

THE INEFFECTIVENESS OF STANDARD OPERATING PROCEDURE IMPLEMENTATION IN INFLUENCING PERFORMANCE, MOTIVATION, AND ORGANIZATIONAL BEHAVIOR: A CASE STUDY OF THE REGIONAL INFLATION CONTROL TEAM (TPID) OF SIMALUNGUN REGENCY

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ABSTRACT

This study examines the ineffective implementation of Standard Operating Procedures (SOPs) in enhancing performance, motivation, and organizational behavior within the Regional Inflation Control Team (TPID) of Simalungun Regency. The research aims to analyze how SOPs relate to these three variables simultaneously. A qualitative descriptive method with a phenomenological approach was employed. Data were collected through in-depth interviews and document analysis involving various government agencies and TPID stakeholders. The findings reveal that SOPs function more as administrative formality than as practical tools. Low motivation and fragmented organizational behavior further hindered SOP effectiveness. The study concludes that the success of SOPs depends not merely on their formal presence but on how they are supported by motivational structures and behavioral alignment within the organization.

Keywords: Standard Operating Procedures, Motivation, Organizational Behavior.

ABSTRAK

Penelitian ini mengkaji rendahnya efektivitas penerapan Standar Operasional Prosedur (SOP) dalam meningkatkan kinerja, motivasi, dan perilaku organisasi Tim Pengendalian Inflasi Daerah (TPID) Kabupaten Simalungun. Tujuan penelitian adalah menganalisis keterkaitan SOP terhadap tiga variabel tersebut secara simultan. Metode yang digunakan adalah kualitatif deskriptif dengan pendekatan fenomenologis. Data diperoleh melalui wawancara mendalam dan dokumentasi dari berbagai OPD dan stakeholder TPID. Hasil menunjukkan bahwa SOP belum berfungsi sebagai instrumen kerja, melainkan hanya sebagai formalitas administratif. Rendahnya motivasi dan perilaku kerja kolektif turut memperburuk efektivitas pelaksanaan SOP. Penelitian ini menyimpulkan bahwa keberhasilan SOP sangat dipengaruhi oleh faktor motivasional dan perilaku organisasi, bukan sekadar keberadaannya secara formal.

Kata Kunci: Standar Operasional Prosedur, Motivasi, Perilaku Organisasi

I. INTRODUCTION

Inflation in Indonesia is largely influenced by shock factors. These shocks may include production disruptions caused by natural disasters such as floods and prolonged droughts, which significantly affect inflation in the volatile food (VF) category. Additionally, shocks can arise from domestic fuel price hikes, impacting inflation in commodity groups regulated by the government, known as administered prices (AP). In contrast, deflation refers to a condition where prices of goods decline massively and continuously over a short period. However, prolonged and deepening deflation is detrimental to the overall economy and harmful to producers or farmers, as it can further reduce

demand and weaken consumers' purchasing power. Given this context, neither inflation nor deflation can be addressed solely through monetary policy, which is the responsibility of the central bank.

Inflation is an economic phenomenon that affects the stability of goods and services prices in the market. In the regional context, inflation control is a shared responsibility between the central and local governments. To address this, the Regional Inflation Control Team (TPID) was established through the Simalungun Regent's Decree Number: 100.3.3.2/1804/1.2.1/2023 concerning the Regional Inflation Control Team of Simalungun Regency as a systematic effort to maintain price stability, particularly through the monitoring, evaluation, and reporting of essential commodity data. Simalungun Regency, as one of the strategic regions in North Sumatra, has a TPID that plays an active role in monitoring prices and the distribution of goods.

The TPID of Simalungun Regency is responsible for taking concrete actions to address challenges in controlling inflation at the regional level. These efforts are guided by the Regional Inflation Control Roadmap for 2022–2024, as outlined in the Regent's Decree Number: 188.45/3223/1.2.1/2022. Additionally, TPID must submit quarterly reports to the Central TPIP in Jakarta, in accordance with Minister of Economic Affairs Regulation No. 10 of 2017 on the Mechanism and Workflow of Central, Provincial, and Regional Inflation Control Teams. Reports can be submitted via email, the National Inflation Control Team website, or through direct delivery by POS Indonesia.

National inflation control efforts require strong coordination and synergy between the Government and Bank Indonesia, both at central and regional levels. To strengthen this institutional framework, the National Inflation Control Team (TPIN) was established through Presidential Decree No. 23 of 2017. TPIN includes the Central Inflation Control Team (TPIP) and the Regional Inflation Control Teams (TPID) at the provincial and district/city levels. TPIP members consist of several ministers, the Governor of Bank Indonesia, the Chief of National Police, and the Cabinet Secretary, with the Coordinating Minister for Economic Affairs serving as chair.

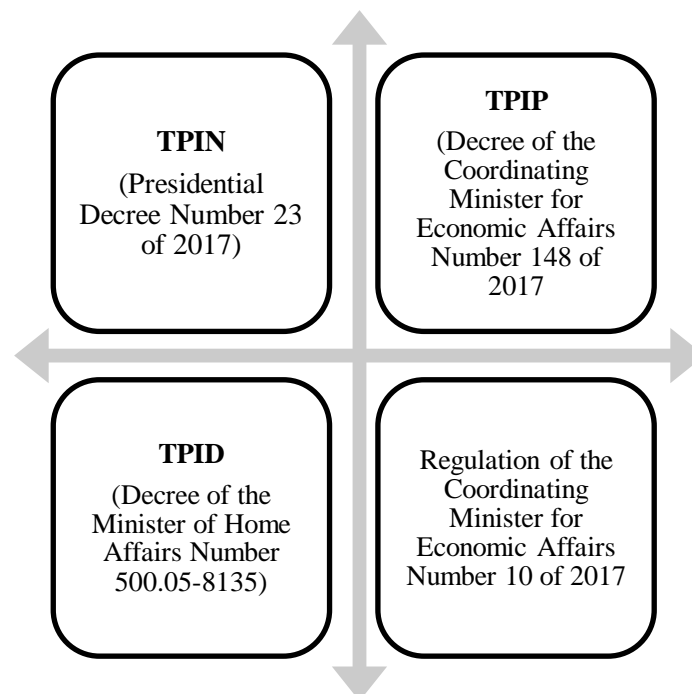


Figure 1. Legal Basis for Institutional Coordination of Inflation Control

Source: Regional Inflation Control Team (TPID) Guideline Book

The implementation of Standard Operating Procedures (SOPs) within local governments often remains administrative in nature and lacks substantive impact, thereby failing to ensure the achievement of optimal work quality. This issue is evident in the performance of the Regional Inflation Control Team (TPID) in Simalungun Regency, where reporting and task execution based on SOPs have shown inconsistency. Field data indicate that only two agencies within the TPID structure submitted reports timely and in accordance with procedures. This condition illustrates that SOPs have not been internalized within the organizational behavior or utilized as a benchmark in performance assessment at individual or unit levels. Non-compliance with SOPs not only undermines organizational performance but also reflects a weak standard-based work culture. The problem is compounded by ineffective coordination among TPID stakeholders due to the lack of a mutually agreed-upon work guideline (Suharto & Wulandari, 2023). Thus, the fundamental issue lies not merely in the availability of SOPs, but in their consistent implementation and ability to function as real tools for performance enhancement (Santoso & Prasetya, 2021).

Theoretically, SOPs serve as formal instruments that provide an operational framework to ensure efficiency and effectiveness in work processes. However, several previous studies indicate that the mere existence of SOPs does not necessarily translate into improved organizational performance, especially when unaccompanied by a strong organizational culture and intrinsic motivation (Zainuddin et al., 2021). The existence of Standard Operating Procedures (SOPs) and supervision significantly influences employee productivity and performance. Performance is a universal concept that reflects the operational effectiveness of an organization, assessed based on predetermined standards and criteria. SOPs are designed to facilitate employees in carrying out their duties and to minimize the level of errors in task execution. Meanwhile, the supervisory function plays a role in assessing, evaluating, and correcting work implementation to ensure that organizational goals are achieved optimally (Astrie et al., 2022). This supports the notion that SOPs should be viewed as integral components of a performance management system rather than mere administrative documents (Wahyuni & Nugroho, 2022). The gap between theoretical explanation and practical application reveals that while the literature underscores the significance of SOPs, their implementation still fails to address core issues related to employee motivation and collective organizational behavior in public institutions.

This study aims to analyze the implementation of Standard Operating Procedures in enhancing the performance of the Regional Inflation Control Team in Simalungun Regency. Additionally, it seeks to evaluate the extent to which SOPs influence work motivation and organizational behavior within the local government context. Through this analysis, the study is expected to provide deeper insight into the barriers to optimal SOP implementation and to identify strategies that can reinforce its application in collaborative inter-agency work settings. The primary focus is to understand how SOPs can become strategic instruments for improving the quality of governance and public service, particularly in the area of regional inflation control involving multiple stakeholders.

Based on field findings and literature insights, there is an evident urgency to conduct this research. The incomplete implementation of SOPs not only highlights weak organizational discipline but also underscores the need to reformulate a procedural management approach that aligns with the dynamics of local government operations. The research objective—to evaluate the effectiveness of SOPs in improving performance, motivation, and organizational behavior—is crucial, especially given that the current literature offers no conclusive answers on this subject. Therefore, this study holds both practical relevance in addressing bureaucratic challenges at the local level and theoretical value in enriching the discourse on public management and organizational behavior. Furthermore, the findings of this study are expected to serve as a foundation for policy formulation and strategic recommendations to strengthen the operational systems of TPID for enhanced efficiency and accountability (Ramdani & Sari, 2023).

II. LITERATURE REVIEW

Standard Operating Procedure (SOP)



Standard Operating Procedure (SOP) is a formalized document that outlines standardized methods or steps for conducting routine operational tasks within an organization. SOPs are designed to promote uniformity and consistency, ensuring that tasks are performed efficiently and in compliance with institutional goals and policies. In the public sector, SOPs serve as strategic control mechanisms that reduce ambiguity, minimize discretion, and enhance accountability in service delivery (Yuliana & Pratama, 2022). SOPs are also essential for guiding employee behavior and aligning their actions with organizational expectations. By establishing clear procedures, SOPs help streamline communication, reduce errors, and promote transparency in public administration (Nurhayati & Ramadhan, 2023).

Standard Operating Procedures (SOPs) are formalized guidelines designed to ensure uniformity and consistency in task execution across public institutions. In the context of public organizations, SOPs not only standardize work processes but also serve as tools for ensuring transparency and accountability. They help in minimizing errors, facilitating performance evaluations, and clarifying responsibilities among staff (Wahyuni & Nugroho, 2022).

Principles of Standard Operating Procedures (SOP). According to the Regulation of the Minister of Home Affairs No. 52 of 2011, the principles for preparing SOPs in provincial and district/city governments include: (1) Efficiency and Effectiveness – Procedures must be brief and resource-efficient while achieving work targets, (2) User Orientation – SOPs should account for user needs, (3) Clarity and Simplicity – Easily understood and applicable by users, (4) Alignment – SOPs must align with other related procedures, (5) Measurability – Outcomes, time, and process should be quantifiable in quality and quantity, (6) Dynamic Nature – Flexible to adapt to changes and service demands, (7) Legal Compliance – In line with existing laws and regulations, (8) Legal Certainty – Providing clear legal grounding, qualifications, and performance standards.

According to the Regulation of the Minister of Law and Human Rights No. 13 of 2025: SOPs must be clear and easy to understand, even for new employees. They must be efficient and effective, aligned with existing standards, measurable, dynamic, user-focused, and legally binding to offer protection and clarity in public service.

Elements of Effective SOP Implementation. Based on Regulation No. 35 of 2012 by the Ministry of State Apparatus and Bureaucratic Reform: (1) Consistency – SOPs must be applied at all times and by all staff, (2) Commitment – Full responsibility is required across all organizational levels. (3) Continuous Improvement – Open to updates to ensure ongoing relevance and efficiency. (4) Binding – Must obligate all implementers to follow the standards. (5) Role Clarity – All personnel must fulfill their roles effectively to maintain process integrity. (6) Proper Documentation – SOPs must be well-documented for reference and accountability.

Benefits of SOP. SOPs provide numerous advantages: (a) Standardize how tasks are carried out by public servants (b) Reduce errors and negligence (c) Improve individual and organizational efficiency and effectiveness (d) Promote independence from excessive managerial intervention (e) Increase accountability in task execution (f) Establish measurable performance benchmarks (g) Ensure governance continuity under varying conditions (h) Maintain service consistency in quality, time, and procedures (i) Identify competency requirements for staff (j) Support skill development planning (k) Clarify workloads (l) Serve as legal protection tools for personnel (m) Prevent task duplication (n) Aid in tracking procedural errors, (o) Inform service standard development and performance evaluation.

Beyond administrative standardization, SOPs contribute to organizational governance by establishing clear parameters for inter-agency coordination. They act as an institutional memory that guides routine operations even amidst personnel changes, thereby ensuring continuity and procedural integrity (Suharto & Wulandari, 2023).

Despite their intended benefits, many public sector organizations face implementation gaps where SOPs exist only formally but are not operationalized effectively. Factors contributing to this include lack of socialization, insufficient leadership commitment, and resistance to change among staff (Ramdani & Sari, 2023).

Motivation

Motivation refers to the internal and external factors that stimulate individuals to take actions directed toward achieving specific goals. In public sector contexts, motivation can be conceptualized as the drive that influences employees' willingness to exert efforts for achieving organizational objectives despite bureaucratic challenges and resource constraints (Prasetya & Damayanti, 2021). It encompasses both intrinsic motivators such as self-fulfillment, public service commitment, and professional development, as well as extrinsic factors like salary, rewards, recognition, and job security (Putri & Hidayat, 2023). Motivation is widely considered a crucial component of performance management because it directly influences employee engagement and task persistence.

Motivation in public organizations is typically categorized into two main types: intrinsic and extrinsic. Intrinsic motivation derives from internal satisfaction and the meaningfulness of the work itself, such as feeling competent and achieving a sense of accomplishment. In contrast, extrinsic motivation is driven by external rewards such as monetary benefits, promotions, or public recognition (Handayani & Susanto, 2021). Another categorization includes goal-oriented motivation and process-oriented motivation, where the former emphasizes achieving organizational results while the latter values the quality and commitment of the work process itself (Widodo et al., 2022). Understanding these manifestations allows organizations to tailor motivation strategies according to employee needs and organizational culture.

Organizational Behavior

Organizational behavior is the field of study that investigates how individuals, groups, and structures influence behavior within organizations. It encompasses patterns of interaction, decision-making, communication, and attitudes that shape the working environment. In the public sector, organizational behavior is particularly critical as it reflects values such as transparency, accountability, professionalism, and responsiveness in public service delivery (Suryani & Mahendra, 2022). Organizational behavior is shaped by leadership style, work climate, institutional culture, and employee perceptions of fairness and participation in decision-making processes (Hidayat & Mulya, 2023).

The manifestations of organizational behavior can be categorized into individual behavior, group behavior, and organizational-level dynamics. Individual behavior includes attitudes, personality, perception, and motivation that affect how employees perform their roles. Group behavior encompasses dynamics such as teamwork, conflict, communication, and group decision-making. At the organizational level, behavior is reflected in organizational culture, structure, norms, and institutional practices that govern interaction and performance (Yuliana & Astuti, 2022). In public institutions, positive organizational behavior fosters innovation, service orientation, and ethical conduct, which are essential for building citizen trust and service satisfaction (Nasution & Anwar, 2021).

Previous Studies

The study analyzed the implementation of SOPs in the Administrative Services Division of the Kendari City Education, Youth, and Sports Office using an interactive qualitative method. Findings show SOPs were implemented through (1) organizing core tasks, (2) interpreting procedures in line with duties, and (3) applying SOPs to ease staff execution. SOPs facilitated better understanding and smoother operations (Iran et al., 2023). This qualitative descriptive research studied SOP application in improving employee performance at the Ma'u Sub-district Office, Nias Regency. While SOPs were formally implemented, administrative efficiency lagged due to delays, non-compliance, and poor information flow. Researchers concluded that SOPs are essential guidelines but require consistency and discipline for effectiveness. (Gulo et al., 2024).

Using a survey method with saturated sampling (43 respondents), this study assessed how SOPs and management information systems impact performance at the Community Empowerment Office in Majene. Both variables significantly influenced performance, with management information systems being the most dominant factor ($\beta = 0.362$), compared to SOPs ($\beta = 0.311$) (Waris et al., 2020). This qualitative descriptive study explored how SOPs affected sales and staff performance at Mumu Kuru by Cattura Espresso during the COVID-19 pandemic. Interviews with kitchen and

beverage staff showed clear and consistent SOPs helped employees perform effectively and contributed to sales retention or even growth during challenging periods. (Soediro & Nurbianto (2021). This case study at West Jakarta Class I Probation Office showed that comprehensive SOP implementation—well-documented and detailed—enhanced staff discipline and accountability. SOPs supported the bureaucratic reform agenda by reinforcing structured behavior change, improving employee performance in line with good governance principles. (Umam et al., 2019).

Conceptual Framework

The theoretical framework of this study focuses on analyzing the implementation of Standard Operating Procedures (SOPs) in enhancing the performance, motivation, and organizational behavior of the Regional Inflation Control Team (TPID) of Simalungun Regency in 2024. This research is driven by the observation that SOPs, which are intended to serve as tools for improving institutional effectiveness, have not been optimally implemented. Therefore, the researcher aims to examine the mechanism of SOP application and the impact of its suboptimal implementation on the three core aspects of TPID's institutional function: performance, work motivation, and organizational behavior.

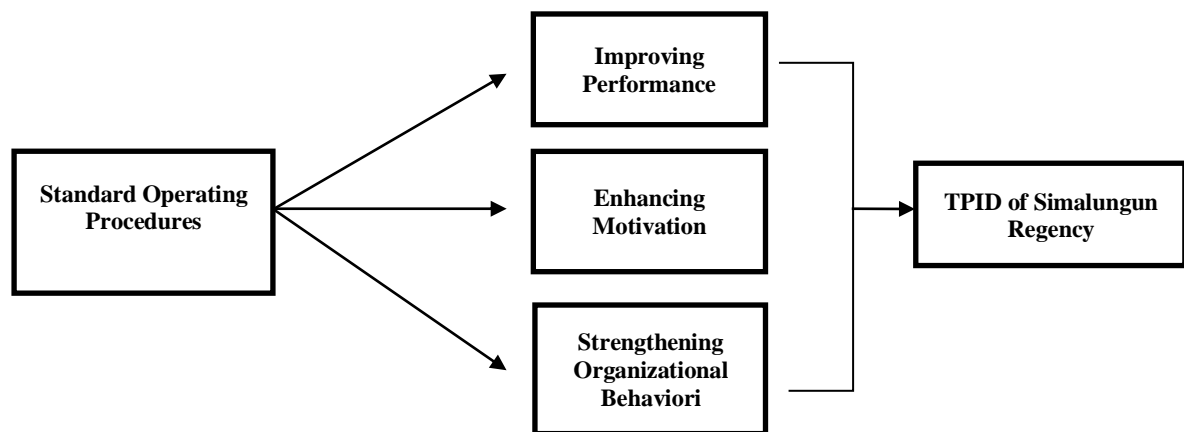


Figure 2. Conceptual Framework

III. METHODOLOGY

The object of this research focuses on the phenomenon of ineffective implementation of Standard Operating Procedures (SOPs) within the Regional Inflation Control Team (TPID) in Simalungun Regency. The issue observed lies in the inconsistencies and inadequacies of SOP application across various government units involved in TPID, resulting in suboptimal performance, lack of coordination, and reduced motivation among team members. The majority of the agencies failed to submit routine reports on time and did not adhere to the SOPs stipulated in TPID's operational guidelines. This indicates a disconnect between institutional procedures and actual practices on the ground. The research seeks to explore how the failure to implement SOPs impacts organizational performance and motivation and reflects the behavior patterns embedded in the bureaucratic culture of TPID. The phenomenon is also reflected in the lack of structured mechanisms to monitor and evaluate SOP adherence, making it a crucial case for qualitative inquiry into administrative behavior and governance performance at the regional level.

Research Type and Data Categories

This research employs a qualitative descriptive method with a phenomenological approach, focusing on understanding the lived experiences and organizational realities of TPID members in implementing SOPs. This approach enables the researcher to gain deeper insights into how procedural norms are perceived, interpreted, and executed by various stakeholders within TPID. The data used in this study consist of both primary and secondary types. Primary data were obtained through in-depth interviews with individuals directly involved in TPID operations, including representatives from

various regional government offices and other stakeholders. Meanwhile, secondary data were drawn from relevant documentation, including SOP manuals, TPID work plans, reporting records, inflation control roadmaps, and institutional reports provided by the Central Statistics Agency (BPS) and internal TPID secretariat.

Population and Sample

Population refers to the generalization area consisting of objects or subjects with specific qualities and characteristics defined by the researcher for study and conclusion (Sugiyono, 2017). In a qualitative context, population is interpreted as the totality of elements relevant to the research problem, including individuals, organizations, or events with defined characteristics (Gregory; Bailey; Burn, as cited in IAIN, 2023). A sample, therefore, is a subset of the population sharing those characteristics. In this study, the population consists of 10 government agencies and vertical technical institutions under the Regional Inflation Control Team (TPID) of Simalungun Regency, selected based on their frequent delays or failures in submitting TPID data reports.

According to (Sugiyono, 2022), a sample is a portion of the population selected based on specific characteristics using statistical estimation. This study employed a Non-Probability Sampling technique, where not all members of the population have an equal chance of being selected. The chosen method was Purposive Sampling, which involves the researcher subjectively selecting participants who are considered capable of providing relevant information. Specifically, the type of purposive sampling used was Judgment Sampling, where participants are chosen based on certain criteria aligned with the research objectives. A total of 48 individuals from 10 technical agencies within the Regional Inflation Control Team (TPID) of Simalungun Regency were selected. They were chosen based on their involvement in delayed data submission and their roles in managing TPID-related data and Standard Operating Procedures.

Information and Data Sources

The primary information sources in this research are individuals with direct involvement and responsibilities within the organizational structure of TPID in Simalungun Regency. These include officials from key institutions such as the Regional Development Planning Agency (Bappeda), the Department of Trade and Industry, the Central Statistics Agency (BPS), and other members who play functional roles in the coordination and implementation of inflation control strategies. Secondary sources comprise official government documents, such as the 2022–2024 TPID roadmap, periodic inflation reports, SOP documents, and reports on organizational performance indicators. These sources provide essential context to understand how the SOPs were designed, communicated, and evaluated in practice. Collecting data from both direct actors and formal records allows the study to capture both subjective interpretations and institutional frameworks surrounding SOP implementation.

Research Process and Data Collection Techniques

The research process involved several interrelated stages starting with a preliminary review of relevant literature and institutional documents to construct a framework for observation. Subsequently, data collection was carried out through in-depth, semi-structured interviews to allow informants to express their perspectives on SOP application, work motivation, and organizational dynamics. The interviews were conducted with open-ended questions, enabling deeper exploration of perceived challenges, operational routines, and coordination practices among TPID actors. In addition to interviews, documentation techniques were used to collect archival data related to SOPs, performance reports, and inflation control policies. To ensure the validity of data, triangulation techniques were applied by comparing information from multiple sources, both interviews and documents, to identify patterns and reduce bias in interpretation. Each step of the data collection process was conducted ethically and with consent from participants.

Data Analysis Techniques

The data analysis in this research adopts the interactive model developed by Miles and Huberman, which involves three main stages: data reduction, data display, and conclusion drawing/verification (Miles & Huberman, 1994).

Data reduction was carried out by selecting relevant information from interview transcripts and documents, coding it according to themes related to SOP implementation, motivation, and organizational behavior. The next stage involved displaying the reduced data in matrices and charts to visualize emerging relationships and patterns. Finally, conclusions were drawn through iterative interpretation by identifying recurring issues and linking empirical findings with the research objectives. Verification was conducted by continuously referring back to the raw data and comparing interpretations across data sources to ensure consistency and reliability. This method allowed the researcher to construct a coherent narrative explaining how and why SOP implementation influenced organizational dynamics in the context of TPID Simalungun.

IV. RESULTS AND DISCUSSION

Analysis of SOP Implementation by the Regional Inflation Control Team (TPID) of Simalungun Regency in Improving Performance

The study found that the implementation of Standard Operating Procedures (SOPs) within the Regional Inflation Control Team (TPID) of Simalungun Regency was highly inconsistent across agencies. Of the numerous OPDs involved, only the Department of Trade and BPS (Central Statistics Agency) consistently submitted reports in accordance with the SOP guidelines. Other agencies either failed to submit reports or provided them in a delayed and incomplete manner, indicating a structural gap in adherence to procedural standards. SOP documents were available but often disregarded or not disseminated effectively, with many stakeholders unaware of detailed procedural expectations. The existence of SOPs did not translate into routine practices, and there was no established mechanism to monitor compliance or penalize deviations. This reflects an implementation failure, where SOPs remained normative guidelines without operational reinforcement within the organizational culture of TPID.

The irregular implementation of SOPs was largely attributed to the lack of institutional commitment and low levels of procedural socialization. Interviews revealed that many staff within participating agencies were either not involved in the SOP drafting process or received minimal orientation regarding its usage. Consequently, SOPs were perceived more as administrative obligations rather than functional tools to streamline duties. Several respondents indicated that due to overlapping responsibilities and lack of inter-agency coordination, the SOPs were treated as secondary to immediate ad hoc tasks. This procedural neglect also reflected an absence of strong leadership to enforce compliance or evaluate task performance based on SOP benchmarks. Such findings demonstrate that procedural clarity alone is insufficient without reinforcement through training, leadership directives, and internal accountability systems.

The empirical findings concerning SOP implementation directly reflect the initial problem identified in this study—namely, the failure of procedural consistency undermining team performance and coordination within TPID. Although SOPs were designed to guide inter-agency operations in controlling inflation, their symbolic presence without meaningful application created a procedural vacuum. This reinforces the hypothesis that merely having documented standards does not ensure behavioral compliance, especially in environments lacking institutional discipline and ownership of operational goals. Therefore, the findings validate the theoretical concern that SOPs in bureaucratic settings must be internalized through practice and supported structurally to function effectively.

Analysis of SOP Implementation in Enhancing TPID Members' Motivation

With respect to motivation, the study revealed a general lack of drive among TPID members in fulfilling their duties beyond their core functions. Most of the involved actors participated in TPID activities as an additional assignment, often without clear incentives or recognition mechanisms. Respondents expressed that the work related to inflation control was not part of their main performance indicators, leading to low prioritization. Additionally, the absence of rewards or structured acknowledgment—monetary or symbolic—resulted in minimal motivation to comply with SOP guidelines or to collaborate effectively across departments. In some instances, TPID

responsibilities were delegated to junior staff with little authority, further reducing the perceived importance of the tasks.

The low motivational climate was not solely due to the lack of financial incentives but was also influenced by role ambiguity and lack of clarity about expected outcomes. Several participants noted that their involvement in TPID did not correspond with job descriptions or institutional expectations, thus leading to disengagement. The motivation to perform was also undermined by the absence of evaluative feedback and performance-based recognition. In public sector environments, intrinsic motivation plays a key role; however, when roles are unclear and support is lacking, even intrinsic motivation tends to decline. This situation within TPID reflects the critical need for structured motivational strategies that align roles, expectations, and recognition in line with organizational goals.

These findings further support the research's core argument that motivation significantly affects organizational compliance and performance, particularly in collaborative governance structures such as TPID. The observed motivational deficit among team members contributes to the ineffective implementation of SOPs and weak organizational commitment. This validates the need for SOP integration not just as a technical procedure but as part of a broader framework that includes motivational reinforcement. Without attention to motivational dynamics, procedural mandates become disconnected from behavioral compliance, thus rendering governance efforts ineffective.

Analysis of SOP Implementation in Strengthening TPID Organizational Behavior

The data also indicate a fragmented pattern of organizational behavior within TPID, characterized by individualistic task execution, weak inter-agency communication, and lack of shared responsibility. The absence of structured collaboration mechanisms meant that most institutions acted independently with little effort toward joint problem-solving. Behavioral patterns reflected a siloed mentality, where departments fulfilled their own mandates without integrating TPID tasks into their strategic agendas. Meetings were often poorly attended, and coordination efforts were reactive rather than proactive. This disjointed organizational behavior undermined the collective objectives of TPID and contributed to its subpar performance in executing inflation control measures.

Such behavioral tendencies were rooted in institutional culture and leadership practices. Respondents highlighted that TPID lacked a strong coordinating entity to instill shared norms and foster an integrated team identity. The absence of a unified vision led to inconsistent practices and passive participation. Moreover, organizational routines were heavily dependent on instructions from higher-ups, with little initiative taken by mid-level actors. This top-down structure limited creative problem-solving and reduced adaptability. Without behavioral alignment around a common mission, TPID struggled to translate its formal mandate into effective operational outcomes, demonstrating that technical frameworks must be underpinned by coherent organizational conduct.

The findings on organizational behavior align with the broader problem framework of this research, which posits that poor procedural adherence and low motivation stem from underlying issues in organizational culture and communication. The lack of behavioral cohesion and inter-agency collaboration reinforces the view that TPID operates more as a collection of individual entities than as a unified body. This fragmentation hampers the capacity to implement SOPs meaningfully and sustainably. Thus, the findings validate the hypothesis that effective SOP implementation and performance improvement require behavioral synchronization and structural support to overcome institutional inertia.

This study adds nuance to previous findings on SOP effectiveness by highlighting how implementation gaps often stem not from the absence of procedural frameworks, but from motivational and behavioral barriers. Prior studies have shown that the availability of SOPs improves efficiency only when supported by active leadership and staff engagement (Yuliana & Pratama, 2022). However, unlike most earlier research, which emphasized structural or technical shortcomings, this study foregrounds the role of organizational behavior and motivation in influencing SOP effectiveness. In this way, the present study offers a more integrated perspective that aligns administrative systems with psychological and cultural dynamics—providing a more actionable framework for reform.

Implications of the Study's Results

The implications of these findings are significant for public sector management, particularly in collaborative institutions like TPID. First, they reveal that procedural tools like SOPs must be integrated into daily work culture through orientation, performance incentives, and leadership reinforcement. Second, they suggest that institutional behavior is a pivotal mediator in translating formal policy into practice. Thus, TPID and similar governance teams should move beyond document compliance toward organizational alignment. These insights can be applied in training design, job structuring, and monitoring systems aimed at improving policy execution and public service outcomes.

Actionable Recommendations Based on Findings

To address the implementation gap, institutional leaders must take several coordinated actions. First, SOP socialization and capacity-building programs should be strengthened to ensure that all stakeholders internalize procedural norms. Second, TPID activities should be integrated into performance evaluation systems to enhance motivation and accountability. Third, a formal coordinating unit should be established with the authority to monitor compliance and facilitate collaboration. Lastly, inter-agency meetings must be restructured to become platforms for joint problem-solving rather than ritualistic reporting. These steps can transform SOPs from symbolic documents into instruments of operational improvement.

V. CONCLUSION AND RECOMMENDATIONS**Conclusion**

It is striking to discover that the mere existence of Standard Operating Procedures (SOPs), often regarded as the backbone of organizational efficiency, did not guarantee improved performance, motivation, or behavioral alignment within the Regional Inflation Control Team (TPID) of Simalungun Regency. Contrary to conventional assumptions, this study reveals that SOPs functioned more as symbolic compliance documents rather than practical instruments for governance. What is even more unexpected is how deeply embedded cultural norms and institutional apathy nullified their intended purpose. This gap between formal structure and actual organizational behavior underscores a profound disconnection between policy design and policy practice in local government institutions.

This research provides meaningful contributions to both theoretical and practical realms. Theoretically, it bridges the gap between public administration, organizational behavior, and performance management by offering an integrated perspective on why procedural systems succeed or fail. Practically, it offers a diagnostic framework that local governments can adopt to assess whether SOPs are being functionally internalized or simply archived. Furthermore, it advances an understanding that motivation and behavior are not peripheral variables but central determinants in procedural effectiveness. This reframing invites practitioners and scholars to rethink how procedural instruments should be designed and embedded within complex institutional settings.

Recommendations

While this study provides critical insights, its focus on a single regional institution limits the breadth of its generalizability. However, this should not be seen as a weakness but rather as an opportunity for deeper contextual understanding. Future research may explore comparative analyses across multiple regions or policy sectors to identify patterns and deviations in SOP implementation. Additionally, employing a mixed-methods approach could enrich the analysis by integrating quantifiable performance metrics with qualitative interpretations. Such expansions can further validate and elaborate on the interplay between procedural frameworks, motivation, and organizational behavior in public institutions.

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