

Using Standard Operating Procedures for Demotion in Two Educational Institutions

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This paper aims to explore how the standard operating procedures for demotion in two education units, located in different cities, but in the same province in Indonesia, are implemented. This method is a quantitative method with two units of education from Batu city, Malang and Surabaya. The questionnaires method has been adopted for data collection, and smart-PLS has been used for analysis. The study examines two educational institutions that share a consistent policy on demotion. Two leaders in the education units have understood the policies made by their respective education providers. However, in its implementation, each of the leaders of the education unit has their own perceptions regarding communicating the policies of the education providers regarding demotion to their subordinates. The research in this paper takes place in the education unit, where subordinates respond in a collegial collective manner to the treatment of leaders of the education unit in implementing demotion policies. Subordinates remain committed to education providers in supporting the achievement of organisational goals.

Key words: *Standard operating procedures, Demotion, Education, Communication.*

Introduction

Standardisation of organisations is an activity which every organisation requires for the solutions to problems that prevail across various disciplines. The application of standardisation not only helps organisations to build procedural controls, but is also eminent in multiple aspects

(Gehl et al., 2018). Every organisation is well acquainted with specific standards and procedures, while the establishment of some controls over the organisation is prominent in the organisational context. Standard operating systems not only help companies to drive in the designed path but also help to maintain controls within the documented process (Kamardiani, Suyanto, & Sriyadi, 2018). Generally, standard operating procedures in an organisational environment count as a documented process that supervises the operator in a particular form for performing operations. The need for SOPs may be considered as a mother to the organisations that grow the child from an early age, although various achievement tasks are also a part of SOPs. For the growth of organisations, every company or organisation sets some aims and goals for specific achievements, even though SOPs are the only forum in an organisation that briefs all objectives and purpose using proper channels. The consistency of operation not disrupted until unless the appropriate SOPs not designed, while many assignments are performed based on SOP directions (Sinaga, 2018). Well renowned companies are striving in the competitive environment due to robust procedural control, and the work flows that are not disrupted in various organisations are just due to proper SOPs. In many organisations, specific hierarchical structures are designed that render the department hierarchy, while SOPs are eminently the same for all staff working in such an organisation (Paul, 2014; Jayakumar, 2016; Yanga & Yenb, 2016; Adewale, 2016; Alhawiti & Abdelhamid, 2017; Anyi, 2017; Muthuselvi, & Ramganesh, 2017; Adedoyin & Okere, 2017; Cockerill., Craig & Thurston, 2018; Tabar, 2018, Sudiatmita, Jendra, Sagitarini, & Darlina, 2018).

Moreover, the SOPs are the same as the hierarchical structures that direct operations to perform the task in specific ways. Ideas in organisations are creative support, while the job that is assigned will present as designed by SOPs. In contrast, if the task is performed according to a creative idea, it can have a consequence far beyond the departments and operations if success is not achieved (do Nascimento Gomes, Ferreira, Borges, & da Silva, 2018). Moreover, in terms of company behaviours, creative ideas are also considered as assets to the organisation, but a proper backing of operational support could better enumerate significant findings.

Organisations follow hierarchical structures, although various assessments are made for the upgrading of employees, while at the same time, the demotion assessments prevail. When organisations prevail in the competitive environment, various aspects of organisations are examined based on performances and familiarity with the global climate (Hennekam, Ananthram, & McKenna, 2019). Employees also have observations based on achievements, where some get promoted, while others remain at the same designations; however, the

perception of demotion prevails at the same time. Most employees are demoted due to performance, while the company follows some policies regarding promotion and demotion, which are conclusively clear to all employees that are part of the family of the organisation (Al-Haidar, 2018). Some plans are just implemented to control expenses due to continuous losses, while some policies operate on behalf of management decisions. Although it is also clear that employees are not demoted until specific examinations are performed in a certain time frame, while the perspectives of demotion and promotions are somehow parallel (GIRMA, 2018). In some circumstances, the demotion of employees is evident at the stage when several assessments have revealed the capabilities of employees. Some perceptions occur about the decisions of management, where some possibly took advantage of personal grudges; however, this is circumstantial because of the element of politics which prevail in every organisation (Hennekam, McKenna, Richardson, & Ananthram, 2019). Organisations examine employees from several aspects. Some individual employees may not be familiar with the structural environment, while many others are analysed based on performance. Some other factors also prevail that are circumstantial in the demotion of employees, where misconduct is one of the non-abiding disciplines of the organisation (Yuniarsih, 2018). Employees are demoted or fired based on legal clauses as per the policies of organisations and the state. Moreover, there is no standard of demotion based on race, age, culture, religion etc.

Culture is also a organisational element where specific inclusions of experiences, expectations, and philosophy prevail. At the same time, the values of an organisation are also considerable (Chatterjee, Pereira, & Bates, 2018). Organisational culture positively results in the SOPs and policies, while the particular enhancement of familiarisation between the employees could better insert reasonable expectations of the outcome (Kawiana, Dewi, Martini, & Suardana, 2018). It is dominant that beliefs, attitudes, rules, whether written or unwritten and customs developed in the organisations over time are considered viable for the development of organisational culture. It is not for individual members of the organisation but is for the overall staff of the organisation, which enumerates significant results over time (Abdi et al., 2018). Religions of organisations prohibit policies and procedures to deal with employees beyond the developed SOPs; in fact, the symbols, norms, habits and visions with values have a significant influence on SOPs and demotion of employees (Mohtaramzadeh, Ramayah, & Jun-Hwa, 2018). Stress is an essential factor that prevails in every organisation, in employees, therefore, organisational culture plays a vital role in their development and in maintaining a sustainable, organisational environment between employees and staff.

Literature Review

The phenomenon of the standard operating procedures (SOPs) is achieving valuable and noticeable importance in the literature. All the major projects completed on the topic are designed and performed in a way that can easily cross all the barriers that arise due to multiple situations. One of the major reasons behind successful project completions is the proper documentation of the rules and regulations for every single transaction of the project. No institution in the world can operate without having a proper road map. In this context: all the institutions in the world follow some rules and regulations, irrespective of the matter for which these rules and regulations have been developed. These rules and regulations are narrated as standard operating procedures. Standard operating procedures (SOPs) are designed in agreement with the business and working condition of the organisation, as the standard operating procedures (SOPs) of any organisation producing goods may differ from those dealing in services (Musa & Clift, 2017). In generic terms, the rules and regulations to deal with the day to day organisational activities are also known as standard operating procedures (SOPs). These standard operating procedures (SOPs) help to maintain the official decorum of the organisation. These SOPs also absorb the organisational cultural effect, as they are designed in agreement with the culture and environment applied in the organisation.

In order to be an effective standard operating procedure (SOPs), directives must be in proper written and documented form to avoid any kind of misunderstanding at any level. To be in written form helps to answer questions regarding why, who, what, where, when and how a given assignment will be performed and implemented with proper documentation. One of the benefits of effective standard operating procedures (SOPs) is the promotion of process and procedural implementation, and also to increase efficiency in order to reduce employee workloads. Valid standard operating procedures (SOPs) are also important, as they ensure that any program with which the organisation is dealing is effective from all the aspects. Schmidt and Pierce (2016), in their work on standard operating procedures (SOPs), proposed that there are seven key elements of effective standard operating procedures (SOPs). First, they must be clear and able to easily be identified from all the aspects. Second, the information provided in the SOPs should be sufficiently clear that everyone has complete and proper information regarding his/her duties. Third, there must be a basis, and effective framework of the training should be documented. Fourth, the risk involved regarding the function performed can easily be understood from these standard operating procedures (SOPs). Fifth, the issues arising from or the risk affiliated with the non-performance of the duty be clearly mentioned.

Sixth, the template and outline of the standard operating procedures (SOPs) book must be clear. The contribution of online learning teaching material enhancement where provided will assist the student's studies; it further provides various enactments towards the learning material, which further results in the satisfaction and happiness of teachers and students. Online learning teaching material methods have been countered by an international educational institution which is providing distance education despite also providing knowledge in home countries.

Harris and Hongdiyanto (2016), conducted an investigation on the standard operating procedures (SOPs) in cleaning services, and proposed that effective standard operating procedures (SOPs) enhance the overall performance of the organisation and also positively affect the production capacity of the organisation. All the issues regarding employees hiring, firing, promotion, demotion etc. are clearly mentioned in the organisation's standard operating procedures (SOPs) booklet (Erestam, Haglind, Bock, Andersson, & Angenete, 2017). The nature of these standard operating procedures (SOPs) strongly impacts an employee's performance, as difficult standard operating procedures (SOPs) can result in higher workloads for employees and may not allow the employees to remain a bit easy while they are officially performed (Harahap, Suriani, & Rosmita, 2017). On the other hand, if the standard operating procedures (SOPs) are relaxed, that will result in some time for an employee to analyse his/her overall performance and explore some easier ways to perform official obligations.

Initially, the organisations may not consider the standard operating procedures (SOPs) as important, but with the passage of time its importance should be realised by the leadership of the organisations. The standard operating procedures (SOPs) are basically a part of the Enterprise Resource Planning (ERP) system. The importance of the ERP cannot be ignored in this digital world. For the successful implementation of an ERP, an effective standard operating procedure (SOPs) is necessary, as both act in a parallel fashion for the betterment of the organisation (Purnamasari, Hermadi, & Nurhadryani, 2019). The relevant literature witnessed that standard operating procedures (SOPs) are a part of the rules and regulations of the design for better performance of the organisation, and also help in controlling the behaviour of members of the organisation.. It is further specified for all employees that in order to carry out and complete their obligations as well as possible in agreement with the organisation's settled vision and mission (Irawan, 2017). The professors are a major contributor of knowledge to the students, while the common elements which have provided dominant innovation

activities were founded to impact the innovations in education for youth. In the past, online teaching and learning material methods contributed significant elements towards the stability and innovation of courses and vocational training. The development of activities in innovation studies is also an important factor which is eminent in providing the best knowledge to the students. There are numerous studies conducted on the importance of online teaching and learning material methods, concluding that this learning method has a positive impact on the education system. Innovation is the key to success in any project or process.

The presence of any article or book is not enough for any institution's proper implementation. Until the time of the SOPs completion,, if it is not properly implemented, it is nothing but pieces of paper (Dagostino et al., 2017). In the same way, the documentation of the standard operating procedures (SOPs) is not enough, since it is not implemented in a proper way to have the required outcome from it (Adelman, Pledger, & Myles, 2017). Masyufah (2017), conducted an investigation on the factors affecting the implementation of the standard operating procedures (SOPs) in the Islamic medical record in Surbeya, and proposed that the effective implementation of standard operating procedures (SOPs) has a positive effect on the record maintenance performance of employees. The literature also witnessed that effective standard operating procedures (SOPs) and their proper implementation positively affect employee performance (Idowu, 2017).

Organisational culture has witnessed that all the departments of the organisation absorb the effect of the culture of the organisation. The culture of the organisation has an effect not only on organisational rules and regulations, but also on the employees of the organisation (Mollel Eliphaz, Mulongo, & Razia, 2017). A rigid and complex culture results in the demoralisation of the employees and on the other hand the green culture of the organisation throws a positive effect on the employees and results in employee loyalty and retention. The organisational culture positively moderates the relationship between standard operating procedures (SOPs) and employee demotion (Kurniawan, Zailani, Iranmanesh, & Rajagopal, 2017; Ning & Zhaoyi, 2017). Based on this research, the current study made the following hypotheses:

- H1:** There is a positive association between SOPs and employee demotion.
- H2:** There is a positive association between SOPs implementation and employee demotion.
- H3:** There is a positive association between demotion policy and employee demotion.
- H4:** Organisational culture has positive moderation among the links of SOPs and employee demotion.

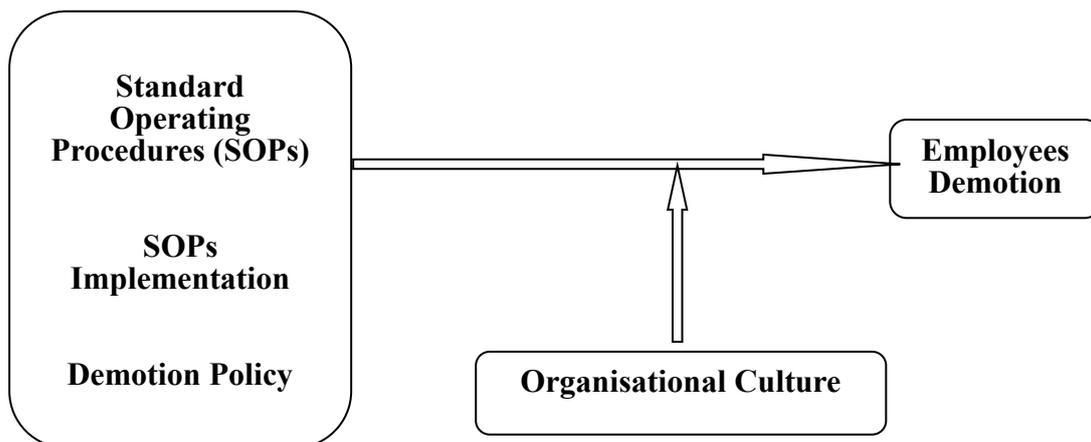
H5: Organisational culture has positive moderation among the links of SOPs implementation and employee demotion.

H6: Organisational culture has positive moderation among the links of demotion policy and employee demotion.

Research Methods

The aim linked with the current article is to explore the nexus of SOPs, their implementation and demotion policies on the employee's demotion. The aim also includes the moderating role of organisational culture among the SOPs, their implementation, demotion policies and employees demotion. The questionnaires method was adopted for data collection, and 420 questionnaires were sent to the respondents by mail and personal visit. Out of the total 420 questionnaires, only 310 were returned and reported as a 73.81 percent response rate. Furthermore, smart-PLS has been used for analysis because it provides the best estimation in case of a complex model. The variables that have been adopted include three predictors, one moderator and one dependent variable. The predictors are, standard operating procedures (SOPs) that has seven items, standard operating procedures applications (SOPA) that has four items and demotion policies (DP) that has five items. In addition, the moderator variable such as organisational culture (OC) has ten items and the dependent variable such as employee demotion (ED) has five items. These are mentioned in Figure 1.

Figure 1: Theoretical Framework



Results

The results include that the validity of the data depends upon convergent and discriminant validity and also include the path analysis for hypotheses testing. Firstly, this study shows the convergent validity of the links among the items. The statistics show that standard criteria are

fulfilled because Alpha and CR are not smaller than 0.70, while loadings and AVE are not lower than 0.50. These results proved that convergent validity is a valid and high correlation among items. These are shown in Table 1.

Table 1: Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Demotion Policy	DP1	0.938	0.944	0.958	0.820
	DP2	0.856			
	DP3	0.935			
	DP4	0.939			
	DP5	0.855			
Employee Demotion	ED2	0.823	0.852	0.900	0.693
	ED3	0.832			
	ED4	0.855			
	ED5	0.819			
Organisational Culture	OC1	0.540	0.909	0.918	0.572
	OC10	0.899			
	OC2	0.541			
	OC3	0.886			
	OC4	0.913			
	OC5	0.539			
	OC6	0.900			
	OC7	0.912			
Standard Operating Procedures	SOP1	0.830	0.938	0.950	0.730
	SOP2	0.862			
	SOP3	0.854			
	SOP4	0.822			
	SOP5	0.874			
	SOP6	0.875			
	SOP7	0.861			
SOPs Application	SOPA1	0.716	0.743	0.851	0.658
	SOPA3	0.903			
	SOPA4	0.804			

Secondly, this study shows the discriminant validity of the links among the variables. The oldest methods to check the discriminant validity are Fornell Larcker and cross-loadings. The statistics show that standard criteria are fulfilled, because variable itself value is more than the rest of the variables. These results proved that discriminant validity is valid and there is no high correlation among variables. These are shown in Table 2 and Table 3.

Table 2: Fornell Larcker

	DP	ED	OC	SOP	SOPA
DP	0.905				
ED	0.509	0.832			
OC	0.497	0.435	0.756		
SOP	0.404	0.412	0.556	0.854	
SOPA	0.398	0.701	0.408	0.336	0.811

Table 3: Cross-loadings

	DP	ED	OC	SOP	SOPA
DP1	0.938	0.465	0.451	0.346	0.352
DP2	0.856	0.459	0.444	0.393	0.380
DP3	0.935	0.469	0.451	0.348	0.352
DP4	0.939	0.458	0.453	0.349	0.342
DP5	0.855	0.453	0.447	0.393	0.374
ED2	0.382	0.823	0.296	0.314	0.585
ED3	0.491	0.832	0.390	0.334	0.615
ED4	0.449	0.855	0.425	0.372	0.585
ED5	0.363	0.819	0.331	0.350	0.546
OC1	0.193	0.162	0.540	0.672	0.121
OC10	0.467	0.400	0.899	0.398	0.360
OC2	0.192	0.157	0.541	0.661	0.114
OC3	0.466	0.418	0.886	0.417	0.393
OC4	0.473	0.421	0.913	0.375	0.428
OC5	0.192	0.177	0.539	0.668	0.126
OC6	0.471	0.408	0.900	0.392	0.369
OC7	0.469	0.419	0.912	0.375	0.430
OC8	0.173	0.132	0.448	0.590	0.119
SOP1	0.299	0.330	0.417	0.830	0.306

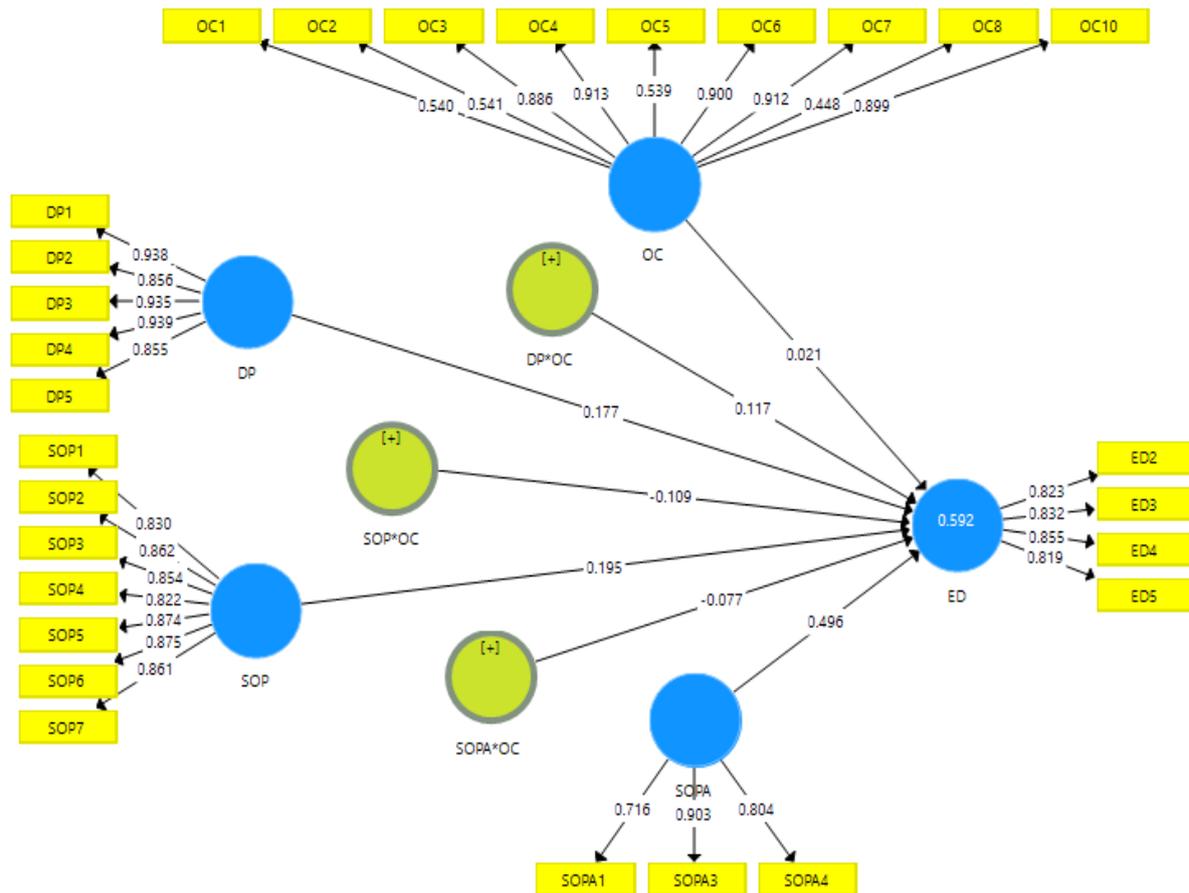
SOP2	0.347	0.353	0.417	0.862	0.260
SOP3	0.312	0.321	0.419	0.854	0.267
SOP4	0.358	0.302	0.413	0.822	0.218
SOP5	0.348	0.323	0.410	0.874	0.242
SOP6	0.365	0.389	0.416	0.875	0.315
SOP7	0.378	0.417	0.414	0.861	0.369
SOPA1	0.285	0.423	0.328	0.194	0.716
SOPA3	0.409	0.724	0.350	0.353	0.903
SOPA4	0.248	0.501	0.326	0.238	0.804

Thirdly, this study also shows the discriminant validity by using the latest method, the Heterotrait Monotrait (HTMT) ratio. The statistics show that standard criteria are fulfilled because the ratios are not more than 0.90. These results proved that discriminant validity is valid and there is no high correlation among variables. These are shown in Table 4.

Table 4: Heterotrait Monotrait Ratio

	DP	ED	OC	SOP	SOPA
DP					
ED	0.564				
OC	0.488	0.444			
SOP	0.428	0.455	0.720		
SOPA	0.462	0.848	0.435	0.380	

Figure 2: Measurement Model Assessment

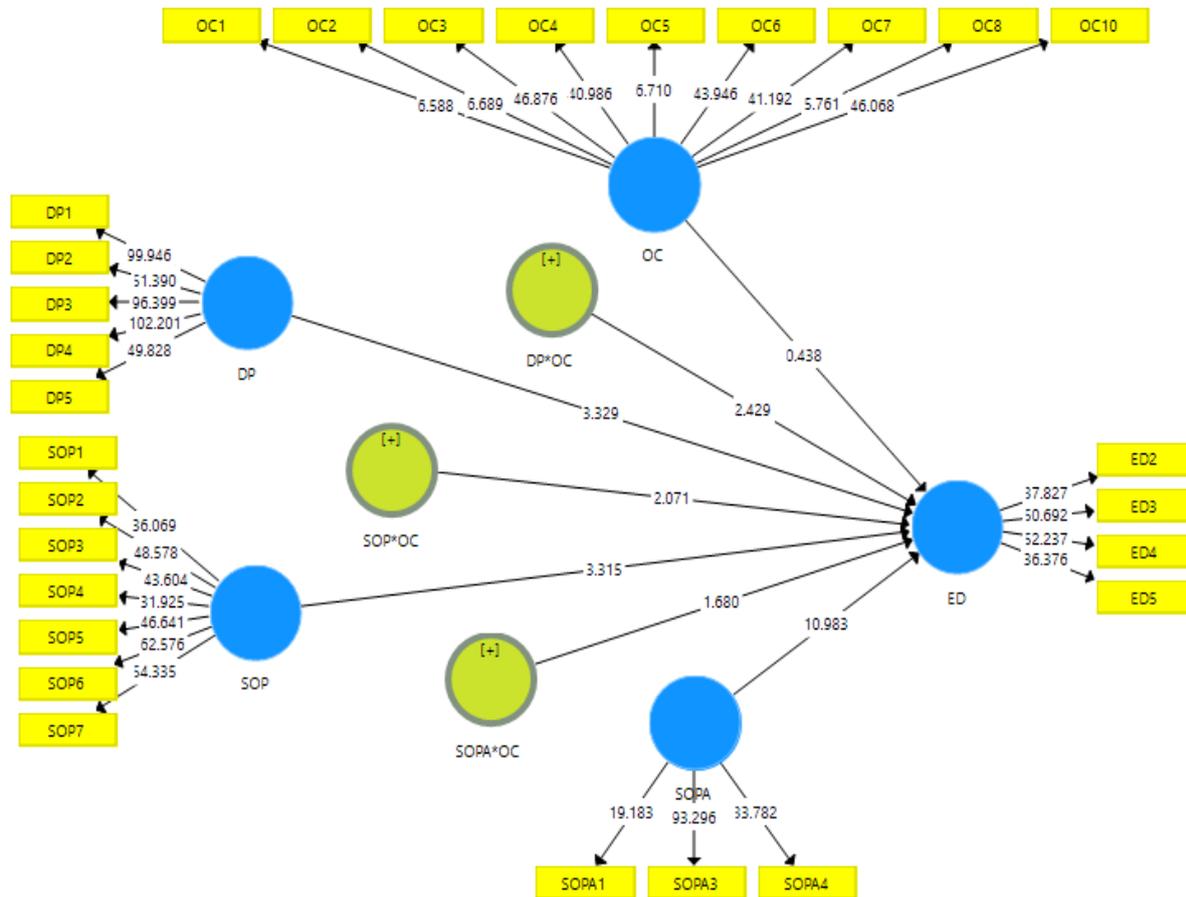


The path results related to the hypotheses testing show that SOP, SOP application and demotion policies have significance, along with a positive link with employee demotion and accept H1, H2 and H3. In addition, organisational culture positively moderates among the employees' demotion and demotion policies and accepts H6. However, organisational culture negatively moderates among the links of SOPs and employee demotion, SOP application and employee demotion and rejects H4 and H5. These links are shown in Table 5.

Table 5: Path Analysis

Relationships	Beta	S.D.	t-statistics	p-values	L.L.	U.L.
DP -> ED	0.177	0.053	3.329	0.001	0.076	0.283
DP*OC -> ED	0.117	0.048	2.429	0.016	0.025	0.210
SOP -> ED	0.195	0.059	3.315	0.001	0.082	0.312
SOP*OC -> ED	-0.109	0.053	2.071	0.039	-0.207	-0.015
SOPA -> ED	0.496	0.045	10.983	0.000	0.406	0.592
SOPA*OC -> ED	-0.077	0.046	1.680	0.094	-0.165	0.012

Figure 3: Structural Model Assessment



Discussions and Conclusion

The output shows that SOP, SOP application and demotion policies have significance, along with a positive link with employee demotion. These outcomes are the same as those of Manna, Singh, and Sharma (2016), who also concluded that SOPs are positively linked with employee demotion. Moreover, a study by Raza, Khan, and Mujtaba (2018), also found positive nexus of SOPs and demotion of employees and these are matched with the present study results. In addition, organisational culture positively moderates among the employees' demotion and demotion policies. In addition, the results of the current article are the same as the conclusions of Usman and Hameed (2017), who also theorised that a supportive organisational culture will enhance the SOPs impact on the employee demotions. Moreover, it also found that, in order to be effective standard operating procedures (SOPs), these must be in proper written and documented form to avoid any kind of misunderstanding at any level. To be in written form will help to answer questions such as why, who, what, where, when and how a given assignment will be performed and implemented with proper documentation.



Thus, this study concluded that the educational institutions of Batu city, Malang and Surabaya implemented effective SOPs and demotion policies that enhanced the ratio of employee demotion in the organisation, while the organisational culture of these institutions do not support the SOPs influencing employee demotion. These findings are provided with guidelines to policy makers, suggesting that they should enhance their emphasis on the SOPs that affect employee demotion. This study has a few limitations, such as it uses only three independent variables, and it is suggested that future studies should add more predictors. In addition, this study took only moderation into account and ignored the mediation, so it is suggested that upcoming studies should include mediation in their analysis.

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