

FACTORS INFLUENCING STAFF COMPLYING WITH SOP: A STUDY AT ROAD TRANSPORT DEPARTMENT (RTD) KOTA BHARU, KELANTAN

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ABSTRACT

Standard Operating Procedure (SOP) is an effective tool for controlling everyday transactions in Road Transport Department (RTD). There are in the form of a written document that elaborates every small activity of the RTD transaction from its conception to completion. The SOP helps to create a proper “communication chain” among people working in RTD, which are customers, runners, and RTD personnel. The SOP gives clarity on when and who should implement the activities, SOP is easily formulated and adjusted to the needs of the development of applicable policy. SOP gives an abstract of different activities to be taken in a specific transaction. The step-by-step actions enlisted by SOP are of great assistance in keeping a check on actions taken or transactions to be conducted. Thus, SOP works as a guiding path. Though the use of SOP is inevitable, there is resistance to adopt the stringent principles and practices of SOP. The objectives of this paper are to determine the factors contributing to the non-compliance of the standard operating procedure (SOP) and to study the suitability of instruments used in order to analyse the factors presented in the Literature Review in the context of RTD Branches in Kelantan. Data were collected using an online questionnaire and analysed using Descriptive Analysis, Correlation coefficient, Cronbach’s Alpha, and Multiple Regression Analysis.

Keywords: Disparity Implementation, Non-Compliance, “Prosedur Saman Semula (DNAA)”, Standardization, Standard Operation Procedure.

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1. Introduction

The Road Transport Department (RTD) was established in 1937, under the Traffic Enactment 1937 of the British military law in the Federated Malay States. The administration was then known as the Road Transport Board, tasked with the regulating and licensing of public enterprises. With the establishment of the administration of Malaya in April 1946, the powers of the board were taken over by the Office of the Registrar and Motor Vehicles Inspection which covered the whole of Malaya. In line with the establishment of the department, a law called the Road Traffic Ordinance 1953 was approved to replace the Traffic Enactment 1937



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which given the important duties to enforce the law, especially for commercial vehicles. The Enforcement Division was set up to carry out the enforcement functions.

On 1 April 1946, the Road Transport Department was established with the aim to coordinate all aspects of transportation across the country. In connection with the establishment of this department, various related acts were enacted, such as the Road Transport Ordinance 1958 and the Road Transport Act 1987. This was intended to streamline the country's transportation laws as well as a platform for RTD responsibilities. Following significant improvements to the transportation system in the country in the '80s, RTD was increasingly burdened with multiple responsibilities to improve its service quality. Accordingly, the internal restructuring of the department was carried out to increase efficiency to suit current needs and interests. Due to the diversity of functions in all parts of the department, various innovations have been implemented to improve the efficiency of the service. The '90s showed the most promising progress because of the demands placed by the transportation system.

Currently, the Road Transport Department (RTD) in Malaysia has about 10 departments/divisions that managed a variety of transactions regarding motor vehicle matters. The departments/divisions are Management Division, Corporate and Strategic Planning Division, Finance Division, Digital Technology Division, Enforcement Division, Automotive Engineering Division, Licensing Division, Driver Licensing Division, Integrity Division, and Revenue Division. All the divisions have their functions and responsibilities in order to ensure the smooth operation of the RTD. All the divisions have their SOPs and policies which the staff in that division need to follow. The SOP according to Steiner (2015), "to standardize the activities which the SOP identifies the rules and activities planned and agreed". He added, "This information helps to standardize and promote coordination and communication between staff. The SOP also could simplify decision-making requirements in potentially stressful conditions".

However, there were situations in which few RTD staffs feel that SOPs were given the opportunity to anticipate their ability to utilize professional discretion as compensation for standardization of working procedures and this led to the non-compliance of the SOP in the RTD or create the different implementation of SOP in RTD branches. This study has focused on the Enforcement Division which currently having a problem in the implementation of Discharge Not Amounting to Acquittal (DNAA) SOP where the execution of the SOP was different among RTD branches in Malaysia. In order to ensure the success of the organization, Sutton (2010) claimed that the key to consistent work in an organization is a solid SOP system with adequate documentation.

In the Enforcement Division, there is a Standard Operation Procedure (SOP) name "Discharge Not Amounting to Acquittal (DNAA)" which applies when a Compounded Person (CP) or "Orang Kena Saman (OKS)" failed to settle summon payment after a certain period which normally within two months from the date of issuance of the summon. The SOP underlines the procedure to change the status of summon case from warrant status to Discharge Not Amounting to Acquittal (DNAA) status which by changing the status of summon, it enables the Compounded Person (CP) to settle summon in any nearest RTD branches without need to attend the court proceedings. Without the DNAA status, the Compounded Person (CP) has to attend the court proceedings in order to settle summon which restricted them to do any transaction in the RTD.

According to Circular of the Chief Registrar (2011, Vol2) "The Procedure of Handling Traffic Summon Cases and Arrest Warrants in The Subordinate Court," states for traffic summon cases that are not disposed of on the first mention day because the CP is not present then upon the application of the prosecuting officer (PO), an arrest warrant must be issued on CP by the judge or magistrate of the hearing court. The upcoming mention date must be set within two months for the second mention. If on the date of the second mention, the arrest warrant still fails to be submitted or the CP still fails to appear, then the date of the third mention

must be set within two months from the date of the second mention. Next, on the fourth mention, if the arrest warrant or the CP still fails to appear, then the summon must be cancelled and the CP is Discharge Not Amounting to Acquittal (DNAA). The period from the date of the first mention until the date of the summon is cancelled shall not exceed six months.

This means, when the Compounded Person (CP) unable to attend his first trial, the court will issue an arrest warrant, and this enables the RTD officer to blacklist the CP from receiving any service such as renewing his/her driving license and renewing his/her vehicle's road tax. The CP also being restricted from doing transactions such as changed ownership of the vehicle, if they wanted to do so. The SOP stated, any case should be in warrant's status for six months, and only after the six months (after three times mentions in the court) then the status of the case will be changed to DNAA status (Discharge Not Amounting to Acquittal). During the warrant's status, CP only could settle summon in the court and if the CP wanted to settle summon without entering the court proceedings, the CP need to wait until the expiry of six months (when the summon is cancelled by the court) then the status of the case will be in the DNAA status. The DNAA's status enables the CP to settle summons at any nearest RTD office or branches (RTD 2013).

Unfortunately, the current practice in most RTD branches in Malaysia was not according to the SOP. For instance, in RTD Kelantan the implementation of DNAA's SOP is different amongst areas. RTD Kelantan can be divided into three main branches which are RTD Gua Musang, RTD Machang, and RTD Kota Bharu (Panji). Each RTD branch has its practice of DNAA SOP which RTD Gua Musang the period of DNAA is six months, RTD Machang is only three months and RTD Kota Bharu (Panji) the Period of DNAA is four months. This means each RTD branch in Kelantan has a different timeline for DNAA which contravene with DNAA SOP and because of the different implementation of DNAA's SOP amongst areas in Kelantan, RTD customers started to compare and being confused about the procedure of DNAA. In response to the problem, this study tries to determine the factors that contribute to the non-compliance of SOP among RTD branches in Kelantan and to study the suitability of instruments used in order to support the result from the analysis. The study will propose alternatives solutions to overcome the issue and make the DNAA's SOP more acceptable and reliable to everyone in order to achieve customer satisfaction even in summon cases.

2. Literature Review

This study is significant and provides an important contribution to knowledge because little is known about the factors of non-compliance of SOP among RTD branches in Malaysia. The information about the factors of non-compliance of SOP is vital, as a basis for improving the RTD service delivery. Besides, findings from this study, at the personal level, such improvement would have vital significance at the national level as well. Apart from that, everyone in the organization (RTD) should implement and use the Standard Operating Procedure as a guideline in the daily tasks or work transactions. Therefore, findings from this research also may enrich the understandings of factors that contribute to the non-compliance of the standard operating procedure (SOP) among RTD branches especially in RTD Kelantan which could lead to the loss of revenue for the government if there is no action be taken to minimize the impact from disparity implementation of standard operating procedure among RTD staff. Standardized implementation of SOP could increase customer satisfaction towards RTD services and will build a good reputation and image of RTD itself (Abd Aziz *et al.*, 2022). Figure 1 depicts the framework of interrelations between the variables.

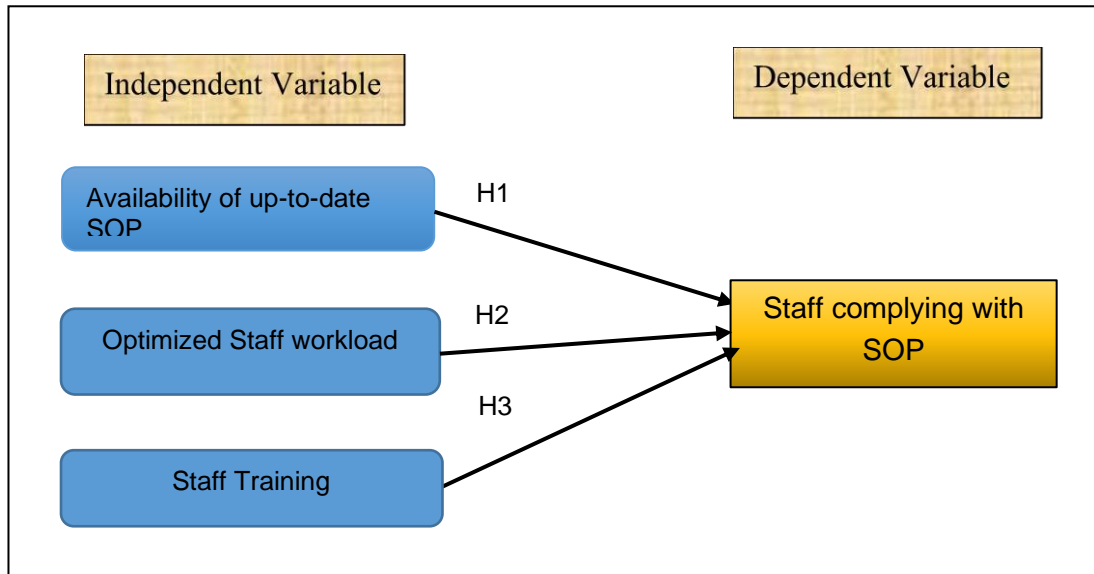


Figure 1. Inter-relationship between variables

2.1 Availability of up-to-date SOP

The SOP should be always revised so that all particulars, instructions, and requirements are up to date and suitable for the current situation. Kurniawan (2012) stated that the main problem management face is the lack of adequate Standard Operating Procedure (SOP) in the department and interdepartmental operations, which hinders the implementation of risk management resulting in a reduced capacity to adapt to changes. This shows that when the existing SOP is not revised accordingly, it will become the main problem for all parties in order to execute a standard working procedure that suits the current situation. According to Schmidt et al. (2016) “effective SOP promote consistency in implementing process or procedures (even when there are personnel changes) and may increase efficiency through reduced employee workload.” The unavailable of updated SOP may be led to the non-compliance of SOP which the staff has to break the regulation in order to resume the transaction in order to fulfil the customers' need which there is no written guideline that suitable base on the current situation. For example, refer to the time length of DNAA’s SOP, some RTD officers felt it is not reasonable because the time length was too long for the CP to wait just to settle summon.

One of the participants of this study and also the prosecution officer (PO) in the interview said the period of DNAA’s SOP should be reduced to a reasonable length of time because CP only wanted to settle the compound earlier and continue with their transaction or business which is being restricted by RTD because of the outstanding summons in the RTD system. As a person who responded to bring the case to the court, he felt the customer’s distress which the CP have to apply for leave and come to the court to settle the outstanding summon in order to renew the driving license and vehicle road tax. The availability of up-to-date SOP is important to ensure the staff able to conduct the work according to the standard and to eliminate confusion and a variety of ways in order to solve the tasks. Bailey (2018) stated that SOP is a form of micromanagement and can be reviewed as too restrictive and rigid and they do generally decrease flexibilities and freedom in the workplace. This study focuses on how the availability of updated SOP influences the implementation and compliance of SOP among RTD staff in Kelantan.

2.2 Optimized Staff workload

The workload is one of the indicators of work stress measurement among employees. Heavy workload could influence actions taken by the employees in performing the tasks and also the reaction to the process to resolve the tasks. Referring to the intensity of job assignments workload is also said to be the cause of mental stress for employees (Shah et al. 2011). He added that workload and stress issues are becoming crucial attention and require in-depth research to be resolved. Elloy and Smith (2003) suggested that work overload tends to happen when the employee receives several works demands that are beyond their capabilities such as a situation where the workload is too challenging to be completed and when there are too many tasks to be completed at the same time. Shah et al. (2011) added, in large organizations, employees always received several tasks to be completed within a short period and causes the employee to be pressurized to complete the entire task in order to meet the deadline. Awang et al. (2010), state, the combination of deadlines and work overload makes work even more stressful to be handled. One respondent from a study by Awang et al. (2010), described that job stress often occurs when several tasks were given together, and coping with the tight deadline of each task makes it rather stressful and impossible. According to another respondent, some of the tasks given consist of very important and meaningful tasks, however; they are to be completed in a short period. Based on the above discussion, it proves that heavy workload could influence the consideration of employees to perform their tasks according to the SOP. The employees were facing time constraints in completing their works.

Jin et al (2018) stated that the employees facing a workload on time in case of too many tasks need to be done at the same time, many different operations need to be done at the same time, and the same operation contents need to be done in different start time. They also added, there were some cases wherein efforts to more quickly and easily complete the work appeared to lead to the non-compliance of SOP. As enforcement personnel in RTD, they always led many tasks to be carried out irrespective of time including outside of office hours. They needed to do administrative works and also surveillance activities. Those tasks required RTD enforcement to do a lot of works at the same time. Each task has its written SOP to be followed in order to execute the operation according to standards. With the workload, the RTD staff sometimes intends not to follow the SOP because they were trying to use their creativity to make the works complete according to the timeline which sometimes required them to perform layers of steps before the case or work could be completed. Refer to DNAA SOP, it will take a lot of paper works if the CP was still unable to attend the court proceedings. The staff need to write the charge sheet, booked the date of mention, and updating the system every time the CP failed to appear at the court until the fourth mention of the case. So, in order to quickly settled the case, there was RTD staff in some RTD branches who tried to shorten the time length of DNAA which not following the SOP. Because of this, there will be a disparity of SOP implementation in every RTD branch due to the stress of heavy workload that influences their judgement in implementation of DNAA SOP. This shows that the amount of workload influenced the compliance of SOP in RTD branches in Kelantan.

2.3 Staff Training

Misunderstanding can be defined as a failure to understand something correctly, the Oxford Dictionary. When a staff or employee failed to understand what is written in the SOP this may lead to a wrong interpretation of requirements and instructions. Nazvia et al. (2014) state “the understanding of SOP among nurses affecting the implementation where the SOP is not suitable according to the current situation in the hospital.” The same situation happens in DNAA’s SOP where most RTD officers have a different interpretation of this clause, “the period from the date of the first mention until the date of the summon is cancelled shall not exceed six months”

which causes the different implementation of the SOP, (Circular of the Chief Registrar (2011, Vol2)). Based on current practice in RTD, some of the RTD staff have different interpretations and practices because they followed the “old-custom” in their areas. For example, in RTD in Kelantan, the implementation of DNAA’s SOP was different between areas where each area has its timeline for DNAA. As mentioned earlier, in RTD Branch Gua Musang, they straightly followed the DNAA’s SOP but not in RTD Branch Machang and Kota Bharu (Panji), the DNAA’s period is only up to three and four months. Bailey (2018) states, “it is important for SOP to be written in clear and plain language to ensure the ease of use and clarity of instruction”.

In order to encounter the situation, the RTD should provide training to the staff in order to ensure the staff have the same information and understand the SOP. Schmidt et al. (2016) state, “An effective training program is essential for the effective implementation of SOPs. A well-written and understood SOP can be used to facilitate employee training. If the emphasis is not given to training, the implementation of SOPs will not be effective. Such training should cover the “why” and convey the risks involved”. Based on a quick survey that has been conducted, most of the RTD staff in Kelantan said there is no training class or courses that be provided whether on the existing and new SOP that being used in the RTD. When there was a new SOP issued, the copy of the SOP will be escalated among the staff through the staff email or the supervisor in charge. The supervisor was responsible for explaining to the subordinates’ base on their understanding and reading. This causes different interpretations among the supervisor from each area and leads to a different implementation of the SOP. Then, time pass by, day by day the same transaction applies, and the same mistakes occurred because there was no time for the supervisor to revise all the transaction done by his subordinates. Soon, this becomes a norm for the particular RTD branches because the staff just followed what the supervisor had explained before. But, when comes to complaints from the public, the first step of investigation; does the staff followed the SOP? Bob Eko Kurniawan (2012) states, “lack of training, workshops, proper documentation, code of conduct, etc. are the real culprits behind the bad management in the organization”.

2.4 Staff Complying SOP

Staff complying with SOP is an important matter in every organization. SOP can be defined as level practices with documentation, which specify the “who, why, where, when, and how a task is to be performed” (Schmidt, et al, 2016). He added, the key elements of SOP to be effective is the SOP shall provide, i) a clear and accurate identification and ii) specific and directed information or instruction such that individual can effectively perform assigned duties and functions. When the staff complying the SOP, the work and task that they perform will be standardized. Akyar (2012) states, standardization is defined as an activity that gives rise to solutions for repetitive application to problems in various disciplines. Generally, the activity constitutes the process of establishing (determining, formulating, and issuing) and implementing standards. He added, when the staff complying SOP, all workers are performing tasks in the same way, which was needed for the condition to get expected output from the process. Staff complying with SOP may prevent the ability to use professional discretion as compensation for standardization of working procedure, Irawan (2017). He added staff complying with SOP may reduce uncertainty and reducing corruption.

3. Methodology

The target population for this study was RTD in Malaysia but due to some limitations including the limitation of time to conduct the research, the population was the staff in RTD Kelantan. Staff in RTD Gua Musang has represented the whole RTD staff in Kelantan. In order to validate the questions for this study, a pilot survey was carried out using 30 respondents of selected RTD officers. By using this pilot survey, the following items can be evaluated:

- i. *How the respondents will react to the questionnaires*
- ii. *Whether the respondents understand the questionnaires*
- iii. *Whether there is a need to add more items in certain areas*
- iv. *Whether some items need to be removed from the questionnaires*

After the pilot survey, the modified questionnaire is used for the target population of the study. The questionnaires were emailed to all target respondents through RTD webmail and were sent through the official WhatsApp group specified RTD in Kelantan.

The questionnaire has two sections: A and B:

- *Section “A” is on personal data about the respondents.*
- *Section “B” is on the perceived problems which the factors that contribute to the disparity implementation or the non-compliance of SOP.*

The secondary data was collected from existing reports and statistics at RTD Gua Musang.

3.1 Method of Data Collection

After the pilot survey, the author was using the modified questionnaires to the target sample for the study. The questionnaires were emailed to all target respondents through RTD webmail and send through the official group WhatsApp specified RTD in Kelantan. The author has monitored the responses from the survey through the google form application which means, the questionnaires were created using the google form and the link of the survey was emailed through RTD webmail and send via an official group WhatsApp.

3.2 Method of Data Analysis

This study used Descriptive Statistics (frequency analysis) to describe the characteristics of respondents such as gender, education, race, marital status, etc. This study used the correlation coefficient to determine the relationship or correlation between the availability of up-to-date SOP and its influence on the Staff Complying SOP. It is important to note that correlation has direction and can be positive or negative. The Pearson product-moment correlation coefficient is used to show the strength of the relationship between the two variables. A coefficient can range from $r = +1.00$ to -1.00 . Table 1 shows the rule of thumb of the correlation coefficient.

Table 1. Correlation Coefficient Interpretation

Correlation Values	Interpretation
0.90 to 1.00 (-0.90 to -1.00)	Very strong positive (negative) correlation
0.70 to 0.90 (-0.70 to -0.90)	Strong positive (negative) correlation
0.50 to 0.70 (-0.50 to -0.70)	Moderate positive (negative) correlation
0.30 to 0.50 (-0.30 to -0.50)	Weak positive (negative) correlation
0.00 to 0.30 (-0.00 to -0.30)	Negligible Correlation

The Cronbach Alpha value was calculated to measure internal consistency, that is, how closely related a set of items are as a group. This is to determine the reliability of the factors that influenced staff in RTD complying SOP. The value is interpreted as per suggested in Table 2.

Table 2. Interpreting the Cronbach’s Alpha values

Cronbach’s Alpha Values	Interpretation of Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

In order to determine the significance of relations of all variables i. the Availability of up-to-date SOP, ii. Optimised Staff workload and iii. Staff Training: and the Staff Complying with SOP, Multiple Linear Regression analysis is used.

4. Results and Discussion

4.1 Descriptive Statistics

Table 3a and Table 3b summarises the output from the survey. The respondents consisted of 69.2% male and 30.8% female. The majority race was Malay with 94.9% followed by others at 5.1%. 62.8% of the respondents were between 31-40 years old followed by respondents between 21-30 years old with 21.8% and respondents between 41-50 years old at 14.1%; and the lowest percentage were respondents above 50 years old (1.3%). The majority of respondents were working as enforcement officers (98.8%) and about 1.2% were working as clerical support staff. Most of the respondents were married (88.5%) as compared to singles (10.3%); and divorced/separated (1.2%). The highest education level was SPM holders at 65.4% followed by Diploma holder at 33.3% and a fair number of respondents with degree at 1.3%. Most of the respondents earned below RM3000 monthly (56.4%) and had worked for more than 1 year (48.7%). The lowest grade of position was KP19 (55%) and the highest grade of position was KP38 (1%).

Table 3a. Demographic profile of respondents.

Demographic profile	Category	No. Sample	Percentage %
		N=78	
Gender	Male	54	69.2
	Female	24	30.8
Age	Less than 20 years old		
	2130	17	21.8
	3140	49	62.8
	4150	11	14.1
	50 and above	1	1.3
Race	Malay	74	94.9
	Chinese		
	Indian		

Table 3b. Demographic profile of respondents.

Demographic profile	Category	No. Sample	Percentage %
		N=78	
	Others	4	5.1
Marital status	Single	8	10.3
	Married	69	88.5
	Divorced/ Separated	1	1.2
Education	SPM	51	65.4
	Diploma	26	33.3
	Degree Graduate	1	1.3
	Post Graduate		
Position/ Occupation	Enforcement	77	98.8
	Clerical	1	1.2
Grade of position	KP19/N19	43	55
	KP22	22	28
	KP26	4	9

Table 4 summarised the output from part B of the questionnaire. The mean for optimized staff workload was the lowest at 3.85 out of 5, while staff training was 3.48, the availability of up-to-date SOP was 3.83 and the highest was staff complying SOP at 3.88. These indicate that on average, employees were neither agreed nor disagreed with the items that have been asked in the questionnaire. Hence, it can be concluded that the availability of up-to-date SOP, Optimized staff workload, staff training, and staff complying SOP was at a moderate level.

Table 4. Mean for each variable.

Variables	Mean/average
The availability of up-to-date SOP	3.83
Optimized staff workload indicates	3.85
Staff training	3.48
Staff complying with SOP	3.88

4.2 Correlation analysis

Further analysis on the relation between the variables were done. The first independent variable which is the availability of up-to-date SOP indicated that $r = 0.653$ while $p = 0.000$. The result showed that there was a positive significant and strong association between the availability of up-to-date SOP and staff complying with SOP. The second independent variable which is optimized staff workload indicated that $r = 0.700$ while $p = 0.000$. The result showed that there was a positive significant and strong association between optimized staff workload and staff complying with SOP. The third independent variable which is staff training indicated $r = 0.738$ while $p = 0.000$. The result showed that there was a positive significant and strong association between staff training and staff complying with SOP.

The association between the independent variables i.e., between the availability of up-to-date SOP and optimized staff workload indicated that $r = 0.668$ while $p = 0.000$ (refer Table 5). The result showed that there was a positive significant and strong association between the

variables. The association between the independent variables i.e., between optimized staff workload and staff training indicated that $r = 0.682$ while $p = 0.000$. The result showed that there was a positive significant and strong association between the variables. The association between the independent variables i.e., between the availability of up-to-date SOP and staff training indicated that $r = 0.513$ while $p = 0.000$. The result showed that there was a positive significant and moderate correlation between the variables. Therefore, the findings confirmed that the availability of up-to-date SOP, optimized staff workload, and staff training was influenced the staff to comply with the SOP.

Table 5. Pearson correlation of the variables.

Variables	Availability of up-to-date SOP	Optimized staff workload	Staff training	Staff complying SOP
Availability of up-to-date SOP	1			
Optimized staff workload	0.668**	1		
Staff training	0.513**	0.682**	1	
Staff complying SOP	0.653	0.7	0.738	1

Note: ** correlation is significant at the level 0.01 level (2-tailed).

Table 6 shows that the questionnaire in this study has 20 items related to three independent variables namely the availability of up-to-date SOP (5), optimized staff workload (3), staff training (5), and staff complying with SOP (7) as a dependent variable. The total amount of Cronbach's alpha for the item is as much as 0.92. In general, Cronbach's alpha values are 0.6 to 0.87 for 3 variables considered to show high consistency and reliability. Results of validity and level of the reliability of the constructed instrument are good because the Cronbach's alpha value exceeds 0.6 ($\alpha > 0.6$). The higher the value of Cronbach's alpha, the higher the reliability of the instrument built.

Table 6. Reliability analysis _ cronbach alpha values.

Variable	Item Number	Cronbach's Alpha
The availability of up-to-date SOP	5	0.8
Optimized Staff workload	3	0.87
Staff Training	5	0.6
Staff complying with SOP	7	0.8
Total variables	20	0.92

4.3 Multiple Linear Regression analysis

Table 7, the multiple regression model with all predictors produced or the R Square value, $R^2 = 0.66$ to represent that there is 66.0 % of the variations of the staff complying SOP can be explained by three (3) independent variables which include the availability of up-to-date SOP, optimized staff workload and staff training. Meanwhile, the remaining 34.0% of the variation of the dependent variable was interpreted by other factors. This means that other additional variables are important that affect staff complying with SOP that has not been considered in this study. Thus, the model was fit, which a significant value that is less than 0.05 ($p < 0.05$) with an F value of 48.374.

Furthermore, the results show that the value of R square for the independent variable is as much 0.662, while the value of adjusted r square is 0.648. The high R square value indicates a strong relationship between independent variables and dependent variables. Based

on table 4.5, shows that the variables are significant (sig. = 0.000, $p < 0.05$) with a value of F as many as 48.474. Staff training has a beta value of 0.569, optimized staff workload has a beta of 0.414 and the availability of up-to-date SOP has a beta value as many as 0.549. All independent variables are significant, yet staff training shows a high beta value compared to the beta value for optimized staff workload and the availability of up to SOP. Thus, it can be concluded that the independent variable (staff training) has a strong relationship with dependent variable (Staff complying with SOP).

Table 7. Multiple regression analysis.

Model	Unstandardized coefficient		Standardized coefficient	t	Sig.
	B	Std. error	Beta		
(Constant)	5.593	1.846		3.03	0.003
Availability of SOP	0.359	0.114	0.653	3.152	0.002
Optimized staff workload	0.414	0.225	0.700	1.843	0.007
Staff Training	0.569	0.116	0.738	4.901	0.000
F value	48.374				
Sig	0.000				
Adjusted R ²	0.648				
R ²	0.662				

5. Conclusion

In conclusion, the purpose of this study was to determine the factors that influence the staff complying with the SOP in RTD branches in terms of three elements which are the availability of up-to-date SOP, optimized staff workload, and staff training. While this study only incorporated three variables that affect the staff complying with SOP, future study is recommended to examine other factors that affect staff complying with SOP in RTD branches beside the availability of up-to-date SOP, optimized staff workload, and staff training. This broadens the scope of research for academic purposes. From this study, the author successfully identifies that these three factors have significant effects on the attitude of staff in complying with the SOP in RTD. This could benefit the RTD in resolving the issue disparity of implementation of SOP in RTD branches in Malaysia and to minimize the error by the employees during the audit session every year. This further suggests that the employer needs to have proper staff training such as providing suitable modules and the frequency of training courses in order to ensure staff obtained sufficient information which may avoid the disparity implementation of SOP among RTD employees.

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Author Contribution

Author1 did the research as part of her final year project and Author2 oversaw the article writing and reconfirmed on the statistical analysis and the results.

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