

The Influence of Coordination and Standard Operating Procedures on Employee Performance through Motivation as Intervening Variable (Study on Protocol and Communication Department of Banyuwangi Regency)

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DOI : <https://doi.org/10.61796/icossh.v2i1.197>

Sections Info

Article history:

Submitted: January 31, 2025
Final Revised: February 28, 2025
Accepted: March 17, 2025
Published: March 30, 2025

Keywords:

Coordination
Standard operating procedures
Motivation
Employee performance

ABSTRACT

Objective: This research is motivated by issues related to the implementation of E-Guest Book in Banyuwangi Regency, where there is a significant gap between visit data recorded in the system and manual data. The study aims to analyze the influence of coordination and SOP on employee performance through work motivation as an intervening variable in the Protocol and Leadership Communication Section of Banyuwangi Regency. **Method:** The research method uses Quantitative descriptive and verification approaches by analyzing relationships between variables. **Results:** The results show that coordination and SOP have positive and significant effects on work motivation and employee performance, both directly and indirectly. Work motivation is proven to act as an intervening variable that strengthens the relationship between coordination and SOP on employee performance. **Novelty:** It is recommended that organizations conduct periodic evaluations of SOPs, develop more effective communication systems, provide SOP understanding training, and create better reward systems to improve employee motivation and performance.

INTRODUCTION

Public service is all forms of services, both in the form of public goods and public services that are in principle a responsibility and implemented by government agencies in the center, in the area, and within state-owned enterprises, and within local-owned enterprises, In order to meet the needs of the community as well as in the framework of the implementation of the provisions of legislation. According to (Undang-Undang Nomor 25 Tahun 2009), public service is the activity or needs of service for every citizen and resident of goods, services, and or administrative services provided by public service organizers.

Official activities that are institutional visits between regions as a sign of comparative studies/work visit related to the success of the program that has been applied to a region is inseparable from the role of protocol and communication section of the leadership department. Guests service, work visits, and comparative studies are an integral part of governance activities that reflect the dynamics of coordination between institutions in order to develop and improve the quality of public service. According to (hardianshah, 2019), the presence of official guests, both from government agencies, legislatures, and other institutions, often bring strategic agendas that require professional and coordinated handling. Correspondingly, (priansa, 2020) confirms that work visits and work visit conducted by various agencies to regions considered to have best practices

requires systematic management to ensure effective transfer of knowledge and experience.

Banyuwangi, as one of the areas known for various innovations and achievements in governance, often become the goal of work visits and comparative studies from various regions in Indonesia. (Widodo, 2021) stated that modernisation of public service systems through digital innovation is The fundamental need in the management of modern governance. This was strengthened by (Tathagati, 2021) which revealed that the development of information systems in public services can improve the efficiency and effectiveness of government administration management.

The high interest of official visits to Banyuwangi can not be separated from various achievements achieved, among which being the most innovative Regency in Indonesia by being ranked 1 in the Innovative Government Award (IGA) for four years (2018, 2019, 2021, 2022). Other achievements include two innovations that entered the top 99 public Service Innovation System Competition (SINOVIK) in 2022 and 2023, as well as the success of The Legal Product Information System (JDIH) Banyuwangi being the best national level for five consecutive years (2020-2024). Every guests who visit every Organization of regional devices (OPD), Banyuwangi regency has made it easier to schedule guest visits by providing guest registration link or by downloading the application on the Playstore.

Organization of regional devices (OPD) most often become the purpose of visit are Bappeda, Bagian Hukum, Dinas Kesehatan, Dinas Pendidikan, DPMPPTSP, and Dinas Lingkungan Hidup, which reflects the success of innovation in various sectors of government. However, there are still many visits that are not recorded in the guest e-books system shows non-compliance with standard operational procedures (SOP) that have been set, so as to affect the accuracy of data and the effectiveness of management of office visits in Banyuwangi.

E-book implementation with guest registration link or by downloading the application on Playstore, there are still problems related to the arrival of guests that are not in a ccordance with the SOP that has been set. (Fatimah, 2019) identified that non-compliance with SOP often occurs due to lack of understanding and awareness of the importance of standard procedures in the organization. Meanwhile, tambingan (2020) explained that weak coordination between work units can lead to overlapping activities and ineffectiveness in achieving organizational goals.

Based on the results of data reports guest visits in Banyuwangi Regency showed a significant increase trend from year to year. Recorded in 2020 there were 27 guests, increased to 41 guests in 2021, Then 50 guests in 2022, and 36 guests in 2023 based on the system. However, there is a s ignificant data gap between recorded in the guest e-books system with manual archives in the laptop folder, where in 2023 there were 300 guests and in 2024 recorded 312 guests in laptop folders. This indicates that there are still many visits that do not go through the standard E-guest book procedures that have been implemented since January 2021.

The problem is not separated from the aspect of the performance of the staff Section Protocol and Communication Leadership Departement of Banyuwangi. (Sedarmayanti, 2019) explained that optimal employee performance requires the support of an effective management system and a conducive work environment. This is supported by (cashmere, 2020) which emphasizes the importance of continuous performance evaluation to ensure the achievement of set service standards. In line with the studies conducted by Employee motivation becomes a crucial factor that affects the effectiveness of task implementation. According to (busro, 2020), low work motivation can have an impact on the declining quality of service and employee productivity. In line with that, (Hamali et al., 2023) confirms that the increase in work motivation requires a comprehensive approach which includes the aspect of materil and non-materil. The opinion is supported by some empirical evidence conducted by (Kurniawan et al., 2019; qomariah, 2019; Setyawa ti et al., 2022; Sudiyono & qomariah, 2018) concluded that motivation has a significant effect on performance, and is the most dominant variable in influencing performance. In c ontrast to research (Adha et al., 2019; kurniasih et al., 2022) showed no significant influence between work motivation on performance. (Ernawati et al., 2023) also concluded that work motivation has no significant effect on employee performance.

Coordination aspect between work units is also a challenge. (Silaluhi, 2018) reve als that effective coordination requires a clear and structured communication mechanism. This opinion is reinforced by (Uham, 2020) which stated that the success of coordination depends on the commitment of all parties in carrying out their roles and responsibilities. This is in line with the research (Ariyanti, 2019) effective communication and coordination directly have a positive and significant effect on motivation and performance. Research, et al (2020) also 4 To confirm that coordination has a significant effect on performance through motivation as intervening variable.

Different from the results of research Implementation of SOP in the management of official guests still faces various obstacles. (Sailendra, 2021) emphasizes the importance of socialization and internalization of SOP to all employees to ensure compliance with the procedures set. Meanwhile, (Rahman, 2021) explained that effective SOP should be dynamic and adaptive to changes in organizational environment. This is in line with the research conducted by (Andriani et al., 2018; ardianshach et al., 2022; hidayattulloh & Ridwan, 2019; Warisa. & Hidayat, 2020; Yuliana & maharizal, 2023) stated that the implementation of SOP affects employee perfor mance. In contrast to research (Arief & Sunaryo, 2020) and (prabandanda & taviprawati, 2021) stated that SOP affects employee performance.

RESEARCH METHOD

The method of this research begins with a research design that combines quantitative and verificative methods. Quantitative descriptive method used to analyze data based on existing facts, while the verification method aims to test the relationship between variables, such as coordination, operational standard procedures (SOP), and

implementation of E-Guest books on work motivation and performance of employees in the section of protocol and communication leadership Banyuwangi. This study used statistical data analysis to test the hypothesis and determine the influence between variables.

The variables consisted of independent variables (coordination, SOP, implementation of e-guest books), intervening variables (work motivation), and dependent variables (employee performance). Operational variables performed by defining 4 Dimensions and indicators of each variable, such as effective communication and clarity of tasks for coordination, as well as efficiency and ease of use for implementation of E-Guest Books. This indicator becomes the basis in the preparation of the research questionnaire.

Data collected consisted of primary data through questionnaires and interviews, as well as secondary data from related documents and literature. The population consisted of 900 employees who became partners of protocol and communication, with a sample taken as many as 100 employees using purposive sampling technique based on certain criteria. Data collection is done through questionnaires, interviews, observation, and literature study to obtain relevant data.

Data analysis using SEM-PLS approach with WarpPLS 8.0 program to test the relationship between variables. The analysis steps include testing outer model for validity and reliability of indicators, as well as inner model for the relationship between latent variables. The result of this research shows that there is a significant influence between variables in the research model.

RESULTS AND DISCUSSION

Results

This study aims to determine whether there is influence of independent variables to dependent variables by analyzing regression. Regression analysis is used to measure the strength of the relationship between two or more variables, as well as to show the direction of the relationship between independent variables to dependent variables. As for the structural model test drawing in PLS is presented as follows:

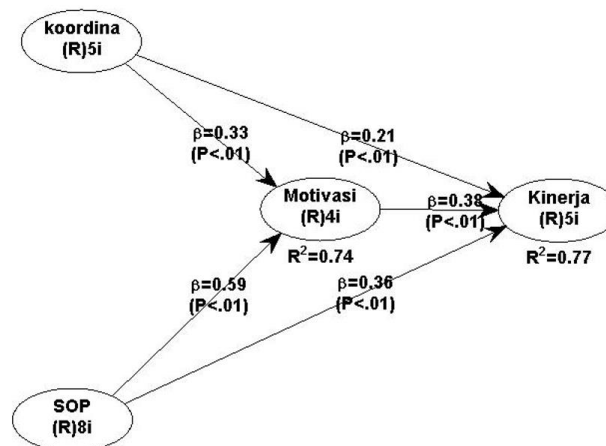


Figure 1. Results PLS structural model test result.

Based on the picture above, hypothesis test results using WarpPLS 8.0 application are explained as follows:

1. The relationship between coordination and work motivation
The results showed that coordination had a significant influence on work motivation with a path coefficient value of 0,333 and p-value value less than 0,001. The results showed that coordination has a positive and significant effect on motivation. That is, the better the coordination done, such as communication between employees clear and effective task alignment, then the motivation of the employees of the protocol and communication of the leadership of Banyuwangi Regency also increased significantly.
2. Relationship between SOP and work motivation
SOP also found significant effect on work motivation with a path coefficient value of 0,595 and p-value less than 0,001. There is a positive and significant effect between SOP and motivation. This indicates that the implementation of structured and clear SOP capable of encouraging employees to have a better work motivation, because SOP provides efficient work guidance and reduces ambiguity in the implementation of tasks.
3. The relationship between coordination and employee performance
Data analysis shows that coordination has a positive and significant effect on employee performance with a path coefficient value of 0,213 and p-value less than 0,001. The results showed that coordination had a positive and significant effect on employee performance. With effective coordination, employees can work more in tune, so that the performance of individuals and teams in the protocol and communication leadership Banyuwangi Regency increased.
4. The relationship between SOP and employee performance
SOP was also found to significantly affect employee performance with the path coefficient value of 0,357 and p-value less than 0,001. Shows that SOP has a significant effect on employee performance. It shows that well-designed SOP is able to improve work efficiency, so that the work of employees becomes more purposeful and productive.
5. The relationship between work motivation and employee performance.
The results of the analysis showed that work motivation has a positive and significant effect on employee performance with a path coefficient value of 0,382 and p-value less than 0,01. The result shows that motivation has a positive and significant effect on employee performance. Employees who have high motivation tend to work more enterprising, innovative, and productive, so that the overall performance of the organization increases.
6. Indirect relationship between coordination and performance of employees through work motivation
The results showed that the value of indirect path coefficient between coordination and performance of employees through work motivation is 0,127 with p-value of 0,001. This shows that work motivation plays an important role as an intervening

variable in strengthening the relationship between coordination and performance. In other words, good coordination increases work motivation, which ultimately impacts performance improvement.

7. Indirect relationship between SOP and employee performance through work motivation

The results of analysis also shows that the value of indirect path coefficient between SOP and employee performance through work motivation is 0,227 with p-value of 0,001. This means that effective SOP encourages more motivation high, thus facilitating employees to achieve optimal performance. Motivation to be a liaison that strengthens the influence of SOP on employee performance.

Discussion

The effect of coordination on motivation

Effective coordination is an important element in encouraging employee motivation. In this study, beta coefficient value ($\beta=0.33$, $P<0.01$) showed that coordination has a positive and significant effect on motivation. Good coordination, such as clear task sharing, smooth interpersonal communication, and alignment of organizational goals, can create a conducive working environment. Research by Sutrisno (2020) found that effective coordination contributes significantly to increased work motivation, where employees who feel supported by a structured coordination system tend to have a higher work spirit. Another study by Simanjuntak and Haryanto (2019) also mentioned that planned coordination is able to strengthen trust between employees, which has a positive impact on work motivation.

Furthermore, the motivation of work is influenced by the ability of the organization in creating synergy between individuals through clear and directed coordination. In the context of this study, coordination plays a role as an important factor that encourages employees to understand their role within the organization, there by increasing the Work spirit. Research by Rahman et al. (2021) shows that effective coordination can strengthen employee commitment to organizational goals, where work motivation increases along with the availability of support in completing tasks. In this case, the motivation of work is not only influenced by internal factors, but also by the interaction established through coordination between units of work.

Moreover, good coordination can reduce the conflict in the implementation of the task and improve the satisfaction of the officer's work, which in the end effect on higher work motivation. This is a way with the scrutiny done by Wibowo and Santoso (2022), which mentions that ineffective coordination is often the cause of the low motivation of work, especially in organizations with complex tasks. Because of this, the results of this scrutiny strengthen the previous research that good coordination is important in creating optimal work motivation, especially in the part of the Banyuwangi Regency leadership protocol and communication department.

SOP Influence on Work Motivation

Standard operational procedures (SOP) have an important role in shaping employee motivation. In this study, the results showed that SOP has a positive and significant effect on motivation with beta coefficient ($\beta = 0.59, P < 0.01$). A clearly designed SOP provides purposeful work guidance, reduces uncertainty, and ensures every employee understands their duties and responsibilities. Research by Handayani and son (2020) found that the application of good SOP increases work motivation, because employees feel more confident and efficient in performing the task. With a structured SOP, employees can work more focused, which ultimately increases job satisfaction.

Further, SOP does not only provide instructions but also minimizes potential work errors. When officers work in accordance with SOP, they feel more organized and possess clarity in achieving organizational purposes. Scrutiny by Kusuma and Priyanto (2019) showed that a good SOP created a stable working environment, where officials felt supported by a fair and transparent system. This is positive impact on increased work motivation, because SOP helps to create efficient work routines as well as reduces work pressures stemming from uncertainty or unstructured workload. SOP also serves as a tool to enhance the officer's responsibility for a given task. Scrutiny by Santoso et al. (2021) asserts that applied SOP is consistently capable of increasing officer's trust in the work process, because they feel engaged in a well organized working system. This is relevant to this scrutiny, in which SOP is a significant factor in developing the motivation of officer work in part of the protocol and communication leadership of Banyuwangi Regency. With the apparent availability of SOP, officials are able to work more productively and motivated to provide optimal results.

The Effect of Coordination on Employee Performance

Coordination has an important role in improving employee performance, as evidenced in this study with beta coefficient value ($\beta = 0.21, P < 0.01$). This shows that good coordination between leaders and employees, as well as among employees, contributes significantly to the achievement of optimal performance. Effective coordination ensures clear division of tasks and equal understanding of organizational objectives. Research by Widodo (2021) supported this finding by stating that good coordination reduces task conflict and increases employee productivity. With effective communication and harmonization of roles, employees can perform tasks efficiently in accordance with the expected standards.

In addition, effective coordination also allows collective and efficient resolution of problems. When the entire team members are well coordinated, they can identify obstacles encountered in the work and find solutions together. Research by priansa (2020) emphasizes that structured coordination allows faster and effective decision making, thereby improving organizational performance. In the context of protocol and communication section leadership Banyuwangi Regency, good coordination support the implementation of the task protocol and communication more smoothly, because all parties understand the role and responsibility of each.

Furthermore, the coordination also serves as a control mechanism to ensure that implementation of the task is in line with the set Plan. Research by Handoko and Setiawan (2019) showed that well-organized coordination creates a conducive work environment, where every individual feels supported in completing his or her work. This is in line with the results of this study, where good coordination has a positive impact on employee performance. With the effective coordination, tasks performed in the protocol and communication section of Banyuwangi Regency leaders can be resolved with more directed, so as to support the achievement of the overall organizational goals.

The Influence of SOP on Employee Performance

Well-structured Standard Operational Procedures (SOP) proved to have a significant influence on employee performance, as reflected by the beta coefficient value ($\beta=0.36$, $P<0.01$). The SOP acts as a guide that ensures the implementation of the task is carried out consistently and in compliance with the specified standards. Research by Kurniawan and primary (2020) stated that a clear and applicable SOP provides clarity for employees in performing their duties, there by reducing work errors and improving productivity. In the context of the protocol and communication section of Banyuwangi Regency, effective SOP supports the smooth task protocols, where each activity follows apredetermined procedure.

In addition, the implementation of good SOP can also improve the work accountability of employees. With SOP, employees have clear guidelines to complete the tasks according to their responsibilities. Research by Rahmawati and Nugroho (2019) showed that the SOP applied consistently helps improve efficiency and trust in the organization's work system. SOP not only provides clarity, but also assists organizations in monitoring and evaluating employee performance. In practice, SOP in the protocol and communication section of Banyuwangi Regency helps ensure that the tasks performed are aligned with the expected public service standards.

Furthermore, a well-designed SOP can improve the adaptability of employees to work challenges. Research by Setiawan et al. (2021) revealed that SOP contributes in creating a working environment that is Structured, until the officer is easier to adapt to the change of duty and working conditions. This is a way with this scrutiny, where the application of SOP gives a positive influence on the performance of the officer. In organizations such as the part of the protocol and communication leadership, the effective existence of SOP becomes the main track in ensuring that the treatment is rendered remains qualified and professional, even in dynamic work situations.

The Influence of Motivation on Employee Performance

Motivation has proven to have a significant positive effect on employee performance, as reflected in the beta coefficient value ($\beta =0.38$, $P<0.01$). High motivation encourages employees to give their best effort in completing tasks. This is supported by research Wibowo and Suradi (2020), which found that intrinsic and extrinsik motivation simultaneously able to increase individual productivity in the workplace. In the context of protocol and communication section of Banyuwangi Regency, work motivation

becomes a key factor for employees to stay motivated in facing the challenges of dynamic protocols.

Furthermore, good work motivation also affects the quality of public services provided by employees. Study by Hasah et al. (2019) confirms that employee motivation, both derived from material rewards and recognition of work performance, contribute to performance improvement. Motivated employees are not only more responsible for their duties but also more responsive in serving the community. In the environment of protocol and communication, work motivation plays an important role in maintaining coordination and professionalism in every protocol activities implemented. Other studies by Prasetyo and Utami (2021) showed that high motivation can increase the sense of satisfaction of employees on their jobs, which ultimately positively affects the performance of individuals and organizations as a whole. In this study, work motivation proved to be an important factor that mediates the relationship between coordination variables and SOP on performance. With the optimal motivation, the staff in the Department of Protocol and Communication Leaders are able to overcome work barriers more effectively and consistently achieve the target of the organization that has been determined.

The Influence of Coordination on Employee Performance through Work Motivation

The results showed that coordination has an indirect effect on employee performance through work motivation, with a coefficient value of 0,127 and p-value of 0,001. This confirms that work motivation plays a significant intervening variable in the relationship. With good coordination, employees feel more directed and supported, which automatically increases their motivation. This finding is in line with the research conducted by Nisa and Setiawan (2020), which found that effective coordination in the organization creates a conducive work environment, this improving the motivation and performance of employees as a whole.

Work motivation becomes a key element in strengthening the impact of coordination on performance. Studies by Priyanto and Nugroho (2021) revealed that effective communication and good coordination between superiors and subordinates not only affect the work process but also encourage employees to be more committed to organizational goals. In the context of protocol and communication section of the leadership, structured and clear coordination motivates employees to better complete their tasks, thus positively impacting performance. Another study by Siregar and Widodo (2019) confirms that motivation not only strengthens the relationship of coordination with performance but also gives a significant strengthening effect on employee morale. High motivation allows employees to feel valued and more confident in carrying out their responsibilities. In this case, protocol and communication department of the leadership can utilize the results of this study by ensuring effective coordination to increase work motivation, which will eventually result in a more optimal and productive employee performance.

The Influence of SOP on Employee Performance through work motivation

The results of the analysis showed that the standard operational procedures (SOP) have an indirect influence on employee performance through work motivation, with a path coefficient of 0,227 and p-value 0,001. This confirms that effective SOP provides a clear structure and guidance for employees, there by increasing their work motivation. Well-d efin ed SOP creates a sense of clarity and efficiency in work, which ultimately encourages better employee performance. This finding is in line with the research conducted by Hartono and Wahyuni (2020), which found that good implementation of SOP can increase motivation because employees feel they have clear guidelines to complete their tasks.

Motivation as an intervening variable that strengthens the relationship between SOP and employee performance. The research by sustainable and Kurniawan (2019) shows that the comprehensive prepared sop not only improves work efficiency but also provides confidence to employees, so that they are more motivated to achieve job targets. In the context of leadership protocol and communication sections, a clear and consistent SOP can help employees understand their responsibilities better, thereby improving their overall performance.

In addition, a study by Putra and Sari (2021) confirms that motivation plays an important role in bridging the influence of SOP on performance. High work motivation makes employees more excited to carry out tasks in accordance with the sop that has been set. This shows that effective sop is not just a formal rule, but also a tool to increase work motivation and performance simultaneously. Thus, organizations that implement SOP well can create a more organized and productive work environment, supporting the improvement of employee performance.

CONCLUSION

Fundamental Finding : The results of this study confirm that both coordination and the implementation of standard operating procedures (SOPs) have a positive and significant effect on work motivation within the protocol and communication leadership of Banyuwangi Regency. Additionally, coordination and SOPs also demonstrate a significant positive influence on employee performance in the same organizational unit. Work motivation itself is shown to significantly enhance employee performance, serving as a crucial mediating variable. However, the indirect effects of education level and SOPs on employee performance – when mediated through work motivation – are found to be weaker than their respective direct effects. **Implication :** These findings underscore the critical role of structured coordination and effective SOP implementation in enhancing not only motivation but also performance among employees. As a result, it is imperative for the protocol and communication leadership in Banyuwangi Regency to take strategic measures to improve these organizational aspects. This may include organizing regular coordination meetings, leveraging information technology to foster efficient communication, and conducting periodic evaluations and training on SOP adherence. Furthermore, the organization should consider implementing a more robust reward

system, fostering a supportive work environment, and offering transparent career development paths to boost employee motivation and performance. **Limitation** : While this study provides meaningful insights into the dynamics between coordination, SOPs, motivation, and employee performance, it is limited in scope due to its exclusive focus on the protocol and communication section of Banyuwangi Regency. This context-specific approach may constrain the generalizability of the results to other administrative regions or organizational settings. Additionally, the weaker mediating effects of variables such as education level and SOPs suggest potential complexities not fully explored in this research. **Future Research** : Further investigation is warranted to explore these relationships in broader and more diverse administrative or corporate settings. Future studies should also consider integrating additional mediating or moderating variables – such as organizational culture, leadership style, or employee engagement – that may better explain the dynamics between work motivation and performance. Longitudinal approaches and comparative analyses across regions could provide a deeper understanding of the mechanisms at play and strengthen the applicability of the findings.

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