



## The Effect of Standard Operating Procedures (SOPs), Supervision, and Information Technology on Employee Performance at JNE Outbound Unit Medan Main Branch

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### ABSTRACT

JNE is the largest logistics company in Indonesia, this company is a freight forwarding service company both domestically and abroad. In the business process, JNE has an Outbound unit that is responsible for receiving goods from Sales Counter Official (SCO) agents and branch offices, processing, checking, packaging, and transporting goods to the appropriate destination. The purpose of this study is to determine the influence of Standard Operating Procedures (SOPs), supervision, and Information Technology on Employee Performance in the operational management of the JNE Outbound unit of the Medan Main Branch. This study uses the Descriptive Qualitative method in identifying problems. The results in this study state that SOPs have a significant effect on Employee Performance because they are an important part of the smooth work process for employees, Supervision and Information Technology also have a significant effect on Employee Performance. Supervision ensures that employees work in accordance with SOPs and achieve previously set work targets, and the use of Information Technology in the work process will increase the efficiency and effectiveness of work.

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### INTRODUCTION

The business world is currently experiencing a lot of progress, as seen by the emergence of various business units ranging from small-scale to large-scale business units that give rise to such fierce competition in winning market share. Several companies have begun to improve and innovate to achieve efficiency and effectiveness in improving their performance as an effort to compete with competitors. This phenomenon is also seen in freight forwarding service companies that are growing rapidly as the needs of the community develop, the existence of freight forwarding service companies is the main concern for everyone. The process of shipping goods that takes place quickly is everyone's desire and expectation so that the existence of a company that provides goods delivery services is needed. Freight forwarding service providers are expected to ensure that the delivery process takes place quickly and safely until the goods reach the recipient at the right time and place. The existence of a freight forwarding service provider is very important and plays a strategic role as a means of transportation for shipping goods from the place of origin to the destination of the goods being delivered.

To achieve a goal, a company or organization needs to prepare everything needed. Good employee performance is needed in order to improve the quality of performance in the company, because if the company's performance is not good, it will affect the development and progress of the company. Employee performance is an achievement that has been achieved by employees towards their role or position in the world of work or organization (Komala et al., 2023). To improve employee performance, it is necessary to implement Standard Operating Procedures (SOPs) in each work unit in order to achieve maximum effectiveness and efficiency. SOP itself is one of the guidelines about the stages or steps related to the application of work activities in a company (Harwindito & Khairulizza, 2021). SOP as a guide or work guideline for employees so that activities can be controlled so that the targets to be achieved can be realized optimally.

In the process of shipping goods, several mistakes made by freight forwarding service companies often occur, such as procedural errors in processing consignments. For this reason, SOPs are needed for companies to improve the quality of their performance. Improving the quality of performance of freight forwarding service providers needs to implement good SOPs. Several freight forwarding service companies that are currently the people's choice in sending goods, one of which is JNE (Nugraha Ekakurir Line). JNE is

currently the largest delivery service company in Indonesia engaged in shipping and logistics since 1990, in carrying out its business processes JNE applies Standard Operating Procedures (SOP) in each unit owned to improve the quality of its company's performance, one of which is in the Outbound Unit. JNE as a company that is active in the field of shipping and logic in distributing or sending goods has an Outbound Logistics unit that is responsible for receiving goods from Sales Counter Official (SCO) agents and branch offices, processing, checking, packaging, and transporting goods to the appropriate destination.

However, in the process of the JNE Outbound unit, the many process flows and SOPs that are implemented do not rule out the possibility of errors, it can be from various factors such as Human Error or some employees are still not careful in the placement of broken goods, even goods are mixed and not neatly arranged, as a result of which there are several goods that are damaged, the condition of the goods becomes defective, and the goods are broken because they are not given special security and the arrangement or arrangement of the goods is irregular. Therefore, the researcher feels the need to supervise the implementation of SOPs as an effort to prevent or reduce various irregularities and errors in the implementation of tasks in achieving the company's goals.

Supervision is defined as an effort to ensure the implementation of a work that has been carried out and done, then assess and evaluate with the aim that the implementation of a work is in accordance with the standards that have been set (Opan Arifudin, Rahman Tanjung, 2020). Based on the system used to integrate processes in the company, there are errors so that it is necessary to implement and update Information Technology in each work unit in order to improve employee performance and further accelerate the work process. Information Technology is a set of tools that can help a person work with information and perform tasks related to information processing (Komala et al., 2023)

To achieve success in producing good and superior quality of JNE company performance, the key lies in the performance of the employees themselves so that it is necessary to implement or implement SOPs properly according to the work standards that have been set. The need for supervision and implementation and renewal of Information Technology in each work unit in order to improve employee performance. In the research of Ahmad Zia'ul Islamy, Supriyatin, Indra Sakti 2021, it shows that the Standard Operating Procedures (SOP) of formation technology, and supervision have a positive and significant effect on Employee Performance. This means that if the application is done well, it will have a good effect on employee performance, and if the application is not good, it will have a bad effect on employee performance, so it will affect the company's run.

Based on the above, the author is interested in raising JNE as the object of research, to find out how much influence SOP, Supervision, and Information Technology have on the performance of Oubound JNE ATC Medan employees. The researcher suspects that these variables are the influence on employee performance so that there needs to be a better change and evaluation in the application of these variables if an influence on these variables is found.

## METHOD

In this study, the author uses a qualitative descriptive approach method, analysis of data obtained (in the form of words, images or behaviors), and is not expressed in the form of numbers or statistical figures, but by providing an exposure or description of the situation or condition being researched in the form of a narrative description. Meanwhile, the data sources used are sourced from primary data and secondary data with data collection procedures, namely data obtained through field research, interviews, documentation, and literature studies.

## RESULT AND DISCUSSION

### Hypothesis Analysis and Testing

JNE express is the largest logistics company in Indonesia today engaged in the logistics of freight forwarding. JNE is currently spread across 54 cities in Indonesia, one of its main branches is in Medan City. In its business process, JNE has an Outbound unit that functions in receiving goods from Sales Counter Official (SCO) agents and branch offices, processing, checking, packaging, and transporting goods to the appropriate destination.

In the Outbound unit, goods that will be sent to the destination will be processed starting from the handover of consignments from Pick Up, sorting by destination to handing over to the transport / gateway officer. The process flow in the Outbound unit can be seen in the following figure:

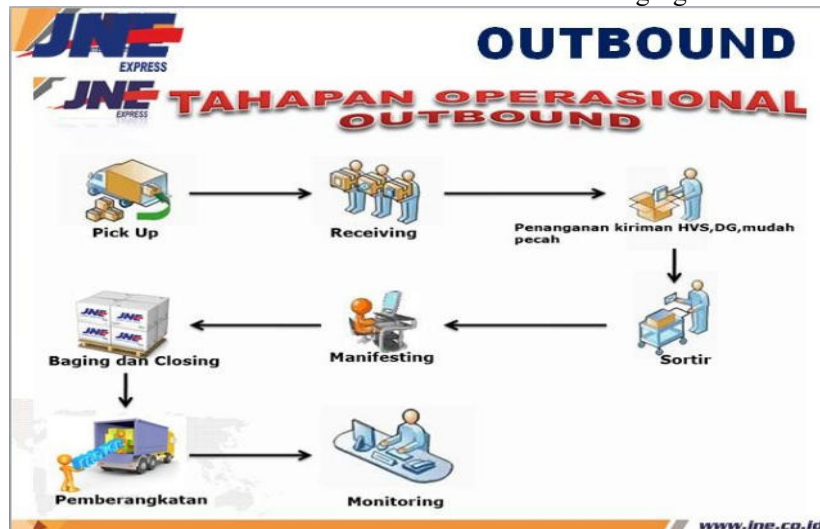


Figure 1. Operational stages of JNE Medan Outbound

From the results of observations and interviews by researchers, the Standard Operating Procedures (SOP) applied to the JNE Outbound Medan Main Branch unit are as follows:

1. **Pra-Pick Up**  
The customer confirms to the Pick Up officer and is recorded by the Traffic Control Staff, the Pick Up officer prepares and brings the Pick Up Order Form, the Pick Up officer prepares and brings completeness (Notice, Temporary Shipment Form, AWB manual for Cash Courier, and Hand Scale)
2. **Pick Up Counter**  
Inspection by the pick-up officer of HVS shipments and perishable shipments, inspection by the pick-up officer: insurance shipments and wooden packing, completeness of shipments and BPIK forms, calculating the suitability of the number of shipments and Packing List/proof of sales deposit (for Manual Agents), handing over with Counter officers, specifically HVS shipments must be marked, if Pick Up is carried out in stages by Motorcycles and Cars while shipments are still in the same Packing List, then marked with a blue marker for motorcycle Pick Up and a red marker for car Pick Up, Packing List/proof of sales deposit that has been signed one is carried by the Pick Up officer and the other is for the counter officer, the Pick Up officer separates between YES/SS and Non YES/SS shipments
3. **Pick Up Costumer**  
Inspection by Pick Up officers on HVS shipments and perishable shipments, insurance shipments and Wooden Packing, completeness of shipments and BPIK forms, checking the completeness of AWB data with physical shipments. The Pick Up Officer and the Customer sign AWB (AWB Credit for customer credit, AWB Cash for customer cash courier), the Pick Up officer recounts the number of shipments on the Pick Up Order, specifically HVS is written with the AWB Number. If Customer Cash is calculated, the money is calculated according to the transaction at that time.
4. **Receiving**  
Physical shipments (Not AWB) are received based on YES/SS or NON YES/SS services and shipments that require special handling (HVS, Wooden Packing, DG) are witnessed by Pick Up Officers and Receiving Officers
5. **Sorting**  
The sorting officer re-checks the shipment (Destination, weight, content) and reports to the admin if any discrepancies are found (wrong weight, prohibited shipment, DG, criss cross, etc.), the officer separates/sorts the shipment based on the destination and service of the shipment.

6. **Wooden packing**  
The handover was carried out between the sorting officer and the wood packing officer, the wood packing officer recorded the condition of the shipment before packing (physical condition, weight (both scales and volumetric)) and compliance with AWB and BPIK. Packing in accordance with the standard records the condition of the shipment after packing (heavy, both scales and volumetric). The handover is carried out between the wood packing officer and the sorting officer, the wood packing officer reports to the Admin if there is a discrepancy in the shipment
7. **HVS Inspection**  
A handover is carried out between the sorting officer and the HVS officer, then the HVS officer checks the conformity of BPIK with the physical condition of the shipment, the HVS officer performs HVS standard packing, hands over back to the sorting officer and then reports to the admin if there is a discrepancy in the shipment.
8. **Entrydata**  
The data entry officer inputs completely for YES/SS shipments, there must be sender and recipient phone numbers, input account numbers correctly, for agent and customer credit shipments are input credit.
9. **Bagging**  
The bagging officer re-checks the destination before revoking the AWB based on service and purpose (standard BAG label provisions). The officer collects the AWB well, the Bag label is affixed to the outbound bagging form, weighs the Bag and records for intracity shipments must be separated between the YES/YES AM/SS Bag and the Non YES/YES AM/SS Bag
10. **Quality Control**  
QC officers re-check the destination, sign the QC results, follow up if there is a destination error to the admin.
11. **Manifesting**  
The manifesting officer scans the AWB properly, attaches the bag, inputs the weight data of the shipment correctly, issues the SMU correctly and informs the cargo
12. **Closing and departure**  
A handover was carried out between the closing officer and the transport driver. The driver makes the handover correctly and calculates the amount and pays attention to the condition of the bag with the cargo officer (if via air) with the transit officer (if via land transit), with the destination inbound officer if direct. The driver carried out the handover correctly and calculated the amount and paid attention to the condition of the Bag with the transit and intracity unit officers
13. **Pending Shipment**  
The decision to suspend shipment must be in accordance with the provisions, must be inspected and witnessed by at least 3 people, confirm immediately to the sender/counter (according to the provisions). Follow up according to confirmation (return, hold, correction)
14. **Reporting**  
Admin reports daily shipment problems (missroute, criss cross, damage, missing, unmanifest, unreceiving), then reports pick up and daily productivity. Admin performs daily per-service shipment Load Reports and reports on departures and arrivals at destinations

In processing consignments at the Outbound unit, several problems are often found, where the amount of goods received from the Pick up officer is not in accordance with the data on the Hand Over (HO) letter, and errors in sorting goods based on destination are also real. Items that are fragile and small in size are not separated but are put together in the same basket on goods that are larger and heavier during the sorting process, the mismatch in the number of collies when manifesting due to lack of supervision from officers, and when entering data into the system, there are often network constraints that interfere with the work process of employees.

Employees as the key driver of the company's operations are expected to have good performance in order to improve the quality of the company's performance, and the problems found in the Outbound unit are closely related to employee performance. From these problems, the researcher tries to analyze by compiling a problem analysis framework based on the problem identification framework, namely:

- a. The effect of SOPs used in handling consignments in the Outbound unit,
- b. The influence of supervision carried out by the Head Unit Outbound on employee performance,
- c. The influence of information technology used in supporting employee work processes.

The results of the analysis and testing of the hypothesis carried out from observations in the field, interviews, with employees at the JNE Outbound unit of the Medan Main Branch, are as follows.

**a. The Effect of SOPs on Employee Performance at JNE Outbound Units Medan Main Branch**

From observations, observations and direct interviews conducted by the researcher to employees of the JNE Outbound unit Medan Main Branch stated that consignments received from the Sales Counter Official (SCO) both agents and branch offices will be processed, checked and packaged before being sent to the destination address must be in accordance with the SOP that has been set by the company.

With the SOP, employees understand the duties and functions of each existing work unit and the coordination of each unit can run well. Starting from the beginning of the handover of consignments from the Pick Up officer to the Receiving officer, the quantity and type of consignment need to be checked to ensure that the Hand Over (HO) data is complete. Goods that have been received by the officer are then sorted based on Destination by the sorting officer continuing in the Manifesting process until it ends in the Bagging process.

If you do not comply with the existing SOPs, there will be problems such as goods being sent incorrectly, not according to the address and not according to the type of service due to the wrong sorting of goods. Goods are damaged because they are hit by larger goods and slammed due to the negligence of the sorting officer, so that the number of goods to be bagged is not appropriate. For this reason, the implementation of SOPs is very much needed in improving employee performance which is the main key in the operational management of the Outbound unit.

**b. The Effect of Supervision on Employee Performance**

Based on the results of interviews conducted by the researcher, in the work process carried out by the employees of the Outbound unit, supervision is not carried out directly. Employees assigned to each work unit by Human Capital (HC) are in accordance with the employee's ability and expertise standards.

Employee performance is measured and seen from the report of the unit head to the HC who is responsible for the management of human resource management. Each work unit will coordinate with each other in processing shipments, so that errors that occur will be visible to other units if the process carried out is not in accordance with the existing SOPs. For example, when the goods sorting officer misplaces the shipment that is not in accordance with the destination address, the Bagging officer will find the number and data of the goods do not match.

From the results of interviews with employees, during working hours they are certainly closely supervised but not directly, because if they are directly supervised, employees will feel uncomfortable and depressed. So that a good way to supervise employee performance carried out by the company is indirect supervision where the unit head will observe and assess employee performance and report it to the HC.

**c. The Influence of Information Technology on Employee Performance**

From the observations and interviews that the researcher has conducted, there is the use of information technology applied to the Outbound unit in managing and processing consignments. The use of a goods scanner in reading barcodes contains information about consignments that will be stored in computer devices and application systems used.

The officers in each work unit are equipped with computer devices in entering shipment data, making reports to printing shipment receipts. The application used in the Outbound unit in processing data on shipments, transactions and information is the MyOrion ERP application, an information system that is applied in increasing the efficiency and effectiveness of employee work.

However, in the process of sorting consignments to each destination or the address of the destination of shipping goods, it does not use a technological system like other work units, but by sorting goods manually. Where employees will put the goods that have been received in the basket based on the destination address, and in the process of sorting or separating these goods employees sometimes make mistakes in placing goods in the basket.



As a result, the bagging officers of each destination when entering data find an excess or even a decrease in the number of goods. So this can interfere with the employee's work process.

#### **d. The Influence of SOPs, Supervision, and Information Technology on Employee Performance**

In the management of consignments in the Outbound unit, SOPs are needed that can help employees do their duties and responsibilities well. By referring to the existing SOPs, the goals to be achieved in a job will be carried out properly, besides that also with the SOPs, employees can work properly and regularly. If you do not refer to the SOP, in the management of consignments in the Outbound unit, it will be certain that there will be mistakes that can harm employees and even the company. Operational management cannot run properly if employees do not follow the SOPs that have been set.

To ensure that employees work in accordance with the existing SOPs, it is necessary to have supervision efforts carried out by the company. By conducting supervision, the company can assess the extent of its employees' performance, evaluate employee performance and set targets for employees. With supervision, employees will do their duties well and comply with existing SOPs, and employees will be more disciplined.

The management of consignments in outbound units with a large number and requires good management from employees, information technology is needed that is able to increase the efficiency and effectiveness of employees at work. With information technology in the management of consignments in the Outbound unit, the process becomes faster and easier so that it can improve employee performance. Employees will find it easier to record goods, make and send event reports, check goods quickly, coordination between units goes well so that the right decisions are made at work

### **Discussion**

In this discussion, it was carried out to determine the relationship between independent variables consisting of SOP, Supervision, and Information Technology to the dependent variable, namely Employee Performance. In the sub-chapter of the research method, it is explained that this study uses a qualitative approach which is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behaviors (Sugiyono in Iii & Research, 2020). This research is entitled "The Influence of Standard Operating Procedures (SOP), Supervision, Information Technology on the Performance of Employees of the JNE Outbound Unit Medan Main Branch".

From the results of the research carried out, it was found that SOPs have a significant effect on employee performance, where SOPs are an important part of the smooth work process for employees. SOPs are guidelines used to ensure that a company's operational activities run smoothly and are well controlled (Farhan Majkuri, 2022). SOPs can also facilitate the implementation of activities and minimize the level of errors in employee work processes (Nabilla & Hasin, 2022)

Supervision also has a significant effect on employee performance, because the supervision of employees in carrying out their duties and responsibilities for their work will have a positive impact on the employees themselves. Because employees will be more motivated and make the best use of their working time, employees will also be oriented to the quality of work because they are supervised and valued by their superiors (Pahrizal & Handayati, 2022). Supervision is the act of evaluating the results of work so that it can be in accordance with the plan that has been set (Islamy, 2021)

Furthermore, Information Technology has a significant effect on employee performance, which means that the technology used in the employee work process has a positive impact. With existing technology, it can help and facilitate work processes and improve employee performance (Narulita et al., 2022). Information Technology is a tool used by an organization or company to facilitate the process and disseminate information obtained in any form (Putri Primawanti & Ali, 2022).

### **CONCLUSION**

Based on the results of research that has been conducted by the researcher, it is stated that the Standard Operating Procedure (SOP) has a significant effect on the performance of employees of the JNE Medan Main Branch Outbound unit. Where SOPs are an important part of the smooth work process for employees and ensure that operational management runs smoothly and controlled. Supervision also has a significant effect on employee performance, because employees will be more motivated and make the best use of

working time, employees will also be oriented to the quality of work because they are supervised and valued by their superiors. With existing information technology that can help and facilitate work processes and improve employee performance, it can be stated that Information Technology has a significant effect on employee performance.

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