



RESEARCH ARTICLE

Efficiency of Standard Operating Procedure (SOP) and Work Motivation on Remote Working Systems at PT Ghania Creative Indonesia with Work Training as An Intervening Variable

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Published online: 25 June 2025

Abstract

This study aims to analyze the effect of the efficiency of the implementation of Standard Operating Procedures (SOP) and work motivation on the remote working system at PT Ghania Creative Indonesia, with work training as an intervening variable. The quantitative method with an associative approach was used in this study using a sample of 66 employees of PT Ghania Creative Indonesia. The research data were collected using a questionnaire method that had been tested for validity and reliability. The use of the PLS-SEM analysis method in this study provided research results that the implementation of Standard Operating Procedures (SOP) and work motivation had a positive effect on the remote working system at PT Ghania Creative Indonesia ($R^2 = 0.615$), both directly and through work training as an intervening variable. Work training has been shown to strengthen the relationship between SOP and work motivation on the remote working system, with test results showing strong predictive relevance ($Q^2 = 0.512$) and a significant effect between variables. These findings emphasize the importance of integrating SOP, work motivation, and training in creating a productive and efficient remote working system.

Keyword: SOP, Work Motivation, Work Training, Remote Working, Human Resources

Introduction

Changes in the current era have had a significant impact on various fields of life, especially on people's work. Changes and developments not only occur in society in the field of technology, but also in the business world and companies (Dalimunthe et al., 2022; Darmilisani, Istiqamah, et al., 2024; Nur et al., 2024). In addition to changes and developments in the field of technology, there are also changes in the development and management of human resources (HR) in companies. This is not only happening around the world, but has also occurred specifically in Indonesia.

Advances and changes in HR management strategies allow companies to compete at the global level, so HR becomes a major source of competitive advantage that cannot be copied by competitors or other companies (Ritonga et al., 2021; Ritonga & Siregar, 2023). This is what makes HR management a vital thing in every company (Anwar et al., 2022; Wahyuningsih et al., 2022). Based on the existing explanation, the concept of good HR management is an aspect that must be owned by every company today.

Changes in HR management strategies in Indonesia have begun to change since the completion of the Covid-19 pandemic. This change in HR management strategy occurred in the company's work system which developed into work from home and work from anywhere or in other words, the work system is a remote working system (Kurdy et al., 2023; Sharifi & Lee, 2024; Wells et al., 2023). Remote working is a work system where employees are not required to be present in person at their office. Each employee can do their work from anywhere, including for their work attendance (Jain et al., 2024; A. M. A. Putra et al., 2023). The development of this work system provides a major dynamic change to the HR management strategy of companies in the world, especially in Indonesia (Darmilisani, Wulandari, et al., 2024; Nur et al., 2024; Prayetno & Darmilisani, 2024).

Remote working system is a working system where an employee or even a group of employees will not do their work face-to-face in their company office, where the employee will do their work with a remote working system and utilise the technology that is currently developing (Khoirunnisa & Jubaidi, 2024; McPhail et al., 2023; Nabilah & Susilawati, 2024; Novianti, 2024; Saputra & Hadi, 2024). Since the occurrence and completion of the Covid-19 pandemic, especially in Indonesia, the remote working system has become a common work system used by companies at work. The remote working system is also divided into several types, namely

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work from home, work from anywhere, work from cafe, hybrid working, and teleworking (McPhail et al., 2023).

Globally, remote working systems have many positive impacts on companies, such as reducing the value of company expenses, increasing the efficiency of employee work time, limited access to finding employees who can only be obtained by looking at the domicile indicators of prospective employees, to the expenditure figures required when using work from office work systems (O'Hare et al., 2024; Šímová & Zychová, 2023). However, on the other hand, this remote working system still has some common problems found by some companies, such as changes in the work management system that must be adjusted to the work system, updating the criteria and indicators in finding suitable new employees, and also the difficulty of company management in controlling the new work environment (Alam et al., 2023; Dzandu et al., 2023; Novianti, 2024). Problems with the remote working system not only occur in companies that exist globally but also occur in companies in Indonesia (Lane & Aplin-Houtz, 2023; Prasad & Satyaprasad, 2023).

There are several important indicators or variables that can affect this remote working system, namely company rules regulated in the company's standard operating procedures, employee motivation, to the provision of work training to company employees which are concluded to increase the employee work value index in the remote working system (Khoirunnisa & Jubaidi, 2024; Novianti, 2024; Ritawaty et al., 2024). Based on the literature study on some of these previous studies, making the variables of implementing company SOPs, increasing employee work motivation to developing employee work training as important variables that must be discussed and analysed more deeply for the influence and direction of the relationship.

Standard operating procedures (SOP) is a collection of general and specific rules and instructions in carrying out work in the existing work field in a company where it must be obeyed by every employee of the company, including the work field leader and company leadership (Darmilisani et al., 2024; Indriyani, 2022; Iran et al., 2023; Maharani et al., 2023; Widjanarko et al., 2023). SOPs that are well adhered to by employees will also have a positive impact on several other things in the focus of human resource management strategies in a company. SOPs can also be used as a strategy in maximising productivity and employee performance

development indices, especially in remote working systems (Melyng et al., 2024).

The implementation of SOPs in a company is important and greatly affects the work system in the company (Darmilisani, 2021; Darmilisani & Sitohang, 2023). The implementation and determination of SOPs in Indonesia itself already has regulations governing it, namely in the Decree of the Minister of Manpower of the Republic of Indonesia Number 149 of 2020. The ministerial decree explains that to ensure the management and development of worker competencies in accordance with their fields and to carry out the ultimate goals of the company or organisation effectively, a competent HR management is needed in their fields. The establishment of the Indonesian National Work Competency Standards (SKKNI) in the field of HR management is a reference or strategic reference in the development of HR management of existing companies or organisations. SKKNI will be a reference in determining the company's SOP in the future (Republik Indonesia, 2020). At present, each company has different SOPs according to the field and conditions of their company. The application of the SOP in the facts in the field will have a positive effect on the discipline and performance of company employees. SOPs can also increase the company's compliance or discipline of the K3 (Occupational Health and Safety) system.

On the other hand, remote working systems can also be influenced by several other indicators such as work motivation and work training (Alami et al., 2022; A. Putra & Aprianti, 2020; Sulistyaningsih, 2021). Some of these studies explain that the remote working system can also be influenced by the condition of employee work motivation and also how employee work training in a company. Work motivation is a force that will arise from within and outside a person where it will generate enthusiasm for work and perseverance to achieve a goal as desired, especially in a company employee (Khaeruman et al., 2021; Tsuraya & Fernos, 2023). This work motivation is an important thing that needs to be considered both by the employees themselves and by the company leaders where this will affect the remote working system of employees in the company.

Work training, which is another indicator that can affect the remote working system, is a work environment that can build and train company human resources towards the globalisation era which contains a series of action processes carried out deliberately to provide assistance to the workforce carried out by a professional with the

main objective of increasing the work ability of employees in a company (Nurul Ichsan & Nasution, 2021a; Risnawati & Retnoningsih, 2020; Rivaldo et al., 2021). Work training itself can affect the remote working system in a company where if work training is provided effectively, well, and correctly, it will have a positive impact on the remote working system in the company. Work training can also be integrated with good employee motivation, where if an employee has good work motivation, he will be able to carry out his work properly and efficiently.

Based on some of the explanations above, it can be seen that the implementation of SOPs, then the condition of work motivation integrated with the existence of work training according to the employee's work field can be an efficient HR management strategy, especially when there is a remote working system in the current digitalisation era. The HR management strategy must be continuously improved and balanced as long as the business process of a company is still running.

A digital agency company in Medan, PT Ghania Creative Indonesia, is one of the companies engaged in digital startups and focuses on providing digital promotion services to MSMEs and other companies. At this time PT Ghania Creative Indonesia has 66 employees. According to the exposure of the CEO of PT Ghania Creative Indonesia to researchers, explaining that, currently the condition of their HR management in the implementation of remote working systems on all employees of PT Ghania Creative Indonesia is experiencing work dynamics that can affect the performance / value of their company. Some of the factors that become the main triggers in these dynamics are the renewal of the company's SOP which implements a remote working system in the digital era and the low motivation of employees, especially in the current difficult economic times. Apart from these two things, PT Ghania Creative Indonesia has provided several solutions to suppress the dynamics or changes in their work system, namely by providing additional work training to each employee according to their field of work. By utilising the remote working system in the company today, there are still some obstacles and problems that exist at PT Ghania Creative Indonesia.

In terms of strengthening the problems that exist at PT Ghania Creative Indonesia, the researcher proposed a pre-survey of research conducted on 28 October - 02 November 2024 using a questionnaire distribution system through the Google Form online platform. This pre-survey was conducted on 33 employees of PT Ghania Creative Indonesia from a

total of 66 employees. This pre-survey provides results that PT Ghania Creative Indonesia has implemented a remote working system for more than 3 months, with 75.8% of employees stating that this system makes their work easier. However, more than 50% of employees feel unfamiliar with the system and think it has not met their expectations. Company SOPs are considered important by 87.9% of employees to support remote working, but more than half of employees find SOPs difficult to understand and implement. Work motivation is also a challenge, with 87.9% of employees feeling a lack of motivation from leadership. In addition, work training provided by the company is still predominantly conducted offline, is considered less efficient to support remote working systems, and has not been fully supported by the company.

Literature Review

1. Standard Operating Procedure (SOP)

Standard Operating Procedures (SOP) according to (Iran et al., 2023) is a guideline document containing standard operating procedures in a company or organisation that is used to ensure that every movement or work step of employees or even a work decision has been effective, consistent, standard, and systematic. This shows that the SOP is also a basis for movement or initial guidelines for every employee in the company to be able to carry out their duties or work according to their field as well.

SOPs are also a strategy to maximise productivity, provided by an organisation to assist their employees in minimising errors. On the other hand, SOP is also a strategy to achieve optimal collaborative results in carrying out work, supervisory functions, and making modifications in an effort to achieve optimal organisational goals (Ardiana et al., 2020)

2. Indicator of SOP

SOP indicators are also explained in research (Maharani et al., 2023) which explains several SOP criteria as follows:

- 1) Steps;
- 2) Flowchart;
- 3) Easy to understand;
- 4) Clear and direct;
- 5) Effective, and
- 6) Latest.

Based on some of the explanations above, in this study the indicators of standard operating procedures that researchers will use and in

accordance with the object of research are indicators of standard operating procedures based on research (Maharani et al., 2023).

3. Work Motivation

According to research (Tsuraya & Fernos, 2023) work motivation is an aspect that inspires a person to act, in this sense, motivation is often interpreted as an aspect of an activist's attitude. Because of the psychological processes inherent in a person, every employee's actions have aspects that force various interrelated activities, needs, and goals of a person.

According to research (Firmansah & Pujianto, 2023) states that work motivation is a condition that motivates or causes a person or employee in an organisation to act consciously with the aim of improving and developing employee performance.

4. Indicator of Work Motivation

According to research (Tsuraya & Fernos, 2023), several indicators of employee work motivation are as follows:

- 1) Performance;
- 2) Responsibility;
- 3) Reward;
- 4) Challenge;
- 5) Development;
- 6) Involvement, and
- 7) Opportunity.

5. Work Training

Work training is a vehicle for building human resources towards a challenging era of globalisation, to acquire and improve skills outside the prevailing education system in a relatively short time with methods that prioritise practice over theory (Suwara, 2022). Work Training is also the most important part of ongoing efforts to improve employee competence and company performance, where it is a process that is carried out systematically (Risnawati & Retnoningsih, 2020).

This is in line with research (Fitriliana et al., 2022; Lestari & Afifah, 2020; Novie et al., 2022) which explains and answers that work training affects employee achievement, performance, and also the work system, especially in remote working systems.

6. Indicator of Work Training

The indicators of this work training according to (Reza & Nasution, 2021) are as follows:

- 1) Instructor,
- 2) Participants,
- 3) Material,

- 4) Method,
- 5) Objectives, and
- 6) Objectives.

The above is in line with several other studies (Parashakti & Noviyanti, 2021; Ruhayat et al., 2022; I. P. Setiawan et al., 2020) which describes work training indicators, especially in remote working systems. On the other hand, there are several other training indicators according to research (Saragih, 2020; Suwara, 2022) which explain important indicators in work training, namely:

- 1) Ability,
- 2) Knowledge,
- 3) Training Process, and
- 4) Objectives.

7. Remote Working System

Remote working is a work system where company employees will work outside the company office physically using the help of communication tools, namely technologies that can be accessed through their PC, smartphone or tablet devices (Saifullah, 2023). This remote working system has been adopted by several companies both globally and locally, especially since the Covid-19 pandemic where every state government requires its people to stay at home during the pandemic.

The remote working system can also be said to be a work system where company employees will do their work not in the company office, but work from any place the employee wants such as home or other public places by utilising existing technological resources (Adisa et al., 2021; Prasad & Satyaprasad, 2023).

8. Indicator of Remote Working System

The indicators that can affect the implementation of remote working systems according to several previous studies (Az'Zahra et al., 2024; Saifullah, 2023) are:

- 1) Communication,
- 2) Work Schedule,
- 3) Performance Assessment Standards,
- 4) Work Environment Conditions,
- 5) Flexibility of Working Time, and
- 6) Company Support.

Method

1. Research Approach

This research uses quantitative methods with an associative approach. Associative research is research conducted to determine the relationship between two or more variables. The results of this

study will be used to build a theory that can serve to explain, predict, and control a symptom. Associative research is research that has the aim of knowing some speculation about whether there is a relationship between two or more variables in a relevant manner (Sugiyono, 2022).

2. Population and Sample

The research population is the total number of things or objects of research without being limited in any criteria, form, and form (Sugiyono, 2022). In this research conducted at PT Ghania Creative Indonesia, there are 66 employees who are divided into several work division fields.

The research sample is part of the research population taken using sampling techniques. In this study, the technique used was total sampling. According to (Sugiyono, 2022), total sampling is a sampling technique that involves the entire research population as a research sample. Based on employee data that has been presented in the previous chapter, it can be concluded that the research sample in this study amounted to 66 employees of PT Ghania Creative Indonesia. The use of the total sampling method is due to the number of populations less than 100 people. This aims to make the research data have good quality and have high credibility as well.

3. Type of Data

a. Data Quality Testing

The data collection method in this study involves the use of a questionnaire that will be structured based on the theories that have been introduced previously and also using some previous research questionnaires that are in line with this study. The researcher utilised the Google Form platform as a tool to collect data which was administered to employees through the company's HR department with the permission of the company's CEO. The following are the details of the questionnaire and the source of the questionnaire used:

1. The remote working system variable uses a questionnaire used in research (Saifullah, 2023) which has been tested for validity and reliability.

2. The Standard Operating Procedure (SOP) variable uses a questionnaire used in research (Melyng et al., 2024) which has been tested for validity and reliability.

3. The work motivation variable will use the questionnaire used in the study (Melyng et al.,

2024) which has been tested for validity and reliability.

4. The work training variable will use the questionnaire used in the study (Suwara, 2022) which has been tested for validity and reliability.

b. PLS-SEM Testing

PLS or partial least squares statistical analysis technique is a technique that reduces predictors to a set of uncorrelated components and performs least squares regression on these components, not on the original data (Asari et al., 2023). SEM or structural equation modelling is a statistical analysis technique which combines path analysis and factor analysis techniques (Asari et al., 2023).

Discriminant Validity Test (HTMT Test)

The HTMT or heterotrait-monotrait ratio test method is a test method used to test the discriminant validity value in an SEM-based research model, where this discriminant validity will show the extent to which a variable construct in the model is different from other variable constructs (Asari et al., 2023). The determination indicator in this HTMT testing method is that if the HTMT calculation value < 0.9 then all variable constructs are declared valid and if the variable construct loading value $>$ cross loading, it is stated that the model has met the discriminant validity requirements (Hair Jr. et al., 2023)

Q² Test (Q Square)

Q² testing is a statistical testing method that aims to measure the predictive ability or predictive relevance of an independent variable model on the dependent variable (Hair Jr. et al., 2023). In this Q² test, it is measured using the Q² number assessment category which can be seen in the SmartPLS software. This test assessment indicator consists of several assessment criteria based on the book (Hair Jr. et al., 2023), namely as follows:

- 1) $Q^2 > 0$ = The model has strong predictive relevance
- 2) $Q^2 = 0$ = The model has no predictive relevance
- 3) $Q^2 < 0$ = Model is invalid (results cannot be used)

Q² testing will be carried out using blindfolding techniques in SmartPLS software.

Coefficient of Determination Test (R^2)

The R^2 test basically measures how far the model's ability to explain the dependent variable. The coefficient of determination is between 0 and 1. A value close to one means that the independent variables provide almost all the information needed to predict the dependent variables (Hair Jr. et al., 2023). The assessment categories in the R^2 test are as follows:

- 1) 0.25 = Weak
- 2) 0.50 = Moderate
- 3) 0.75 = Strong

The number in the assessment category above can be seen in the coefficient value of the research path model.

Effectiveness Size Test (F^2)

The F^2 test is a testing method in PLS-SEM which aims to test and see how much influence the independent variable (free) has on the dependent variable (bound) in a research model (Hair Jr. et al., 2023). In the F^2 testing method, there are several categories of assessment of the interpretation of the F^2 calculation according to the book (Hair Jr. et al., 2023), namely as follows:

- 1) 0.02 = Small Effect
- 2) 0.15 = Medium Effect
- 3) 0.35 = Large Effect

Results and Discussion

1. Respondent Characteristics

In this study, the characteristics of respondents used are gender, latest education, age, and work division.

Tabel 1. Respondents Based on Gender

Gender	Frequency	Percentage
Man	38	57,6%
Woman	28	42,6%
Total	66	100%

Based on the results of descriptive statistical testing in the table above the results of this research questionnaire, it can be seen that the participating employees of PT Ghania Creative Indonesia are 66 people with details, namely 38 male employees and 28 female employees. This shows that the employees of PT Ghania Creative Indonesia are dominated by employees of the male gender.

Tabel 2. Respondents Based on Last Education

Last Education	Frequency	Percentage
SMA	0	0%
D3	0	0%
D4	0	0%
S1	51	77,3%
S2	15	22,7%

S3	0	0%
Total	66	100%

Based on the results of descriptive statistical testing in the table above the results of this research questionnaire, it can be seen that the participating employees of PT Ghania Creative Indonesia are 66 people with details, namely 51 employees with the last education S1 and 15 employees with the last education S2. This shows that the employees of PT Ghania Creative Indonesia are dominated by employees with their latest education level, namely S1 which reaches 77.3%.

Tabel 3. Respondents Based on Age

Age	Frequency	Percentage
18 – 25 Tahun	27	40,9%
26 – 30 Tahun	36	54,5%
31 – 40 Tahun	3	4,5%
Di atas 40 Tahun	0	0%
Total	66	100%

Based on the results of descriptive statistical testing in the table above the results of this research questionnaire, it can be seen that the participating employees of PT Ghania Creative Indonesia are 66 people with details, namely 27 employees aged 18-25 years, 36 employees aged 26-30 years, and 3 employees aged 31-40 years. This shows that the employees of PT Ghania Creative Indonesia are dominated by employees with their age of 26-30 years which reaches 54.5% where this figure includes the age range of mature work.

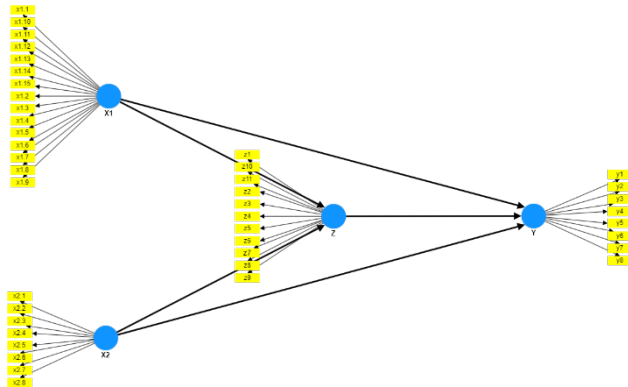
Tabel 4. Respondents Based on Work Division

Work Division	Frequency	Percentage
CMO	1	1,5%
Staf Marketing	16	24,2%
CTO	1	1,5%
Head of Developer	1	1,5%
Staf Developer IT	7	10,6%
CFO	1	1,5%
Staf Finance	10	15,2%
COO	1	1,5%
Staf Manajemen Umum	15	22,7%
Staf IT Support	12	18,2%
Human Resource Development	1	1,5%
Total	66	100%

Based on the results of descriptive statistical testing in the table above the results of this research questionnaire, PT Ghania Creative has a total of 66 employees spread across various positions. The most dominant positions are Marketing Staff (24.2%), General Management Staff (22.7%), and IT Support Staff (18.2%). Other positions such as Finance Staff (15.2%) and IT Developer Staff (10.6%) also contribute significantly, while executive positions

such as CMO, CTO, CFO, COO, and HRD are only filled by 1 person each (1.5%). This data shows a diverse distribution of roles with the majority of employees being in operational positions.

2. PLS-SEM Analysis



Gambar 1. Pathway Model

Based on Figure 1 above, it can be seen that this test already has a path model or pathways where this model will be used as a reference model for testing in SmartPLS 4 software. With this research path model, based on testing there is a PLS-SEM method, providing the following path coefficient values:

Tabel 5. Path Coefficients

	X ₁	X ₂	Y	Z
X ₁	-	-	0,350	0,202
X ₂	-	-	0,274	0,229
Y	-	-	-	-
Z	-	-	0,596	-

Furthermore, the existing path coefficient value will be used to see the level of influence between existing research variables which will also be used to answer the hypothesis in this study.

HTMT Discriminant Validity Testing

Discriminant validity testing using the HTMT method in SmartPLS software by looking at the existing HTMT matrix score will show whether a variable construct is declared valid and accepted or not. The results of testing discriminant validity using the HTMT method are as follows:

Tabel 6. HTMT Test Results

	X ₁	X ₂	Y	Z
X ₁	-	-	-	-
X ₂	0,679	-	-	-
Y	0,420	0,443	-	-
Z	0,366	0,406	0,786	-

Based on table 6 of the results of testing discriminant validity using the HTMT method above, it can be seen that for the construct value of each variable, the HTMT calculation value is < 0.9, which

indicates that all the variable constructs in this study are declared valid and have met the requirements for discriminant validity of the study.

Q² (Q-square) Testing

Q² testing is carried out on SmartPLS software using the blindfolding method where the calculation and test results will already be listed in the final results/output of SmartPLS 4 software. The following are the results of Q² testing that has been carried out in this study, namely:

Tabel 7. Q² Test Results 1st Model

	SSO	SSE	Q ²
X ₁	550.000	550.000	-
X ₂	480.000	480.000	-
Z	600.000	387.502	0.646

Based on Q² testing in equation 1 which tests the predictive ability of the relationship model between the SOP variable (X₁) on Work Training (Z) and also between Work Motivation (X₂) on Work Training (Z), it can be seen that in table 7 the test provides results where the Q² value has a value of 0.646 where this result > 0 which indicates that the equation 1 model has a strong predictive relevance in accordance with the assessment criteria in the theory used in this study. This means that any changes in the Z variable can be predicted by the X₁ and X₂ variables.

Tabel 8. Q² Test Results 2nd Model

	SSO	SSE	Q ²
X ₁	500.000	500.000	-
X ₂	300.000	300.000	-
Z	400.000	77.480	0.806
Y	600.000	292.647	0.512

Based on Q² testing in 2nd equation model which tests the predictive ability of the relationship model between the SOP variable (X₁) on Remote Working (Y) through Work Training (Z) and also between Work Motivation (X₂) on Remote Working (Y) through Work Training (Z), it can be seen that in table 8 the test provides results where the Q² value has a value of 0.512 where this result > 0 which indicates that the 2nd equation model has a strong predictive relevance in accordance with the assessment criteria in the theory used in this study. This means that any changes in the Y variable can be predicted by the X₁, X₂, and Z variables.

Coefficient of Determination R² (R-square) Testing

Testing the coefficient of determination R² carried out on SmartPLS software using the PLS-SEM test method which aims to see how far the model's

ability to describe the dependent variable in this study. The results of R^2 testing in this study are as follows:

Tabel 9. R^2 Test Results

	<i>R-square</i>	<i>R-square adjusted</i>
Y	0,615	0,596
Z	0,068	0,038

Based on the R^2 test that has been carried out, it can be seen from the results in table 9 which shows that the R^2 value for the model with the remote working variable as the dependent variable has a value of 0.615 which means that the model has an ability of 0.615 or 61.5% in describing the research dependent variable, namely remote working. This is when viewed using the R^2 test assessment criteria, the existing model is included in the strong category in describing the dependent variable, namely remote working. On the other hand, if the work training variable acts as the dependent variable, the model is only able to provide a value of 0.068 or 6.8% in describing the dependent variable, namely work training where this figure is included in the weak category.

Effectiveness Size F^2 (F-square) Testing

Testing the effectiveness measure F^2 was carried out using the PLS-SEM method by looking at the value in the f-square output matrix generated in the SmartPLS 4 software. The results of the F^2 test in this study are as follows:

Tabel 10. F^2 Test Results

	X_1	X_2	Y	Z
X_1	-	-	0,283	0,040
X_2	-	-	0,171	0,052
Y	-	-	-	-
Z	-	-	0,860	-

Based on table 10, it can be seen that this study has an F^2 value on model X_1 to Y of 0.283, model X_2 to Y of 0.171, model X_1 to Z of 0.040, model X_2 to Z of 0.052, and model Z to Y of 0.860. Based on several existing models, it can be concluded that the strongest model or in the category of having a large effect is the Z to Y model with an F^2 value of 0.860, which means that the work training variable has the greatest influence on the remote working variable.

Discussion

1. Effect of Standard Operating Procedures (SOP) on Remote Working System

This study's first hypothesis, positing a direct positive effect of SOP implementation on the remote

working system at PT Ghania Creative Indonesia, is supported by path coefficient test results (0.350) and direct influence testing (47% positive influence). While the company regularly updates its SOP to align with the remote working system, the research, conducted on 66 employees, emphasizes the need for improved direction and socialization of existing rules. The results underscore the significant and positive impact of the company's SOP on its remote working system, highlighting the importance of effective communication and implementation of standard operating procedures in a remote work environment.

2. Effect of Work Motivation on Remote Working System

The study's second hypothesis, which suggests that employee work motivation has a direct positive effect on the remote working system at PT Ghania Creative Indonesia, is supported by test results showing a path coefficient value of 0.274 and a 41% positive influence. While employees generally exhibit good work motivation, the shift to a remote working system has impacted this motivation. Based on research involving 66 employees, the results highlight that employee work motivation significantly and positively influences the remote working system, emphasizing the need for the company to address and support employee motivation in adapting to remote work.

3. Effect of Standard Operating Procedures (SOP) on Work Training

The study's third hypothesis, stating that SOP implementation has a direct positive effect on work training at PT Ghania Creative Indonesia, is supported by test results showing a path coefficient value of 0.202 and a 20% positive influence. Although the company provides work training, frequent updates to its SOPs, aligned with evolving work methods, necessitate adjustments in training to match employees' roles and the updated SOPs. The results confirm that a well-structured and relevant SOP significantly enhances the efficiency and effectiveness of work training, ensuring it is tailored to employees' specific work fields.

4. Effect of Work Motivation on Work Training

The study's fourth hypothesis, asserting that employee work motivation has a direct positive effect on work training at PT Ghania Creative Indonesia, is supported by test results showing a path coefficient value of 0.229 and a 29% positive influence. While employees already receive work

training, high work motivation significantly enhances the effectiveness of such training, particularly in a remote working system. Motivated employees make it easier for the company to implement work training tailored to their specific roles, resulting in greater positive impacts, especially when the training focuses on advancing skills in their respective fields.

5. Effect of Work Training on Remote Working System

The study's fifth hypothesis, which states that work training has a direct positive effect on the remote working system at PT Ghania Creative Indonesia, is supported by test results showing a path coefficient value of 0.596 and a 59% positive influence. While the company provides additional work training for employees, challenges remain as the training does not always align with employees' work fields or interests. This highlights the need for leaders to ensure work training is relevant and tailored, as the findings demonstrate that well-implemented training has a strong positive impact on the effectiveness of the company's remote working system.

6. Effect of Standard Operating Procedures (SOP) and Work Motivation on Remote Working System

The study's sixth hypothesis, which posits that SOP implementation and employee work motivation have a direct positive effect on the remote working system at PT Ghania Creative Indonesia, is supported by an R-square (R^2) value of 0.615, indicating that these variables collectively explain 61% of the variance in the remote working system. These results illustrate the importance of collaboration among all stakeholders in implementing efficient SOPs and fostering high work motivation to achieve an effective and flexible remote working system that leverages technological advancements.

7. Effect of Standard Operating Procedures (SOP) on Remote Working System with Work Training as The Intervening Variable

The study's seventh hypothesis, suggesting that SOP implementation has an indirect positive effect on the remote working system for employees of PT Ghania Creative Indonesia, with work training as an intervening variable, is supported by a Q^2 test value of 0.512, indicating strong predictive relevance. Furthermore, testing the indirect effect reveals a 12% positive influence of SOPs on the remote working system through work training. This positive relationship implies that well-structured and

implemented SOPs, combined with relevant work training, enhance efficiency and improve the quality of the company's remote working system.

8. Effect of Work Motivation on Remote Working System with Work Training as The Intervening Variable

The study's eighth hypothesis, proposing a positive indirect effect of employee work motivation on the remote working system at PT Ghania Creative Indonesia, with work training as an intervening variable, is supported by a Q^2 test value of 0.512, indicating strong predictive relevance, and an indirect effect value of 0.137 or 13%. This suggests that positive work motivation positively influences the remote working system, particularly when enhanced by providing work training tailored to employees' respective fields. A motivated workforce enables the company to leverage additional work training, leading to a more efficient and high-performing remote working system, ultimately achieving the company's objectives.

Conclusions and Recommendations

This research on PT Ghania Creative Indonesia's remote working system reveals several key findings. Firstly, the implementation of Standard Operating Procedures (SOP) and employee work motivation both have a direct, positive, and partial effect on the remote working system, contributing 47% and 41% respectively. Additionally, SOP implementation and employee work motivation positively influence the provision of work training, accounting for 20% and 29% respectively. Furthermore, work training itself has a direct positive impact on the remote working system, with a substantial effect of 59%.

The study also demonstrates that SOP implementation and employee work motivation, when considered together, have a significant positive effect on the remote working system, explaining 61% of the variance. Moreover, work training acts as a mediating variable. SOP implementation has a positive indirect effect on the remote working system through work training (12%), and similarly, employee work motivation has a positive indirect effect on the remote working system through work training (13%). These results underscore the importance of SOPs, employee motivation, and work training in optimizing remote work effectiveness.

Based on these conclusions, the study offers several suggestions. PT Ghania Creative Indonesia should focus on ensuring the company's SOP is well-structured, clearly communicated, and understood by employees. It's also crucial to closely monitor and support employee's work motivation, particularly in the context of remote working system. Employees are encouraged to maintain high work enthusiasm and actively seek opportunities for additional work training to enhance their performance. Finally, future research should consider incorporating additional variables, expanding sample sizes, and exploring alternative testing methods, especially when using mediating variables with PLS-SEM.

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