

**ANALYSIS OF THE IMPLEMENTATION OF STANDARD OPERATING PROCEDURE,
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR
AND WORK COMPETENCY TOWARDS PRODUCTIVITY AND
EMPLOYEES PERFORMANCE OF SURABAYA MERCHANT
MARINE POLYTECHNIC**

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Abstract

This study aims to analyze how the influence of the Implementation of Standard Operating Procedure (SOP), Organizational Citizenship Behavior (OCB), and Work Competence on Productivity and Performance of Politeknik Pelayaran Surabaya Employees. The population of the object of research amounted to 150 employees and 110 employees took a sample using the calculation of Slovin formula with a statistical error rate of 5%. The scope of this research is focused on discussions relating to the application of Standard Operating Procedures (SOP), Organizational Citizenship Behavior (OCB), work competence, and productivity that affect employee performance. This type of research is quantitative research, which is based on respondents' answers using a questionnaire with a Likert scale. Interview and observation techniques as a support method to complete research analysis in measuring variables. The test and analysis process is carried out with Structural Equation Modeling (SEM) using the SMARTPLS software. The results of the analysis of this study indicate that the performance of Politeknik Pelayaran Surabaya employees is significantly positively influenced by the application of SOPs, work competence, and productivity. Whereas the OCB does not significantly influence the performance of the Politeknik Pelayaran Surabaya employees.

Keyword : Implementation of SOP, OCB, Work Competence, Productivity, Employee Performance

I. INTRODUCTION

The survival of the organizational is very dependent on the human condition that is a member. Activities carried out by humans in organizational life are also recommended not to harm. The main factor for the success of an organization and company, can be found from the performance performed by each member and employee. The performance of each member will definitely affect how the final results of the company.

The role of human resources in carrying out activities in an organizational environment is the most dominant. So that the work produced by members must be of high quality to support the company. The more quality human work that is produced, the greater the chance for the organization to achieve its goals

of success.

Efforts to produce quality in activities and work in order to achieve organizational goals are not easy and just done, this is because the performance process produced by each individuals is different, both in knowledge and behavior, and habits practiced in the organization also affect individuals, in achieving performance that supports organizational goals.

The object of this research is carried out in one of the state institutions engaged in the marine transportation academy Surabaya Merchant Marine Polytechnic is one of the official schools under the auspices of the Indonesian Ministry of Transportation of the Republic of Indonesia. The existence of Surabaya Merchant Marine Polytechnic, which

is a government agency, provides public services by holding special certification training for sailors. So it takes a good performance in serving the community and the internal environment of an employee. This study will examine how the level of employee performance with several factors that can affect, namely from the application of the Standard Operating Procedure (SOP), Organizational Citizenship Behavior (OCB), Job Competence, and Productivity.

Employee performance is formed from external or internal factors. In this study will discuss the influence of employee performance from internal factors. Internal factors are natural attitudes that result from an employee, both from attitudes and traits. Budihardjo (2024), OCB is an individual voluntary behavior that is not directly related to the reward system but contributes to organizational effectiveness.

In OCB behavior, company feels that it benefits. Companies do not need to provide compensation to employees. For large companies, they must have provisions in doing work, or what is called a Standard Operating Procedure (SOP).

Sailendra (2015) emphasized that SOP are guidelines used to ensure that the operational activities of organizations and companies run smoothly. Competence is also needed in advancing accompany. With good performance from employees, the survival of the company will be more guaranteed which includes aspects of knowledge, skill and work attitudes. As a public service sector, it requires productive employee. The better the employee's performance.

II LITELATURE REVIEW

1. Implementation of Standard Operating Procedure (SOP).

This Standard Operating Procedure (SOP) is a document that contains stages and work instructins that should be done by employees. SOPs play an important role in improving internal quality, both for public service agencies and companies. Internal quality is seen from the way the employees work and perform their tasks. The existence of SOP for work activities administratively and technically can run properly, precisely and with certainty, so that it can produce an effective and efficient way of working, and forms of

activities that deviate from the correct work arrangement can be avoided. Santoso (2014;10-14) states that SOPs heve 7 main things, namely efficiency, consistency, minimalism of errors, problem solving, labor protection, work maps, and defense boundaries.

2. Organizational Citizenship Behaviour (OCB)

Organizational citizenship behavior (OCB) is a term for employees who give their energy and time to the company where they work. OCB can be defined in two broad categories, namely Organizational Citizenship Behavior Organization (OCBO), which is behavior that benefits the organization in general, for example giving prior notification when unable to come to work, and Organizational Citizenship Behavior Individual (OCBI), which is behavior that directly benefits individuals certain individuals and indirectly through these individuals can contribute more to the company.

Research journals from Sumiati, Ardiana, and Auliya (2018; 24-26) state that an effective organization needs OCB so that employees are not only demanded based on tasks (in-role), but outside the main tasks (extra-role) that indirectly receive compensation on the reward system. Basically, the behavior of OCB is to provide more value for employee performance appraisal. Measurement of OCB according to Organ (2006), has 5 primary indicators that can be used, namely;

1. *Altruism*

Mutual assistance attitude of fellow employees and colleagues when finding difficulties in doing assignments.

2. *Conscientiousness*

Efforts that exceed what is expected by the company. Employees will voluntarily exaggerate their duties and obligatins.

3. *Courtesy*

Establish and maintain good relationships with other employees with the aim of avoiding conflict.

4. *Civic Virtue*

Attitude indicates a sense of responsibility, take the initiative in the company to improve quality of work done.

5. Sportsmanship

A sense of tolerance with inappropriate circumstances without submitting complaints, inability, or objections. In fact, it will make changes to the work environment suitable for him.

3. Job Competence.

Job competence is needed by each individual, both an employee and for activities that require expertise. The scope of the term work competency includes knowledge, actions, and even attitudes that are carried out while doing work.

Based on the Manpower Act No. 13 of 2003, the definition of work competence is the work ability of each individual which includes aspects of knowledge, skill, and work attitudes in accordance with established standards. With the competencies possessed by an employee, the superior will see him well and be able to work. Meanwhile, for companies and state agencies, the work competencies possessed by employees or workers will increase their competitiveness with their industrial counterparts. The development of times in the world of work industry, intense competition, requires people to be more competent, Because employees who have high competence can improve their performance (Mujanah, 2009)

3. Productivity.

Productivity is a process towards success at the output done by an the individual more intensely than other individuals within a predetermined period of time. With a high level of productivity, the individual will find it easier to reach the target to be achieved. The

combination of effectiveness and efficiency is what productivity means. By doing something right and right, it will fulfill what the company wants and do something with the right process by comparing the input with the final result, as said by Umar Hussein in the writings of Joko Raharjo (2013;63).

4. Employee Performance

Performance is a form of success for a worker that is achieved from activities, duties, and work responsibly. Performance requirements can be seen when an individual human has reached a point of success.

Mangkunegara (2011:67), emphasized that generally, performance can be divided into two individual performance and organizational performance. Individual performance is the result of an employee's work in terms of quality and quality based on predetermined work standars. While organizational performance of individual performance is a combination and group performance. Cokroaminoto (2007) conveys the definition of employee performance as the employee's ability to carry out all the tasks that are their responsibility.

Based on this explanation, it is concluded that employee performance can be influenced by several factors. Therefore, in this study, will examine and analyze "The Effect of Standard Operating Procedure (SOP), Organizational Citizenship Behavior (OCB), and Work Competence on the Productivity and Performance of Surabaya Merchant Marine Politechnic Employees", as can be explained in the form of a conceptual framework, and the hypothesis in the research process are as follows;

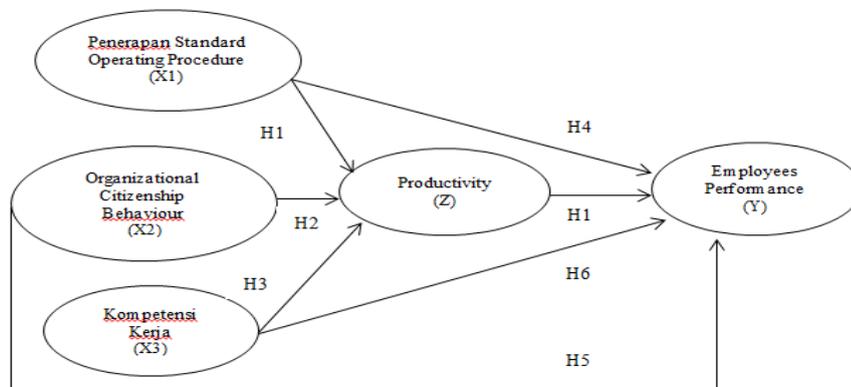


Figure 1 : Research Hypothesis Scheme

Based on the scheme above, the hypothesis in this study has two categories, namely; direct effect and Indirect effect. The direct effect can be explained as follows;

1. H1: The application of Standard Operating Procedure (SOP) has a significant effect on Productivity in Surabaya Merchant Marine Politechnic.
2. H2: Organizational citizenship behaviour (OCB) has a significant effect on Surabaya Merchant Marine Polytechnic.
3. H3: Job competence has a significant effect on productivity in Surabaya Merchant Marine Polytechnic.
4. H4 : Implementation of Standard Operating Procedure (SOP) as a significant effect on employee performance in Surabaya Merchant Marine Polytechnic.
5. H5: Organizational citizenship behaviour (OCB) as a significant effect on employee performance in Surabaya Merchant Marine Polytechnic.
6. H6: Job competence has a significant effect on the employee performance of Surabaya Merchant Marine Polytechnic
7. H7: Productivity has a significant effect on the Surabaya Merchant Marine Polytechnic.

From the results of testing the hypothesis above, it can be developed in effect of the insurmountable as follows;

1. The application of SOP has a significant effect on the performance of Surabaya Merchant Marine Polytechnic employee through productivity.
2. Organizational citizenship behavior (OCB) has a significant effect on employee performance in Surabaya Merchant Marine Polytechnic through productivity.
3. Job competence has a significant effect on employee performance in Surabaya Merchant Marine Polytechnic through productivity.

III RESEARCH METHODS

1. Population and Sample

Suharsimi Arikunto (2013: 173), the population is the whole of the research subjects. Population is a very important source of data, because without the presence of the study population it will be meaningless and impossible to achieve.

Based on this understanding of population, the subjects in this study are non state civil servants in the Surabaya Merchant Marine Politechnic environment with a total of 150 employees, consisting of the Public Service Agency (BLU), contractors, and Ship Crew Surabaya Merchant Marine Politechnic. Taking research samples from a number of populations, will be randomly selected using the non-probability Quota sampling method. Determining the sample size used, several references using the Slovin formula and obtained a sample of 110 respondents.

2. Metode Pengumpulan Data.

The method used in data collection and retrieval required for this study was distributing questionnaires with a Likert scale consisting of very agree, agree, neutral, disagree, and strongly disagree.

Interview techniques, literature studies, and field observations as supporting methods to complement research analysis in variable measurement.

3. Data Analysis Method.

The process of testing and analyzing research data obtained from respondents was carried out descriptively with analytical calculations using Structural Equation Modeling (SEM) with SMART-PLS software to test the research hypothesis by measuring the relationship between the dependent, and mediating variables.

IV RESULT AND DISCUSSION

1. Validity Test

The calculation is done by correlating each item's score using the Pearson Correlation technique. The test criterion is if

the correlation coefficient (r_{xy}) is greater than the r-table value of 0.361, it means that the questionnaire item is declared valid and declared valid as a data collection tool.

2. Reliability Test

Instrument reliability test is used in order to determine the consistency of a measuring tool, so that a measurement can be trusted. To test used Cronbach Alpha. Where an instrument will be more reliable if the Cronbach Alpha coefficient is more than 0.60, all indicators in variable research are declared worthy of research.

3. Normality Test

Test carried out using two test, namely univariate normality and multivariate normality. Univariate normality test for each indicator, while multivariate normality is the normality test for the overall indicators that make up the

research model. The normality test is used to see whether the data distribution or not. Normlity test can be done by observing the value of c.r kurtosis. If the value of c.r is in the range -2.58-2.58, it can be said that the data is normally distributied (assuming normality is met).

4. Inner Model Test

Evaluation of the structural model or inner model is a stage to evaluate the goodness of fit which includes the coefficient of determination relevance as well as hypothesis testing.

5. Coefficient of Determination (R²)

The coefficient of determination (R²) is used to determination the ability of endogenous variables to explain the diversity of exogenous variables, as presented in the following table;

Table 1 : Coefficient of Determination (R²)

Dependent Variables	R Square	1-R Square	R Square Total
Employee Performance	0,902	0,098	0,968
Productivity	0,677	0,323	

Source; Processed data

Table 4.1 above shows that the R-square value on the Productivity variable is 0.677 or 67 %. This can indicate that the diversity of Employee Performance variables can be explained by the variables of Standard Operating Procedure (SOP) application, Organizational Citizenship Behavior (OCB), and Work Competence by 67.7 %, while the remaining 32.3 % is the contribution of other variables that are not discussed in this study.

The R-square value on the Employee Performance variable is 0.902 or 90.2 %. This can indicate that the diversity of Employee Performance variables can be explained by the variable of Standard Operating Procedure (SOP), Organizational Citizenship Behavior (OCB), Work Competence, and Productivity by 90.2 %,

while the remaining 9.8 % is the contribution of other variables which was not discussed in this study.

The total R-square value is 0.968 or 96.8 %, this shows that the diversity of Employee Performance variables can be explained by the variables of Standard Operating Procedure (SOP) application, Organizational Citizenship Behavior (OCB), and Job Competence either directly or indirectly and 96.8 %, while the remaining 3.2 % is the contribution of other variables not discussed in this study.

6. Predictivve Relevance (Q²)

The value of Q² can be used to measure how well the observed value is generated by the model and also its

parameter estimations. The Q^2 Value is greater than 0 (zero) indicating that the model is said to be good enough, while the Q^2 value is less than 0 (zero) indicating that

the model has less predictive relevance. This results of the Predictive Relevance (Q^2) test of this study are shown in table 4.2, as follows;

Table 2 : Predictivve Relevance (Q^2)

Dependent Variable	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Productivity	330,000	202,272	0,387
Employee Performance	770,000	293,308	0,619

Source; Processed data

Based on table 4.2 above shows the result of the Predictive Relevance (Q^2) test for the Productivity variable obtained by 0.387 and the Employee Performance variable is 0.619, meaning that the Q^2 value is greater than 0 (zero) indicating that the model is said to be good enough.

Significance testing is used to test the influence of exogenous variables on endogenous variables. The hypothesis testing criteria show that if the T-statistic value \geq T-table (1,96) or P-value $<$ significant alpha 5 % or 0.05, it means that there is a significant influence of exogenous variables on endogenous variables as shown in the following table;

Table 3. Direct Effect Hypothesis Test

Influence	Original Sample (O)	T Statistics (O/STDEV)	P Values	Ket.
Implementation of Standard Operating Procedure (SOP) -> Employee performance	0,155	2,659	0,008	Significant
Implementation of Standard Operating Procedure (SOP) -> Productivity	0,111	1,248	0,213	Not Significant
Organizational Citizenship Behaviour (OCB) -> Productivity	0,216	1,592	0,112	Not Significant
Organizational Citizenship Behaviour (OCB) -> Employee performance	0,123	2,061	0,040	Signifikan
Job Competence -> Productivity	0,535	3,511	0,000	Significant
Job Competence -> Employee performance	0,394	4,199	0,000	Signifikan
Productivity -> Employee performance	0,357	5,071	0,000	Significant

Source; Processed data

From the test results in figure 2.1, and table 4.3, above it shows that; Implementation of Standard Operating procedure (SOP on Employee Performance, it is known that the T-statistical value is 2.659 and the P-value is 0.008, where the results of this test show that the value of T-statistics > 1.96 and P-value < 0.05, it means that the effect of Standard Operating

Procedure (SOP) on Employee Performance is significant. Likewise the influence of OCB, Job Competence, and Productivity on Employee Performance is also significant, and Job Competence on Productivity is significant. While the indirect effect between variables can be shown in the following table;

Table 4. Hypothesis Test of Indirect Effect

Influence	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Implementation of Standard Operating Procedure (SOP) -> Productivity -> Employee Performance	0,040	1,171	0,242	Not Significant
Organizational Citizenship Behaviour (OCB) -> Productivity -> Employee Performance	0,077	1,510	0,132	Not Significant
Job Competence -> Productivity -> Employee Performance	0,191	2,790	0,005	Significant

Source; Processed data

From the results of testing the indirect effect between variables according to table 4.4, above, it can be explained that Productivity is only able to mediate the effect of Job Competence on Employee Performance. This can be seen in the results of the value of T-statistics > 1.96 and the P-value < 0.05.

V DISCUSSION

Based on some of the research results above, it can be explained as follows;

The test results in this study are not in accordance with the framework that has been described under the SOP which contains the workflow in each organization which can significantly affect on Productivity. In this study, the Productivity of an Employee is not influenced by the SOP factor. The contents of the documented SOP are intended to improve the work system.

The test results in this study are in accordance with the framework that has been stated that the SOP which contains the

workflow in an organization and is completely documented can help and influence employees to improve performance. The existence of SOPs in agencies companies and organizations can guide employees to work quickly but precisely, so that errors in work can be minimized.

The test result in this study are in accordance with the framework that has been stated that Job Competence has a significant positive effect on Productivity. Work Competencies that support employees at work can add confidence that an employee is capable and can do the work that becomes the workload.

The test results in this study are in accordance with the framework that has been stated that the SOP which contains the workflow in an organization and is fully documented can help and influence employees to improve performance. The existence of SOPs in agencies companies and organizations can guide employees to work

quickly but precisely in work can be minimized.

The test results in this study are not in stated that the OCB attitude that arises from an employee can have a significant positive effect on their performance. In this accordance with the framework that has been study the performance level of an employee is not influenced by OCB.

The attitude of OCB tends to be social and upholds a sense of care. But the sense of care that is generated from an employee, can provide benefits for agencies, company, and even organizations.

The test results in this study are in accordance with the framework that has been state that Job Competence significantly positif effect on Employee Performance. The work results shown from an employee can increase if they have Work Competencies that are involved compared to those who do not have competence in their field of work.

The test results in this study are in accordance with the framewaork that Productivity has a significant positive effect on Employee Performance. The better the Productivity that is created, the better the performance that will be generated from an employee.

VI CONCLUSION

In connection with the results of research and discussion, several things can be concluded as follows;

1. This application of SOP has a direct and significant positive effect on the Employee Performance of Surabaya Merchant Marine Polytechnic.
2. The application of SOPs has direct but not significant positive effect on Productivity.
3. Organizational Citizenship Behaviour (OCB) has a direct but not significant positive effect on Employee Performance in Surabaya Merchant Marine Polytechnic.
4. Organizational Citizenship Behaviour

5. Job Competence has a direct and significant positive effect on Employee Performance in Surabaya Merchant Marine Polytechnic
(OCB) has a direct and significant posi
6. Job Competence has a direct and significant positive effect on Productivity.
7. Productivity has a direct and significant positive effect on Employee Performance in Surabaya Merchant Marine Polytechnic.
8. Implementation of SOP and Productivity has no direct effect and does not on Employee Performance. OCB and Productivity has no direct effect and has no effect on Performance.
9. Job Competence and Productivity do not have a direct and significant positive effect on Employee Performance.

VII SUGGESTION

Same suggestions that can be given to turthe researchers in order to get better research results. The suggestions for becoming a country are as follows;

1. If the results of this study are used as a reference by the next researcher, it is necessary to consider in taking the research sample it can be expanded so that the relationship of all research instruments shows a significant effect.
2. Research results the effect of variable Standard Operating Procedures (SOPs) on Productivity is not significant, Researchers need to develop instruments from SOPs carefully and adjust them to the subject an object of the study.
3. To Surabaya Merchant Marine Politechnic, the results of study need to be considered in making decisions about the application of SOPs, it needs to be disseminated more intensively so that it can be clearly understood by all employees in carrying out their duties.

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