

**THE INFLUENCE OF LEADERSHIP, THE IMPLEMENTATION OF
STANDARD OPERATING PROCEDURES (SOPS), AND WORK FACILITIES
ON EMPLOYEE PERFORMANCE AT THE REGIONAL PERSONNEL AND
HUMAN RESOURCES DEVELOPMENT AGENCY OF BREBES REGENCY**

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ABSTRACT

The real main challenge is how to create human resources that can produce optimal performance to achieve the goals of the Regional Personnel and Human Resources Development Agency, Brebes Regency. In this case the organization needs to improve performance. Several factors influence the performance of employees of the Regional Personnel and Human Resources Development Agency: Leadership, Implementation of SOPs and Work Facilities. Problems related to the Regional Personnel and Human Resources Development Agency are that the level of tardiness and absenteeism is quite high, there is a lack of firmness from leaders in following up on absenteeism and tardiness, there are still some who do not implement SOPs and several work facilities are in disrepair because they are not properly maintained.

The research method used in this research is a quantitative approach. The number of respondents in this research was all employees of the Regional Personnel and Human Resources Development Agency, totaling 52 people. Meanwhile, the data analysis tools used are validity test, reliability test, MSI (Successive Interval Method), classical assumption test, multiple linear regression analysis, t test, F test and coefficient of determination.

From the research carried out, the results were obtained: 1) from partial testing of leadership on performance using the t test, the value obtained was $\text{sig} = 0.000 < 0.05$, 2) from the results of partial testing of SOP implementation on performance, the value obtained was $\text{sig} = 0.000 < 0.05$, 3) from the results of partial testing of work facilities

on performance, a value of $\text{sig} = 0.481 > 0.05$ was obtained, 4) from simultaneous testing of leadership, implementation of standard operational procedures and work facilities on performance using the F test, a value of $\text{sig} = 0.000 < 0.05$ was obtained.

The conclusions of this research are 1) there is a positive and significant influence of leadership on employee performance. 2) there is a positive and significant influence of the implementation of standard operational procedures on employee performance, 3) there is no influence of work facilities on employee performance.

Keyword : Leadership, Implementation of SOPs and Work Facilities.

ABSTRACT

The real main challenge is how to create human resources that can produce optimal performance to achieve the goals of the Regional Personnel and Human Resources Development Agency, Brebes Regency. In this case, the organization needs to improve performance. Several factors that affect the performance of employees of the Regional Leadership Personnel and Human Resources Development Agency, the implementation of SOPs and work facilities. Problems related to the Regional Personnel and Human Resources Development Agency are that the level of delays and absences is quite high, lack of decisiveness of leaders in following up on absences and delays, there are still those who do not implement SOPs and some conditions of work facilities that are damaged because they are not properly maintained.

The research method used in this study is a quantitative approach. Data collection uses questionnaires. The number of respondents in this study is all employees of the Regional Personnel and Human Resources Development Agency, as many as 52 people. Meanwhile, the data analysis tools used are validity tests, reliability tests, MSI (*Method of Successive Interval*), classical assumption test, multiple linear regression analysis, t-test, F-test and determination coefficient.

From the research carried out, the results were obtained: 1) from the testing of the Leadership on Performance using the t-test obtained a sig value = $0.000 < 0.05$, 2) from the results of the partial test of the implementation of SOP on performance obtained a sig value = $0.000 < 0.05$, 3) from the results of a partial test of work facilities on performance obtained a sig value = $0.481 > 0.05$, 4) from simultaneous testing Leadership, the application of standard operating procedures and work facilities to performance using the F test obtained a sig value = $0.000 < 0.05$.

The conclusions of this study are 1) there is a positive and significant influence of leadership on employee performance. 2) there is a positive and significant influence of the implementation of standard operating procedures on employee performance, 3) there is no influence of work facilities on employee performance.

Keywords: **Leadership, SOP Implementation and Work Facilities.**

A. INTRODUCTION

Human resources are one of the most important assets for an agency. The role of human resources for agencies is not only seen from productivity but also from the quality of work produced, even furthermore, the ugliness of an organization is also determined by the competitiveness of its people. In order for reliable human resources to be available in society, quality education, the provision of various social facilities and adequate employment opportunities are needed (Lijan Poltak, 2016).

The real main challenge is how to create human resources that can produce optimal performance to achieve the goals of an agency. Managing Human Resources is very important in this century, as stated by Schuler and Jackson (Schuler, 2016).

This statement is undeniable, because human resources are central to the achievement of an organization. Basically, resources can be divided into two, namely Human Resources (*Human Resources*) and Natural Resources (*Natura Resources*). Human Resources in every organization, both public and business, is the main resource, in addition to other resources. This is due to humans becoming the main actors as the source of driving the resources in question.

The phenomenon of leadership at the Regional Personnel and Human Resources Development Agency of Brebes Regency lacks firmness in following up on employee absences and delays. This can be seen in the table of the high delay and absence of BKPSDMD employees of Brebes Regency, if this is not overcome, it will affect the performance of the Regional Personnel and Human Resources Development Agency of Brebes Regency.

In addition, work facilities are a supporting factor for employee performance. To get good performance, agencies need to provide decent work facilities to support and facilitate the work completion process. Work facilities provided by agencies can process a certain input towards the desired output (moekizat, 2016). In reality, work facilities are supportive, and adequate, but not well maintained so that some work support equipment

such as computers, printing machines, tables, chairs can be damaged. In addition, air conditions such as indoor air conditioners are partially damaged due to not being properly maintained. The following is a table of the condition of work facilities at the Regional Personnel and Human Resources Development Agency of Brebes Regency.

The condition of work facilities at the Regional Personnel and Human Resources Development Agency of Brebes Regency in 2022 such as 30 computers, 25 of which are in good condition, and have suffered damage to 5 . There were 27 printing machines, 23 of which were in good condition, 4 others were damaged. There are 15 units of air conditioners, 9 of which are in good condition, 6 others are damaged. The tables totaled 31, 18 of which were in good condition, 7 others were damaged. There are 31 seats, 26 of which are in good condition, and 5 of them are in damaged condition.

B. THEORETICAL OVERVIEW

1. Performance

According to (Stolovitch & Keeps, 1992) performance is a set of results achieved and refers to the act of achieving and performing a job that is requested. According to (Griffin, 1987) performance is one of the total collections of work that exists in the worker. According to (Hersey & Blanchard, 1993) performance is a function of motivation and ability. To complete tasks and work, one must have a degree. According to (Casio, 1992) performance refers to the achievement of the employee's goals for the tasks assigned to him. (Rue & Byar, 1981) says that performance is the level of achievement of outcomes. According to (Interplan, 1999) performance is related to the operation, program activities and mission of the organization. According to (Stoner, 1978) performance is a function of motivation, proficiency and perception of roles. According to (Suntoro, 1999) performance is the result of work achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not in violation of the law and in accordance with morals and ethics.

2. Leadership

According to (Roben. G, 1991) said leadership is an involvement that is carried out deliberately to influence people's behavior. According to (DuBrin, 1993) leadership is an effort to influence and change interpersonal people, through the process of communication to achieve one or several goals. According to (Stoner, 1996) leadership is a process of directing and influencing activities related to work and group members. According to (Maxwell, 1995) Leadership is the ability to gain followers. According to (Afandi, 2018) leadership is the ability to create confidence and support among subordinates so that organizational goals are achieved.

3. Standard Operating Procedures (SOPs)

According to (Tathagari, 2018) states that the Standard Operating Procedure (SOP) is a document that describes operational activities that are carried out on a daily basis, with the aim that the work of the test is carried out correctly, precisely, and consistently, to produce products according to the standards that have been set previously

Investigation of an organization in all aspects of management activities from the highest to the lowest and the preparation of audit reports regarding its effectiveness or in terms of profitability and efficiency of its business activities (Surhali, 2006).

According to (Laudon, 2005) Stated that Standard Operating Procedures are formal rules to complete tasks that have been developed with the aim of overcoming situations that have been anticipated previously.

4. Work Facilities

According to (Moenir, 2011) states that facilities are all types of equipment, work equipment and services that function as the main / auxiliary tools in carrying out work, and also social in the context of the interests of people who are in contact with work organizations or everything that is used, used, occupied, and enjoyed by users.

According to (Buchari, 2001) a facility is a provider of physical equipment to provide convenience to its users, so that the needs of the users of the facility can be met.

C. FRAME MIND

The conceptual framework in this study is used as many as four variables, namely the independent variable used by leadership (X1), the implementation of operational procedures (X2), and work facilities (X3). Meanwhile, the dependent variable used is performance (Y). Thus, a framework of thinking can be made in the research as follows:

Figure 1.1
Framework of Thought

D. HYPOTHESIS FORMULATION

1. The influence of leadership on employee performance

According to (DuBrin, 1993) leadership is an effort to influence and change interpersonal people, through the process of communication to achieve one or several goals. The purpose of leadership is to influence and be an example for its subordinates, so that the organization's goals can be achieved in accordance with the vision and mission. A leader must be kind, communicative and authoritative, then members will feel reluctant to their leader and of course will affect their performance in carrying out their work. H_1 : leadership has a positive effect on employee performance

2. The effect of audit quality on good corporate governance

According to (Tathagari, 2018) states that the Standard Operating Procedure (SOP) is a document that describes operational activities that are carried out on a daily basis, with the aim that the work is carried out correctly, precisely, and consistently, to produce products according to the standards that have been set previously. If the Standard Operating Procedures (SOP) in the organization are implemented, it will create regularity and efficiency of the assigned work. On the other hand, if the standard operating

procedures are not implemented correctly, then the procedures carried out cannot run properly, and can even hinder employee performance.

H2: The application of standard operating procedures has a negative effect on employee performance

3. The effect of work facilities on employee performance

(Moenir, 2011) states that facilities are all types of equipment, work equipment and services that function as the main / auxiliary tools in carrying out work, and also social in the interests of people who are in contact with work organizations or everything that is used, used, occupied, and enjoyed by users. The purpose of the existence of work facilities is to support the effectiveness of carrying out a job. If the work facilities are inadequate, then the work carried out is not effective and efficient.

H3: Work facilities have a negative effect on employee performance

E. RESEARCH METHODS

1. Research Design

Research is a scientific investigation process on a problem that is carried out in an organized, systematic, based on reliable, critical and objective data that has the purpose of finding an answer or solution to one or several problems being researched (Ferdinand, 2014). Therefore, research must follow the rules or provisions in its preparation. This research uses a quantitative approach. This approach is used because the data used to analyze the relationships between variables is given numerically. Therefore, the selection of the right method can have a significant impact on the success of the research itself. The types of data and data sources used in this study are primary and secondary data..

This study was conducted to determine the possibility of a significant causal relationship to the independent variables, namely leadership (X1), the application of standard operating procedures (X2), and work facilities (X3) to the dependent variables, namely the application of employee performance (Y)

In this study, there is a population of 52 regional employees of Brebes Regency.

Table 1
Sample Criteria

It	Position	Sum
1	Financial Manager	1
2	Secretary	1
3	Career Development Analysis	1
4	Apparatus HR Analysis	1
5	Implementing Personnel Analysis	5
6	Analysis of Young Staffing	10
7	HR Development Analysis	1
8	Staffing Analysis	4
9	Data Analysis and Training Cooperation	1
10	Personnel Manager	1
11	Personnel Information System Designer	1
12	Employee Discipline Manager	1
13	First Expert Personnel Analyst	1
14	The First Computer System	1
15	Budget and Reporting Program Planner	1
16	Correspondence Administration	1
17	Career Development Manager	1
18	Personnel Manager	1
19	Mutation Plan Drafters	1
20	The First Computer System	2
21	Custodian of State Property	1
22	Head of Program and Finance Subdivision	1
23	Head of General and Gadget Subdivision	1
24	Head of Development, Welfare and Information	1
25	Head of Mutation	1
26	First Expert - Apparatus HR Analyst	3
27	First Expert - Computer Infrastructure	1

28	Security	5
29	Correspondence Administration	1
Sum		52

Source: IDX (2023 data)

F. CONCEPTUAL DEFINITION OF VARIABLES

1. Leadership (X1)

According to (DuBrin, 1993) leadership is an effort to influence and change people between individuals (inter-personal), through the process of communication to achieve one or several goals.

2. Standard Operating Procedures (X2)

According to (Tathagari, 2018) states that the Standard Operating Procedure (SOP) is a document that describes operational activities that are carried out on a daily basis, with the aim that the test work is carried out correctly, precisely, and consistently, to produce products according to the standards that have been set previously.

3. Work Facilities (x3)

According to (Moenir, 2011) Facilities are all types of equipment, work equipment and services that function as the main / auxiliary tool in carrying out work and also in the interests of people who are in contact with the work organization or everything that is used, used, occupied, and enjoyed by the user.

4. Performance

(Suntoro, 1999) performance is the result of work achieved by a person or a group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the rules **and regulations and** in accordance with morals and ethics.

G. DATA COLLECTION METHODS

The data collection techniques in this study are:

1. Interview

According to Sugiyono (Sugiyono, 2020), interviews are used as a data collection technique if the researcher wants to conduct a preliminary study to find out the problems that must be researched, and also if the researcher wants to know more in-depth things from the respondents and the number of respondents is small/small.

2. Questionnaire

According to (Sugiyono, 2020) a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. Questionnaires are an efficient data collection technique if the researcher knows exactly the variables to be measured and knows what to expect from the respondents. In addition, questionnaires are also suitable for use when the number of respondents is large enough and spread over a large area. Questionnaires can be in the form of closed or open questions/statements, can be given to respondents in person or by post, or online.

3. Observation

According to (Sugiyono, 2020) observation as a data collection technique has specific characteristics when compared to other techniques, namely interviews and questionnaires. If interviews and questionnaires are always communicating with people, then observation is not limited to people, but also other natural objects.

H. DATA ANALYSIS METHODS

In this study, data expressed with numerical statements using quantitative analysis, with statistical method calculations and assisted through the SPSS (*Statistical Package for Social Sciences*) statistical data management program.

1. Validity Test

According to (Sugiono, 2020) validity testing is used to test the extent to which measuring instruments can reveal the accuracy of measurable symptoms.

2. Reality Test

According to (Sugiono, 2020) reliability is "an index that shows the extent to which a measuring tool can be trusted or relied upon" To see whether a measuring tool is reliable or not, an approach is used statistically valid if the alpha cranked value is >0.70 .

I. Hypothesis Test

a. *Test the Successive Interval (MSI) Method*

The successive interval method is the process of converting ordinals into interval data. This is done because indirect ordinal data can be analyzed using parametric statistics such as regression or path analysis (Suliyanto, 2018).

b. Classical Assumption Test

a. Normality Test

The normality test is used to test whether or not a data in a study is normally distributed. The test used in this study is a statistical test with *Kolmogorov-Smirnov* (Ghozali, Imam, 2018).

b. Multicollinearity test

The multicollinearity test aims to test whether a correlation between independent variables is found in the regression model. The regression model is said to be good if there is no correlation between independent variables. The existence or absence of multicollinearity can be seen from the value of tolerance and its opponent, namely *the variance inflation factor (VIF)*. The commonly used cut off value to indicate the existence of multicollinearity is if the *tolerance* value ≤ 0.10 or equal to the VIF value ≥ 10 , it can be said that there is multicollinearity in the data (Ghozali, 2018).

c. Heteroscedaity Test

The heteroscedasticity test aims to test whether in the regression model there is an unevenness in variance from residual one observation to another (Ghozali, 2018). The prerequisite that must be met in the regression model is the absence of heteroscedasticity problems. If the significance value is >0.05 , then the regression model does not have heteroscedasticity. This test uses the help of the SPSS version 23 program.

3. Multiple Linear Regression Analysis

Multiple linear regression is used for studies that have more than one independent variable. Multiple linear regression analysis is used to determine the direction and how much influence the independent variable has on the dependent variable (Ghozali, 2018).

Multiple linear analysis is used to test independent variables with dependent variables using the following regression:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

4. Hypothesis Testing

a. Test T

Regarding statistical tests, t is a significant test of individual parameters (Ghozali, 2018). This test shows how far the influence of the independent variable partially affects the dependent variable. By using a significant level of 5% and a degree of freedom (df) to test the influence of $df = n - 2$, it can be seen that the ttable value is used to test 2 (two) parties, then the tcount value is determined.

b. Test F

The statistical test f was used to test the significance of the variables of leadership influence, the application of standard operating procedures to the

performance of the personnel agency and the development of significant resources of multiple regression analysis.

5. Coefficient of Determination

The determination coefficient is the square of the double correlation coefficient multiplied by 100%. It is used to express the magnitude of the contribution of X1,X2 and X3 to Y. The magnitude of the determination coefficient is seen in the output of the Summary Model in the R Square column The degree of the determination coefficient can be determined by the formula (Riduwan, 2015:224).

J. RESULT

1. Testing of Research Instruments

a. Validity Test

Validity testing is used to test the extent to which measuring devices can reveal measurable precision of symptoms. The measurement tool used in validity testing is a list of questions that have been filled in by respondents and the results will be tested to show the validity of a data (Sugiono, 2020).

Table 2 Descriptive Statistics

b. Reliability Test

Reliability is an index that shows the extent to which a measuring tool can be trusted or relied on (Sugiano, 2020). To see whether a measuring tool is reliable or not, the statistical approach is said to be valid if the value of *Cronbach alpha* > 0.70

2. Classical Assumption Test

a. Normality Test

b. Multicollinearity Test

The method used to detect the presence or absence of multicollinearity, by looking at the *Variant Inflation Factor* (VIF) value below or < 10 and the *Tolerance Value* above > 0.1, then multicollinearity does not occur.

Table

Multicollinearity Test Results

Type	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership	.577	1.733
SOP Implementation	.371	2.693
Work Facilities	.279	3.584

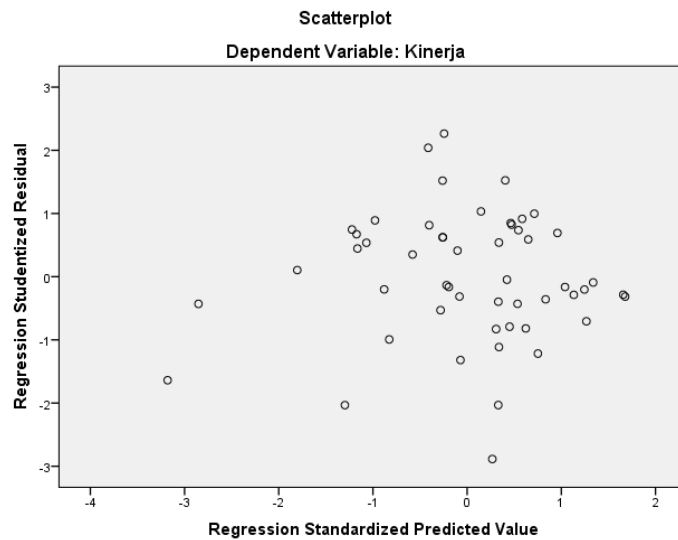
From the results of the calculation of the classical assumption test in the *collinearity statistics* section, it can be seen that for the three independent variables, the VIF numbers are 1.733; 2.693; and 1.817 which are smaller than , < 10, while *the Tolerance Value* > 0.01, so it can be concluded that the data does not have a multicollinearity problem.

c. Heteroscedaity Test

A heteroscedasticity test, if the residue does not form a distribution pattern and moves continuously away from the 0 (zero) line or randomly spreads above or below the number 0 on the Y axis, then it can be said that no heteroscedasticity occurs.

Picture..

Heteroscedaity Test Results



3. Multiple Linear Regression Analysis

Based on multiple analyses conducted using SPSS version 23, the following outputs are produced:

Table...

Multiple Linear Regression Analysis Results

Coefficients ^a					
Type		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	-2.381	3.208		-.742
	Leadership	.649	.149	.497	4.368
	SOP Implementation	.545	.137	.523	3.987
	Work Facilities	-.133	.187	-.106	-.710
					.462
					.000
					.000
					.481

4. Hypothesis Testing

a. Test T

The t-test in this study was carried out to test the hypothesis that leadership, the application of standard operating procedures and work facilities have a partial effect on employee performance.

Table..

T Test Results

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.381	3.208		-.742	.462
Leadership	.649	.149	.497	4.368	.000
SOP Implementation	.545	.137	.523	3.987	.000
Work Facilities	-.133	.187	-.106	-.710	.481

a. Dependent Variable: Performance

K. CONCLUSIONS AND SUGGESTIONS

1. Conclusion

- Management Audit has no effect on *Good Corporate Governance* in BPR Se- Former Pekalongan Residency
- Audit Quality has a positive effect on *Good Corporate Governance* in BPR Se- Former Pekalongan Residency

- c. Internal Control has a positive effect on *Good Corporate Governance* in BPR Se- Former Pekalongan Residency

2. Suggestion

- a. For People's Credit Banks that implement *good corporate governance* so that there is more internal evaluation of the company, there is first an organizational structure and clarity of functions in the company, as well as an increase in supervision of the company's performance
- b. Continuous monitoring and evaluation to improve operations with efficiency and reliability
- c. For further research, it can replace the variables of the audit committee and so on that cover BPR which has more influence on the implementation of *good corporate governance*. As well as being able to conduct research with objects

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