

Analysis of Employee Loyalty, Work Discipline and Employee Skills on Performance Improvement through SOP

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Abstract

This research aims to examine the correlation between employee loyalty, workplace politeness, and employee competence and performance improvement in the district, with Standard Operating Procedures (SOP) as the intervention variable. Quantitative methodology is employed to gather data from district personnel through surveys and statistical analysis. The theoretical constructs of employee loyalty, workplace politeness, employee competence, and SOP as a management tool are applied in this research. The anticipated outcomes of this study are to provide a deeper understanding of the factors influencing employee performance in the district and to offer recommendations for enhancing human resource management in local government agencies. The theoretical and practical implications of these findings are discussed within the framework of strengthening management efficiency at the local level. This study establishes a foundation for formulating more effective management strategies to enhance employee performance in the district and may serve as a reference for future research in the human resource management domain within the government sector. Employee loyalty influences SOP. Work discipline influences SOP. Employee skills influence SOP. Employee loyalty influences performance improvement. Work discipline influences performance improvement. Employee skills influence performance improvement. SOPs have an effect on improving performance. Employee loyalty influences performance improvement through SOPs. Work discipline influences performance improvement through SOPs. Employee skills influence performance improvement through SOPs.

Keywords: Employee Loyalty, Work Discipline, Employee Skills, SOP, Performance Improvement

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Introduction

Employee loyalty is an important factor for employees in today's dynamic era. This affects overall performance and is a focus for HR management in maintaining and developing valuable human resources. Understanding the factors that influence employee loyalty is important for increasing retention and creating a productive work environment. Factors such as job satisfaction, compensation, career development opportunities, organizational culture, and interpersonal relationships all play a role in employee loyalty. Analyzing employee loyalty involves a multidimensional approach to identifying and evaluating these factors. This analysis helps management recognize employee behavior patterns and develop strategies to strengthen loyalty. In the context of globalization and high workforce mobility, employee loyalty analysis is very important for designing long-term HR strategies (Abd-El-Salam, 2023; Cuong, 2023; Sawatenarakul & Nanthasudsawaeng, 2023; Sumantri & Mujiati, 2023; Tambunan et al., 2023).

Work discipline is an important aspect of organizational success, because it reflects employee commitment, responsibility and integrity towards their work and organization. It is very important for HRM to analyze work discipline to understand employee behavior and identify the factors that influence it. High discipline can lead to increased productivity, operational efficiency, and a healthy work environment. However, maintaining work discipline can be a challenge due to various internal and external factors that influence employee motivation and behavior. By analyzing work discipline, management can identify potential problems, develop effective strategies to improve discipline, and foster a work culture based on values such as integrity and responsibility. Prioritizing discipline is essential to achieving organizational goals (Apriyani et al., 2023; Aulia & Resawati, 2023; Deviani et al., 2023; Shalsabila et al., 2023; Yulia Nur Fadilah et al., 2023).

Employee skills, including technical skills and soft skills, are critical to success in the modern work environment. Soft skills such as communication, leadership, teamwork and adaptability are increasingly important due to complex work demands. Understanding employee skill strengths and weaknesses is very important for HR management in designing effective skills development strategies (Revina et al., 2023). By analyzing employee skills, organizations can identify skills gaps and take steps to recruit or train employees with the required abilities (Chuang, 2024). However, managing employee skills can be a challenge, especially in the face of rapid changes in technology and market demands. Therefore, analyzing employee skills is not only important for short-term success but also for preparing the organization for future challenges and opportunities (Masud et al., 2022). This is an integral part of the HR development strategy in achieving organizational success (Manana & Mawela, 2022).

Improving performance is an important goal for organizations in a competitive business environment. It covers various aspects such as increasing productivity, improving quality, improving processes, human resource development, innovation and effective risk management. Understanding the factors that influence performance is essential for designing appropriate strategies to achieve organizational goals. These factors may include human resource management, technology and infrastructure investments, product and service development, and marketing and sales strategies. However, improving performance

is challenging due to market changes, increasing competition, and technological advances. Continuous performance improvement requires commitment, adaptability and continuous innovation at all levels of the organization. This paper explores the concept of performance improvement, identifies influencing factors, and provides insight into sustainable performance improvement strategies in a dynamic business era (Arikan & Çalişkan, 2021; Munawar et al., 2023; Surakhmat et al., 2023).

Standard Operating Procedures (SOPs) are essential in organizations to maintain consistency, efficiency, and quality in repetitive tasks and processes. SOPs provide clear step-by-step instructions for carrying out tasks, ensuring that all members of the organization perform their tasks in the same way (Fauziah & Putra, 2023). This consistency reduces errors and increases operational efficiency. SOPs also help organizations adapt to changing situations and market needs by providing flexibility and adaptability (Taubenberger & Ellger, 2023). However, creating and maintaining effective SOPs requires commitment from management and active participation from all members of the organization. Regular updates and adaptation to industry developments and regulations are required (Dameri et al., 2023).

Although several studies have examined the impact of employee loyalty, work discipline, and employee skills on performance, there is a research gap in integrating these variables and considering SOP as an intervention variable. Integrating these variables can provide a more comprehensive understanding of the factors that influence organizational performance (Malanuwa et al., 2023; Safitri & Khasan Setiaji, 2018; Sutarman et al., 2023).

Most research on employee loyalty, work discipline and employee skills has been conducted in private companies or the public sector, in a different context from Jabon Regency, Sidoarjo. However, there is a need for more specific research that describes the subdistrict context and identifies the unique factors that influence performance in these specific locations. This research can provide valuable insight into the factors that influence employee loyalty, work discipline and skills in the context of Jabon Regency, Sidoarjo (Anita & Ariyanto, 2023; Maisyuroh & Ubaidillah, 2023; Nuzulita & Sumartik, 2023).

Through research that fills these gaps, we can have a better understanding of how employee loyalty, work discipline, and employee skills influence organizational performance through SOPs, as well as the practical implications in specific contexts such as Jabon District, Sidoarjo. From this research, researchers found a gap in the Research gap. Research gap is the gap in results from previous research that contradicts other research. Therefore, further research is needed to develop information.

This analysis can be linked to SDGs 16 because it discusses the importance of implementing good SOPs in creating a transparent, effective and responsive work environment, as well as measuring factors such as loyalty, discipline and employee skills which can strengthen institutions.

Methodology

Employee loyalty can be defined as the level of employee commitment and loyalty to the organization, which is expressed through a positive attitude, motivation, and intention to stay and work in the long term (Zahars, 2023). This can be measured using indicators such as job satisfaction, identification with the organization, and intention to remain at work.

Work discipline refers to the level of employee compliance and adherence to workplace rules, policies and procedures (Stambulska & Peredalo, 2022). This can be measured through indicators such as attendance, compliance with work schedules, and carrying out tasks with high quality and productivity (Chong, 2022).

Employee skills include the technical, interpersonal and conceptual abilities, knowledge and skills possessed by employees to carry out their duties effectively (Musa et al., 2021). This can be measured through indicators such as job-specific technical skills, interpersonal communication skills, and problem-solving skills. Performance improvement refers to positive changes in outcomes or achievements produced by individuals or organizations as a result of their efforts (Meschke, 2021). This can be measured through indicators such as increased productivity, quality of work results, and achievement of organizational goals.

Standard Operating Procedures (SOP) can function as an intervention variable, linking employee loyalty, work discipline, and employee skills with increased performance (Noviana & Manafe, 2022). SOPs can be measured through indicators such as the existence, compliance and effectiveness of SOP implementation in improving human resource management and work processes.

The type of research is quantitative research. This research aims to measure and analyze the relationship between existing variables quantitatively. Apart from that, this research also applies path analysis to understand how intervening variables (SOP) influence the relationship between independent variables (employee loyalty, work discipline, and employee skills) and the dependent variable (performance improvement). The research population will consist of employees who work in Jabon District, Sidoarjo. This population includes various levels of positions and departments within the Jabon Sidoarjo sub-district. including administrative employees, field employees and management employees totaling 163 employees. The sampling technique uses a census, so that the entire population is sampled.

The data analysis technique uses SEM PLS. SEM PLS is a multivariate statistical analysis technique used to test the relationship between latent and manifest variables in a model.

Results and Discussion

The SEM method is an analytical tool used to test the relationship between various exogenous and endogenous variables which have a number of indicators. In this research, PLS-based SEM data processing techniques were used. The use of PLS software in this research was carried out with SmartPLS version 3.0. The PLS analysis process consists of three stages, namely the outer model analysis stage, the inner model analysis stage, and the hypothesis testing stage.

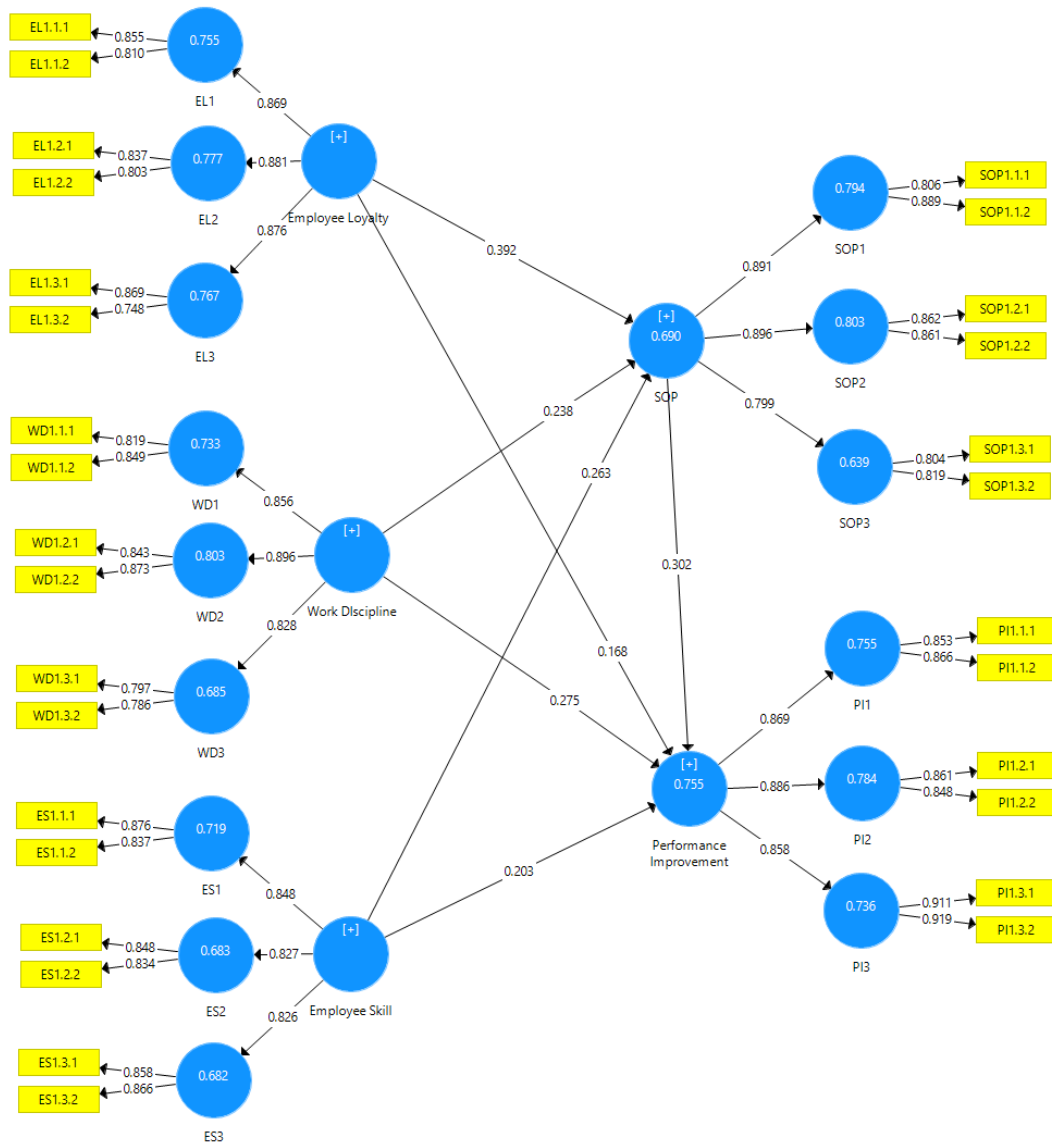


Figure 1. Research Item Outer Loading Value

Based on Figure 1, it can be seen that each item has an outer loading greater than 0.7, thus all items for each variable can be said to be valid. Furthermore, convergent validity testing was also carried out by observing the AVE (Average Variance Extracted) numbers.

Table 1. AVE Value of Research Model

Variable	AVE
Employee Loyalty	0.516
Work Discipline	0.510
Employee Skills	0.506
SOP	0.527
Performance Improvement	0.582

Source: Primary data processed, 2024.

Based on Table 1, it shows that the AVE value of the research model for all variables is above 0.5, so that discriminant validity testing has met the requirements to continue. Apart from that, the convergent validity test has also been fulfilled. Therefore, it can be concluded that the research model used in this research is valid.

Table 2. Composite Reliability Value of the Research Model

Variable	Composite Reliability	Cronbach's Alpha	Information
Employee Loyalty	0.864	0.809	Reliable
Work Discipline	0.861	0.806	Reliable
Employee Skills	0.800	0.804	Reliable
SOP	0.869	0.818	Reliable
Performance Improvement	0.893	0.856	Reliable

Source: Primary data processed, 2024.

In Table 2, it can be seen that the composite reliability figures in the research model show that each variable has a composite reliability and Cronbach's alpha value that exceeds 0.7. Therefore, it can be said that the model from this research is in accordance with good reliability criteria, so that it can be considered a reliable and reliable measuring tool.

The t-statistical test in PLS analysis is by applying the bootstrapping method. The results of hypothesis testing can be shown in the image below.

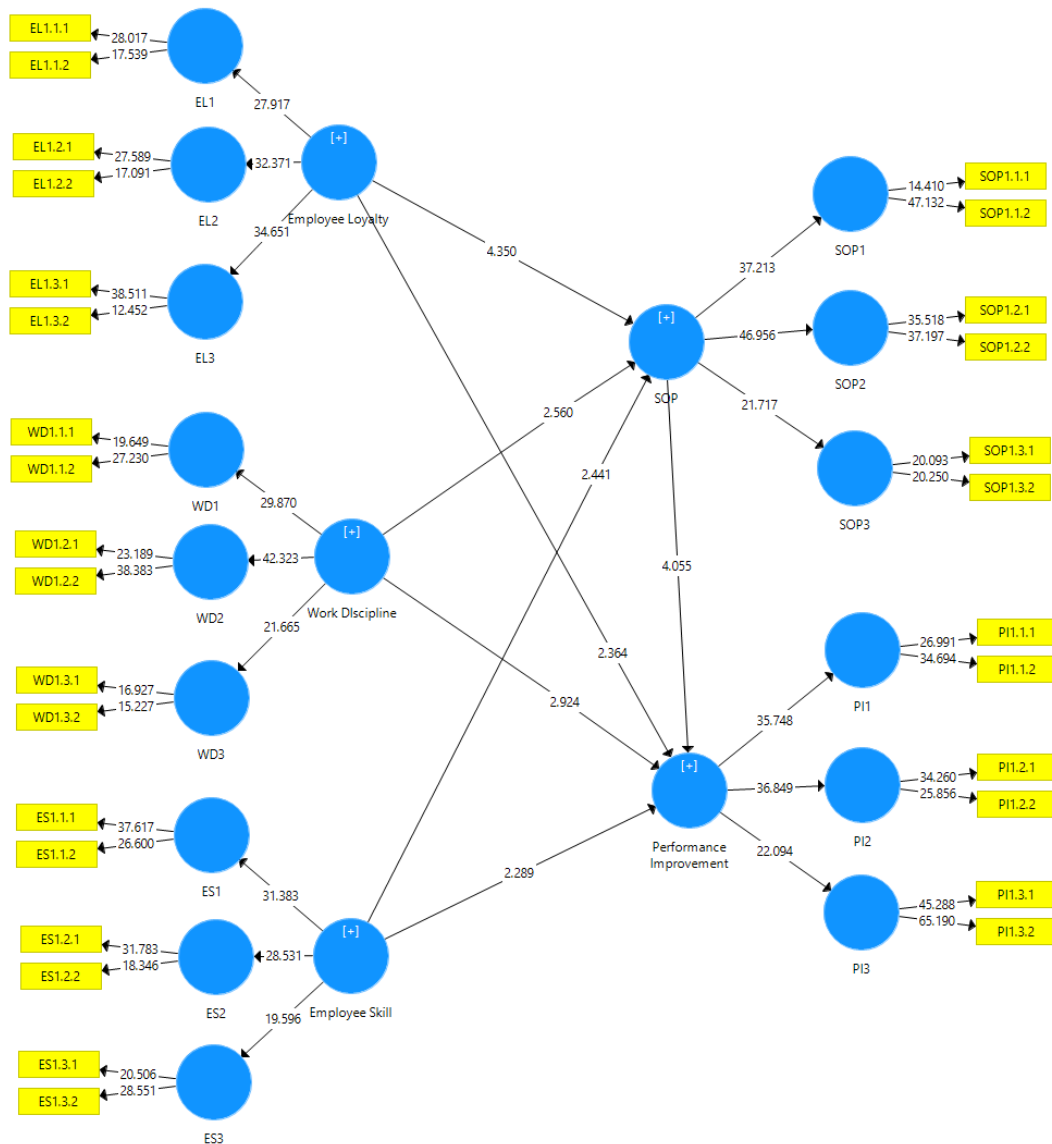


Figure 2.Inner Model
Source: Processed Data, 2024

From the results of the path analysis test in Figure 2, it can be explained that in this research, two factors that influence the relationship are directly observed and analyzed. By using structural models and path coefficients, the relationship between research variables can be understood thoroughly. Table 3 explains the direct influence of each exogenous variable on the endogenous variable.

Table 3. The Influence of Employee Loyalty, Work Discipline and Employee Skills on Increasing Performance Through SOPs

Varibel	Path Coefficient	t-statistic	P value	Information
Employee Loyalty → SOP	0.392	4,350	0,000	Significant
Work Discipline → SOP	0.238	2,560	0.011	Significant
Employee Skills → SOP	0.263	2,441	0.015	Significant
Employee Loyalty → Performance Improvement	0.168	2,364	0,000	Significant
Work Discipline → Performance Improvement	0.275	2,924	0.004	Significant
Employee Skills → Performance Improvement	0.203	2,289	0.022	Significant
SOP → Performance Improvement	0.302	4,055	0,000	Significant
Employee Loyalty → SOP → Performance Improvement	0.118	2,824	0.005	Significant
Work Discipline → SOP → Performance Improvement	0.072	2,113	0.035	Significant
Employee Skills → SOP → Performance Improvement	0.079	2,064	0.040	Significant

Source: Primary data processed, 2024.

Based on table 3, it can be seen that the t statistic value is greater than 1.960 and the p-value is smaller than 0.05. Thus the direct influence and indirect influence are said to have a significant effect.

The Influence of Employee Loyalty on SOP

Employee loyalty influences the implementation of SOPs in an organization. When employees are loyal to the organization, employees tend to comply more with the SOPs that have been set. This can have a positive impact on operational efficiency, consistency in service, and achievement of overall organizational goals. Loyal employees tend to have a better understanding of the SOPs that apply in the organization. Employees will pay more attention to the details in the SOP and apply them correctly in their daily work. In this way, errors due to inaccuracy in following procedures can be minimized. Loyal employees will tend to comply with the rules and procedures set by the organization. Employees see SOPs as guidelines that must be followed for the common good and success of the organization. With employee loyalty to the organization and SOP, the quality of service to the community can also be improved. Employees who comply with SOPs well will provide consistent and standard service, thereby creating a positive experience for the community. The results of this study support (Chiang & Hsieh, 2012) which explains that a high level of loyalty among employees is associated with a higher level of compliance with work procedures. This shows that loyal employees have intrinsic motivation to comply with SOPs as a form of positive contribution to the organization which they consider important.

The Influence of Work Discipline on SOP

Work discipline has a significant influence on SOPs in an organization. Work discipline is an important factor in maintaining order and consistency in implementing SOPs. When employees have a high level of discipline, they tend to be more obedient to the procedures set out in the SOP. This can increase efficiency, productivity and quality of work in the work environment. Work discipline plays a key role in implementing SOPs because: work discipline helps employees to carry out tasks according to the schedule specified in the SOP. This way, the work process can run smoothly without any delays. Discipline also has an impact on the level of accuracy in carrying out the procedures listed in the SOP. Disciplined employees tend to be more thorough and follow every step carefully. With discipline, each employee will carry out their duties according to the same standards as stated in the SOP. This creates consistency in organizational operations. Disciplined employees tend to have better work performance because employees follow rules and procedures well in accordance with SOPs. The results of this research support Luthans (2002) who explains that the level of employee work discipline has a positive effect on individual and organizational performance. Work discipline plays a key role in ensuring that established procedures are adhered to consistently. Disciplined employees will tend to follow SOPs correctly, avoid violations, and maintain quality and consistency in carrying out their duties.

Influence of Employee Skills on SOP

Employee skills have a significant influence on SOPs in an organization. The abilities and expertise possessed by employees can influence the effectiveness of SOP implementation and the quality of the work produced. Employees with good knowledge and skills tend to be able to understand and carry out SOPs more efficiently. Employees can identify problems, find solutions, and follow established procedures precisely. Employees who have high skills tend to be able to produce services in accordance with the quality standards set in the SOP. Employees with good skills can make a positive contribution in redesigning SOPs to make them more efficient and effective. Judge & Cable (1997) research explains that the level of employee skills and abilities has a significant effect on organizational performance. Employees who have skills appropriate to the tasks set out in the SOP tend to be able to carry out these procedures more efficiently and effectively. Employees have a better understanding of SOPs, are able to overcome obstacles that arise during implementation, and can complete tasks more accurately and on time.

The Effect of SOP on Performance Improvement

The use of SOPs has an effect on improving the performance of an organization. SOP is a written document that contains steps or procedures that must be followed in carrying out a task or process consistently. SOP aims to ensure that every member of the organization understands and carries out employee duties in accordance with established standards. With SOPs, every member of the organization has clear guidelines for carrying out their duties. This can reduce confusion and errors in task execution, thereby increasing efficiency. SOPs help in creating consistency in the execution of tasks at various levels of the organization. SOPs play an important role in operational management, ensuring consistency, reducing

errors, increasing efficiency, and enabling organizations to adapt to environmental changes (Bashatah & Sherry, 2023). With this consistency, organizations can achieve more stable and reliable results. By following SOPs, employees will be more likely to provide quality service because employees have followed established standard procedures. Research result Flynn et al. (1995) explained that organizations that implement SOPs well tend to have better performance, especially in terms of operational efficiency and compliance with quality standards. They found that SOPs can improve interdepartmental coordination, reduce errors, and speed up the decision-making process, all of which contribute to improving overall organizational performance.

The Effect of Employee Loyalty on Performance Improvement

Loyalty influences performance improvement. When an employee is loyal to the organization where he works, this can have a positive impact on productivity and the quality of work produced. Employees who have loyalty to the company will try hard to make the best contribution to the organization. The existence of a match between individual expectations and organizational reality will increase employee loyalty and in turn will improve performance. The trust built between the organization and employees can become the foundation for strong loyalty, thereby encouraging increased performance. This research supports it Rhoades & Eisenberger (2002) explains that when employees feel valued and supported by the organization, they are more likely to show loyalty and perform better.

The Effect of Work Discipline on Performance Improvement

Work discipline has a positive impact on improving performance. Employees who are more disciplined tend to have higher levels of productivity, make fewer mistakes, and can maintain consistent work quality. This is in accordance with opinion Robbins (2015) which explains that a high level of work discipline is positively related to increased productivity and work quality. Thus, the implementation of effective work discipline can have a positive impact on performance. Therefore, management needs to pay attention to the importance of building a work culture that encourages discipline, either through employee development, effective supervision, or providing incentives for those who demonstrate high discipline. The results of this study support Rifa'i, (2023) The level of employee work discipline influences performance. More disciplined employees tend to have higher productivity, lower error rates, and are better able to maintain consistent quality work.

The Influence of Employee Skills on Performance Improvement

Employee skills influence performance improvement. Employees who have skills that are appropriate to the tasks they carry out tend to show better performance. Employee skills refer to the abilities, knowledge and expertise possessed by individuals in carrying out their duties and responsibilities in the workplace. Performance improvement can be achieved through improving employee skills because employees are valuable assets that can help achieve organizational goals. Therefore, management needs to pay attention to the appropriate placement of employees according to their skills and provide support in developing relevant skills in order to improve performance. The results of this

study support Judge & Cable (1997) which explains that when employees have skills that are appropriate to the tasks the employee is carrying out, employees tend to show higher performance.

The Effect of Employee Loyalty on Performance Improvement through SOP

Employee loyalty to the organization can contribute to improving performance through SOP implementation. Loyal employees tend to be more motivated to comply with established SOPs, because employees feel connected and want to contribute positively to the organization. With high loyalty, employees tend to be more committed to the company and will work more efficiently and effectively. One way to improve employee performance through loyalty is by implementing clear and structured Standard Operating Procedures (SOP). Therefore, management needs to pay attention to strategies to increase the level of employee loyalty, such as strengthening the bond between employees and the organization through support, recognition of employee contributions, and clear communication regarding the importance of SOPs in achieving organizational goals. Research result Rhoades & Eisenberger (2002) found that the level of support employees receive from their organizations is directly related to their level of loyalty. When employees feel supported by the organization, including providing clear SOPs and understanding the importance of those SOPs, they tend to be more loyal and perform better.

The Effect of Work Discipline on Performance Improvement through SOP

Work discipline has a positive impact on improving performance through the implementation of SOPs. Employees who maintain discipline in implementing SOPs tend to produce better performance. This is according to opinion Robbins & Judge (2019), which explains one of the factors that influence performance, namely work discipline. Work discipline encourages employees to comply with the norms and rules that apply in the organization, including SOPs. This results in consistency in carrying out tasks and work processes. Clear and structured SOPs help employees work efficiently and effectively. Work discipline ensures that employees follow SOPs correctly, thereby minimizing inefficiencies and increasing the speed of task completion. SOPs help minimize errors and omissions in the work process by providing clear guidance. Work discipline encourages employees to follow SOPs carefully, thereby reducing the risk of errors and work accidents. Therefore, management needs to ensure that work discipline is promoted and strengthened among employees, as well as ensuring clear understanding and consistent implementation of SOPs throughout the organization.

The Influence of Employee Skills on Performance Improvement through SOP

Employee skills have a significant influence on improving performance through SOP implementation. Employees who have skills that match the tasks set out in the SOP will tend to carry out these procedures better. This is because employees have a better understanding of SOPs and are better able to carry out tasks according to predetermined standards. Employees who have skills that are appropriate to the tasks at hand, including SOPs, tend to show better performance. Therefore, it is important for management to ensure appropriate placement for employees according to employee skills and provide support in developing relevant

skills to improve performance. Research result Judge & Cable (1997), explains that the match between employee skills and the tasks carried out is positively related to individual performance.

Conclusion

Employee loyalty influences SOP. Loyal employees tend to have a high commitment to the organization where the employee works. Employees will be more likely to comply with the procedures and policies set by the company, including SOPs, because employees feel bound and responsible for the success of the organization.

Work discipline influences SOP. Disciplined employees will be more likely to follow established procedures correctly and consistently. Employees will comply with SOPs without causing violations of rules or unwillingness to follow established procedures.

Employee skills influence SOP. Employees who have skills in accordance with the tasks set out in the SOP will be better able to carry out these procedures well. Employees will have a better understanding of SOPs and can implement them more efficiently and effectively.

Employee loyalty influences performance improvement. Loyal employees tend to be more motivated to make maximum contributions to the organization. Employees will work more effectively and be committed to achieving organizational goals, which in turn can improve overall organizational performance.

Work discipline influences performance improvement. Disciplined employees tend to be more productive, efficient and consistent in carrying out employee duties. Employees will produce better work results, which will ultimately contribute to improving organizational performance.

Employee skills influence performance improvement. Employees who have good skills will be better able to carry out employee duties well. Employees will produce higher performance and greater contributions to the organization.

SOPs have an effect on improving performance. SOPs provide clear guidelines and procedures for employees in carrying out employee duties. By following SOPs well, employees can increase efficiency, quality and consistency in employee work, which will ultimately improve performance.

Employee loyalty influences performance improvement through SOPs. Loyal employees tend to comply with SOPs better. Employees will work more consistently and be committed to achieving the standards set in the SOP, which will ultimately improve organizational performance.

Work discipline influences performance improvement through SOPs. Disciplined employees tend to comply better with the procedures and policies set out in the SOP. Employees will carry out employee duties in accordance with the SOP without any violations or reluctance to follow procedures.

Employee skills influence performance improvement through SOPs. Employees who have good skills will be better able to carry out the procedures set out in the SOP well. Employees will be able to complete tasks more efficiently and produce higher performance for the organization.

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