# THE INFLUENCE OF COMPETENCY, SOP, AND INFORMATION TECHNOLOGY ON EMPLOYEE PERFORMANCE IN USING THE IDEAPROCS APPLICATION IN BUMD

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## Abstract

Human resources (HR) are very much needed in this increasingly advanced modern era, employees play an important role in running the system in the company which includes the company's vision, mission, and goals. HR also plans and acts actively in all Company functions related to technological progress and advancement. The purpose of this study is to analyze "The Effect of Competence, SOP, and Information Technology on Employee Performance in Using the IdeaProcs Application in BUMD". The research method used is a quantitative research method using a purposive technique as a method of determining the sample based on certain considerations to determine a sample of 61 employees and distribute questionnaires using Google form and analyze using number processing software. The results of the study based on the results of the analysis using number processing software that the significance value is 0.000 <0.05 and the calculated F value is 46.502> F table 2.77, so it can be concluded that there is a significant influence of the Competence variables (X1), SOP (X2) and Information Technology (X3) simultaneously on Employee Performance (Y) of 71.0%.

**Keywords:** Competence, SOP, Information Technology, Employee Performance

## INTRODUCTION

Human resources (HR) are really needed in this increasingly advanced modern era. Employees play an important role in running the company's system which includes the company's vision, mission, and goals. HR also plans and acts actively in all Company functions related to technological progress and progress. When competition for positions needed by companies is getting tighter, companies must know the quality of their human resources. Potential human resources are managers and employees who can work together well and complete tasks perfectly to achieve company goals.

Performance, according to Hasibuan (2017), is defined as the work results achieved by a person in carrying out tasks in a way that is based on skill, experience, and sincerity, as well as by complying with predetermined standards and criteria. A manager or superior can use an employee's work skills to find out whether the employee is able to achieve company goals or not. Employee performance is a type of success where a person achieves a specific role or goal through their actions. Employee work results can exceed previously established roles or targets if their performance is good.

The research objects that will be studied are 6 (six) BUMDs that have used the IdeaProcs application for 2 (two) years related to the procurement of goods/services. Employee Performance Achievements in 6 (six) BUMDs that have used the IdeaProcs application for 2 (two) years with general goods/services procurement package performance achievements can be presented in the table below:

**Table 1**
**Achievement of Procurement Package Performance**
**Periods 2022 and 2023**

| No | Company name | Number of Procurement Packages | |
|---|---|---|---|
| | | 2022 | 2023 |
| 1 | Tirta Pakuan Kota Bogor | 41 | 44 |
| 2 | Tirta Kahuripan Kab. Bogor | 139 | 256 |
| 3 | PT. Tirta Asasta Depok | 46 | 51 |
| 4 | Tirtawening Kota Bandung | 18 | 17 |
| 5 | Tirta Alam Tarakan | 13 | 24 |
| 6 | Tirta Tuah Benua Kutai Timur | 14 | 26 |
| 7 | Total | **271** | **418** |

Source: Secondary Data, 2024

The performance achievements of procurement packages for the 2022 and 2023 periods can illustrate that employee performance can be seen in differences between companies related to performance achievements in BUMDs that use the iPROCS application for 2 years. This can be seen in Figure 1. The procurement package performance achievement graph is below:


**Figure 1**
**Procurement Package Performance Achievement Graph**

Based on the table and graph above, Tirtawening Kota Bandung experienced a decline in the 2023 period, while other companies experienced an increase, so this phenomenon is interesting to study because employees with the Integrated eProcurement System (IdeaProcs) Application should be able to help facilitate the procurement process of goods/services in achieving employee performance. IdeaProcs application process starts from planning, preparation, provider selection, contract management, and handover of work results, the interface display consists of vendoriza, namely provider data management, vendiriza, namely provider management for users, procurement for providers, and users. Utami Kartika Tri's research results that the level of effectiveness of electronic procurement of goods and services (E-procurement) through the Securedi application at PT Pelabuhan Indonesia (Persero) has been effective. It is proven that transparency has been achieved, starting from the availability of auction schedules to the results of determining the auction winner. Auction details and budget realization can be accessed directly through the Secure website and application. This indicates that all auction information at PT Pelabuhan Indonesia (Persero) has been opened to the public for participants who want to take part in the process of providing goods and services. For accountability purposes, a performance report on the provision of products and

services by PT Pelabuhan Indonesia (Persero) is made at the end of each year (Utami et al., 2024). Fitriatin and Yustini's research results show that information technology variables have a positive and significant impact on employee performance (Fitriatin & Yustini, 2023)

Furthermore, the problem of competence in the company is caused by the lack of ability to achieve targets. The purpose of competence is how employees understand the stages of the procurement process of goods/services. The impact is that employees become less effective in completing their tasks, which ultimately has an impact on the progress of the company. Darmavika and Ridwan with the results of the study that (1) Job Training has a positive and significant effect on employee performance, (2) Job Competence has a positive but not significant effect on employee performance, (3) Job Evaluation has a positive and significant effect on employee performance and (4) Job Training, Job Competence, and Job Evaluation simultaneously have a positive and significant effect on employee performance at PT. BPR Bank Jombang Perseroda (Darmavika & Ridwan, 2023). Berto Armando Aliando and M. Irawan Noor with the results of the study that 1) Competence and motivation can encourage increased employee performance of PT. Bank Mandiri Tbk Kota Bekasi. 2) Competence supports increased employee performance of PT. Bank Mandiri Tbk Kota Bekasi. 3) Motivation encourages increased employee performance of PT. Bank Mandiri Tbk Kota Bekasi (Aliando & Noor, 2023)

In addition, the problem of standard operating procedures regarding how employees can complete the procurement process of goods/services that have been completed in accordance with the Company's Work Budget Plan on time. Selji Salgangga with the results of the study that standard operating procedures have an effect on work effectiveness at the University of Struggle Tasikmalaya. This means that the better the implementation of standard operating procedures for all employees in the University of Struggle environment, the more effective employee work will be (Salgangga, 2023). Vriandi Hapsara and Samantha Putri Jemy said that the preparation and implementation of SOPs were still less than optimal and enforcement was also lacking (Hapsara et al., 2023). Meanwhile, based on the research results from Helwinda Tri Ardiansyach, Kesi Widjajanti, and Endang Rusdiant, the research results prove that the implementation of SOPs has a significant effect on employee

performance, while the use of information systems does not have a significant effect on employee performance (Ardiansyach et al., 2022).

This study was conducted to find new findings in the procurement process of goods/services at BUMD, the research location at the Regional Drinking Water Enterprise that implemented the IdeaProcs application for 2 (two) years which had never been studied before based on a research search via Google Scholar.

## REVIEW OF LITERATURE

Management is the art and science of managing how human and other resources are used efficiently and effectively to achieve certain goals. According to Gauzali (2013: 5), HRM is an action that must be taken by organizations to ensure that their knowledge, abilities, and skills are in accordance with the tasks they carry out.

Human Resources (HR), according to Rivai in Chalimah (2021:3), are individuals who are ready, willing, and able to contribute to efforts to achieve organizational goals. Apart from that, human resources are one of the input elements. With the help of other elements, such as capital, materials, machines, methods, and technology, these elements are transformed into a management process to produce output, in the form of goods or services. Therefore, human resources (HR) are the individuals involved in organizational performance at various levels, such as the board of directors, middle management, employees, investors, etc (Siswoyo et al., 2023).

The conclusion is that human resources (HR) are an important part of organizational performance, and they are responsible for converting various input elements into desired outputs. According to Hasibuan (2012) in Oktavia and Fernos (2023), performance is the result of work carried out by someone in terms of skills, effort, and opportunities. According to the definition above, performance is the result achieved by a person when carrying out work based on skill, experience, and seriousness as well as time according to predetermined standards and criteria. In fact, according to Rivai (2009), performance evaluation is an employee's job within the scope of their responsibilities. In other words, employee performance evaluation can be seen from the results achieved by the company (Oktavia & Fernos, 2023).

In conclusion, although there are differences in the general understanding of performance and the understanding of performance in the context of employee evaluation, both show that performance is understood as the work results achieved by individuals in carrying out their duties and responsibilities, whether in accordance with the skills, efforts, and opportunities they have or with established standards and criteria.

Competency is a person's underlying characteristics related to how he succeeds in his work, or characteristics related to everyday life or as a result of the criteria used as a reference, indicators: (1) Skills, (2) Knowledge (Knowledge), (3) Self-concept (Attitude), (4) Nature (Trait) and (5) Motive. (Agustina & Anshori, 2024). However, according to Law No. 13 of 2003 concerning Employment, work competency is defined as a person's work ability which includes all aspects of knowledge, skills, and work attitudes following established standards.

The conclusion is that competence is an important factor in determining a person's ability to carry out job duties and responsibilities effectively and efficiently. Many competencies are required in various work areas, and individuals need to develop and strengthen competencies that are appropriate to their job and work environment. Organizations can also use an understanding of competencies in recruiting, developing, and managing employees.

According to Budiharjo (2014) in Reyna Suwita & Achmad Fauzi, (2022), in this case, each company will create a Standard Operating Procedure (SOP) that is following the company's objectives since its inception. This SOP will be used as a theoretical basis for the company to ensure that employees feel comfortable when doing their work and that customers are satisfied with the products they make. (Suwita & Fauzi, 2022)

According to Tanjung and Subagjo (2012: 33) in Muhaling (2021), standard operating procedures (SOP) are a set of written instructions that are standardized for various processes of carrying out organizational activities, when, how, where, and by whom. (Muhaling et al., 2021)

The conclusion is that Standard Operating Procedures (SOP) are a system, process, or set of written instructions that are prepared in detail and in detail to help carry out work

well following organizational goals and standards. SOPs also ensure that tasks are carried out according to established procedures.

Understanding information technology according to experts. (a) According to MC'Leod, information technology is a tool for managing the change processes associated with computerization. (b) According to Wilkinson, combines computer technology with equipment for processing and storing information in computers. (c) According to Indriantoro, information technology is the art of processing relevant and accurate data (Jayanti 2013) (Rahma et al., 2021).

Procurement can be defined as the process of obtaining various goods and services for a construction project according to predetermined rules. tends to explain its definition, pointing out that procurement is a critical process in any construction process, typically sourcing, purchasing, and providing the knowledge, labor, equipment, and administration necessary to achieve project objectives. In contrast, sustainable procurement refers to the application of ideas from sustainable development goals to procurement practices to achieve a safer and livable planet with a better quality of life and increased levels of consumption and production of organizations (Okonta, 2023).

Electronic procurement of goods/services is the purchase of goods or services via electronic networks or electronic data exchange. The electronic transaction network process, also known as "automatic", occurs between sellers and between purchases via electronic media or the Internet (Fenanides and Vieiira, 2016: 600). (Kurnia et al., 2023)

The purpose of the e-procurement policy is to encourage the development of an IT-based procurement system. The purpose of this policy is to make it easier for procurement implementers to carry out their duties and responsibilities. The e-procurement policy is very important to increase transparency and accelerate and facilitate the implementation of procurement of goods and services. e-Procurement is also more efficient for implementers and business actors because it can be accessed from anywhere and does not require large costs (Sutisna, 2023).

A regional government-owned company (BUMD) is a company owned by a regional government where all or most of its business capital comes from wealth or assets separated by the regional government. As regional economic actors, BUMDs are expected to generate

added value through obtaining profits or profits in the form of dividends. This is important because part of BUMD's profits contributes to increasing PAD. According to Samidi (2021) (Safira & Yafiz, 2022).

## RESEARCH METHOD

This study uses a quantitative approach. The quantitative approach takes into account measurements, calculations, formulas, and certainty of data during the research process, process, hypothesis, going into the field, and data analysis. According to Suharsimi Arikunto (2017), quantitative research is a type of research that emphasizes collecting and analyzing data based on measurement. This method allows researchers to test proposed hypotheses and analyze relationships between variables. Therefore, quantitative research allows the researcher to determine only several variables from the subject under study and then create a tool to measure them (Wekke, 2019).

Data were collected through a questionnaire created using current technology, namely Google Forms to make it easier to distribute questionnaires. Respondents' perceptions in the questionnaire were measured using Likert model questions which included strongly agree (5), agree (4), doubtful (3), disagree (2) strongly disagree (1). The sampling technique in this research is a purposive sample, this is a sampling technique that gives a separate value to the sample due to consideration of certain characteristics or characteristics.

According to Sugiyono (2016: 85) describes the purposive technique as a method of determining samples based on certain considerations. The use of this technique is considered appropriate for quantitative research or research that does not generalize.

To perform data analysis, the Statistical Package for Numerical Processing Software was used. The methodology used includes descriptive statistics, which include frequencies and percentages. All of these are used to present data effectively. (Alshibli et al., 2024).

## RESULTS AND DISCUSSION

The number of respondents was 61 people and data processing used processing software, people who were directly involved in using the IdeaProcs application with the results of research analysis tests. as follows:

**Table 2**
**Validity Testing Results**
**Correlations**

| | | Competence | SOP | Information Technology | Employee Performance |
|---|---|---|---|---|---|
| Competence | Pearson Correlation | 1 | .726** | .674** | .791** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| | N | 61 | 61 | 61 | 61 |
| SOP | Pearson Correlation | .726** | 1 | .521** | .753** |
| | Sig. (2-tailed) | .000 | | .000 | .000 |
| | N | 61 | 61 | 61 | 61 |
| Information Technology | Pearson Correlation | .674** | .521** | 1 | .639** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 61 | 61 | 61 | 61 |
| Employee Performance | Pearson Correlation | .791** | .753** | .639** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 61 | 61 | 61 | 61 |

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

If the validity test results from the table above have a significance value of 0.000, the resulting value is smaller than 0.05, so the resulting validity test is valid.

**Table 3**
**Reliability Testing Results**
**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| .887 | 4 |

If the reliability test results from the table above have a reliability value of 0.887, the resulting value is greater than 0.60, so it is considered reliable (reliable).

**Table 4**
**Normality Test Results**
**One-Sample Kolmogorov-Smirnov Test**

| | | Unstandardized Residual |
|---|---|---|
| N | | 61 |
| Normal Parameters[a,b] | Mean | .0000000 |
| | Std. Deviation | .95018776 |
| Most Extreme Differences | Absolute | .188 |
| | Positive | .114 |
| | Negative | -.188 |
| Test Statistic | | .188 |
| Asymp. Sig. (2-tailed) | | .000[c] |

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

If the table above shows the normality test results with a significance value of 0.000 < 0.05, it can be concluded that residual values with a non-normal distribution can influence the results of the analysis, especially in the context of the t test for regression coefficients and the F test for the entire regression model depending on the assumption of normality of residuals. If the residuals are not normally distributed, the results of this test may be invalid.

**Table 5**
**Multicollinearity Test Results**

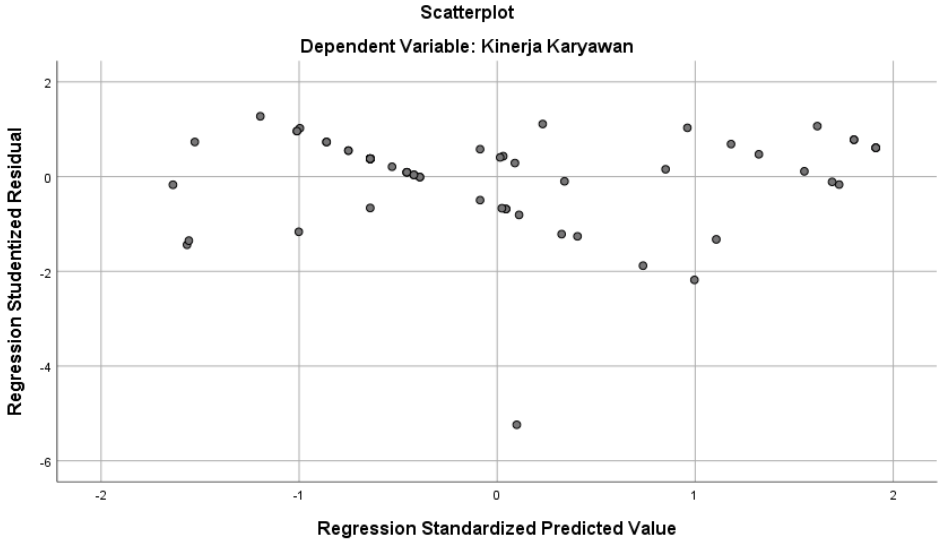
**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | .457 | 1.390 | | .329 | .743 | | |
| | Competence | .275 | .081 | .409 | 3.406 | .001 | .353 | 2.833 |
| | SOP | .372 | .106 | .366 | 3.523 | .001 | .471 | 2.124 |
| | Information Technology | .164 | .092 | .173 | 1.786 | .079 | .544 | 1.839 |

a. Dependent Variable: Employee Performance

The table above as a whole, the VIF values given indicate that there are no serious problems with multicollinearity in this regression model. All independent variables (Competency, SOP, and Information Technology) have VIF values above 10, so we can conclude that this model faces significant multicollinearity.

**Table 6**
**Heteroscedasticity Test Results**



That the image shows the results of the heteroscedasticity test is that there is no significant heteroscedasticity in this regression model. However, if there is a clear pattern, then this indicates heteroscedasticity that needs to be addressed.

**Table 7**
**Simple linear regression Effect of Competency (X1) on Employee Performance (Y)**
**Correlations**

| | | Competence | Employee Performance |
|---|---|---|---|
| Competence | Pearson Correlation | 1 | .791** |
| | Sig. (2-tailed) | | .000 |
| | N | 61 | 61 |
| Employee Performance | Pearson Correlation | .791** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 61 | 61 |

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

The constant is 2.387, meaning that the consistent value of the Employee Performance variable is 3.123. The Competency regression coefficient (X1) of 0.532 states that for every additional 1 (one) unit of Competency value (X1), the Employee Performance value (Y) increases by 0.532. The regression coefficient is positive, so it can be said that the direction of influence of the Competency variable (X1) on Employee Performance (Y) is positive.

**Table 8**
**Simple linear regression Effect of SOP (X2) on Employee Performance (Y)**
**Correlations**

| | | SOP | Employee Performance |
|---|---|---|---|
| SOP | Pearson Correlation | 1 | .753** |
| | Sig. (2-tailed) | | .000 |
| | N | 61 | 61 |
| Employee Performance | Pearson Correlation | .753** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 61 | 61 |

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

The constant is 2.387, meaning that the consistent value of the Employee Performance variable is 3.123. The Competency regression coefficient (X1) of 0.532 states that for every additional 1 (one) unit of Competency value (X1), the Employee Performance value (Y) increases by 0.532. The regression coefficient is positive, so it can be said that the direction of influence of the Competency variable (X1) on Employee Performance (Y) is positive.

**Table 9**
**Simple linear regression Effect of Information Technology (X3) on Employee Performance (Y)**
**Correlations**

| | | Information Technology | Employee Performance |
|---|---|---|---|
| Information Technology | Pearson Correlation | 1 | .639** |
| | Sig. (2-tailed) | | .000 |
| | N | 61 | 61 |
| Employee Performance | Pearson Correlation | .639** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 61 | 61 |

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

The constant is 6.479, meaning that the consistent value of the Employee Performance variable is 6.479. The Information Technology regression coefficient (X3) of 0.606 states that for every additional 1 unit of Information Technology value (X3), the Employee Performance value (Y) increases by 0. The regression coefficient is positive, so it can be said that the direction of influence of the Information Technology variable (X3) on Employee Performance (Y) is positive.

It is known that the Sig value. the influence of Information Technology (X3) is 0.000 < 0.05 and the t-count value is 6,384 > t-table 2.002, so it can be concluded that there is a significant influence of the Information Technology variable (X3) on Employee Performance (Y). H3 Accepted.

**Table 10**
**Multiple linear regression Effect of Competency (X1), SOP (X2), and Information Technology (X3) on Employee Performance (Y)**
**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | .457 | 1.390 | | .329 | .743 | | |
| | Competence | .275 | .081 | .409 | 3.406 | .001 | .353 | 2.833 |
| | SOP | .372 | .106 | .366 | 3.523 | .001 | .471 | 2.124 |
| | Information Technology | .164 | .092 | .173 | 1.786 | .079 | .544 | 1.839 |

a. Dependent Variable: Employee Performance

Coefficient X1 (Competence) every one unit increase in the Competence variable (X1) will increase to 0.275 units in the Employee Performance value (Y), assuming the other variables are constant. The coefficient for X2 (SOP) Every one unit increase in the SOP

variable (X2) will increase to 0.372 units in the Employee Performance value (Y), assuming the other variables are constant. The coefficient for X3 (Information Technology) Every one unit increase in the Information Technology variable (X3) will result in a decrease of 0.164 units in the Employee Performance value (Y), assuming the other variables are constant. This coefficient is very small and indicates that the effect of Information Technology on Employee Performance (Y) is positive.

It is known that the Sig. value of the influence of Competence (X1) is 0.000 < 0.05 and the t-count value is 9.941 > t-table 2.002, so it can be concluded that there is a significant influence of the Competence variable (X1) on Employee Performance (Y). H1 is Accepted. The results of previous research by Wulandari and Mujanah (2024) found that the t-value for the Competence variable was 1.677 and the probability value was 000 < 0.05. This states that Ho is rejected and H1 is accepted. So, it can be concluded that partially the Competence variable has a positive and significant effect on the performance of PT Indo Bismar Surabaya employees (Wulandari & Mujanah, 2024). From the results above, the relationship between the Influence of Competence on Employee Performance in using the IdeaProcs Application greatly influences employee performance so employees must have competencies that include knowledge, skills, and work attitudes (Wulandari & Luturlean, 2023).

It is known that the Sig. value of the influence of SOP (X2) is 0.000 < 0.05 and the t-count value is 8.798 > t-table 2.002, so it can be concluded that there is a significant influence of the SOP variable (X2) on Employee Performance (Y). H2 is Accepted. In previous research conducted by Lamondjong et al. (2022), it was found that the calculated t value was 5.510, with a path value of 0.571, and a calculated significance value of 0.000 equivalent to 0.05. Assuming that the implementation of SOPs has a significant impact on employee performance, Ha is accepted and Ho is rejected. Therefore, H1 which states that the implementation of SOPs has a positive and significant impact on employee performance is accepted (Lamondjong et al., 2022). From the results above, the relationship between the Influence of SOP on Employee Performance in using the IdeaProcs Application greatly influences employee performance so that employees can implement SOPs that include efficiency and transparency well. Based on the results of the description of the respondents' responses above, the most dominant indicator is efficiency, which describes following the

applicable SOP in determining the time of each stage of procurement and following the applicable SOP in determining the time of each stage of procurement. The transparent indicator describes information about the procurement schedule being published openly and all documents related to procurement being well documented for audit.

It is known that the Sig. value of the influence of Information Technology (X3) is 0.000 < 0.05 and the t-count value is 6.384 > t-table 2.002, so it can be concluded that there is a significant influence of the Information Technology variable (X3) on Employee Performance (Y). H3 is Accepted. According to previous research by Haris Fauzi et al. (2023), the human resource information system variable showed a t-count value of 5.318 and a t-table of 1.984 with a significance level of 5%. Therefore, the t-count value is greater than the t-table, and the significance value of 0.000 is less than 0.05, so H0 is rejected. This shows that the HR information system has a significant influence on organizational performance, so the first hypothesis can be accepted (Fauzi et al., 2023). From the results above, the relationship between the influence of information technology on employee performance in using the IdeaProcs application greatly influences employee performance so employees must be able to implement it because the application used is multi-platform compatibility and ease of use. Based on the results of the description of the respondents' responses above, the most dominant indicator is multi-platform compatibility which describes that one of the browsers (Google Chrome, Firefox, Opera) can be used to access the IdeaProcs application and can use the IdeaProcs application using an Android mobile device. The ease-of-use indicator describes that the IdeaProcs application interface is following user needs and can easily access my account after logging in to the IdeaProcs application.

It is known that the t-count is 1.786 with a path value of 0.173 and a significance value of 0.079 > 0.05. It can be interpreted that Information Technology (X3) has no significant effect on Employee Performance, so Ha is accepted and Ho does not have a significant effect. So H1 which states that Information Technology (X3) has a positive and insignificant effect on Employee Performance is accepted. The influence of Information Technology (X3) on Employee Performance (Y) is positive but not significant, assuming that only procurement actors, namely PPK, Procurement Officers, Heads and Members of Working Groups and the Work Results Receiving Team (PPHP), operate the IdeaProcs

application based on the characteristics of the respondents, namely their position as procurement, while the PPK support staff only prepare procurement documents for goods/services and are not directly involved in using the IdeaProcs application. Based on the Output Model Summary, the R Square value is 0.843, which means that the influence of the Competence variables (X1), SOP (X2), and Information Technology (X3) simultaneously on the Employee Performance variable (Y) is 71.0%. Based on the results above, the influence of the Competence variables (X1), SOP (X2), and Information Technology (X3) is the calculated F value of 46.502 > F table (2.77), so it can be concluded that there is a significant influence of the Competence variables (X1), SOP (X2) and Information Technology (X3) simultaneously on Employee Performance (Y). H4 is Accepted.

## CONCLUSION

Based on the research findings and analysis conducted in the previous chapter, this study reached the following conclusions: (1) There is a positive and significant influence of the Competency variable on Employee Performance so it is accepted; (2) There is a positive and significant influence of the SOP variable on Employee Performance so it is accepted; (3) There is a positive and significant influence of the Information Technology variable on Employee Performance so it is accepted;3. There is a positive and significant influence of the Information Technology variable on Employee Performance so it is accepted; (4) There is a significant influence of the variables Competence, SOP and Information Technology simultaneously on Employee Performance received.

Based on several conclusions, the following suggestions can be given: (1) Improving Employee Competence includes providing employees with opportunities to develop their skills and abilities, conducting regular training and development, and providing useful feedback; (2) Strengthening the implementation of SOPs means reviewing and improving existing SOPs to make them more efficient, ensuring that all employees understand and comply with applicable SOPs, and periodically providing training and outreach related to SOPs; (3) Optimizing the Utilization of Information Technology means investing in information technology that is appropriate to the organization's needs, providing training and assistance to employees on how to use information technology, and ensuring that existing

systems are integrated and synchronized; (4) Managing Competence, SOP, and IT comprehensively means creating a strategy that combines these three variables to support improving employee performance, conducting regular monitoring and evaluation of the implementation and impact of these three variables, and involving all related parties (management, employees, and other stakeholders) in the development and implementation process; (5) Management implementation of the research findings is to conduct a thorough analysis of the organization's needs, employees, and business processes to find competency gaps and areas for improvement in standard operating procedures (SOPs) and IT. To do this, they must create a detailed schedule, budget, and person in charge for each stage of implementation. develop training programs tailored to the needs of teams and individuals, covering both soft and hard skills, and provide employees with opportunities to learn from more experienced colleagues through coaching and mentoring programs.

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