




The impact of standard operating procedures and turnover intention on employee performance at PT Albany Corona Lestari Tangerang Branch

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Article Info	ABSTRACT
<p>Article history:</p> <p>Received Nov 26, 2025 Revised Dec 5, 2025 Accepted Dec 21, 2025</p> <hr/> <p>Keywords:</p> <p>Employee Performance; Standard Operating Procedures; Turnover Intention.</p>	<p>This study aims to analyze the effect of Standard Operating Procedures (SOP) and Turnover Intention on Employee Performance at PT Albany Corona Lestari, Tangerang Branch. The research employed a quantitative method with saturated sampling, involving the entire population of 67 employees as respondents. Data were collected through questionnaires and analyzed using validity and reliability tests, simple linear regression, multiple linear regression, t-test, and F-test. The findings indicate that: (1) SOP has a positive and significant effect on employee performance with a significance value of 0.027 and a contribution of 7.3%. The simple regression equation $Y = 16.321 + 0.251X_1$ means that each one-unit increase in SOP will improve performance by 0.251 points. (2) Turnover Intention has a positive and significant effect on employee performance with a significance value of 0.002 and a contribution of 14.1%. The simple regression equation $Y = 15.944 + 0.243X_2$ implies that each one-unit increase in turnover intention raises performance by 0.243 points. (3) SOP and Turnover Intention simultaneously have a significant effect on employee performance with a significance value of 0.001 and a contribution of 20.7%. The multiple regression equation $Y = 11.085 + 0.238X_1 + 0.236X_2$ suggests that improvements in SOP and turnover intention together contribute to higher employee performance. These findings highlight the importance of consistent SOP implementation and effective turnover intention management to maintain optimal employee performance in achieving organizational goals.</p> <p style="text-align: right;"><i>This is an open access article under the CC BY-NC license.</i></p> 

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1. INTRODUCTION

Pt Albany Corona Lestari is a company operating in Indonesia with a primary focus on providing labor services (outsourcing) for the Indomaret Group. All operational activities are concentrated domestically and do not involve any international business engagements. The company's business activities center on supplying labor in maintenance functions for the retail sector. Therefore, in a global context, the role of PT Albany Corona Lestari is relatively limited because the scope of its business only covers the domestic market.

The progress of an organization is not solely determined by technological sophistication or the amount of capital it possesses, but also depends greatly on the quality of its human resources

(HR). In the era of Industry 4.0 and beyond, HR becomes a highly strategic and influential element in ensuring operational sustainability. According to Safih (2021), the success of a company in achieving its objectives is largely determined by the employees' ability to carry out their duties and responsibilities. Human resources serve as the organization's primary asset, responsible for organizing, analyzing, and controlling various organizational issues. Furthermore, individuals possess distinct desires, emotions, thoughts, and social backgrounds, yet must still be aligned toward achieving the organization's collective goals.

Within an organization, human resources are components that cannot be separated from the overall work system. An organization can operate optimally when all individuals within it share aligned objectives, particularly the commitment to continuous improvement and organizational development. Achieving these goals provides motivation for employees to earn recognition or rewards that are commensurate with their dedication and contributions to the organization.

In navigating business dynamics and competition in the digital era, organizational success is not only determined by technological advancement or capital strength but also by the capabilities of its human resources. HR plays the role of strategist, executor of activities, and controller of organizational operations. Each individual carries diverse characteristics such as motivations, perceptions, and backgrounds yet is still expected to collaborate effectively to achieve the company's vision and mission.

Overall, turnover intention acts as a psychological signal of unmet needs—when those needs remain unresolved, performance deteriorates; when employees seek to protect employability or reputation, performance may temporarily rise before eventual exit.

A key research gap lies in the limited empirical evidence connecting internal control mechanisms such as Standard Operating Procedures (SOP) with employee turnover intentions and performance outcomes in outsourcing companies operating in the retail sector. Existing studies generally focus on SOP as a technical guideline for efficiency and operational quality, yet rarely examine its behavioral implications for outsourced workers who typically face job insecurity, contractual uncertainty, and low organizational attachment. As a result, little is known about whether unclear or poorly implemented SOP increases role ambiguity, stress, and psychological withdrawal that leads to turnover intention, or whether strong procedural clarity can enhance commitment and performance. Moreover, research on performance and turnover tends to center on permanent employees rather than outsourced labor providers like PT Albany Corona Lestari, despite the high labor mobility and strategic reliance on human resources in this sector. These gaps justify the need for research that integrates SOP discipline, psychological responses, and performance indicators to better understand HR sustainability in outsourced retail operations.

2. RESEARCH METHOD

Standard Operational Procedure (SOP)

Suryani (2021) explains that Standard Operational Procedures are written, standardized guidelines designed to direct organizational activities so they align with predetermined goals and performance standards. In this context, SOPs also function as tools for monitoring and evaluating work processes.

Furthermore, Lesmana and Anwar (2024) describe SOPs as work instructions that guide employees in carrying out various tasks within businesses, companies, institutions, or organizations so that each individual performs according to their designated roles and responsibilities.

Turnover Intention

Turnover intention refers to an employee's tendency or desire to voluntarily leave their job. Wahyuni (2020) defines it as an individual's intention to resign, which typically arises due to job dissatisfaction or unfavorable organizational conditions that do not support the employee.

According to Maulana (2021), turnover intention represents an employee's internal desire or drive to seek employment elsewhere, either by actively pursuing new opportunities or passively considering alternatives.

Employee performance

Priansa (2017) states that employee performance reflects an individual's ability as demonstrated through the actual work produced, representing the results achieved when performing tasks assigned by the organization.

Mangkunegara (2017) defines performance as the quality and quantity of work an employee can accomplish based on their ability to execute tasks and responsibilities assigned by their supervisor.

Similarly, Afandi (2018) asserts that performance is the work output achieved by an individual or group within a company in accordance with their authority and responsibilities, aimed at helping the organization reach its objectives without violating laws, norms, or ethical standards.

The study employs a quantitative approach because the data collected are numerical and subsequently processed and analyzed using statistical techniques. Sugiyono (2022) states that the quantitative method is a research approach grounded in the positivist paradigm, applied to studies involving specific populations or samples. This method utilizes research instruments for data collection, and the resulting data are analyzed quantitatively or statistically with the purpose of describing phenomena and testing predetermined hypotheses.

Variabel	Dimensi/Aspek	Indikator Operasional	Sumber Data
Standard Operating Procedures (SOP)	Kepatuhan Prosedur	Tingkat kepatuhan pada instruksi kerja tertulis	Kuesioner Likert / Observasi
	Konsistensi Pelaksanaan	Frekuensi kesalahan operasional yang dapat dicegah SOP	Kuesioner Likert / Observasi
	Kualitas Dokumentasi	Kejelasan, kelengkapan, dan keterkinian dokumen SOP	Kuesioner Likert / Observasi
	Pelatihan & Sosialisasi	Jumlah pelatihan tentang SOP yang diikuti karyawan	Kuesioner Likert / Observasi
Turnover Intention	Thoughts of Quitting	Keinginan berpindah kerja dalam jangka pendek	Kuesioner Likert / Observasi
	Seek for Alternative	Upaya mencari pekerjaan lain (aktif atau pasif)	Kuesioner Likert / Observasi
	Intention to Quit	Rencana mengundurkan diri secara eksplisit	Kuesioner Likert / Observasi
Employee Performance	Job Satisfaction Link	Evaluasi aspek ketidakpuasan (gaji, beban, supervisor)	Kuesioner Likert / Observasi
	Task Performance	Ketepatan waktu, kualitas output, ketepatan standar kerja	Kuesioner Likert / Observasi
	Productivity	Kuantitas kerja per periode (target vs realisasi)	Kuesioner Likert / Observasi
	Service Quality	Komplain pelanggan/penilaian kualitas layanan	Kuesioner Likert / Observasi
Employee Performance	Discipline & Attendance	Rekam jejak absensi, keterlambatan, pelanggaran	Kuesioner Likert / Observasi
	Teamwork & Initiative	Kemampuan kerja sama dan inisiatif perbaikan proses	Kuesioner Likert / Observasi

Figure 1. Operational variabel

3. RESULTS AND DISCUSSIONS

Research result

Analysis Test Results Quantitative

1. Simple Linear Regression Test Results

a. Simple linear regression test results Work SOP variable (X_1) on Employee Performance (Y)

		Coefficients ^a				Sig.
		Unstandardized Coefficients		Standardized Coefficients	6.596	
Model		B	Std. Error	Beta		
1	(Constant)	28.604	4.337		12.883	.000
	Standar Operasional Prosedur Kerja (X1)	0.251	.111	.271	2.270	.027

a. Dependent Variable: Kinerja Karyawan (Y)

Figure 2. Results of simple linear regression test Work SOP variable (X_1) on Employee Performance (Y)

- 1) Constant ($\alpha = 28.604$) show that if SOP variables do not influential (X_1 value = 0), then performance employee still is at 28,604.
- 2) Coefficient regression ($\beta=0.251$) indicates that every addition One unit in implementation of work SOPs will increase performance employee amounting to 0.251 units. This is confirm

existence connection positive between implementation of work and performance SOPs employee.

- b. Simple linear regression test results variables *Turnover Intention* (X_2) on Employee Performance (Y).

Model		Unstandardized Coefficients		ed Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.478	2.769		10.646	.000
	Turnover Intention (X_2)	.243	.074	.375	3.265	.002

a. Dependent Variable: Total Y

Figure 3. Results of simple linear regression test turnover intention variable (X_2) on employee performance (Y)

- 1) Constant ($\alpha = 29.478$) show that if Turnover Intention variable does not influential (X_2 value = 0), then mark performance employee is at 29,478.
- 2) Coefficient regression ($\beta = 0.243$) This means that every improvement One units on Turnover Intention will impact on increasing performance employee amounting to 0.243 units. This is show that there is connection positive between Turnover Intention and performance employee.

2. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		ed Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.452	4.748		4.308	.000
	Standar Operasional Prosedur Kerja (X_1)	.238	.103	.257	2.304	.024
	Turnover Intention (X_2)	.236	.072	.365	3.278	.002

a. Dependent Variable: Total Y

Figure 4. Results of multiple linear regression test

- 1) Constant ($\alpha = 20.452$) show that If variables Standard Operational Procedure (X_1) and Turnover Intention (X_2) worth zero, then performance employee still is at 20,452.
- 2) Coefficient regression X_1 (0.238) means every improvement One units in work SOP will increase performance employee of 0.238 units, with assumptions other variables are constant.
- 3) Coefficient regression X_2 (0.236) show that every improvement One units on Turnover Intention will increase performance employee of 0.236 units, with assumptions other variables are constant.

3. Correlation Coefficient (R) Test Results

- a. Coefficient test results correlation variables Standard Operational Procedure Work (X_1) on Employee Performance (Y)

		Standar Operasional Prosedur Kerja (X_1)	Kinerja Karyawan (Y)
Standar Operasional Prosedur Kerja (X_1)	Pearson Correlation	1	.271*
	Sig. (2-tailed)		.027
	N	67	67
Kinerja Karyawan (Y)	Pearson Correlation	.271*	1
	Sig. (2-tailed)	.027	
	N	67	67

*. Correlation is significant at the 0.05 level (2-tailed).

Figure 5 Results of coefficient test correlation variables standard operational procedure work (X_1) on employee performance (Y)

Results analysis Pearson correlation shows that mark coefficient correlation between Standard Operational Work Procedures (SOP) (X₁) and Employee Performance (Y) of 0.271, with level significance of 0.027 which is higher small of 0.05. This is indicates existence connection positive and significant between implementation of work and performance SOPs employee.

- b. Coefficient test results correlation variables *Turnover Intention* (X₂) on Employee Performance (Y).

		Turnover Intention (X2)	Kinerja Karyawan (Y)
Turnover Intention (X2)	Pearson Correlation	1	,375**
	Sig. (2-tailed)		.002
	N	67	67
Kinerja Karyawan (Y)	Pearson Correlation	,375**	1
	Sig. (2-tailed)	.002	
	N	67	67

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 6. Results of coefficient test correlation turnover intention variable (X₂) on employee performance (Y)

Based on picture on results analysis Pearson correlation, obtained mark coefficient correlation between Turnover Intention (X₂) with Employee Performance (Y) as big as 0.375 with level significance 0.002 < 0.01. This result show existence connection significant positive between Turnover Intention and performance employee.

- c. Coefficient test results correlation variables Standard Operational Procedure Work (X₁) and *Turnover Intention* (X₂) on Employee Performance (Y).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.455 ^a	.207	.182	3.709	.207	8.336	2	64	.001

a. Predictors: (Constant), Turnover Intention (X₂), Standar Operasional Prosedur Kerja (X₁)

Figure 7. Results of coefficient test correlation variables standard operational procedure work (X₁) and turnover intention (X₂) on employee performance (Y)

Based on the image above, the results analysis regression multiple show that mark coefficient correlation (R) of 0.455, which indicates existence sufficient relationship strong between variables free, namely Standard Operational Procedure Work (X₁) and Turnover Intention (X₂), towards variables bound, namely Employee Performance (Y).

4. of Determination (KD) Test

- a. Coefficient test results determination variables Standard Operational Procedure Work (X₁) on Employee Performance (Y).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,271 ^a	.073	.059	3.978

a. Predictors: (Constant), Standar Operasional Prosedur Kerja (X₁)

Figure 8. Results of coefficient test determination variables standard operational procedure work (X₁) on employee performance (Y)

Based on the image above, the results analysis coefficient determination show that R value of 0.271, which indicates existence connection positive between Standard Operational Work Procedures (SOP) with performance employees, even though strength the relationship classified as weak. The R

Square value of 0.073 indicates that work SOP variables capable explain about 7.3% variation performance employees, while the remaining 92.7% influenced by other factors that are not including in the research model This.

- b. Coefficient test results determination variables *Turnover Intention* (X₂) on Employee Performance (Y).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.375 ^a	.141	.128	3.830

a. Predictors: (Constant), Turnover Intention (X₂)

Figure 9. Results of coefficient test determination turnover intention variable (X₂) on employee performance (Y)

Based on the image above, the results analysis coefficient determination show that R value of 0.375, which indicates existence connection positive between Turnover Intention and performance employees, with strength connection classified as moderate. The R Square value of 0.141 indicates that Turnover Intention variable is able explain about 14.1% variation performance employees, while the rest 85.9 % is influenced by other factors that are not including in the research model This.

- c. Coefficient test results determination variables Standard Operational Procedure Work (X₁) and *Turnover Intention* (X₂) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.455 ^a	.207	.182	3.709

a. Predictors: (Constant), Turnover Intention (X₂), Standar Operasional Prosedur Kerja (X₁)

Figure 10. Results of coefficient test determination variables standard operational procedure work (X₁) and turnover intention (X₂) on employee performance (Y)

Based on the image above, the analysis model summary shows that coefficient correlation (R) of 0.455, which indicates existence connection positive between variables independent, namely Standard Operational Procedures (SOP) and Turnover Intention, with variables dependent, namely Employee Performance. Strength connection simultaneous This classified as currently.

Hypothesis Test Results

1. Partial Test Results (T-Test)

- a. Partial test results variables Standard Operational Procedure Work (X₁) on Employee Performance (Y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.604	4.337		12.883	.000
	Standar Operasional Prosedur Kerja (X ₁)	0.251	.111	.271	2.270	.027

a. Dependent Variable: Kinerja Karyawan (Y)

Figure 11. Partial test results variables standard operational procedure work (X₁) on employee performance (Y)

Based on partial test results (t-test) shown in the figure above, variable Standard Operational Procedure (SOP) (X₁) has influence positive to performance employees. Coefficient regression of 0.251 with t- value 2.270 and level significance of 0.027 indicates that influence This significant in a way statistics Because mark significance is below 0.05.

b. Partial test results variables *Turnover Intention* (X_2) on Employee Performance (Y)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.478	2.769		10.646	.000
	Turnover Intention (X_2)	.243	.074	.375	3.265	.002

a. Dependent Variable: Kinerja Karyawan (Y)

Figure 12. Partial test results turnover intention variable (X_2) on employee performance (Y)

Based on the image above, the partial test results show that Turnover Intention variable (X_2) has influence positive and significant to performance employees. Coefficient regression of 0.243 with t- value 3.265 and the level significance of 0.002, which is below threshold 0.05.

2. Simultaneous Test Results (F Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	229.375	2	114.687	8.336	.001 ^b
	Residual	880.536	64	13.758		
	Total	1109.910	66			

a. Dependent Variable: Kinerja Karyawan (Y)

b. Predictors: (Constant), Turnover Intention (X_2), Standar Operasional Prosedur Kerja (X_1)

Figure 13. Simultaneous test results

Based on the image above, the results of the simultaneous test (F test) shown in the ANOVA table show that calculated F value amounting to 8,336 with level significance of 0.001, which is below 0.05. This show that the regression model involves variables independent Standard Operational Procedure (X_1) and Turnover Intention (X_2) have influence significant in a way simultaneous to variables dependent Employee Performance (Y).

Discussion Study

1. Influence Standard Operational Procedure Effect of Work (X_1) on Employee Performance at PT Albany Corona Lestari Tangerang Branch 1

The partial test results indicate that Standard Operational Work Procedures (SOPs) have a positive and significant effect on employee performance. This is demonstrated by a significance value of 0.027 (< 0.05), a regression coefficient of 0.251, and a correlation value of 0.271, which falls into the category of a low relationship. The coefficient of determination (R^2) of 0.073 shows that SOPs account for only 7.3% of the variation in employee performance, while the remaining 92.7% is influenced by other variables not included in the research model. The simple regression equation obtained is $Y = 28.604 + 0.251X_1$, implying that each one-unit increase in SOP implementation improves employee performance by 0.251 units. This means that well-implemented SOPs contribute to enhancing work effectiveness, consistency, and efficiency, even though their overall effect is relatively modest.

These findings are consistent with previous studies. Supriyanto and Maharani (2021) reported that SOPs play a crucial role in improving employee productivity. Likewise, Putra and Hidayat (2022) found that disciplined SOP implementation accelerates task completion and minimizes errors. Additionally, Hafid et al. (2023) emphasized that clear SOPs support employees in achieving performance targets more effectively.

2. Influence *Turnover Intention* (X_2) on Employee Performance at PT Albany Corona Lestari Tangerang Branch 1

The partial test results reveal that turnover intention has a positive and significant effect on employee performance. This is evidenced by a significance value of 0.002 (< 0.05), a regression coefficient of 0.243, and a correlation value of 0.375, which indicates a moderate relationship. The coefficient of determination (0.141) suggests that turnover intention accounts for 14.1% of the variation in employee performance. The resulting regression equation is $Y = 29.478 + 0.243X_2$.

Interestingly, the findings indicate that as employees' intention to leave increases, their performance also tends to improve. This phenomenon may occur because employees who plan to resign still strive to maintain their performance levels as a form of professionalism and to protect their personal reputation.

These results are consistent with the findings of Hassan et al. (2021), who noted that employees with the intention to leave often continue performing well until they formally exit the organization. However, the results differ from Wardani and Sutrisno (2023), who found that turnover intention generally has a negative impact on performance due to declining loyalty and work commitment. Additionally, Rahman and Dewi (2022) argued that the effect of turnover intention on performance is contextual and can vary depending on the organization's culture and the HR management strategies applied.

3. Influence Standard Operational Procedure Work (X_1) and *Turnover Intention* (X_2) on Employee Performance at PT Albany Corona Lestari Tangerang Branch 1

The simultaneous test (F-test) indicates that the variables Standard Operational Work Procedures (X_1) and Turnover Intention (X_2) jointly have a significant effect on Employee Performance (Y), as reflected by a significance value of 0.001 (< 0.05). The simultaneous correlation coefficient (R) of 0.455 suggests a moderate relationship between the two predictor variables and employee performance. The coefficient of determination (R^2) of 0.207 shows that these variables together explain 20.7% of the variation in employee performance, while the remaining 79.3% is influenced by other factors such as motivation, leadership, compensation, and workplace conditions. The resulting multiple regression equation, $Y = 20.452 + 0.238X_1 + 0.236X_2$, indicates that improvements in SOP implementation and increases in turnover intention simultaneously contribute to higher employee performance, although the overall effect remains relatively limited.

These findings align with the results of Wicaksono and Rahmawati (2020), who noted that employee performance is shaped by numerous determinants, with SOPs and turnover intention representing only a small portion of these influencing variables. Lestari and Gunawan (2021) also found that the combination of procedural and psychological factors affects performance, although not dominantly. Furthermore, Pratama and Sari (2022) reported that other aspects, such as leadership and compensation, have a greater impact on performance than SOPs and turnover intention.

4. CONCLUSION

The results of the study show that the Standard Operational Procedure (SOP) variable (X_1) has a positive and significant effect on employee performance (Y) at PT Albany Corona Lestari, Tangerang 1 Branch, Tangerang Regency. This is evidenced by a significance value of 0.027, which is lower than the threshold of 0.05, indicating a statistically significant relationship. The regression coefficient of 0.251 and correlation coefficient of 0.271 further demonstrate that improvements in SOP implementation are associated with better employee performance. However, the coefficient of determination of 7.3% suggests that although SOP contributes to enhancing work effectiveness, consistency, and efficiency, its overall influence remains relatively small compared to other variables outside the research model.

The analysis also reveals that Turnover Intention (X_2) has a positive and significant impact on employee performance (Y). With a significance value of 0.002 < 0.05 , a regression coefficient of 0.243, and a correlation coefficient of 0.375, it is clear that turnover intention plays a significant role in shaping performance outcomes. The determination value of 14.1% indicates that part of the

variation in employee performance can be explained by turnover intention. Interestingly, the findings imply that even when employees express an intention to leave the organization, they still strive to maintain their performance levels, possibly driven by professional responsibility or the need to secure future employment opportunities.

Furthermore, the simultaneous test results show that Standard Operational Procedures (X₁) and Turnover Intention (X₂) together have a significant influence on employee performance (Y). This is reflected by a significance value of 0.001 (< 0.05), a simultaneous correlation value of 0.455, and a coefficient of determination of 20.7%. These values indicate that the two variables collectively explain a considerable proportion of the variation in employee performance. Nonetheless, the remaining percentage suggests that other factors—such as motivation, leadership style, compensation, and work environment—also play important roles in determining overall employee performance.

These findings indicate that while both factors matter, additional elements such as motivation, leadership, compensation, and work environment still play a substantial role in shaping overall employee performance.

To maximize performance impact, companies must ensure SOPs are practical, regularly updated, and directly linked to performance outcomes. This requires involving employees and supervisors in SOP design, simplifying procedures into visual and easy-to-follow formats, and reinforcing implementation through continuous training and periodic audits. SOP compliance should also be tied to KPIs, incentives, and clear accountability so that employees see operational standards not as paperwork but as measurable expectations that drive efficiency, reduce errors, and improve service quality.

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