than 0.01 and the variance inflation factor value does not exceed 10. The results of the analysis show that there is no multicollinearity in each variable with a result of  $9.048 < 10$ .

### Heteroscedasticity Test

To find out whether the regression model shows inequality in the variance and residuals from additional data, a heteroscedasticity test is carried out. Homosendarticity refers to an observed observation in which the residuals and variance remain constant. Regression models that have good heteroscedasticity are considered to be of high quality

**Table 5** Heteroscedasticity Test Results

No	Variable	Significant	Probability Value	Note
1	Placement	0.588	0.05	Normal
2	Standard Operational Procedure	0.945	0.05	Normal

Data source processed by researchers, 2024

Based on the output above, it is known that the significant value of the placement variable is 0.588 and the standard operating procedure variable (X2) is 0.945. This means that the significant value of these two variables is greater than 0.05. So that these two variables do not occur heteroscedasticity.

### Linearity Test

The basis of linear regression is the idea that the relationship between the variables studied is linear. Using anova is an approach to confirm this linear relationship. The linearity test can be seen in the following table.

**Table 6** Linearity Test Results

Variable	F value	Significant Value	Information
Placement on Employee Performance	1440.533	0,000	Linear
Standard Operating Procedures for Employee Performance	2136.636	0,000	Linear

Data source processed by researchers, 2024

Based on the results of the linearity test above, it is known that the value of the placement variable on employee performance is 0.000. This means that the linearity value is less than 0.05, so it can be concluded that H0 is rejected, meaning that the placement variable on employee performance has a linear relationship, and the standard operational procedure variable on employee performance has linear relationship.

### Multiple Linear Regression Test

The values of the questionnaire results that have been processed as seen in the Appendix are presented in table 7 below:

**Table 7** Multiple Linear Regression Test Results

No	Variable	Regression Coefficient	Sig.
1	Constant	-10,316	0,000
2	Placement	0.583	0,000

No	Variable	Regression Coefficient	Sig.
3	Standard Operating Procedures	0.540	0,000

Data source processed by researchers, 2024

Based on the results in table 7 above, the following multiple linear regression equation is obtained:

$$y = -10.316 + 0.583X_1 + 0.540X_2$$

From the function above it can be explained that:

The analysis produces a constant value of -10,316 for the employee performance variable with the assumption that the placement and standard operating procedure variables both have a value of zero. The employee performance variable will experience a change of 0.583 units for every one unit change in the placement variable, all other things being equal. If the placement variable increases, the employee performance variable also increases; This is because the relationship pattern between the two variables is positive.

Assuming all other variables remain constant, a change of one unit in the standard operational procedure variable will result in a change of 0.540 units in the employee performance variable. Increasing standard operating procedures is associated with increasing employee performance, in accordance with the pattern of a positive relationship between the two variables.

### Hypothesis test

#### t test

Assuming that "placement variables and standard operating procedures partially have a significant influence on employee performance", conduct a t test with a threshold of 0.05 to explore this hypothesis.

**Table 8** t test results

		Coefficients <sup>a</sup>					
		Unstandardized Coefficients					Collinearity
Model		B	Std. Error	Beta	t	Sig.	Tolerance
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

Data sources are processed researcher , 2024

### Placement

Calculated t value amounting to 6,112 ( more tall of 2.023) shows that mark t count > t table , like the same applies to the results of hypothesis testing variable placement . With the objections of Ho and Ha accepted, we can say that employee placement does, in fact, have a partially significant impact on employee performance.

### Standard Operating Procedures

In this case, the calculated t value of 5.940 in the standard operational procedure variable hypothesis test is greater than the t table value of 2.023, proving that the two



variables have a partially significant relationship. Therefore,  $H_a$  is accepted and  $H_o$  is rejected. This shows that SOPs do influence worker performance.

### F Test

The purpose of carrying out the F test is to see whether there is a statistically significant relationship between employee performance and standard operating procedures and placement factors.

**Table 9** 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			

a. Dependent Variable: abresid

b. Predictors: (Constant), X2\_Total, X1\_Total

Data sources are processed researcher , 2024

It can be concluded that  $H_o$  is accepted and  $H_a$  is rejected, meaning that there is no positive and substantial influence between placement and standard operating procedures on employee performance simultaneously, based on table 9, where the calculated f value is  $1.049 < 3.24$ .

### Test R 2

2 test was carried out . In table 10 are the results of the R 2 test which were processed using SPSS version 25.

**Table 10** R <sup>2</sup> Test Results  
Model Summary <sup>b</sup>

Model	R	R Square	Adjusted	Std. Error of the Estimate
1	,985 <sup>a</sup>	,971	,970	.85516

a. Predictors: (Constant), X2\_Total, X1\_Total

b. Dependent Variable: Y\_Total

Data sources are processed researcher , 2024

The result are : Table 10 shows that factor placement and standards operational procedure can influence variable performance employee amounted to 0.971 or 97.1%, whereas other variables do not discussed in study This influence the rest by 2.9%.

### Discussion

Data shows that men dominate as many as 25 or (61.0%), many employees aged 51 years and over, namely 16 or (39.0%), with a bachelor's degree education level as many as 22 or (53.7%), the number of people who work at level III/b is 8 or (19.5%), the number of people who work at level I III/d is 8 (19.5%), the number of people who have a work period of

11 to 20 is 25 or (61.0%), and the number of people who hold general administrative positions is 13 or (31.7%) respondents.

The standard operational procedure test consisted of 12 items and the placement variable test consisted of 14 items, both of which produced valid findings from the validity test. After that, the variables related to placement and standard operational procedures were tested for reliability and all were proven to be reliable. Make sure the data does not deviate from the expected linear pattern due to heteroscedasticity and normality. The three criteria for normally distributed data, the absence of multicollinearity, and the absence of heteroscedasticity are met by the test findings. These findings are linear based on linearity tests of placement variables and standard operating procedures.

Calculated t value is 6.112 (higher than 2.023) indicating that the calculated t value > t table , as is the case in the results of the placement variable hypothesis test. Therefore, it can be concluded that  $H_a$  is correct and  $H_o$  is incorrect, which indicates that employee placement, in fact, has a significant impact on performance at a lower level than previously estimated. This is in line with research conducted by previous research by Azhari & Wijaya , Putri , Pongoh et al., Septianisa & Khozin, Mandilaras, Blicblau et al., Fitri et al . , Usman, Dinata & Talim, Siahaan & Bahri, stated that employee placement has a significant impact on employee performance. Apart from that, looking at the absence list, workload analysis and position analysis, the employee's education level is very linear in the applicable provisions, which is also supported by their age, long working period and the position they hold which is very suitable for these things which influence the significance of placement on employee performance.

In this case, the calculated t value of 5.940 in the standard operational procedure variable hypothesis test is greater than the t table value of 2.023, proving that the two variables are significantly related. Therefore, it is clear that  $H_a$  is correct and  $H_o$  is incorrect, which indicates that SOPs have a significant impact on worker productivity. This is in line 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., Aprianis, show that standard operational procedure impact significant to performance employee . Supportive things other in understanding employee to standard operational very extraordinary procedure normal because age employee Still age productive as many as 25 employees , level 27 employees have bachelor's and master's degrees , 29 employees in group III and group IV , average work period of more than 11 years to the top .

It can be concluded that  $H_o$  is accepted and  $H_a$  is rejected because the calculated f test results are  $1.049 < 3.24$ . This means that there is no positive and significant influence of placement and standard operational procedures on employee performance when applied simultaneously. Judging from the partial analysis, the value of the t -calculated placement variable is 6.112, while the standard operational procedure variable is 5.940, so the placement variable is the variable that has the most influence on the performance of employees of the Samarinda City Regional People's Representative Council Secretariat. Shows that standard operating procedures and placement factors can influence employee

performance variables by 0.971 (or 97.1%), while other variables not explored in this research influence the remaining 2.9%.

## CONCLUSION

The conclusions that can be made in this research as described are as follows: The placement variable has a significant effect on the employee performance variable of the Secretariat of the Samarinda City People's Representative Council. The secretariat staff of the Regional People's Representative Council of Samarinda City are greatly influenced by the SOP factor in terms of their productivity. The performance of Samarinda City Regional People's Representative Council Secretariat employees' performance is not affected by simultaneous placement variables and standard operating procedures. The performance of Samarinda City Regional People's Representative Council Secretariat employees' performance is most influenced by placement variables. The performance of Samarinda City DPRD Secretariat employees is influenced by 0.971 or 97.1% by placement factors and standard operating procedures; the remaining 2.9% was influenced by variables not included in this study.

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