

Analyzing the Impact of Leadership Styles and Standard Operating Procedures (SOP) Implementation on Employee Performance at the Mamuju District Office of Population and Civil Registration

Analisis Pengaruh Gaya Kepemimpinan dan Penerapan Standar Operasional Prosedur (SOP) terhadap Kinerja Pegawai pada Dinas Kependudukan dan Pencatatan Sipil Kabupaten Mamuju

Septiani Kalatasik¹, Muhammad Arsyad^{2*}, Suwanti³

Universitas Muhammadiyah Mamuju^{1,2,3}

septianikalatasik16@gmail.com¹, arsyadstie@gmail.com², suwantiyusuf15@gmail.com³

*Corresponding Author

ABSTRACT

This study aimed to analyze the influence of leadership style and Standard Operating Procedure (SOP) implementation on employee performance in the Department of Population and Civil Registration of Mamuju Regency. The data were collected using observation, interviews, questionnaires, documentation, and literature review. The results indicated that leadership style did not significantly affect employee performance, while SOP implementation had a significant positive effect. Moreover, when considering the combined influence of leadership style and SOP implementation, a significant positive impact on employee performance was found. The findings highlight the importance of fostering collaborative leadership and effective SOP adherence for enhancing employee performance. Organizations should focus on developing inclusive leadership and ensuring consistent SOP implementation to improve overall performance.

Keywords: Leadership Style, Standard Operating Procedure (SOP), Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan dan penerapan Standar Operasional Prosedur (SOP) terhadap kinerja pegawai di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Mamuju. Data dikumpulkan dengan menggunakan observasi, wawancara, kuesioner, dokumentasi, dan studi pustaka. Hasil penelitian menunjukkan bahwa gaya kepemimpinan tidak berpengaruh signifikan terhadap kinerja pegawai, sedangkan implementasi SOP berpengaruh positif signifikan. Selain itu, ketika mempertimbangkan pengaruh gabungan dari gaya kepemimpinan dan implementasi SOP, ditemukan dampak positif yang signifikan terhadap kinerja karyawan. Temuan ini menyoroti pentingnya membina kepemimpinan kolaboratif dan kepatuhan terhadap SOP yang efektif untuk meningkatkan kinerja karyawan. Organisasi harus fokus pada pengembangan kepemimpinan yang inklusif dan memastikan implementasi SOP yang konsisten untuk meningkatkan kinerja secara keseluruhan.

Kata Kunci: Gaya Kepemimpinan, Standar Operasional Prosedur (SOP), Kinerja Karyawan

1. Introduction

Human resources are a very important factor in an organization, both large-scale and small-scale organizations. In large-scale organizations, human resources are seen as a very decisive element in the development process, the role of human resources is becoming increasingly important. An agency is established because it has goals to be achieved, while achieving goals requires the attitude or behavior of people who are responsible and have good performance capabilities. A subordinate organization works always depends on the leader, if the leader does not have the ability to lead then very complex tasks cannot be done properly. If the leader carries out his functions well, it is very possible that the organization can achieve its goals. Human Resources (HR) has a very important position in an organization considering

the performance of the organization which is influenced by the quality of its human resources. That is why organizations must continuously develop their human resources. Good human resources carried out by the organization are human resources that meet good performance, the back and forth of an organization depends on employee performance.

Performance is very important in an effort to achieve its goals. According to Rosyida (2013) that employee performance or performance is the result of performance that can be achieved by a person or group of people in an organization both qualitatively and quantitatively. In accordance with their respective authorities, duties and responsibilities in achieving organizational goals, not violating the law and in accordance with morals or ethics. Employee performance is one of the benchmarks of organizational performance, so in this case it is necessary to always evaluate this work performance in order to maintain or improve organizational performance and vice versa, good work performance must be maintained or even always improved. To support employee performance, it is necessary to look at the leadership style of an organization. Hasibuan (2016) states that "leadership style is the way a leader influences the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals".

Leadership style plays a big role in providing the quality and quantity of employee work to achieve goals, so leaders must be able to provide motivation and support for employee performance. Leadership style is also important in a modern organization. Authoritarian and democratic styles, for example, used by a leader will be able to influence the performance of the employees he leads. The use of the wrong style will have a negative impact on the organization. the correct leadership style will certainly have a positive impact. Leaders must be able to provide insight, generate pride, and foster respect and trust from their subordinates. Effective leaders are leaders who recognize the important strengths contained in individuals. Each individual has different needs and desires. Leaders must be flexible in understanding all the potential possessed and the individual various problems faced by the individual. By taking this approach, leaders can implement all organizational rules and policies and delegate tasks and responsibilities appropriately.

In addition, the Standard Operating Procedure (SOP) document contains a series of written instructions carried out regarding various office administration processes that contain how to do the work, the time of implementation, the place of implementation and the actors who play a role in the activity. So that employees can understand their respective duties and functions. Standard Operating Procedure (SOP) is a software that regulates the stages of work processes and certain work procedures. (Budiharjo, 2014). Standard Operating Procedure (SOP) is also defined as a written standard that is used to encourage and mobilize an individual or group in achieving a goal. In carrying out daily tasks, the apparatus must work in accordance with Standard Operating Procedures in order to obtain effective work results. The use of standard operating procedures in organizations aims to ensure that the organization operates consistently, effectively, efficiently, systematically, and well managed.

Field facts found by the author during initial observations show that there are various complaints from the public regarding the performance of employees at the Population and Civil Registration Office of Mamuju Regency, which can be seen in the implementation of employee work operational standards that have not been fully maximized, making services slow, unappropriated work time and so on. This is indicated by the impact of an undirected leadership style and tends to be indifferent and lacks evaluation of the performance of its employees. Thus, this research is important for researchers to do so that it can be used as a recommendation for the Population and Civil Registration Office of Mamuju Regency to find out whether the Standard Operating Procedures have been implemented properly, as well as

can be used as a guideline in improving the quality of employee performance at the population and civil registration office of Mamuju district.

2. Literature Review

Human resources are an important asset and act as the main driving factor in the implementation of all activities or activities of the agency, so they must be managed properly through Human Resource Management (HRM). According to experts, human resource management is as follows: According to Dessler (2015), "Human resource management is the process of acquiring, training, assessing, and compensating employees and for managing labor relations, health and safety, and matters relating to justice". According to Simamora (2015: 5), "Human resource management is the utilization, development, assessment, reward and management of individual members of an organization or group of workers". Meanwhile, according to Handoko (2011), "Human resource management is the attraction, selection, development, maintenance and use of human resources to achieve both individual and organizational goals". From some of the above opinions, it can be concluded that human resource management is a process for finding and building human resources in the hope of producing quality human resources.

Every leader basically has a different behavior in leading his followers, the behavior of the leaders is called the leadership style. Leadership style is a leader's way to influence subordinates expressed in the form of behavior patterns or personality. A leader is someone who has a program and who behaves together with group members using a certain method or style, so that leadership has a role as a dynamic force that drives, motivates and coordinates the company. According to Ermaya (2013), that: Leadership style is how to control subordinates to carry out something. Thoha (2010) suggests that leadership style is a norm of behavior used by someone when that person tries to influence the behavior of others or subordinates. Meanwhile, according to Robbins (2013) that leadership is the ability to influence groups towards achieving goals. Based on quotations from severe opinions of experts, the researcher concludes that leadership style is the ability of a leader to direct, influence, encourage and control subordinates to be able to do something work on his awareness and voluntarily in achieving a certain goal. There are four kinds of leadership styles expressed by Horse and cited by Suwanto (2011).

First, a directive leadership style in which the leader provides direction to subordinates about expectations and work schedules, and provides specific guidance in completing tasks. Second, a supportive leadership style characterized by friendliness and attention to the needs of subordinates. Third, a participative leadership style where the leader collaborates with subordinates, taking their input before making decisions. Lastly, an achievement-oriented leadership style where the leader sets challenging goals and encourages subordinates to achieve the highest performance. Each leader has a distinctive leadership style in managing his company, influenced by the characteristics he has. According to Tohardi as cited by Sutrisno (2010: 242), there are several leadership styles that can be identified: First, Persuasive Style: Leaders with this style use an approach that focuses on changing the feelings and thoughts of subordinates through invitation or persuasion.

Second, Repressive Style: Leaders use this style by applying pressure and threats, often creating an atmosphere of fear among subordinates. Third, Participative Style: Leaders who adhere to this style provide active opportunities for subordinates to contribute in various aspects of the company, including in spiritual, physical, and material dimensions. Fourth, Innovative Style: Leaders with this style always strive to encourage changes in various fields, such as political, economic, social, cultural, and products related to human needs. Thus, each individual's leadership style has its own characteristics, which include persuasive, repressive, participative, and innovative styles, depending on the approach they choose in leading and

influencing their team. Hasibuan (2016) describes three dimensions of leadership styles that have different characteristics: First, Authoritarian Leadership: In this dimension, the main authority is centered on the leader. All decisions are made by the leader without involving subordinates. Subordinates have no opportunity to provide suggestions or opinions in decision making. Second, Delegative Leadership: In this dimension, the leader gives more authority to subordinates. Decisions taken involve more subordinate roles. Subordinates have the freedom to express their suggestions and opinions related to the tasks at hand. Third, Participative Leadership: In this dimension, authority is not absolute. Decisions are made through collaboration between leaders and subordinates. There are ample opportunities for subordinates to participate in the decision-making process, by providing suggestions and opinions that contribute to the common goal. In summary, these three dimensions of leadership style describe patterns of authority and participation in decision-making. Authoritarian leadership style relies on central control, while delegative leadership gives more freedom to subordinates, and participative leadership involves collaboration between leaders and subordinates in decision-making.

In a company, rules are made in a more formal form, namely the Standard Operating Procedure or often called SOP. Every company certainly has a vision-mission to be achieved, both in the short and long term. Every vision and mission to be achieved, of course, does not only involve a few people, but all members of the company must move, so that the vision and mission can be achieved. In order for all members to move towards the same point, namely the achievement of the vision-mission, the company needs rules, procedures, and systems that are clearly, completely, and neatly arranged. That's where the SOP works (Fajar Nur'Aini, 2016). Standard Operating Procedure (SOP) is a software that regulates the stages of work processes and certain work procedures. (Budiharjo, 2014).

Standard Operating Procedure (SOP) is a guideline, how employees can carry out their work. Therefore, every position in the organization has an SOP that is different from other positions. (Fajar Nur'Aini, 2016) Based on the opinions of experts, it can be concluded that the SOP is one of the main references regarding steps or stages related to applicable activities which are work activities in a company. The main purpose of making Standard Operating Procedures (SOP) is to provide fixed guidelines regarding routine tasks carried out in an organization. In accordance with Fajar Nur'Aini (2016), there are several specific objectives associated with making SOPs: First, the goal of consistency: SOPs are created to ensure that every implementer, officer, or employee understands the standards that have been set. This helps maintain consistency and team performance.

Second, the goal of Task Clarity: SOPs are used to ensure that every individual in the organization clearly understands the roles and functions of each position. Third, the purpose of Flow Clarity: SOPs help describe the flow of duties, authorities, and responsibilities of each relevant individual in the organization. Fourth, the purpose of Organizational Protection: Indirectly, the SOP aims to protect the organization, officers, and employees from acts of negligence or errors that can harm the organization. Fifth, the goal of Minimizing Errors: By providing clarity regarding tasks, flow, responsibilities, and authority, SOPs help reduce the chances of failure, errors, doubts, and overlaps in work.

Sixth, the goal of Efficiency: SOPs are created to increase efficiency in work activities, enabling the execution of tasks more quickly, accurately, and precisely in accordance with the desired results. Seventh, Problem Solving objectives: SOPs contain certain rules and limitations, which can help resolve conflicts between employees and provide guidance to return work to the appropriate corridor. Eighth, Defense Limitations objective: With clear SOPs, external parties must go through certain procedures before obtaining sensitive information from the company, providing protection to the company's privacy. In short, SOPs have the main purpose of maintaining consistency, clarity of tasks and workflows, protecting

the organization, reducing errors, increasing efficiency, solving internal problems, and providing boundaries for external parties. The use of Standard Operating Procedures (SOPs) in management provides various important benefits, especially if SOPs are implemented correctly. However, many companies experience challenges when they implement SOPs that are inappropriate or less strict. This discrepancy often arises because the implementation of SOPs often depends on individual habits.

However, if the SOP is implemented correctly, the benefits are very significant for the company, as explained by Fajar Nur'Aini (2016): First, Procedural Clarity: SOPs provide benefits in providing detailed explanations of work procedures. This helps to clearly define and explain the tasks that must be carried out. Second, Time Efficiency When Training Employees: With the existence of SOPs, the employee training process can be done more efficiently.

Employees will save time and energy because SOPs provide clear guidance on the tasks to be performed. Third, Standardization of Activities: SOPs help companies to equalize and level all activities carried out by various parties. With the SOP, the work of each employee will have a uniform standard. Fourth, Facilitate Evaluation: SOPs make it easier for supervisors or managers to evaluate and assess. With clear standards, evaluation of the company's operational processes becomes more focused. Fifth, Maintaining Quality: SOPs help companies maintain work quality. Consistency in carrying out tasks has a positive impact on productivity whose quality is maintained.

Sixth, Increase Employee Independence: SOPs support employees to become more independent and less dependent on management interference. Employees who understand and follow SOPs can work more independently according to existing guidelines. Seventh, Competency Information and Improvement: SOPs provide information on the competencies required by employees. This allows companies to provide feedback and training to improve employee qualifications.

In short, the proper use of SOPs can provide valuable benefits to the company, including in the aspects of task clarity, training efficiency, standardization, evaluation, quality maintenance, employee independence, and competency information and improvement efforts. The essential elements of a Standard Operating Procedure (SOP) have multiple roles in the drafting and implementation process. Control is also an important function to ensure the suitability and completeness of the SOP created. The context of each organization can affect the order and completeness of these elements, according to Tambunan (2013). The elements that are a reference in the preparation of SOPs are as follows: First, Objectives: Is a benchmark for the expected achievements in the process of preparing and implementing actions in the organization.

Second, Policy: Is a leadership decision that provides benefits or relief for members or organizations in carrying out their duties and functions. Third, Operational Guidelines: Is a series of instructions that guide the implementation of all forms of task and function activities, to maintain tidiness and order. Fourth, Parties Involved: Involves all individuals who have an interest in and impact on the standard operating procedures developed. Fifth, Forms: An administrative record to ensure completeness in the preparation of standard operating procedures. Sixth, Input: Obtaining input and suggestions that help find solutions to problems that arise in the preparation.

Seventh, Process: Is a series of steps in the preparation and implementation of standard operating procedures, including in its implementation. Eighth, Report: Describes the results of the implementation of standard operating procedures that have been adopted and carried out by the organization. Ninth, Validation: Testing the effectiveness of standard operating procedures through review or re-evaluation to address potential errors. Tenth, Control: The final function in implementation, playing a role in monitoring the implementation of standard operating procedures. In summary, the elements in the SOP have the main role as

a guide in the creation and implementation, and also serve to control the suitability and completeness of the SOP. The general purpose of Standard Operating Procedures (SOP), according to Nico A. Lumenta (2001), is to ensure that various routine work processes can be carried out efficiently, effectively, consistently or uniformly, and safely, with the aim of improving service quality through achieving applicable standards. In this study, the application of SOP is explained as an independent variable consisting of three indicators: First, Efficient:

This refers to achieving goals quickly or choosing the right goal from a number of existing alternatives. It involves making the right decision and being successful in its implementation. Efficient also means avoiding waste of time, effort, and cost. Second, Effective: This refers to using minimal resources to produce the expected volume of output, achieving optimum results. Effectiveness is also related to using resources wisely and sparingly, as well as carrying out operations in an appropriate manner so that there is no waste of resources. Third, Consistency: This includes actions that are repeated over time, especially to ensure fairness and accuracy. Consistency also means applying standards that do not change over time, resulting in effects that remain the same. In summary, the implementation of SOPs has the main objective of carrying out routine work processes efficiently, effectively, consistently and safely, in order to improve service quality in accordance with applicable standards. In the context of this research, the implementation of SOPs has three key indicators: efficiency, effectiveness and consistency.

In general, the definition of performance is the quality and quantity of work that can be achieved by an employee in carrying out his main duties and functions as an employee in accordance with the responsibilities assigned or given to him. According to Mangkunegara (2011), performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Hasibuan, (2013) performance is a result of the work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and seriousness and time.

Then Sedarmayanti (2013) performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the objectives of the organization concerned legally, not against the law and in accordance with morals and ethics. Based on this opinion, the author draws a conclusion that employee performance is the result or effort made by employees in carrying out the duties and responsibilities given by the organization. To achieve organizational goals, it is necessary to improve employee performance.

The steps in improving employee performance can be explained as stated by Mangkunegara (2011): First, Identify Performance Deficiencies: The first step is to identify deficiencies in performance. This can be achieved by collecting continuous data and information on business functions, noticing problems through observation of employees, and identifying existing problems. Second, Regarding Deficiencies and Severity: After recognizing deficiencies, the next step is to assess the level of seriousness.

This involves identifying the problem as quickly as possible, determining the level of seriousness based on the possible financial consequences, identifying the factors causing the deficiency in terms of both systems and employees, and designing an action plan to address the deficiency. Third, Take Corrective Action: After planning, the next step is to implement the action plan that has been designed. The implementation of this plan must be followed by an evaluation to ascertain whether the problem has been resolved or not. Fourth, Evaluation Cycle: After the corrective action is implemented, an evaluation is conducted to assess whether the problem has been resolved. If not, the corrective measures need to be repeated from the beginning. In short, the steps in improving employee performance involve recognizing performance deficiencies, evaluating the level of seriousness, designing corrective actions, implementing those actions, and continuing to evaluate and improve as necessary.

Pasolong (2010) explains that measuring employee performance has significance for public service agencies. By identifying weaknesses, strengths, obstacles, and encouragement in the performance of employees and institutions, the opportunity to achieve professionalization is open, namely by correcting existing mistakes. In this context, Fadel (2009) describes several employee performance indicators used for performance measurement. First, an understanding of *tupoksi* requires employees to understand their respective duties and responsibilities and carry them out according to their assigned roles. Second, innovation is important, where employees must have constructive new ideas, share ideas with superiors, and discuss with colleagues about tasks.

Third, work speed is required in carrying out tasks with appropriate methods. Fourth, work accuracy includes the discipline of completing tasks thoroughly and double-checking. Fifth, cooperation reflects the ability to work with colleagues, respect the opinions of others, and accept cooperation. In summary, measuring employee performance has an important impact on public service agencies. Indicators that include understanding *tupoksi*, innovation, work speed, work accuracy, and cooperation become a reference in evaluating employee performance.

3. Research Methods

This research was conducted at the Mamuju Regency Education and Civil Registration Office which is located on Jalan Nuri, Karema Village, Mamuju Regency. In this study, the type of data required consists of qualitative data and quantitative data. Qualitative data, according to Sugiyono (2015), is in the form of descriptions or explanations regarding human resources, leadership styles, standard operating procedures, employee performance, and other related data that support the substance of the research material. Meanwhile, quantitative data is data in the form of numbers or quantitative data that is scored, which is obtained through a questionnaire distributed to respondents. The data sources needed in this study are divided into primary data and secondary data.

Primary data is obtained directly from the object of research through interviews or distributing questionnaires to respondents. Meanwhile, secondary data is obtained not directly from sources, but from third parties such as documents, the internet, journals, and written reports relevant to the research. The population in this study included all employees at the Population and Civil Registration Office of Mamuju Regency, namely 55 people consisting of 34 State Civil Apparatus (ASN) and 21 Non-Permanent Employees (PTT). Because the population is less than 100 people, this study uses the entire population as a sample or total sampling method. To collect data, this study used various methods such as observation, interviews, questionnaires, documentation, and literature studies. Furthermore, the analysis method used involves validity and reliability tests, as well as multiple linear regression analysis with t test and F test for hypothesis testing.

The operational definitions in this study refer to the research variables. Leadership style (X1) involves authoritarian, delegative, and participative styles. Standard Operating Procedure (X2) involves efficiency, effectiveness, and consistency. Employee performance (Y) is defined as work achievements in carrying out duties and responsibilities, with indicators of understanding *tupoksi*, innovation, work speed, work accuracy, and cooperation.

4. Results and Discussions

The data analysis process in this study was carried out using IBM SPSS (Statistical Package for Social Science) software version 24. The following is an explanation of the results of data processing through multiple linear regression equations in this study:

Table 1. Hypothesis Testing Result

Variable	Beta	T Value	Significant
Constant	29.116	3.913	.000
Leadership Style	-.202	-1.091	.284
Prosedur Operasi Standar (SOP)	.572	2.900	.007
F Square		4.781	.016 ^b

The analysis results for the leadership style variable (X1) show a Sig value of 0.284. By using the significance limit set at $\alpha = 0.05$, we can interpret this Sig value. Since the Sig value (0.284) is greater than the value of α (0.05), this indicates that the test results do not show the statistical significance required to reject the null hypothesis. Next, the calculated t value (tcount) of -1.0912 is compared with the corresponding t table value (ttable) for a significance level of $\alpha = 0.05$. If tcount is smaller than ttable, then there is insufficient statistical evidence to reject the null hypothesis. In this case, tcount (-1.0912) is smaller than ttable (2.03951).

Based on these results, we can conclude that leadership style partially has no significant effect on employee performance at the Population and Civil Registration Office of Mamuju Regency. Therefore, the proposed hypothesis is acceptable. In this context, the null hypothesis that may be proposed is that there is no significant effect of leadership style on employee performance. The results of the analysis show that the data obtained do not provide enough evidence to reject this null hypothesis. In other words, the leadership style variable alone does not contribute significantly to variations in employee performance at the Population and Civil Registration Office of Mamuju Regency.

The analysis results for the Implementation of Operational Standards (SOP) (X2) variable show a Sig value of 0.007. By using the significance limit of $\alpha = 0.05$, we can interpret the Sig value. Because the Sig value (0.007) is smaller than the value of α (0.05), this indicates the statistical significance required to reject the null hypothesis. Furthermore, the calculated t value (tcount) of 2.900 is compared with the corresponding t table value (ttable) for a significance level of $\alpha = 0.05$. If tcount is greater than ttable, then there is sufficient statistical evidence to reject the null hypothesis. In this case, tcount (2.900) is greater than ttable (2.03951). Based on these results, it can be concluded that the application of standard operating procedures (SOP) partially has a significant influence on employee performance at the Population and Civil Registration Office of Mamuju Regency.

Therefore, the hypothesis linking the application of SOPs with employee performance can be accepted. In this context, the hypothesis that may be proposed is that the application of SOPs has a significant effect on employee performance. The results of the analysis show that the data obtained provide sufficient statistical evidence to reject this null hypothesis. In other words, the SOP implementation variable contributes significantly to variations in employee performance at the Population and Civil Registration Office of Mamuju Regency.

Based on table 1 and the information provided, there are analysis results showing that the Fcount value is 4.781 with a significance level of 0.016. Furthermore, the Ftable value (with $df_1=2$ and $df_2=31$ at the 0.05 significance level) is 3.30. From this comparison, it can be seen that the Fcount value (4.781) is greater than the Ftable value (3.30).

Thus, based on the results of the analysis, it can be concluded that there is a positive and significant influence jointly between the variables of leadership style and the application of standard operating procedures (SOP) on employee performance at the Population and Civil Registration Office of Mamuju Regency. This finding indicates that the combination of leadership style and SOP implementation contributes significantly to variations in employee performance. This result indicates that not only the SOP implementation variable has a significant influence on employee performance, but also leadership style. Moreover, when these two variables are combined together, they synergistically improve employee

performance. Therefore, management at the Population and Civil Registration Office of Mamuju Regency can consider the importance of developing a good leadership style and implementing standard operating procedures effectively as strategies to improve employee performance.

5. Conclusion

In order to analyze the effect of leadership style and the application of Standard Operating Procedures (SOP) on employee performance at the Population and Civil Registration Office of Mamuju Regency, several conclusions can be drawn. First, partially, leadership style does not have a significant influence on employee performance. This shows that employee performance does not fully depend on individual leadership styles. Second, SOP implementation partially has a significant influence on employee performance, indicating that when employees follow the SOP well, their performance tends to improve. However, more interesting results emerged when considering the joint influence of leadership style and SOP implementation. The analysis shows that the combination of these two factors has a positive and significant influence on employee performance.

Thus, it can be concluded that an effective leadership style combined with good SOP implementation has a positive impact on employee performance. The implication is that organizations, especially the Population and Civil Registration Office of Mamuju Regency, need to recognize the importance of developing a leadership style that supports cooperation and innovation, while ensuring that SOPs are consistently and effectively followed by all employees. In order to improve employee performance, the recommendation is to focus on developing an inclusive and collaborative leadership style, as well as improving the understanding and application of SOPs throughout the organization. Training and coaching can be used as a means to achieve this goal. While these findings provide valuable insights, it is important to consider the limitations of the study, such as sample size and organizational context, in interpreting these results.

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