

The Influence of Employee Training and Implementation of Company Operational Procedure Standards on Improving Employee Performance in Prima Freshmart Bogor City

Rosmalia Ningsih¹, Udriyah², Ali Ridho³

^{1,2,3}Jakarta Global University, Indonesia

ABSTRACT

Article History:

Received, 17 February, 2024
Revised, 18 March, 2024
Accepted, 25 March, 2024
Published, 31 March, 2024

Corresponding Author:

Rosmalia Ningsih
Jakarta Global University
Depok, Indonesia

Email:

rosmalian05@gmail.com

Human resources are the most important asset in an organization, and an important factor in employee performance plays an important role in optimizing their contribution. Companies need training programs and an understanding of SOPs so they tend to be better prepared to carry out their duties. In this case, the Company's target was not achieved and the Company assessed that employee performance had decreased. This research aims to measure the significant influence of training and implementation of SOPs on the performance of Prima Freshmart employees. The results of hypothesis testing and multiple linear regression show that employee training and implementation of SOPs have a positive and significant impact on improving employee performance at Prima Freshmart, Bogor City. The value of the Coefficient of Determination (Adj R²) is 0.826, which means that this indicates that the contribution of the independent variables, namely Employee Training and SOP, to the dependent variable, namely Employee Performance, is 82.6%, while the remaining 17.4% is influenced by other variables that have not yet been determined. researched or not included in the regression in this study.

Keywords: Employee Training, SOP, Employee Performance

1. INTRODUCTION

Human resources are one of the most important assets in an organization, and employee performance is a key factor in optimizing their contribution. Human resources or labor are a very vital element in management and institutions to carry out work. Institutions are very dependent on human resources, namely employees, because humans have the ability to plan and achieve goals so that they can play an active role in carrying out their duties in the future (Ferdian et al, 2023). Employee performance includes factors such as ability, motivation and commitment, all of which are influenced by various aspects of human resources such as recruitment, training, development and performance management.

According to Junaidi et al (2023) quality human resources are the biggest and most important capital to pay attention to. Effective human resource management, including careful selection, appropriate training, and appropriate recognition and incentives, can have a positive impact on productivity, job satisfaction, and employee retention. Every company has regulations that regulate the work of its human resources. A company's Standard Operating Procedures (SOP) are guidelines that must be adhered to by every employee. By understanding and managing these factors, organizations can achieve optimal employee performance to support the achievement of their business goals.

Training is a short-term educational method that is systematically arranged, where non-managerial employees learn technical knowledge and skills in the context of limited objectives (Mangkunegara, 2018). In this context, researchers have studied the existence of training for prospective employees using the On the Job Training (OJT) method. Prima Freshmart implements training using the OJT method. OJT is a training method carried out directly at the work site, where individuals understand the tasks and work by carrying out these activities practically. In general, every employee receives on-the-job training when they first join the Company (Barasa, 2021). This aims to improve the skills, knowledge, work habits and attitudes of the worker or prospective worker (Mujahidin and Salamun, 2022). OJT is also one of the most effective ways to teach

someone to carry out a task or job where HRD is the main basis for theoretical training and direct practice guided by field coaches. However, in this case, there was a misalignment between HRD and field supervisors in conducting training in the field, which caused the employee to resign, which can be seen in the table below:

Table 1. Number of new employees at Prima Freshmart Bogor City

No.	Month	Number of employees Training	Resign	Total Training Employees (end)	Percentage
1.	January	21	8	13	2.73%
2.	February	18	5	13	2.34%
3.	March	25	7	18	4.5%
4.	April	13	8	5	0.65%
5.	May	15	5	10	1.5%
6.	June	20	7	13	2.6%
7.	July	22	8	14	3.08%
8.	August	19	5	14	2.66%
9.	September	18	7	11	1.98%
10.	October	20	8	12	2.4%
11.	November	25	5	20	5%
12.	December	21	7	14	2.94%

Source : Prima Freshmart Bogor City, 2023.

Based on the data above, it can be concluded that there are employees who resigned after attending On the Job Training in the field. The results of the researcher's interview with the Bogor City Area Coordinator were that employees who resigned were not ready to enter the world of work in the retail sector. This is because the supervisors in each shop do not carry out training in accordance with Company regulations for new employees, causing these employees to resign. The main problem is that field supervisors do not provide direction or efficient training to new employees. Field supervisors sometimes don't care about new employees who are undergoing training at Prima Freshmart. At Prima Freshmart, employee training is a stage where employees undergo training to achieve better performance. The company offers career paths to employees who want to improve their performance to achieve company goals. Therefore, management must pay special attention to the importance of training to improve the performance of human resources to achieve predetermined goals (Faujiah and Fadli 2023). Based on the lack of training for Prima Freshmart Bogor City employees, the following is the amount of training material that has been carried out at Prima Freshmart Bogor City.

Table 1. Prima Freshmart Employee Training Materials for 2023 Bogor City Area

No	Title of Material	Participant	Target	Pre-test	Post-test	Result
1.	Administration	90	100%	42%	58%	-42%
2.	Voucher CPI	90	100%	54%	65%	-35%
3	Promo Product Monthly	90	100%	55%	70%	-30%
4.	Coaching & Motivation	90	100%	60%	72%	-28%

Source : Prima Freshmart Bogor City, 2023.

Based on table 1.2 above, it can be seen that the pre-test and post-test results only increased slightly from the value desired by the company. The aim of this training is so that employees can 100% understand the training that has been given, however, from the results of this training there are still many training participants who still do not understand the training that has been given. Apart from that, there are regulations that must be followed by employees in order to improve employee performance, namely Standard Operating Procedures (SOP). SOP is a series of regulated steps or procedures that must be followed to complete a certain work process (Ramada and Sandi, 2021). The use of Standard Operating Procedures (SOP) in accordance with

regulations will result in positive performance because all operational stages carried out by employees take place according to procedures (Arief and Sunaryo, 2020). Researchers have conducted short interviews with shop heads at Prima Freshmart. And the result of the interview was that several employees did not apply Standard Operating Procedures (SOP), one of which was not implementing administrative procedures, resulting in quite large nominal differences in goods during the audit. As a company operating in the retail sector, problems often occur where some employees do not always implement the Standard Operating Procedures (SOP) that have been set by Prima Freshmart Bogor City. This can be seen from the results of Internal Audit data by Loss Prevention. The following are the results of the Prima Freshmart Internal Audit for Bogor City:

Table 3 Prima Freshmart Internal Audit Results for Bogor City

NO.	Branch name	May	June	July
1.	Gadog	(Rp. 1,133,320)	(Rp. 1,443,270)	(Rp. 911,200)
2.	Bendungan	(Rp. 2,113,333)	(Rp. 1,502,500)	(Rp. 828,100)
3.	Tajur	(Rp. 741,450)	(Rp. 1,007,800)	(Rp. 476,440)
4.	Durian	(Rp. 2,563,300)	(Rp. 1,422,700)	(Rp. 545,660)
5.	Rambutan	(Rp. 1,232,400)	(Rp. 855,100)	(Rp. 2,444,250)
6.	Cijeruk	(Rp. 433,000)	(Rp. 234,300)	(Rp. 972,000)
7.	Cikreteg	Rp. 128,000	(Rp. 1,017,900)	(Rp. 793,000)
8.	Bustomi	(Rp. 341,000)	(Rp. 852,500)	(Rp. 989,553)
9.	Racamaya	(Rp. 2,221,900)	(Rp. 2,731,000)	(Rp. 1,887,666)
10.	Veteran	(Rp. 1,116,990)	(Rp. 761,000)	(Rp. 624,400)
11.	Soemanta	(Rp. 342,300)	(Rp. 1,311,200)	(Rp. 1,332,100)
12.	Veteran III	(Rp. 1,331,100)	(Rp. 1,854,500)	(Rp. 921,300)
13.	Ariasurya	(Rp. 1,646,332)	(Rp. 432,450)	(Rp. 1,572,480)
14.	Kapten Yusuf 1	(Rp. 321,000)	(Rp. 2,123,800)	(Rp. 998,200)
15.	Kapten Yusuf 2	(Rp. 931,400)	(Rp. 121,220)	(Rp. 1,211,290)
16.	Kapten Yusuf 3	(Rp. 845,000)	(Rp. 1,746,700)	(Rp. 765,600)
17.	Cibereum	Rp. 347,000	(Rp. 1,221,200)	(Rp. 932,411)
18.	Nurkim	(Rp. 1,232,000)	(Rp. 2,893,500)	(Rp. 1,020,000)
19.	Citeko	(Rp. 1,576,900)	(Rp. 1,432,270)	(Rp. 2,867,500)
20.	Cibadak	(Rp. 1,331,000)	(Rp. 793,200)	(Rp. 1,248,400)

Source : Prima Freshmart Bogor City, 2023.

Based on table 1.4, there is a fairly high difference between goods and nominal value. In this case, the job description in the food advisor position needs to be understood by every employee, such as orderly administration, consistency in carrying out goods calculations, and carrying out goods handover at shift changes. Researchers conducted interviews regarding the results of the Internal Audit with the Bogor City Area Coordinator, it was confirmed that the audit results were because employees did not follow Standard Operating Procedures (SOP) correctly. If employees do not implement Standard Operating Procedures (SOP), the Company's goals will not be achieved. To achieve significant performance improvements, various factors must be considered, including increasing employee skills and abilities, more effective use of technology, improving operational processes, good time management, effective communication, and a work culture that supports growth and innovation. As an employee's authority and responsibility, improving performance is important in resolving problems and is reflected in the final performance evaluation (Pambreni et al, 2022).

In this research, the researcher has also conducted interview observations with the Area Coordinator at Prima Freshmart, Bogor City, that there is a lack of improving employee performance, there are targets that have been set that have not been achieved. The following is a table of targets and results achieved by Prima Freshmart, Bogor City:

Table 4. Prima Freshmart Sales Target for Bogor City

NO.	Store Name	Target/month	Achievement			Growth
			May	June	July	
1.	Gadog	259,005,990	220,300,440	220,012,400	217,312,440	-5%
2.	Bendungan	232,374,000	215,500,300	213,343,000	210,776,550	-7%
3.	Tajur	144,050,400	129,400,880	127,690,370	125,400,742	-11%
4.	Durian	180,507,810	160,300,200	158,230,400	155,494,400	-9%
5.	Rambutan	173,199,120	155,100,200	153,121,700	150,401,200	-6%
6.	Cijeruk	182,805,150	132,422,400	131,412,300	129,499,000	-13%
7.	Cikreteg	151,816,200	121,300,210	119,930,300	119,202,000	-7%
8.	Bustomi	135,000,000	116,230,300	116,120,200	115,392,331	-8%
9.	Racamaya	132,560,700	113,200,100	113,121,400	112,991,410	-10%
10.	Veteran	183,405,250	122,400,100	120,498,000	119,193,700	-20%
11.	Soemanta	121,344,300	112,720,402	111,990,320	110,491,750	-2%
12.	Veteran III	125,700,000	115,450,390	114,112,370	111,483,300	-4%
13.	Ariasurya	119,210,400	110,510,300	110,173,330	109,739,499	-5%
14.	K. Yusuf 1	120,000,000	111,297,100	110,994,400	109,463,330	-3%
15.	K. Yusuf 2	122,500,990	117,400,500	116,129,000	115,671,470	-2%
16.	K. Yusuf 3	122,330,200	110,100,300	109,445,775	105,454,289	-5%
17.	Cibereum	117,450,000	112,419,870	111,169,690	108,534,339	-3%
18.	Nurkim	123,400,990	115,410,300	114,443,323	113,448,000	-3%
19.	Citeko	115,300,400	111,019,900	110,504,400	107,321,200	-2%
20.	Cibadak	117,403,210	109,310,300	109,124,000	106,111,000	-2%

Source : Prima Freshmart Bogor City, 2023.

Based on table 1.5 above, it can be concluded that there was a decline in the achievement of the targets set by the company in 3 consecutive months, namely May, June and July. From the target data above, there is a decline in employee performance at Prima Freshmart Bogor City. This raises the need for an in-depth evaluation of the sales strategies that have been implemented as well as expanding employee training efforts to improve their performance in achieving the targets that have been set. Performance improvement not only achieves increased results in a short time, but also creates a solid foundation for sustainable growth, competitive advantage and better assessment. According to Udriyah et al (2022), work assessments are carried out to assess the abilities, skills, achievements and growth of each worker. Organizations can achieve sustainable performance improvements and long-term profits by prioritizing human capital development, innovation, and process improvement. Based on the problems explained above, the researcher intends to conduct research on "The Effect of Employee Training and Implementation of Company Standard Operating Procedures (SOP) on Increasing Employee Performance".

2. LITERATUR REVIEW

Training Employee

In evaluating training variables, this research refers to the indicators proposed by Mangkunegara (Elizar, 2018). Training is a short-term educational method that is arranged systematically, where non-managerial employees learn technical knowledge and skills in the context of limited objectives. According to him, training can be assessed based on the following factors:

- a. Training method

A training method is a systematic approach to imparting skills, knowledge, or behavior to individuals or groups. It includes various approaches such as hands-on learning, group discussions, case studies, role-playing, project-based training, online training, and self-paced training. The selection of appropriate methods depends on the characteristics of the training participants, the training objectives, and the context, with a combination of methods often used to achieve optimal training results.

b. Instructor

Bearing in mind that the aim of training is to improve employee skills, the selection of instructors must consider qualifications that are appropriate to their field and have adequate competence in that field.

c. Training Participants

Companies should carry out strict selection of training participants, taking into account relevant requirements and ensuring that they meet the appropriate qualifications for the training program provided.

d. Training Materials

Human resources training materials must include a curriculum that is in accordance with the training objectives the company wants to achieve. This material must be designed in such a way that it suits the needs and development of the company's human resources.

e. Training Objectives

It is important for training to have clearly defined objectives. This objective is useful for ensuring that training provides appropriate results and achieves the targets expected by the company. Clear objectives will provide sharper direction in the implementation of training.

Standar Operational Procedure

According to Ramada and Sandi (2021), there are several indicators that must be considered in implementing or applying Standard Operating Procedures (SOP), including:

a. Clarity and Convenience

The standards that have been set must be simple, easy to understand, and can be adopted smoothly by all team members.

b. Efficiency and Effectiveness

The standards that have been implemented must produce efficient and effective results in the implementation of work processes.

c. Conformity

The standards set must be consistent and in line with other applicable standards.

d. Measurement

The results resulting from implementing standards must be measurable with quality standards that can measure the level of success.

Employee Performance

According to Sutrisno, as mentioned in research conducted by Harahap & Tirtayasa (2020), identified five key indicators in measuring employee performance, which include:

a. Work Results

This includes the extent to which employees achieve work outcomes in terms of the quantity and quality of the work they do.

b. Job Knowledge

This indicator refers to employees' understanding and knowledge of their duties and responsibilities, which has a direct impact on how well they perform their jobs.

c. Initiative

The degree of initiative shown by employees in dealing with problems or situations that arise in their work.

d. Attitude

This includes the optimistic and positive attitude displayed by employees when carrying out their job duties.

e. Time and Attendance Discipline

Punctuality and level of employee absenteeism, which reflects their discipline in carrying out their work.

3. RESEARCH METHOD

Based on the description that has been presented, the type of research applied is quantitative research, where researchers use questionnaires as a tool to collect data. According to the concept put forward by Sugiyono (2022), quantitative research is a research approach rooted in the philosophy of positivism. This research focuses on analyzing data in the form of numbers and statistics, with the aim of testing hypotheses that have been formulated, and can be carried out on certain populations or samples.

Research Object

The thesis preparation will be carried out in 2023, this research will be carried out at Prima Freshmart, Bogor City, which consists of 20 branches. Where the operational hours of all Prima Freshmart branches are from Monday - Sunday starting from 07.00 - 21.00 WIB.

Techniques of Data Collection

The data collection techniques in this study are as followed:

a. Observation

As explained by Julmi (2020), it is an approach where researchers actively become members of the group that is the object of research. In the role of participant observer, the researcher is directly involved in the activities being observed, allowing the researcher to understand the context, behavior, and culture in greater depth. Participatory observation techniques were chosen in this research to obtain more authentic insights, produce valid data, and minimize potential bias

b. Interview

According to Esterberg, as explained in the book Sugiyono (2022), an interview is a meeting between two individuals whose aim is to exchange information and ideas through question-and-answer dialogue, with the aim of building a deeper understanding of a particular topic. In this context, structured interviews are used as a data collection method when the researcher or interviewer already has clear knowledge about the information that needs to be obtained. Based on the explanation above, the author will conduct interviews with 15 employees and 1 Area Coordinator at Prima Freshmart, Bogor City.

c. Questionnaire

Sugiyono (2022) explains that a questionnaire is a data collection method that involves providing a collection of written statements or questions to respondents to obtain answers. In this research, a Likert scale was used. The Likert scale, as explained by Sugiyono (2022), is used to measure attitudes, views and perceptions of individuals or groups towards social phenomena.

Hypothesis Test

This study employs the t-test and f-test to examine the proposed hypotheses. The f-test is utilized to assess whether the independent variables collectively impact the dependent variable and to evaluate the accuracy of the sample regression function in predicting the actual value by assessing goodness of fit. Hypotheses will be evaluated at a significance level of 0.05. If the significance value is below 0.05 (less than 0.05), the hypothesis is deemed valid, indicating a significant relationship between the independent and dependent variables. The t-test measures the individual influence of independent variables in explaining variations in the dependent variable and also carries a significance level of 5%.

Multiple Linear Regression

The analytical method used in this research is a multiple linear regression model. Multiple linear regression analysis aims to estimate the condition (up and down) of the dependent variable (criterion), if two or more independent variables as predicator factors are manipulated (increased and decreased by others). So multiple regression analysis will be carried out if the number of independent variables is at least 2 (Sugiyono, 2022). In this study, the multiple linear regression analysis formula to be used is :

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

4. RESULTS AND ANALYSIS

Validity Test

A validity refers to the extent to which an instrument accurately measures what it is intended to measure. It signifies the precision between the data obtained by the researcher and the actual characteristics of the object under study (Sugiyono, 2022). Ghazali (2018) suggests that validity testing in research can be conducted using the SPSS program. If the computed correlation coefficient (r) is greater than the critical value

of r obtained from a significance level of 5% (0.05) and has a positive sign, the data is considered valid. Here are the validity test results for workload, organizational culture, and employee performance.

Table 5. Validity Test Result

Research Variables	Item	r count	r table	Result
Employee Training (X_1)	Statement 1	0,739	0,2353	Valid
	Statement 2	0,688	0,2353	Valid
	Statement 3	0,697	0,2353	Valid
	Statement 4	0,656	0,2353	Valid
	Statement 5	0,704	0,2353	Valid
	Statement 6	0,790	0,2353	Valid
	Statement 7	0,590	0,2353	Valid
	Statement 8	0,622	0,2353	Valid
	Statement 9	0,725	0,2353	Valid
	Statement 10	0,657	0,2353	Valid
	Statement 11	0,785	0,2353	Valid
	Statement 12	0,802	0,2353	Valid
	Statement 13	0,725	0,2353	Valid
	Statement 14	0,772	0,2353	Valid
	Statement 15	0,732	0,2353	Valid
SOP (X_2)	Statement 1	0,746	0,2353	Valid
	Statement 2	0,730	0,2353	Valid
	Statement 3	0,578	0,2353	Valid
	Statement 4	0,694	0,2353	Valid
	Statement 5	0,711	0,2353	Valid
	Statement 6	0,822	0,2353	Valid
	Statement 7	0,679	0,2353	Valid
	Statement 8	0,712	0,2353	Valid
	Statement 9	0,799	0,2353	Valid
	Statement 10	0,740	0,2353	Valid
Employee Performance (Y)	Statement 1	0,658	0,2353	Valid
	Statement 2	0,717	0,2353	Valid
	Statement 1	0,740	0,2353	Valid
	Statement 2	0,753	0,2353	Valid
	Statement 3	0,537	0,2353	Valid
	Statement 4	0,557	0,2353	Valid
	Statement 5	0,642	0,2353	Valid
	Statement 6	0,686	0,2353	Valid
	Statement 7	0,614	0,2353	Valid
	Statement 8	0,544	0,2353	Valid
	Statement 9	0,779	0,2353	Valid
	Statement 10	0,767	0,2353	Valid
	Statement 11	0,781	0,2353	Valid
	Statement 12	0,720	0,2353	Valid
	Statement 13	0,731	0,2353	Valid
Statement 14	0,753	0,2353	Valid	
Statement 15	0,753	0,2353	Valid	

Source : Managed by SPSS, 2024.

From the data contained in table 4.1.3, there are 15 statements on the Performance variable (Y) with results showing that all existing statements are declared valid because r_{count} is greater than r_{table} ($r_{count} > 0,2353$).

Reliability Test

In this study, Cronbach's Alpha was used to assess the reliability of indicators. The reliability of an indicator or statement is considered adequate if the Cronbach's Alpha value exceeds 0.6 or 60%, this indicates that the instrument is reliable.

Table 6. Reliability Test Result

Variabel	Cronbach's Alpha	Sig.	Result
Training Employee (X ₁)	0,929	> 0,6	Reliabel
SOP (X ₂)	0,913	> 0,6	Reliabel
Employee Performance(Y)	0,921	> 0,6	Reliabel

Source : Managed by SPSS, 2024.

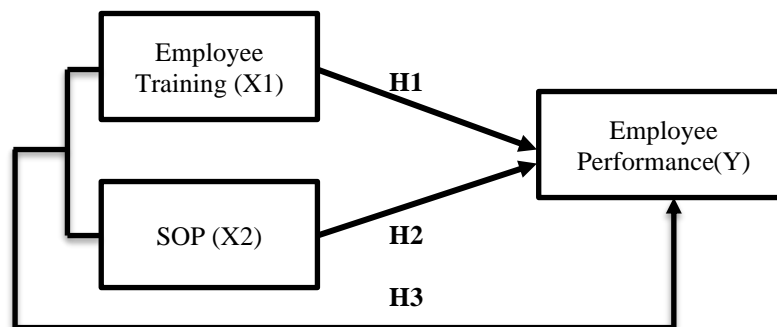
Based on table 4.2.2, it can be seen that all variables in this study are considered reliable because the Cronbach's alpha value is > 0.6 significance level.

Hypothesis T-Test

The t test is used to find out how much influence the independent variable has in explaining the dependent variable. If the calculated t for each independent variable is greater than the t table then the independent variable partially has an influence on the dependent variable.

Figure 1.

The Effect of Employee Training (X₁) and Implementation of Standard Operating Procedures (X₂) on Increasing Staff Performance (Y)



Source : Developed in Research, 2024.

Table 7. T-Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.697	3.462		3.090	.003
Employee Training	.457	.120	.499	3.807	.000
SOP	.482	.144	.440	3.354	.002

Source : Managed by SPSS, 2024.

Based on Table 4.5.1, the following results can be obtained:

H1 : The Effect of Employee Training on Increasing Employee Performance

Sig. $0.000 < \alpha = 0.05$ and the T table uses the formula $df = N - K - 1 = 50 - 2 - 1 = 47$ which means the T table value is 1.677. For the r table value, use the formula $df = N - 2 = 50 - 2 = 48$, which means the table r value is 0.2353. If sig. research < 0.05 , then hypothesis 1 has partial effect. The results of hypothesis testing show a significance level of < 0.05 so that the hypothesis has a partial effect. Based on the results of hypothesis testing, it can be concluded that hypothesis 1 which reads "The Influence of Employee Training on Increasing Employee Performance" has a partial and significant effect.

H2 : The effect of implementing SOPs on improving employee performance

Sig. $0.002 < \alpha = 0.05$ and the T table uses the formula $DF = N - K - 1 = 50 - 2 - 1 = 47$ which means the T table value is 1.677. For the r table value, use the formula $DF = N - 2 = 50 - 2 = 48$, which means the table r value is

0.2353. If sig. research < 0.05, then hypothesis 2 has a partial effect. The results of hypothesis testing show a significant level of <0.05, so the hypothesis has a partial effect. Based on the results of hypothesis testing, it can be concluded that hypothesis 2 which states "The Effect of Implementing SOPs on Increasing Employee Performance" has a partial and significant effect."

Hypothesis F-Test

The F test aims to determine the influence of independent variables simultaneously.

Table 8. F-Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1					
Regression	2422.694	2	1211.347	117.527	.000 ^b
Residual	484.426	47	10.307		
Total	2907.120	49			

Source : Managed by SPSS, 2024.

H3 : Employee Training and Implementation of SOPs to Improve Employee Performance

Based on the results of the F test calculation above, the calculated F value is 117.527. Meanwhile, the F table provision value of the df provision value = $N - 2 - 1 = 50 - 2 - 1 = 47$, so the F table value is 2.802. If compared with the F table at a significance level of 5% or 0.05, it can be concluded that the calculated $F > F$ table is $117.527 > 2.802$. Therefore, simultaneously the independent variables Employee Training (X1) and SOP (X2) are considered to have an influence on employee performance (Y) at Prima Freshmart Bogor City. This is in line with the results from previous research conducted by Ganggarini et al (2023) which stated that employee training and SOPs had a significant positive effect on employee performance.

Multiple Linear Regression

Multiple linear regression is used for research that has more than one independent variable. This analysis was carried out using IBM SPSS 26.0 software. The results of multiple regression analysis can be seen in the following table:

Table 9. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.697	3.462		3.090	.003
	Employee Training	.457	.120	.499	3.807	.000
	SOP	.482	.144	.440	3.354	.002

Source : Managed by SPSS, 2024.

Then the Y value is obtained :

$$Y = 10,697 + 0,457 X_1 + 0,482 X_2$$

Based on the formula above, it can be interpreted that:

1. Constant (a): Has a value of 10.697. This shows that if all independent variables (employee training and implementation of SOP) have a value of 0 or have not changed, then the employee performance value is 10.697. In other words, the value of 10.697 is the baseline performance level without the contribution of other variables at Prima Freshmar Bogor City.
2. The regression coefficient for the training variable is 0.457 and has a positive sign, indicating that the training variable on employee performance has a unidirectional relationship. This can be interpreted that if each additional unit of training (X1) will increase employee performance (Y) by 0.457 assuming the other variables are considered constant.
3. The regression coefficient for the SOP variable is 0.482 and has a positive sign, indicating that the training variable on staff performance has a unidirectional relationship. This can be interpreted as meaning that if each addition of one SOP unit (X2) will increase employee performance (Y) by 0.482 assuming the other variables are considered constant.

Determination Coefficient (R²)

Ghozali (2018) explains that determination analysis is intended to measure the proportion of independent variables that jointly influence the dependent variable. In this case, to assess how big the contribution of independent variables such as employee training (X1) and implementation of SOPs (X2) is to the dependent variable, namely employee performance (Y), the AdjustedR² value is used. AdjustedR² values can be found in the table provided.

Tabel 10. Koefisien Determinasi (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.913 ^a	.833	.826	3.210

Source : Managed by SPSS, 2024.

Based on the results of calculating the Coefficient of Determination in table 4.5 above, the Coefficient of Determination (Adj R²) value is 0.826, which means that this indicates that the contribution of the independent variables, namely Employee Training and SOP, to the dependent variable, namely Employee Performance, is 82.6%, while the rest 17.4% is influenced by other variables that have not been studied or are not included in the regression in this study.

5. CONCLUSION

Based on the results of the research that has been carried out, the conclusion of this research can be described as follows:

1. Employee training has a positive and significant effect on improving the performance of Prima Freshmart Bogor City employees, with a sig value of $0.000 < 0.05$. This finding is consistent with previous research which shows that training and implementing SOPs play a significant role in improving performance. The implication is that companies are advised to consider strategies and policies that support improving welfare.
2. The results of hypothesis testing and multiple linear regression show that employee training and implementation of SOPs have a positive and significant impact on increasing employee performance at Prima Freshmart, Bogor City. The value of the Coefficient of Determination (Adj R²) is 0.826, which means that this indicates that the contribution of the independent variable, namely Employee Training and SOP, to the dependent variable, namely Employee Performance, is 82.6%, while the remaining 17.4% is influenced by other variables that have not yet been determined. researched or not included in the regression in this study
3. Based on the results of the simultaneous analysis, it can be concluded that employee training and implementation of SOPs have a positive and significant effect on improving employee performance at Prima Freshmart, Bogor City.

The following are several suggestions put forward by researchers to provide valuable input to interested parties, including:

1. Companies need to consider increasing training programs by identifying more specific needs according to the role of each Food Advisor. The development of more focused and customized training programs is expected to provide maximum benefits for increasing employee skills and knowledge.
2. Optimization of SOP implementation is very necessary with continuous improvement steps and the use of technology to ensure procedures are followed consistently.
3. Regular evaluation of the effectiveness of training programs and SOP implementation must become a habit, while maintaining the company's responsiveness to changing industry needs and continuing to improve strategies in accordance with the latest developments. The implementation of these suggestions is expected to make a significant contribution in improving the performance of Prima Freshmart Bogor City employees as well as maintaining the company's competitiveness in the retail industry which continues to grow.
4. For future research, it is recommended that researchers expand the scope of the study to other Prima Freshmart locations or branches in order to get a more comprehensive picture of the extent to which the findings and conclusions can be applied in the context of the company as a whole. Consider the

use of additional variables such as motivational factors, job satisfaction, or employee engagement levels to provide a deeper understanding of the factors that may influence employee performance.

REFERENCES

- Alysia, S., & Nawawi, M. T. (2023). Pengaruh Gaya Kepemimpinan, Disiplin Kerja, dan Penerapan SOP terhadap Kinerja Karyawan pada PT Victoria Care Indonesia Tbk. *Jurnal Manajerial Dan Kewirausahaan*.
- Arief, R., & Sunaryo. (2020). Pengaruh Penerapan Standar Operasional Prosedur (Sop), Gaya Kepemimpinan, Dan Audit Internal Terhadap Kinerja Karyawan (Studi Kasus Pada Pt. Mega Pesanggrahan Indah). *Jurnal Ekonomika Dan Manajemen*.
- Farhan Majkuri. (2022). Pengaruh Standar Operasional Prosedur dan Pengawasan Terhadap Kinerja Karyawan PT BPRS Amanah Ummah. *Jurnal Ekonomi Bisnis Dan Akuntansi*.
- Faujiah, L., & Fadli, U. M. D. (2023). Analisis Kebutuhan Pelatihan Karyawan Pada Pt Pupuk Kujang Cikampek. *PRIMER : Jurnal Ilmiah Multidisiplin*.
- Firdaus, & Norwati, S. (2022). Peran Motivasi Sebagai Pemoderasi Pada Korelasi Kinerja Karyawan.
- Gustiana, R., Hidayat, T., & Fauzi, A. (2022). Pelatihan Dan Pengembangan Sumber Daya Manusia (Suatu Kajian Literatur Review Ilmu Manajemen Sumber Daya Manusia)
- Ghozali. (2018). Aplikasi analisis *multivariate* dengan program IBM SPSS 26.
- Hidayattulloh, M., & Ridwan, M. (2019). Pengaruh Standar Operasional Prosedur (Sop) Dan Pengawasan Terhadap Kinerja Karyawan Pada Pt. Yusen Logistics Solutions Indonesia. *El-Arbah: Jurnal Ekonomi, Bisnis Dan Perbankan Syariah*.
- Issn, P. (2022). *Jurnal Ekonomi dan Bisnis* , Vol . 11 No . 3 November 2022 E - ISSN PADA PERBANKAN SYARIAH DI INDONESIA.
- Karyono, K. (2021). Pengaruh Pelatihan Dan Disiplin Kerja Terhadap Kinerja Karyawan Politeknik Stmi Jakarta. *Jurnal Pendidikan Indonesia : Teori, Penelitian, Dan Inovasi*.
- Mauliza, P., Hanum, F., Fitriana, & Juwita. (2022). Pengaruh Pendidikan Dan Pelatihan Kerja Terhadap Kinerja Pegawai Pada Dinas Pemuda Dan Olahraga Aceh. *Jurnal Ekonomi Dan Bisnis*.
- Mubarok, R. (2021). Pengembangan Manajemen Sumber Daya Manusia di Lembaga Pendidikan Islam. *AL-FAHIM: Jurnal Manajemen Pendidikan Islam*.
- Mulyadi, A., & Pancasasti, R. (2021). Upaya Meningkatkan Kinerja Karyawan Melalui Motivasi. *Technomedia Journal*.
- Mujahidin, E., & Salamun, A. (2022). Peran Metode On Job Training untuk Meningkatkan Kompetensi Amil. *TA'DIBUNA: Jurnal Pendidikan Agama Islam*.
- Pambreni, Y., Ridho, A., & Hodayat, R. (2022). The Effect of Leadership on Performance of Apparatus and Institutions in Cimerang Village, Purabaya District, Sukabumi. *Neo Journal of Economy and Social Humanities*.
- Pratiwi, D., Fauzi, A., Febrianti, B., Noviyanti, D., Permatasari, E., & Rahmah, N. (2023). Pengaruh Pelatihan, Komunikasi dan Disiplin Kerja Terhadap Kinerja Karyawan (Literature Review Manajemen Kinerja). *Jurnal Ekonomi Manajemen Sistem Informasi*.
- Ruhyat, I., Meria, L., & Julianingsih, D. (2022). Peran Pelatihan dan Keterikatan Kerja Untuk Meningkatkan Kinerja Karyawan Pada Industri Telekomunikasi. *Technomedia Journal*.
- Safitri, D. E. (2019). Pengaruh Pelatihan Terhadap Kinerja Karyawan. *Jurnal Dimensi*.
- Samsuni, O. : (n.d.). *MANAJEMEN SUMBER DAYA MANUSIA*.
- Sari, dinar P., Suroso, & Suherman, E. (2021). Pengaruh Pelatihan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pt. Plasindo Lestari Karawang.
- H., Sri, P., Ganggarini, N., Agung, A., Arun, A., Arianty, S., Made, I., & Purnantara, H. (2023). The Effect of Standard Operating Procedures and Job Training on Housekeeping Employee Performance at Puri Saron Hotel Lovina. *Jurnal Pariwisata Dan Bisnis*.
- Sugiyono (2022). *Buku Metode Penelitian Kuantitatif, Kualitatif dan R&D*.
- Said, M., Nadhiroh, U., & Syahputra, E. (2023). Pengaruh Sop, Gaji, Dan Insentif Terhadap Kinerja Pendidik Di Lembaga Kursus Peace Pare. *Jurnal Manajemen Dan Ekonomi Syariah*.
- Zillah, F., Husniati, R., & Aziz, A. (2022). Pengaruh Pelatihan, Pengawasan, dan Disiplin Kerja terhadap Kinerja Karyawan. *Studi Ilmu Manajemen Dan Organisasi*.