

The Effect Of The Implementation Of Standard Operating Procedure, Reward System, Training And The Work Environment On Work Productivity In PT. BPR WILIS Jember

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Abstract

This study aims to determine the effect of the application of SOP, reward system, training and work environment on employee work productivity at PT. BPR Willis Jember. The data used in this study are primary data obtained from respondents' responses to the questionnaire. Samples taken as many as 40 respondents with sampling techniques using probability sampling, namely by purposive sampling method. The data obtained is then processed using the SPSS analysis tool, this analysis includes validity test, reliability test, multiple linear regression analysis, classic assumption test, and statistical test through t test, F test and coefficient of determination (R²). The results of the study show that the factors of the application of SOP, reward systems, training and work environment simultaneously affect work productivity, whereas if partially the factors for the application of SOP and training have no significant effect on work productivity, but for reward system factors and work environments have a significant towards work productivity.

Keywords: Reward System, Training, Environment, Work Productivity

INTRODUCTION

With the development of the economic sector, there will be more competitors, one of which is in the banking world, so it will require quality Human Resources. In a company or organization Human Resources will be considered important if they can work as the company wants. Work productivity is the ability to produce goods / services from various resources and abilities possessed by each worker / employee. Siagian in Agustin (2014).

In a company or organization, there is an SOP (Standard Operating Procedure) as a guide for operational activities in the company so that it runs smoothly according to the procedure.

Standard Operating Procedure (SOP) is a guide used to ensure that the operational activities of an organization or company run smoothly. Sailendra (2015: 11).

Awards are defined as rewards in the form of money given to those who can work beyond a predetermined standard. Mahmudi (2005: 89). Training is a series of individual activities in increasing skills and knowledge systematically so that they are able to have a professional performance in their field. Widodo (2015: 82). The work environment is something that exists in the environment of workers that can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the work place and the lack of work equipment. Isyandi (2004: 134).

Based on the description above, this research intends to examine: Does SOP (Standard Operating Procedure), reward system (Reward System), training and work environment partially influence work productivity of employees of PT. BPR Wilis Jember?; and Does the SOP (Standard Operating Procedure), reward system (Reward System), training and work environment simultaneously influence the work productivity of the employees of PT. BPR Willis Jember? .

The purpose of this research is to determine and analyze the effect of SOP (Standard Operating Procedure), reward system (Reward System), training and work environment partially on work productivity of employees of PT. BPR Wilis Jember and to identify and analyze the effect of SOP (Standard Operating Procedure), reward system (Reward System), training and work environment simultaneously on work productivity of employees of PT. BPR Willis Jember..

RESEARCH METHODS

Overview of Research Objects

The object of this research is PT. BPR Wilis Jember. Before being known as PT. BPR Cinde Wilis, this company was founded based on the Notary Deed Stefanus Sindhunatha, S.H. No. 29 dated 20 October 1971 known as PT. Tjinde Wilis Market Bank.

Operational Definition of Variables

1. Implementation of SOP (X1)

Standard Operating Procedure (SOP) is a guide used to ensure that the operational activities of an organization or company run smoothly. (Sailendra 2015: 11). With Indicators: Effective, Efficient, Consistent.

2. Reward System (X2)

Awards are incentives that link pay on the basis of being able to increase employee productivity in order to achieve a competitive advantage (Simamora, 2004: 514). With indicators: Bonus, overtime pay, Employee Social Assistance.

3. Training (X3)

Training is an effort to increase the knowledge and skills of an employee to implement certain work activities. (Edwin B Flippo 1995: 76 in Suwatno and Donni 2016: 117) With indicators: benefits of training, knowledge, abilities.

4. Work Environment (X4)

The work environment is something that is around the workers and that affects them in carrying out their assigned tasks (Nitisemito, 1992: 25). With indicators: work facilities, work comfort, relations between workers.

5. Work Productivity (Y)

Productivity shows the level of efficiency of the process resulting from the resources used, which are of better quality with the same effort. (Anoraga 1992: 17 in Tjutju and Suwatno 2016: 157). With indicators: Work Quantity, Quality of Work, Timeliness

Data Collection Methods = Questionnaire / Questionnaire, Interview, Literature Study

Data analysis method

Instrument Test

1. Validity Test

The validity test is used to measure whether a questionnaire is valid or not. Ghoshali (2013: 53). According to Ghazali (2013: 52-59), measuring validity can be done by correlating the scores between the questions with the total construct or variable score. The significance test is done by comparing the calculated r value with the r table for degree of freedom (df) = $n-2$, in this case n is the number of samples. So the df used is $40-2 = 38$ with an alpha of 5%, it produces a value of r table (two-sided test) of 0.312

2. Reliability Test

According to Ghazali (2016: 47) Reliability Test is a tool for measuring a questionnaire which is an indicator of a variable or construct. In this test, the researcher measures the reliability of a

variable by looking at the Cronbach Alpha with a significance used > 0.70. A construct or variable is said to be reliable if it gives a Cronbach Alpha value > 0.70.

Classic assumption test

1. Normality Test

According to Ghazali (2013: 160) states that: "The normality test aims to determine whether each variable is normally distributed or not. To test a data that is normally distributed or not, it can be determined using a normal plot graph. By looking at the histogram of the residual. Decision-making basis (Ghozali, 2011: 163): The normality test in this study uses the Kolmogorov Smirnov method. If the results of the significance number (Sig) are less than 0.05, the data is not normally distributed.

2. Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables (independent). A low tolerance value is the same as a high VIF value, because $VIF = 1 / \text{Tolerance}$. The cutoff value used to indicate multicollinearity is a tolerance value greater than 0.1 or equal to a VIF value less than 10 (Ghozali, 2013: 106).

3. Heteroscedasticity Test

According to Ghazali (2016: 134) The Heteroscedasticity Test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another.

Multiple Linear Regression Analysis

In this study, the data analysis technique used is multiple linear regression (multiple regression).

The equation is as follows:

$$Y = \alpha + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + e$$

Determination Coefficient Test

According to Ghazali (2016: 171), the coefficient of determination is used to test the goodness-fit of the regression model.

Hypothesis testing

1. Partial Test / T Test

According to Ghozali (2013: 98), the t statistical test basically shows how far the influence of one explanatory or independent variable individually in explaining the variation of the dependent variable. So the way this is done is:

- If (P-Value) < 0.05 means that the independent variable partially affects the dependent variable.
- If (P-Value) > 0.05 means that the independent variable partially does not affect the dependent variable.

2. Simultaneous Test / Test F

In simultaneous testing, the effect of the three independent variables on the dependent variable will be tested together. Testing compares f count with f table with the following conditions:

Test Criteria:

- a. If f count > f table then H_0 is rejected and H_a is accepted (influential).
- b. If f count < f table then H_0 is accepted and H_a is rejected (no effect).

RESULT AND DISCUSSION

Instrument Test

1. Reliability Test

Table 1. Instrument Reliability Test

Cronbach's Alpha	N of Items
.873	20

Source : Output SPSS, 2018

Based on table 4.16 it can be concluded that the research variables SOP, reward system, training, work environment and work productivity can be said to be reliable because the value of Cronbach Alpha > 0.70 is 0.873.

Classic assumption test

1. Normality Test

Normal P-P Plot of Regression Standardized Residual

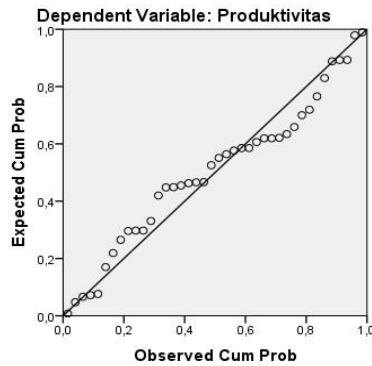


Figure 1. Normality Test Result

Source : Output SPSS, 2018

Based on the normal probability plot graph, it can be seen that the points spread coincide around the diagonal and this shows that the residuals are normally distributed, so the regression model meets the normality assumption, to complete the graph test, another statistical test is also carried out that can be used to test the residual normality, namely the statistical test kolmogrof-sminov parametic which can be seen from the following table:

Table 2. Result of statistical test kolmogrof-sminov parametic

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,29452580
Most Extreme Differences	Absolute	,120
	Positive	,109
	Negative	,120
Test Statistic		-,120
Asymp. Sig. (2-tailed)		,120
		,150 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source : Output SPSS, 2018

In the test results in table 4.17 of the Kolmogorov-Smirnov non-parametric statistics states that the Asymp.Sig (2-tailed) is 0.150 while the significance level used is 0.05. These results indicate that the data used is data that is normally distributed, because the Asymp.Sig (2-tailed) value is greater than 0.05 ($0.150 > 0.05$).

2. Multicollinearity Test

Table 3. Multicollinearity Test Result

Model		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
B	Std. Error	Beta						
1	(Constant)	8,500	1,987		4,277	,000		
	SOP	-,132	,149	-,171	-,887	,381	,572	1,750
	Reward	,295	,124	,410	2,372	,023	,709	1,411
	<u>Pelatihan</u>	-,235	,144	-,267	-1,634	,111	,795	1,257
	<u>Lingkungan</u>	,329	,147	,384	2,238	,032	,719	1,391

a. Dependent Variable: Produktivitas

Source : Output SPSS, 2018

Based on table 4.18, the multicollinearity test results show that the tolerance value for the SOP, Reward, Training and Work Environment variables are 0.572, 0.709, 0.795 and 0.719, respectively. The tolerance value obtained for this variable was > 0.1 , while the VIF value for the SOP, Reward, Training and Work Environment variables were 1,750, 1,411, 1,257 and 1,391, respectively. Where the VIF value in this variable is < 10 . Based on this value, it can be concluded that there are no symptoms of multicollinearity.

3. Heteroscedasticity Test

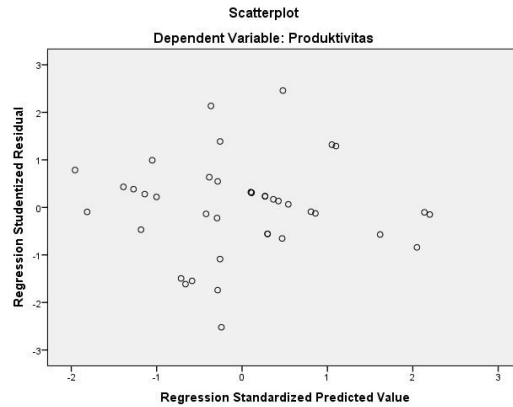


Figure 2. Heteroscedasticity Test Result
Source : Output SPSS, 2018

From the scatterplots graph above, it can be seen that the dots spread randomly and are spread either above or below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model.

Multiple Linear Regression Model

Table 4. Multiple Linear Regression Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,500	1,987		4,277	,000
SOP	-,132	,149	-,171	-,887	,381
Reward	,295	,124	,410	2,372	,023
Pelatihan	-,235	,144	-,267	-1,634	,111
Lingkungan	,329	,147	,384	2,238	,032

a. Dependent Variable: Produktivitas

Source : Output SPSS, 2018

Based on the table above, the regression equation is obtained as follows: $Y = 8,500 + -0,132 X_1 + 0,295 X_2 + -0,235 X_3 + 0,329 X_4$

From this equation it can be concluded that:

- a. A constant of 8,500 states that if the SOP (X1), the reward system (X2), training (X3), and the work environment (X4) are constant or non-existent or zero, then the employee's work productivity (Y1) has a positive performance.
- b. Based on the calculations in the table, the regression coefficient value $b = -0.132$ shows that each SOP variable increases by 1 unit, then the work productivity variable will decrease by - 0.132 units. Conversely, if the SOP variable decreases by 1 unit, the value of the productivity variable will increase by -0.132.
- c. Based on the calculations in the table, the regression coefficient value $b = 0.295$ shows that each reward system variable increases by 1 unit, then the work productivity variable will increase by 0.295 units. Conversely, if the reward system variable decreases by 1 unit, the productivity variable value will decrease by 0.295.
- d. Based on the calculations in the table, the regression coefficient value $b = -0.235$ shows that each training variable increases by 1 unit, so the work productivity variable will decrease by - 0.235 units. Conversely, if the training variable decreases by 1 unit, the value of the productivity variable will increase by -0.235.
- e. Based on the calculations in the table, the regression coefficient value $b = 0.329$ shows that each work environment variable increases by 1 unit, so the work productivity variable will increase by 0.329 units. Conversely, if the system work environment decreases by 1 unit, the productivity variable value will decrease by 0.329

Table 5. Determination Coefficient Test (**R²**)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,507 ^a	,257	,172	1,366

a. Predictors: (Constant), Lingkungan, Pelatihan, Reward, SOP

Source : Output SPSS, 2018

Based on the calculation table 4.20 above shows that the coefficient of determination (adjusted R²) is 0.172. This means that work productivity is affected by 17.2% by SOP (X1), reward

system (X2), training (X3), and work environment (X4) while the remaining 82.8% is influenced by other variables which are not included in the research model.

Partial Test (t test)

Table 6. T test results

		Coefficients ^a		Standardized		
Model		Unstandardized Coefficients		Coefficients	T	Siq.
		B	Std. Error	Beta		
1	(Constant)	8,500	1,987		4,277	,000
	SOP	-,132	,149	-,171	-,887	,381
	Reward	,295	,124	,410	2,372	,023
	Pelatihan	-,235	,144	-,267	-1,634	,111
	Lingkungan	,329	,147	,384	2,238	,032

a. Dependent Variable: Produktivitas

Source : Output SPSS, 2018

Based on table 4:21, this t test can be done by comparing t count with t table of 2.014 or by looking at the significance value of less than an alpha value of 0.05 then the variable is stated to positively affect the dependent variable. From the results of the t statistical test in table 4:18 on the variables SOP (X1), reward (X2), training (X3), work environment (X4) it can be seen that:

1. SOP (X1) does not have a significant effect on work productivity because it can be seen from the results of t count of -0.887 while the t table is 2.014, so that the value of t count < t table or -0.887 < 2.014, where it can be said to have a significant effect if the t value count > t table value.
2. Reward System (X2) has a significant effect on work productivity because it can be seen from the t count of 2.372 while the t table is 2.014, so that the value of t count > t table or 2.372 > 2.014, which with the provisions can be said to have a significant effect if the value of t count > the value of t table.
3. Training (X3) does not have a significant effect on work productivity because it is seen from the t count of -1.634 while the t table is 2.014, so that the value of t count < t table or -1.634 < 2.014, where it can be said to have a significant effect if the value of t count > the value of t table.

4. Work Environment (X4) has a significant effect on work productivity because it is seen from the t count of 2.238 while the t table is 2.014, so that the value of t count > t table or 2.238 > 2.014, where the provisions can be said to have a significant effect if the value of t count > the value of t table.

Simultaneous Test (Test f)

Table 7. Test Results Together (Test F)

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22,644	4	5,661	3,032	,030 ^b
	Residual	65,356	35	1,867		
	Total	88,000	39			

a. Dependent Variable: Produktivitas

b. Predictors: (Constant), Lingkungan, Pelatihan, Reward, SOP

Source : Output SPSS, 2018

Based on Figure 4.7, the value of f table is 2.63 while the value of f count is 3.032, so that the value of f table < f count or 2.63 < 3.032 means that the variable SOP (X1), reward system (X2), training (X3) and work environment (X4) have an effect simultaneously (collectively) on the work productivity variable (Y). Based on hypothesis testing with the calculation of multiple linear regression analysis in the table, it is obtained a significance of 0.030 because the significance value is less than 0.05 then Ho is rejected and H3 is accepted. These results indicate that the variables SOP (X1), reward system (X2), training (X3) and work environment (X4) simultaneously influence (jointly) on the work productivity variable (Y).

Interpretation

Effect of SOP Application (X1) on Work Productivity (Y)

The results of testing hypothesis 1a show that there is no significant effect on the SOP variable on work productivity. This is evidenced by the results of the t value of -0.887 with a significance level of 0.381. These findings produce findings that are different from previous studies conducted by Saraswati (2017) which states that SOPs have a significant effect on work productivity.

The Effect of the Reward System (X2) on Work Productivity (Y)

The results of hypothesis 1b testing indicate that there is a significant effect on the reward system variable on work productivity. This is evidenced by the results of the t value of 2.372 with a significance level of 0.023. This finding results in the same findings as previous research conducted by Nuya (2017), Jayanti (2014) in their research which states that the reward system has a significant effect on work productivity.

Effect of Training (X3) on Work Productivity (Y)

The results of testing hypothesis 1c show that there is no significant effect on the training variable on work productivity. This is evidenced by the results of the t value of -1.634 with a significance level of 0.111. This finding resulted in the same findings as previous research conducted by Nuya (2017) and a different finding made by Aprilyani (2015) which stated that training had a significant effect on work productivity.

Effect of Work Environment (X4) on Work Productivity (Y)

The results of testing the 1d hypothesis show that there is a significant influence on work environment variables on work productivity. This is evidenced by the results of the t value of 2.238 with a significance level of 0.032. These findings yield the same findings as research previously conducted by Apriani (2012) which states that the work environment has a significant effect on work productivity.

CONCLUSION

From the research results regarding the effect of SOP, reward system, training and work environment on the work productivity of PT. For BPR Willis Jember, there are conclusions on several basic processes that affect work productivity, namely SOPs do not significantly affect work productivity; Reward system has a significant effect on work productivity; Training does not have a significant effect on work productivity; The work environment has a significant effect on work productivity. Simultaneously, SOP, reward system, training and work environment variables affect work productivity.

This research is expected to have implications for increasing the work productivity of employees at PT. BPR Willis Jember. The role of reward which is very influential on employee

work productivity needs to be maintained and maybe even increased so that employees at PT. BPR Willis Jember is more enthusiastic and has high work motivation. A good and comfortable work environment can make employee work productivity increase too. This will have a positive impact on the company.

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