



# The Effect Of Supervision And Standard Operational Procedures (SOP) On Employee Performance With Work Discipline As An Intervening Variable

Erika Widyastutie <sup>1)</sup>; Nurul Qomariah <sup>2)</sup>; Ni Nyoman Putu Martini <sup>3)</sup>

<sup>1,2,3)</sup> Muhammadiyah University of Jember

Email: <sup>1)</sup> [erikawidyastutie78@gmail.com](mailto:erikawidyastutie78@gmail.com); <sup>2)</sup> [nurulqomariah@unmuhjember.ac.id](mailto:nurulqomariah@unmuhjember.ac.id)

<sup>3)</sup> [ninyomanputu@unmuhjember.ac.id](mailto:ninyomanputu@unmuhjember.ac.id)

## How to Cite :

Widyastutie, E., Qomariah, N., Martini, N.N.P. (2025). The Effect Of Supervision And Standard Operational Procedures (Sop) On Employee Performance With Work Discipline As An Intervening Variable. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 13(3). DOI: <https://doi.org/10.37676/ekombis.v13i3>

## ARTICLE HISTORY

*Received [17 November 2024]*

*Revised [17 June 2025]*

*Accepted [23 June 2025]*

## KEYWORDS

Supervision, Standard Operating Procedures (SOP), Employee Performance, Work Discipline.

*This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license*



## ABSTRACT

The goals of the organization are not only dependent on technology, but more dependent on the human resources who carry out their work. The ability to provide optimal work results to meet the needs of the organization as a whole is a contribution to employee performance. Having employees who have good performance and quality is the hope of every leader in order to achieve the goals of the organization. This study aims to test and analyze the effect of supervision and Standard Operating Procedures (SOP) on employee performance with work discipline as an intervening variable in the Nursing section of the Kalisat Regional Hospital. The population used in this study were all employees in the Nursing section of the Kalisat Regional Hospital and the sample size was 130 respondents. The method of analysis and hypothesis testing uses variance-based SEM testing or Partial Least Square (SEM-PLS) with the WARP-PLS program. The results showed that supervision has a positive and significant effect on employee performance and work discipline. Standard Operating Procedures (SOPs) have a positive and significant effect on work discipline but are not significant to employee performance. Work discipline has a positive and significant effect on employee performance. Supervision and Standard Operating Procedures (SOP) have a positive and significant effect on employee performance with work discipline as an intervening variable.

## INTRODUCTION

Human resources (HR) are the only resources that have feelings, desires, skills, knowledge, motivation, power and spirit (ratio, taste and spirit). All of these abilities have the potential for the way the organization achieves its goals. No matter how advanced the technology, the development of information, the availability of adequate capital and materials, if without human resources it is very difficult for the organization to achieve its goals (Qomariah, 2020). Currently, the business environment is very dynamic and competitive. Having employees with good

performance and quality is the hope for company leaders to achieve company targets. This condition requires company management to be able to create competitiveness by always maintaining sustainable competitive growth through empowering professional and productive Human Resources (HR) (Nurdin *et al.* 2022). Problems related to human resources in an organization demand attention, because no matter how sophisticated the technology used and no matter how large the capital of the organization, employees in the organization ultimately carry out their role. This shows that without the support of good quality employees in carrying out their duties, organizational goals will not be achieved (Budiyanto, E., & Mochklas 2020). The contribution of employees to an organization determines the progress or decline of the organization. Employee contribution to the organization will be important, if done with effective efforts and behave correctly, not only the amount of effort but also the direction of the effort. Thus, each employee must know what is the priority of his responsibility, what kind of performance he must achieve and be able to measure his success indicators (Budiyanto, E., & Mochklas 2020). The success of achieving company goals or targets will not be achieved without optimal performance from all employees. In the world of work, good performance is very necessary. Employees who can work in accordance with the specified standards, both in terms of quality and quantity, will also get good work performance. (Nurdin *et al.* 2022). The nursing department is one of the departments in RSD Kalisat with the largest number of employees, 130 out of a total of 290 employees in RSD Kalisat. The Nursing Department at RSD Kalisat consists of nurses and midwives. Nursing is a field that interacts with patients 24 hours a day, thus demanding optimal performance in providing quality and professional health services. The results of the observation found that the performance of employees in the Nursing section of the Kalisat Regional Hospital was still not in accordance with the expected target. This can be seen from Table 1 Identification of the following Analysis:

**Table 1. Identification of Employee Performance Analysis**

No	Assessment	Target realization	Realization of implementation		
			2021	2022	2023
1	Compliance with SOPs	100%	65%	80%	87%
2	Implementation of supervision	100%	0	0	60%
3	On-time attendance rate	100%	0	0	60%

Source: Kalisat Regional Hospital Quality Committee, RSDK Personnel Section (2024).

Table 1 explains that in 2023, the implementation of compliance with Standard Operating Procedures (SOPs), implementation of supervision or supervision and on-time attendance has not yet reached 100%. Problems that occur may be due to supervision or supervision that has not been carried out properly and in accordance with standards. Meanwhile, based on the results of observations made, it was found that supervision activities were only carried out by the nursing field and only carried out on holidays. The method used is not in accordance with existing supervision methods. Supervision is carried out by the head of the room by filling out a supervision form which is then submitted to the field of service. Supervision is carried out every day off by the head of the room by utilizing a form that contains standardized standards and no supervision has been carried out related to the urgency of existing problems. Employee discipline has also not shown a change, this is shown by the data obtained in the online attendance recap where the attendance rate on time is only 60%. This requires real intervention, so that employee performance becomes optimal.

Organizational goals also depend not only on technology, but more on the people who carry out their duties. The ability to provide optimal work results to meet the needs of the organization as a whole is a contribution of employee performance (Nurdin *et al.* 2022). The

performance of an employee can be influenced by several supporting factors, among these factors are Standard Operating Procedures (SOP), supervision, and also work discipline. Supervision is very important to improve employee performance in the company because supervision acts as a guide, motivator, and guide for employees. Robbins dan Judge (2021) explains that good supervision or supervision plays a role in shaping employee work behavior. Supervision that provides appropriate support and guidance can help employees overcome obstacles in their work, so that employee performance becomes more optimal. Apart from supervision or supervision, a supporting factor that can affect performance is Standard Operating Procedures (SOP). This is because the Standard Operating Procedure (SOP) contains a detailed step-by-step guide on how a task or process should be carried out to improve employee performance and achieve organizational goals. Standard Operating Procedures (SOP) can be explained as a set of writings containing specific steps, which explain each detail of the activity to complete tasks based on company regulations (J. D. Santoso 2018). Another factor that is no less important in influencing employee performance is work discipline. Work discipline is one of the key factors that affect employee performance in an organization. Discipline includes various aspects, such as compliance with company rules and procedures, punctuality, and attitudes and behaviors that are in accordance with the company's work culture. Good discipline will create an orderly and productive work environment, while poor discipline can cause various problems, including low productivity and high absenteeism rates. Without optimal employee discipline, it will be difficult for corporate and government organizations to achieve maximum results. Discipline and supervision are two integral elements in organizational management that are interrelated and greatly influence operational effectiveness and a healthy work environment. Understanding the relationship between discipline and supervision is important for any leader who wants to create a productive and harmonious work culture. Supervision and work discipline programs implemented by organizations or companies to employees will affect the seriousness of employees at work, therefore organizational or hospital leaders must carry out supervision that can motivate employees to increase work motivation and employee discipline. In addition to supervision that has an impact on work discipline, Standard Operating Procedures (SOPs) also have a real impact on work discipline. Mathis, R. I., & Jackson (2019) explained that, Standard Operating Procedures (SOPs) provide a clear framework for employees to carry out their duties, thereby reducing uncertainty and increasing confidence. Employees who understand work procedures well tend to be more disciplined in carrying out their work. Armstrong (2019) also explained that, Standard Operating Procedures (SOP) can be used as a tool to measure work discipline. By comparing employee work results with the standards set in the Standard Operating Procedures (SOP), organizations can identify areas that require improvement and provide constructive feedback.

Supervision is implemented to encourage employees to have good performance. Without supervision, it is very difficult to obtain maximum employee performance. Because without employee supervision, employees will work less seriously and leaders do not know what the weaknesses and shortcomings of employees are. This is supported by empirical evidence from research (Majkuri, 2022; Suryantini *et al.* 2022; Islamy *et al.* 2021; Rahareng, 2021; Husni *et al.* 2023) revealed that supervision or supervision has a positive and significant effect on employee performance. However, in contrast to the research revealed by (Norfiana *et al.* 2021; Anggraeni, 2021; Yulia, 2021; Elly *et al.* 2023) with the results showing that supervision or supervision does not have a significant effect on employee performance. Apart from supervision or supervision, a supporting factor that can affect performance is Standard Operating Procedure (SOP). This is because the Standard Operating Procedure (SOP) contains a detailed step-by-step guide on how a task or process should be carried out to improve employee performance and achieve organizational goals. This is proven by research (Harwindito, 2021; Aprianis, 2021; Windarko *et al.* 2023; Sandra, 2022; Saputri, 2023; Darmaeti, 2022; Melyng, 2024) argue that Standard Operating Procedures (SOP) have a strong positive influence on employee performance. This

opinion is different from Santoso (2021), the results of his research show that Standard Operating Procedures (SOP) have no significant effect on employee performance. Work discipline is very important in organizations, work discipline can be implemented by implementing regulations. Rules are needed to provide guidance and direction for employees in creating good order in the company. Good order will provide comfort for employees and can increase morale. A company will find it difficult to achieve its goals if its employees do not apply discipline properly (Hasibuan, 2020). Empirical evidence is contained in the research results (Iptian *et al.* 2020; Alysia, 2023; Sandra, *et al.* 2022; Kurniawan, 2019; Nurhabibah *et al.* 2023; Milliana *et al.* 2023; Wiranawata, 2021) shows that work discipline has a positive and significant effect on employee performance. Dessler (2020) stated that, effective supervision plays an important role in shaping employee work discipline. Supervisors who are consistent in applying regulations and setting a good example can improve work discipline among employees. This is evidenced by previous research revealing that there is a significant influence between supervision on work discipline (Sari dan Dewi, 2020; Kurniati, 2020; Yuliantini *et al.* 2019; Hajiali *et al.* 2022; Dessyarti dan Oktaviana, 2023; Riyandi *et al.* 2024). In addition to supervision that has an impact on work discipline, Standard Operating Procedures (SOPs) also have a real impact. Research (Melyng *et al.* 2024; Syahputra, 2017; Fatul *et al.* 2023; Page, 2022) suggests that there is a significant effect of the application of Standard Operating Procedures (SOP) on work discipline. The concept in this study is a discussion related to the relationship between supervision, Standard Operating Procedures with work discipline and employee performance. While the purpose of this study is to test and analyze supervision and Standard Operating Procedures (SOP) in improving work discipline and improving employee performance in the Nursing section of the Kalisat Jember Regional Hospital.

## LITERATURE REVIEW

Robbins (2019) stated that, performance is the result achieved by employees in their duties according to certain criteria that apply to a job. According to Hasibuan (2020), Performance is a form of work performed by employees and is often used as a basis for evaluating employees or organizations. Good performance is one of the steps towards achieving organizational goals, so efforts need to be made to improve this performance. However, improving performance is not an easy thing. It can be influenced by factors such as salary, work environment, organizational culture, leadership, work motivation, work discipline, job satisfaction, and other factors. In improving performance, it is also necessary to pay attention to aspects of organizational culture, work motivation, and work environment. Mangkunegara (2020) explains that, employee performance or work performance is the result of work achieved by an employee in terms of quality and quantity, in accordance with his responsibilities. Optimal performance is an important step in achieving organizational goals, so various efforts are needed to improve this performance. However, improving employee performance is not easy because it is influenced by various factors. Based on the definition of performance from experts, it can be concluded that performance is the basis for assessing the results of work or achievements achieved by employees in accordance with mandated responsibilities.

Robbins (2019) also states that supervision is the process of monitoring activities to ensure the completion of an activity as planned and justify significant deviations. Supervision will provide instructions for individuals to keep working in accordance with established rules. According to Sutrisno (2018), supervision in a job is the provision of direction, guiding the work of employees, so that they can carry out work properly without making a mistake. The conclusion from several definitions of supervision or supervision is that supervision is the process of observing the implementation of all organizational activities to collect data in order to determine the achievement of goals and difficulties encountered in their implementation.

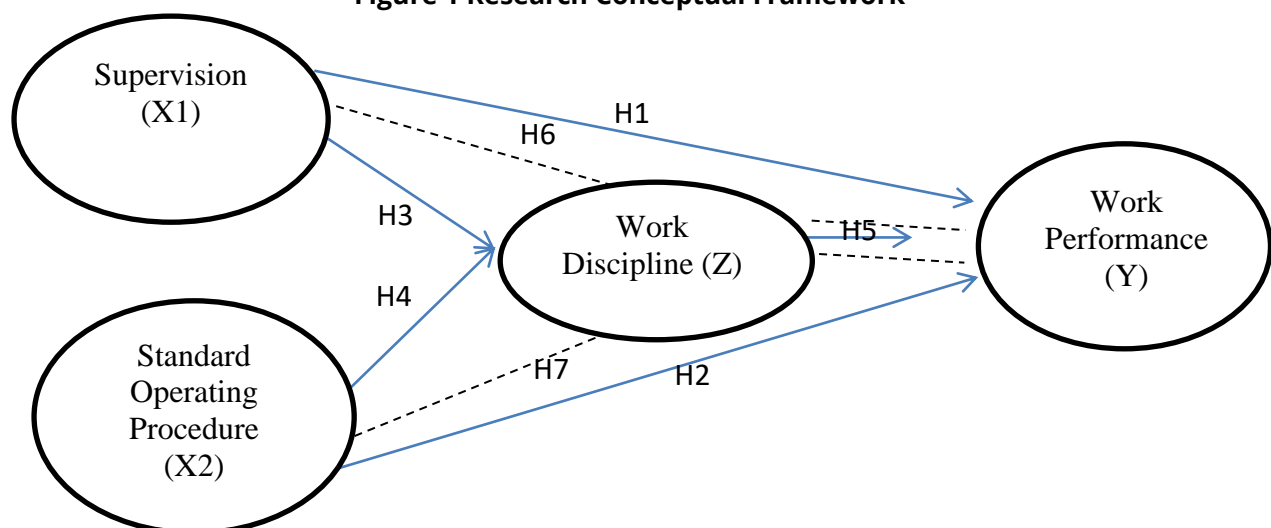
Santoso (2018) also argues that, Standard Operating Procedures (SOP) are guidelines in carrying out tasks and work in accordance with their functions. With Standard Operating Procedures (SOP) all activities in a company can be carried out properly and can run according to the company's wishes. Fatimah (2019) explains that, Standard Operating Procedure (SOP) is a guideline or reference to be able to carry out job duties in accordance with the functions and performance assessment tools of the agency based on technical, administrative, and procedural indicators according to work procedures, work procedures and work systems in their respective work units. From these several definitions, it can be concluded that the Standard Operating Procedure (SOP) is a series of procedures or records and clear guidelines regarding the process of organizing organizational activities.

According to Hasibuan (2020), Discipline is the awareness and willingness of a person to obey all company regulations and social norms that apply. According to Agustini (2019), Work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee constancy in achieving company / organization goals. Mangkunegara (2020) argues that, work discipline is the implementation of management to strengthen organizational guidelines. Based on this description, it is concluded that work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee compliance in achieving company/organization goals.

### Research Conceptual Framework

This study will analyze the relationship between variables including supervision, Standard Operating Procedures (SOP) which are associated with work discipline and employee performance. The relationship between variables has been explained previously. Therefore, it is necessary to have a conceptual framework. The research conceptual framework illustrated in figure below.

**Figure 1 Research Conceptual Framework**



### Research Hypothesis Development

Robbins dan Judge (2021) explained that, good supervision plays a role in shaping employee work behavior. Supervision that provides appropriate support and direction to help employees overcome obstacles in work, so that employee performance becomes more optimal. Based on research (Majkuri 2022; Suryantini *et al.* 2022; Islamy *et al.* 2021; Rahareng, 2021; Husni *et al.* 2023) which reveals supervision has a positive and significant effect on employee performance, these findings provide a strong foundation that supervision carried out at Kalisat Regional Hospital can make a positive contribution to employee performance. On this basis, hypothesis 1 (H1) is formulated: Supervision has a positive and significant effect on employee performance. In an organization, Standard Operating Procedures (SOP) are important for the

organization to control its decisions and activities in a systematic and effective corridor. Standard Operating Procedures (SOP) are implemented with the aim of providing guidelines or work guidelines so that activities in the organization can be controlled so that the targets to be achieved are maximally realized (Tambunan, 2018). Based on research (Harwindito, 2021; Aprianis, 2021; Windarko *et al.* 2023; Sandra, 2022; Saputri, 2023; Darmaeti, 2022; Melyng, 2024) suggests that there is a positive and significant relationship between Standard Operating Procedures and work safety with employee performance. On this basis, hypothesis 2 (H2) is formulated: Standard operating procedures (SPO) have a positive and significant effect on employee performance.

Dessler (2020) Stating that, effective supervision has an important role in shaping employee work discipline. Supervisors who are consistent in applying rules and setting a good example can improve work discipline in employees. Work discipline is a tool used to change behavior and as an effort to increase the awareness and willingness of a person to obey all company regulations and social norms apply. This is reinforced by the results of research (Sari dan Dewi, 2020; Kurniati, 2020; Yulianti *et al.* 2019; Hajiali *et al.* 2022; Dessyarti dan Oktaviana, 2023; Riyandi *et al.* 2024) which reveals that supervision has a significant effect on employee work discipline. These findings provide a strong foundation that supervision can make a positive contribution to work discipline. On this basis, hypothesis 3 (H3) is formulated: Supervision has a positive and significant effect on work discipline. According to Mathis, R. I., & Jackson (2019), Standard Operating Procedures (SOPs) provide a clear framework for carrying out tasks, which can reduce uncertainty and increase employee confidence. Employees who understand work procedures well tend to be more disciplined in carrying out their duties. Mangkunegara (2020) suggests that work discipline is the implementation of management to strengthen organizational guidelines. This is in line with the results of research (Melyng *et al.* 2024; Syahputra, 2017; Fatul *et al.* 2023; Page, 2022) which reveals that Standard Operating Procedures (SOP) can improve work discipline. This provides a strong foundation that Standard Operating Procedures (SOP) can make a positive contribution to work discipline. On this basis, hypothesis 4 (H4) is formulated: Standard Operating Procedures have a positive and significant effect on work discipline.

Work discipline is one of the factors that affect employee performance in an organization. Discipline includes various aspects, such as compliance with company rules and procedures, punctuality, and attitudes and behaviors that are in accordance with the company's work culture. Good discipline will create an orderly and productive work environment. Work discipline serves as a managerial instrument to ensure that employees work according to expected standards, which directly impacts their performance. Based on this, supported by empirical evidence from the results of research studies (Iptian *et al.* 2020; Alysia, 2023; Sandra, *et al.* 2022; Kurniawan, 2019; Nurhabibah *et al.* 2023; Milliana *et al.* 2023; Wiranawata, 2021) which suggests that work discipline has a significant effect on employee performance. This finding shows that work discipline contributes to improving employee performance. This logic provides a strong foundation that work discipline can make a positive contribution to employee performance so that hypothesis 5 (H5) can be formulated: work discipline has a positive and significant effect on employee performance. Employee performance can be achieved through optimal employee discipline. work discipline can also be one of the factors that play an important role as a bridge connecting supervision and employee performance. Work discipline can be interpreted as an employee's obedience to company rules, applicable norms, and willingness to carry out assigned tasks and responsibilities. High work discipline will motivate employees to work more productively, efficiently and with quality. Effective supervision has a significant influence on employee work discipline. High work discipline, in turn, will improve overall employee performance. This is also proven in research (Hafni, 2020; Doko dan Niha, 2022; Amanda, 2019) which suggests that work discipline can mediate supervision that affects employee performance. Referring to this, hypothesis 6 (H6) can be formulated: Supervision has a positive and significant effect on employee performance with work discipline as an intervening variable. Discipline is a

significant variable in a company, because discipline will affect employee performance. Work discipline can also be a link between Standard Operating Procedures (SOP) and employee performance. Standard Operating Procedures (SOP) have a very important role in improving employee performance. By providing clear and consistent guidelines, Standard Operating Procedures (SOPs) encourage employees to work more disciplined. High work discipline, in turn, will increase work productivity and employee performance. Therefore, companies need to ensure that the Standard Operating Procedures (SOP) made are in accordance with the needs and understood by all employees. Research Maharani *et al.* (2023) suggests that Standard Operating Procedures (SOP) will instill discipline at work, then Standard Operating Procedures (SOP) also have an impact on employee performance management to be empirical evidence of this statement. On this basis, hypothesis 7 (H7) can be formulated: Standard Operating Procedures (SPO) have a positive and significant effect on employee performance with work discipline as an intervening variable.

## METHODS

This research can be categorized as descriptive quantitative research. In determining the sample of this study, using saturated sampling (census). According to Sugiyono (2021), Saturated sampling is a technique in determining the sample when all members of the population are used as samples. In other words, saturated sampling or census is that all members of the population are used as samples. The population in this study was specifically in the Nursing section of the Kalisat RSD and the sample size in the study was 130 respondents. The sample details are presented in table 2, as follow

**Table 2 Composition of the Number of Nursing Sections of the Kalisat Regional Hospital**

No	Types of professions	Sum
1.	Nurse	88
2.	Midwife	42
	Sum	130

Source: Kalisat Regional Hospital Personnel Section 2024

Determination of the object of this research, because supervision activities are only carried out by the nursing field and carried out on holidays only. The methods used are not in accordance with existing supervision methods. Supervision is carried out by the head of the room by filling out a supervision form which is then submitted to the field of service. Supervision is carried out every day off by the head of the room by utilizing a form that contains standardized standards and no supervision has been carried out related to the urgency of existing problems. Employee discipline has also not shown a change, this is shown by the data obtained in the online attendance recap where the attendance rate on time is only 60%. This requires real intervention, so that employee performance becomes optimal. Panelist variables can be identified as exogenous variables (X) including supervision (X1) and Standard Operating Procedures (X2). The intervening variable is work discipline (Z). The endogenous variable is employee performance (Y).

**Table 3 Identification of Research Variable Measurements**

No	Variable	Indicators
1	Supervision (X <sub>1</sub> )	a. Standards b. Measurement c. Compare d. Action



2	Standard Operating Procedure (X <sub>2</sub> )	a. Efficiency b. Consistency c. Minimize errors d. Problem solving e. Labor protection f. Job map g. Defense boundaries
3	Work Discipline (Z)	a. Comply with all company regulations. b. Effective use of time. c. Responsibility in work and assignments. d. Absenteeism rate.
4	Employee Performance (Y)	a. Quality b. Quantity c. Punctuality d. Effectiveness e. Independence

Source: data processed by researchers, 2024

Data collection was carried out by survey method through questionnaires distributed online (google form). The method of hypothesis analysis and testing uses variance-based SEM testing or Partial Least Square (SEM-PLS) with the WARP-PLS program.

## RESULTS

### Characteristics of respondents

Based on the results of statistical analysis, the majority of nursing staff at Kalisat Hospital are women. Age can be broken down into nurse employees aged less than 30 years as many as 23 people (17.69%), employees aged between 30 - 50 years as many as 106 people (81.55%), and employees aged over 50 years as many as 1 person (0.76%). Referring to the descriptive results, employees at Kalisat General Hospital have a level of educational background that is in accordance with the competencies required as a nurse or midwife. Most respondents, 66 people (50.78%) have served more than 10 years. This illustrates that employees have a long tenure and high work experience.

**Table 4 Respondent Demographic Descriptive Statistics**

Characteristics		Frequency (person)	Percentage (%)
Age	a. < 30 years	23	17,69
	b. 30 – 50 years	106	81,55
	c. > 50 years	1	0,76
Total		130	100,00
Gender	a. Male	41	31,54
	b. Female	89	68,46
Total		130	100,00
Education Level	a. Three-Year Diploma Nursing/ Midwifery	101	77,69
	b. Bachelor Nursing/ Midwifery	29	22,31
Total		130	100,00
Working period	a. < 5 years	41	31,53
	b. Between 5 - 10 years	23	17,69
	c. > 10 yeras	66	50,78
Total		130	100,00

Source: Data processed



### Validity and Reability Test Results

The results of the validity test with the loading factor obtained that all items from each construct of supervision, Standard Operating Procedures (SOP) have a value above 0.70 so that they are said to be valid. Then for the reliability test, the Cronbach's alpha value is above 0.70, which means that all constructs are reliable.

### Direct and Indirect Effect Test Results

Direct effect testing is intended to test the causality or influence of exogenous variables on endogenous variables directly. Indirect effects occur between the exogenous latent variables supervision (X1) and Standard Operating Procedures (X2) on the endogenous latent variables that depend on employee performance (Y) and the intervening endogenous variable work discipline (Z). A summary of the direct and indirect effects of these variables can be seen in table 5. The direct effect test results show that there is a positive and significant effect of supervision on employee performance and work discipline. Standar Operational Procedures (SOP) has a positive and significant effect on work discipline, but not significant on employee performance. Work discipline has a positive and significant effect on employee performance. The results of the indirect effect test state that work discipline acts as an intervening variable in the relationship between supervision and employee performance and between Standard Operating Procedures (SOP) and employee performance so that supervision and Standard Operating Procedures (SOP) have a positive and significant effect on employee performance with work discipline as an intervening variable.

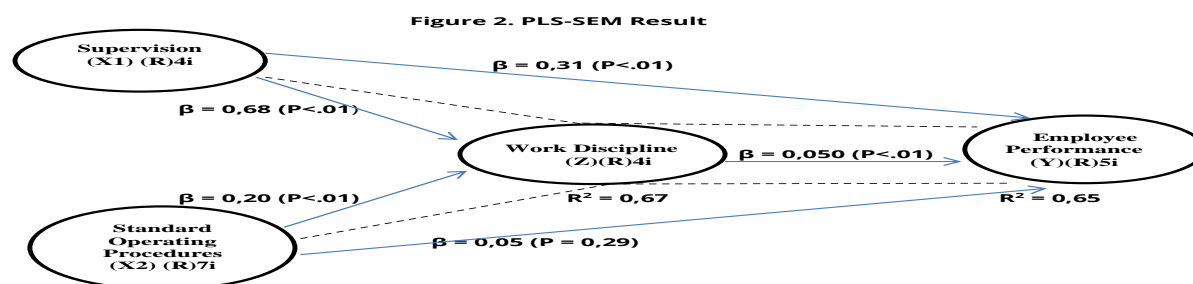
**Table 5 Recapitulation of Hypothesis Testing Results**

No	Research Hypothesis	Results
1	Supervision has a positive and significant effect on employee performance	H1 accepted
2	Standard Operating Procedures have a positive and significant effect on employee performance	H2 rejected
3	Supervision has a positive and significant effect on work discipline	H3 accepted
4	Standard Operating Procedures have a positive and significant effect on work discipline	H4 accepted
5	Work discipline has a positive and significant effect on employee performance	H5 accepted
6	Supervision has a positive and significant effect on employee performance with work discipline as an intervening variable	H6 accepted
7	Standard Operating Procedures have a positive and significant effect on employee performance with work discipline as an intervening variable	H7 accepted

Source: Data processed

### Research Hypothesis Model

Structural Equation Modeling (PLS-SEM) Analysis Results Testing in this study uses structural equations or Partial Least Square Structural Equation Modeling (PLS-SEM), with test results that can be seen in Figure 2.



## DISCUSSION

### Effect of Supervision on Employee Performance

Testing the supervision variable (X1) on employee performance (Y) obtained a path coefficient value of 0.306 with a p-value of  $<0.001$ . Because the p-value is smaller than  $\beta$  ( $0.000 < 0.05$ ), it means that supervision has a significant effect on employee performance. So that the hypothesis which states that supervision has a positive and significant effect on employee performance is proven correct or H1 is accepted. This can be caused by the influence of aspects related to supervision such as setting standards, measuring, comparing, and taking action and is supported by the results of descriptive analysis which states that in general respondents gave positive responses to aspects of employee performance. The findings of this study are in accordance with the research findings Majkuri 2022; Suryantini *et al.* 2022; Islamy *et al.* 2021; Rahareng, 2021; Husni *et al.* 2023) which reveals supervision has a positive and significant effect on employee performance. However, this research is not in line with the results of research from (Norfiana *et al.* 2021; Anggraeni, 2021; Yulia, 2021; Elly *et al.* 2023) with the results showing that supervision or supervision has no significant effect on employee performance.

### Effect of Standard Operating Procedures (SOP) on Employee Performance

Testing the Standard Operating Procedure (SOP) variable (X2) on employee performance (Y) obtained a path coefficient value of 0.048 with a p-value of 0.289. Because the p-value is greater than  $\beta$  ( $0.000 < 0.05$ ), it means that the Standard Operating Procedure (SOP) has no significant effect on employee performance. So that the hypothesis which states that the Standard Operating Procedure (SOP) has a positive and significant effect on employee performance is not proven or H2 is rejected. This means that the Standard Operating Procedure (SOP) aspect in Kalisat RSD is not considered as a determining factor for employee performance. Research findings stating that there is no significant effect of Standard Operating Procedures (SOP) on employee performance can be interpreted that the Standard Operating Procedures (SOP) in Kalisat RSD is not a determining factor in employee performance. Standard Operating Procedures (SOP) is indeed a reference for all employees in carrying out their duties and responsibilities in accordance with what is the job description of each employee. However, the effectiveness of the existence of the Standard Operating Procedure (SOP) is not only determined by what is written, there are still many aspects inherent in the implementation of employee duties besides the Standard Operating Procedure (SOP). Communication, leadership, and employee competence will determine the effectiveness of performance in accordance with the Standard Operating Procedures (SOP). The findings in the field show that there are still employees (nurses and midwives) who do not comply with the Standard Operating Procedures (SOP) in carrying out their duties. An indication of the lack of compliance of nurses and midwives at Kalisat RSD with the Standard Operating Procedure (SOP) can be seen from the compliance rate with the Standard Operating Procedure (SOP) which has not met the target desired by Kalisat RSD. Another possible cause is that employees tend to work based on habits without referring to Standard Operating Procedures. The results of this study are in line with the results of research Santoso (2021), the results of his research show that Standard Operating Procedures

(SOP) have no significant effect on employee performance but are not in line with research (Harwindito, 2021; Aprianis, 2021; Windarko *et al.* 2023; Sandra, 2022; Saputri, 2023; Darmaeti, 2022; Melyng, 2024) which suggests that there is a positive and significant relationship between Standard Operating Procedures (SOP) and employee performance.

### **Effect of Supervision on Work Discipline**

Testing the supervision variable (X1) on work discipline (Z) obtained a path coefficient value of 0.680 with a p-value of <0.001. Because the p-value is smaller than  $\beta$  (0.000 <0.05), it means that supervision has a significant effect on work discipline. So that the hypothesis which states that supervision has a significant effect on work discipline is proven correct or H3 is accepted. This is due to the influence of aspects related to supervision and is supported by the results of descriptive analysis which states that most respondents gave positive responses to aspects of supervision. This is in accordance with the theory that supports and is in line with the results of the study (Sari dan Dewi, 2020; Kurniati, 2020; Yuliantini *et al.* 2019; Hajiali *et al.* 2022; Dessyarti dan Oktaviana, 2023; Riyandi *et al.* 2024) which reveals that supervision has a significant effect on employee work discipline. These findings provide a strong foundation that supervision carried out at Kalisat Regional Hospital can make a positive contribution to work discipline.

### **Effect of Standard Operating Procedures (SOP) on Work Discipline**

Testing the Standard Operating Procedure (X2) variable on work discipline (Z) obtained a path coefficient value of 0.205 with a p-value of 0.008. Because the p-value is smaller than  $\alpha$  (0.000 <0.05), it means that the Standard Operating Procedure (SOP) has a significant effect on work discipline. So that the hypothesis which states that the Standard Operating Procedure (SOP) has a positive and significant effect on employee work discipline is proven correct or H4 is accepted. This is due to the influence of aspects related to Standard Operating Procedures (SOP) including Efficiency, consistency, minimizing errors, problem solving, labor protection, work maps and defense limits and supported by the results of descriptive analysis which states that in general respondents gave positive answers to aspects of Standard Operating Procedures (SOP). The results of this study are consistent with the results of research (Melyng *et al.* 2024; Syahputra, 2017; Fatul *et al.* 2023; Page, 2022) yang mengungkapkan bahwa Standar Operasional Prosedur (SOP) can improve work discipline. This provides a strong foundation that the Standard Operating Procedure (SOP) carried out at the Kalisat Regional Hospital can make a positive contribution to work discipline. The results of this study are not in line with the results of Indriyani's research (2022) which states that Standard Operating Procedures (SOP) do not affect work discipline.

### **Effect of Work Discipline on Employee Performance**

Testing the work discipline variable (Z) on employee performance (Y) obtained a path coefficient value of 0.502 with a p-value of <0.001. Because the p-value is smaller than  $\beta$  (0.000 <0.05), it means that work discipline has a significant effect on employee performance. So that the hypothesis which states that work discipline has a positive and significant effect on employee performance is proven correct or H5 is accepted. This can be due to the influence of aspects related to work discipline, including complying with all company rules, effective use of time, responsibility for work and tasks, absenteeism rates and supported by the results of descriptive analysis which states that most respondents gave positive answers to aspects of work discipline. The results of this study are in accordance with existing theory supported by the results of research (Iptian *et al.* 2020; Alysia, 2023; Sandra, *et al.* 2022; Kurniawan, 2019; Nurhabibah *et al.* 2023; Milliana *et al.* 2023; Wiranawata, 2021), (Saputri, *et al.* 2020), (Mu'ah *et al.* 2023), (Ingsih, *et al.* 2021), (Ekasari *et al.* 2022), (Qomariah and Utamy 2023), (Azis 2021; Darmadi 2020; Sanjaya 2021; Titisari, *et al.* 2021; Wiryawan, *et al.* 2020), which suggests that work discipline has a

significant effect on employee performance. This finding shows that work discipline makes a good contribution to improving employee performance. These logics provide a strong foundation that work discipline carried out at the Kalisat Regional Hospital can make a positive contribution to employee performance.

### **The Effect of Supervision on Employee Performance with Work Discipline as Intervening**

Based on the results of the indirect effect test in this study, it can be explained that the indirect effect between supervision (X1) on employee performance (Y) through work discipline (Z) has a path coefficient value of 0.341 and p-values of  $<0.001$ . Because the p-value is smaller than  $\beta$  ( $0.000 < 0.05$ ), it means that supervision affects employee performance through work discipline. So that the hypothesis which states that supervision has a positive and significant effect on employee performance with work discipline as an intervening variable is proven correct or H6 is accepted. This means that the better the supervision, the work discipline increases and will motivate better employee performance. Based on these results, it can be stated that work discipline acts as an intervening variable in the relationship between supervision and employee performance. The results of this study are in accordance with existing theory and are evidenced by the results of the study (Hafni, 2020; Doko dan Niha, 2022; Amanda, 2019) which suggests that work discipline can mediate supervision that affects employee performance.

### **The Effect of Standard Operating Procedures on Employee Performance through Work Discipline as Intervening**

Based on the results of the indirect effect test in this study, it can be explained that the indirect effect between Standard Operating Procedures (X2) on employee performance (Y) through work discipline (Z) has a path coefficient value of 0.103 and p-values of 0.046. Because the p-value is smaller than  $\beta$  ( $0.000 < 0.05$ ), it means that Standard Operating Procedures (SOP) affect employee performance through work discipline. So that the hypothesis which states that the Standard Operating Procedure (SOP) has a positive and significant effect on employee performance with work discipline as an intervening variable is proven correct or H7 is accepted. This means that the better compliance with the Standard Operating Procedure (SOP), it will improve work discipline and ultimately will encourage more optimal employee performance. Referring to these results, it can be stated that work discipline acts as an intervening variable in the relationship between Standard Operating Procedures (SOP) and employee performance. This is supported by the results of research Maharani *et al.* (2023) which suggests that Standard Operating Procedures (SOP) will instill discipline at work, then Standard Operating Procedures (SOP) also have an impact on employee performance management.

## **CONCLUSION**

The conclusions as an answer to the problems raised in this study, namely: Supervision has a positive and significant effect on employee performance with a path coefficient value of 0.306 with a p-value of  $<0.001$ . Standard Operating Procedure (SOP) has a positive but insignificant effect on employee performance with a path coefficient value of 0.048 with a p-value of 0.289. Supervision has a positive and significant effect on work discipline with a path coefficient value of 0.680 with a p-value of  $<0.001$ . Standard Operating Procedures (SOP) has a positive and significant effect on work discipline with a path coefficient value of 0.205 with a p-value of 0.008. Work discipline has a positive and significant effect on employee performance with a path coefficient value of 0.502 with a p-value of  $<0.001$ . Supervision has a positive and significant effect on employee performance with work discipline as an intervening variable with a path coefficient value of 0.341 with a p-value of  $<0.001$ . Standard Operating Procedures (SOP) has a positive and significant effect on employee performance with work discipline as an intervening variable with a path coefficient value of 0.103 with a p-value of 0.046.

## LIMITATION

Based on the results of this study there are several suggestions, including: The results of the study prove that supervision and Standard Operating Procedures (SOP) have a positive and significant influence on employee performance and work discipline of RSD Kalisat, therefore the agency in this case RSD Kalisat should always pay attention to matters specifically related to supervision and Standard Operating Procedures employee performance. In connection with supervision, RSD Kalisat should increase the provision of information on how performance is carried out compared to the standards set in the hospital regularly and periodically to employees. Regarding the Standard Operating Procedure (SOP), RSD Kalisat should always encourage employees to understand the workflow that must be followed based on the Standard Operating Procedure (SOP) in the hospital. Regarding work discipline, RSD Kalisat should always encourage employees to always be responsible for their work and its consequences. And with regard to employee performance, RSD Kalisat should encourage employees to always be present on time at the hospital. The results of this study also state that the variables of supervision, Standard Operating Procedures (SOP) are able to explain work discipline by 78.7% and the variables of supervision, Standard Operating Procedures (SOP), work discipline are only able to explain employee performance by 85.5%, so further research needs to be done using other variables such as leadership, education and training, reward and compensation systems, and others. So that better research results are obtained in explaining employee performance and work discipline.

## REFERENCES

- Aprianis. 2021. "Pengaruh Standar Operasional Prosedur (Sop) Dan Kualitas Pelayanan Terhadap Kinerja Pegawai Pada Kantor Imigrasi Kelas I Tempat Pemeriksaan Imigrasi (Tpi) Bandar Lampung." *Jurnal Ilmu Manajemen Saburai (JIMS)* 7(1): 47–56. doi:10.24967/jmb.v7i1.1252.
- A.A. Anwar Prabu Mangkunegara. 2020. *Manajemen Sumber Daya Manusia Instansi*. Edisi XIV. Bandung: PT Remaja Rosdakarya.
- Agustini, F. 2019. *Strategi Manajemen Sumber Daya Manusia*. Medan: UISU Press.
- Alysia, Sylvia, and M. Tony Nawawi. 2023. "Pengaruh Gaya Kepemimpinan, Disiplin Kerja, Dan Penerapan SOP Terhadap Kinerja Karyawan Pada PT Victoria Care Indonesia Tbk." *Jurnal Manajerial Dan Kewirausahaan* 5(1): 212–19. doi:10.24912/jmk.v5i1.22569.
- Amanda, Reggina. 2019. "Pengaruh Pengawasan Terhadap Kinerja Karyawan Melalui Disiplin Kerja Sebagai Variabel Intervening Di Pt Astra International Tbk Waru." *Jurnal Ilmu Manajemen (JIM)* 4(4): 1–8.
- Amstrong, M. 2021. 2019. *Manajemen Kinerja*. Edisi terj. Jakarta: Nusamedia.
- Anggraeni, Dhea Novita. 2021. "Pengaruh Supervisi Akademik, Employee Engagement Dan Organizational Citizenship Behavior (OCB) dalam Peningkatan Kualitas Kinerja Guru (Studi Analisis Pada Guru SD Negeri 2 Wonorejo) IAINU KEBUMEN."
- Azis, Addi. 2021. "Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Balai Perhutanan Sosial Dan Kemitraan Lingkungan Wilayah Sumatera." *Jurnal Ilmiah Mahasiswa Ekonomi dan Bisnis [JIMEIS]* 2(1): 1–11. <http://ejournal.stiemj.ac.id/index.php/ekobis/article/view/26/73>.
- Budiyanto, E., & Mochklas, M. 2020. *Kinerja Karyawan*. banten: CV. AA. RIZKY.
- Darmadi, Darmadi. 2020. "Pengaruh Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Indomaret Cabang Kelapa Dua Gading Serpong Kabupaten Tangerang." *JIMF (Jurnal Ilmiah Manajemen Forkamma)* 3(3): 240–47. doi:10.32493/frkm.v3i3.5140.
- Darmaeti, Haryu, Kusuma Chandra Kirana, and Didik Subiyanto. 2022. "Pengaruh Employee Engagement, Beban Kerja Dan Standar Operasional Prosedur Terhadap Kinerja Pegawai." *Jurnal Manajemen* 13(4): 747–57. doi:10.30872/jmmn.v13i4.10343.

- Dessler, G. 2020. 2020. *Manajemen Sumber Daya Manusia*. Edisi Kese. Jakarta: PT Indeks.
- Dessyarti, Robby Sandhi, and Putri Oktaviana. 2023. "The Effect of Organizational Culture, Supervision, and Punishment on Work Discipline (Case Study on Official Motorcycle Dealers in Madiun City)." *Asian Management and Business Review* 3(2): 184–98. doi:10.20885/ambr.vol3.iss2.art6.
- Ekasari, Novita, Meirani Harsasi, Rini Yayuk Priyati, and Nurul Qomariah. 2022. "The Effect of Work from Home ( WFH ) and Work Discipline on Employee Performance Through Work-Life Balance ( WLB ) in the Covid-19 Pandemic : Explanatory Study at BPKAD Office , Bondowoso Regency." *Journal of International Conference Proceedings (JICP)* V 5(12): 112–27. <https://ejournal.aibpmjournals.com/index.php/JICP/issue/view/85>.
- Elly, Muhammad Hidayat, and Sudirman Dandu. 2023. "Pengaruh Supervisi Kepala Sekolah, Budaya Kerja Dan Disiplin Kerja Guru Terhadap Kinerja Guru Di Gugus SDN 25 Panaikang Kec. Bissappu Kabupaten Bantaeng." *Jurnal The Manusagre* 1(3): 373–81.
- Farhan Majkuri. 2022. "Pengaruh Standar Operasional Prosedur Dan Pengawasan Terhadap Kinerja Karyawan PT BPRS Amanah Ummah." *Jurnal Ekonomi Bisnis dan Akuntansi* 3(1): 70–74. doi:10.55606/jebaku.v3i1.768.
- Fatimah. 2019. *Panduan Lengkap Menyusun SOP & KPI*. Yogyakarta: Anak Hebat Indonesia.
- Fatul, Sari, Husna Susi, Hendriani Dian, Puspita Novrianti, Program Studi Manajemen, Jurusan Manajemen, and Fakultas Ekonomi. 2023. "Pengaruh Standar Operasional Prosedur Dan Pengawasan Terhadap Produktivitas Kerja Karyawan Melalui Disiplin Kerja Sebagai Variabel Intervening Pada Perum Jamkrindo Cabang Pekanbaru." 2(2): 161–83.
- Firgiawati Sandra, Herlia, Palupi Permata Rahmi, and Listri Herlina. 2022. "Effect of Supervision, Work Discipline, Organizational Commitment and Standard Operational Procedures (Sop) on Employee Performance At Pt Qualitech Indopiranti Bandung Branch." *Journal of Business and Management INABA (JBMI)* 1(1): 24–34. doi:10.56956/jbmi.v1i1.4.
- Hafni, Ellya. 2020. "Pengaruh Supervisi Dan Kompetensi Melalui Disiplin Kerja Terhadap Kinerja Guru Man Se-Kota Medan." *EduTech: Jurnal Ilmu Pendidikan dan Ilmu Sosial* 6(1): 1–9. doi:10.30596/edutech.v6i1.4388.
- Hajiali, Ismail, Andi Muhammad Fara Kessi, B. Budiandriani, Etik Prihatin, and Mukhlis Sufri. 2022. "The Effect of Supervision, Compensation, Character on Work Discipline." *Golden Ratio of Human Resource Management* 2(2): 70–85. doi:10.52970/grhrm.v2i2.85.
- Harwindito, Baskoro, and Adellia Khairulizza. 2021. "Pengaruh Standar Operasional Prosedur Terhadap Kinerja Karyawan Di Front Office Department Hotel the Gunawarman Luxury Residence." *Jurnal Pendidikan dan Perhotelan (JPP)* 1(1): 16–24. doi:10.21009/jppv1i1.02.
- Hasibuan. 2020. 2020. *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Angkasa.
- Ingsih, Kusni, Rini Laksmi Yanuardan, and Suhana Suhana. 2021. "The Role of Work Discipline, Work Motivation, and Organizational Commitment Through Job Satisfaction on Nursing Performance in Indonesia." *Jurnal Aplikasi Manajemen* 19(4): 838–48. doi:10.21776/ub.jam.2021.019.04.12.
- Iptian, Riut, Zamroni, and Riyanto Efendi. 2020. "The Effect of Work Discipline and Compensation on Employee Performance." *International Journal of Multicultural and Multireligious Understanding* 7(8): 145–52.
- Islamy, Ahmad Zia'ul. 2021. "Analisis Pengaruh Standar Operasional Prosedur (SOP), Tehnologi Informasi Dan Pengawasan Terhadap Kinerja Karyawan (Studi Kasus Pada PT. Agung Raya)." *Bab li Kajian Pustaka* 2.1 04(01): 44–61.
- Kurniati, Kiki. 2020. "Pengaruh Pengawasan Dan Kepuasan Kerja Terhadap Disiplin Kerja Karyawan Bagian Produksi Pada Pt.Sari Lembah Subur." *Skripsi*: 1–131.
- Kurniawan, Harry, and Heryanto. 2019. "Effect of Work Discipline and Work Environment on Employee Performance with Work Motivation as an Intervening Variable in Department of Tourism, Youth and Sport of Padang District." *Archives of Business Research* 7(7): 88–101.
- M. Fahrul Husni, Mattarima, Suljumansah, Vebby Anwar, and Devid. 2023. "Effect of Standard Operating Procedures (SOP) and Work Environment on Employee Performance of PT. Bank

- Perkreditan Rakyat Sulawesi Mandiri Makassar.* *Formosa Journal of Sustainable Research* 2(2): 479–90. doi:10.55927/fjsr.v2i2.3074.
- Maharani, Srirahayu Putri, Achmad Fauzi, Safa Prasista Whardani, Meita Anggraini, and Mia Mauliana. 2023. "Penerapan Standar Operasional Prosedur Dalam Meningkatkan Disiplin Kerja Dan Kinerja PT Mega Kargo Logistik." *Jurnal Kewirausahaan dan Multi Talenta* 1(4): 150–62.
- Mathis, R. I., & Jackson, J.H. 2019. 2019. *Human Resource Management*. Jakarta: Salemba Empat.
- Michael Page, Indonesia. 2022. "Peningkatan Kedisiplinan Operator dalam Penerapan SOP pada PT Puri Kencana Risqi Mulia."
- Milliana, Andry Stepahnie Titing, and Hendrik Hendrik. 2023. "The Influence of Work Discipline and Compensation on Employee Performance." *Multifinance* 1(2): 81–94. doi:10.61397/mfc.v1i2.48.
- Mu'ah, Mu'ah, Yulia Firdawati, Mas'adah Mas'adah, Masram Masram, and Nurul Qomariah. 2023. "The Role of HR Quality and Work Discipline in Improving the Motivation and Performance of District Court Employees." *Budapest International Research and Critics Intitute Journal (BIRCI)* 6(3): 1378–88. doi:https://doi.org/10.33258/birci.v6i3.7660 1378.
- Muhammad Riyandi, Fahri, Ryainaldi Putra Permana, Alfanda Pratama, and Noveria Susijawati. 2024. "The Effect Of Work Supervision, Competence And Work Motivation On Work Discipline Of Rattan Industry Employees PT. Totum Diba Cirebon Regency." *Journal Research of Social Science, Economics, and Management* 3(9): 1754–66. doi:10.59141/jrssem.v3i9.642.
- Mutaqin, Zenal, and Mimi Sumiati. 2019. "Pelaksanaan standar Operasional Prosedur Dalam Meningkatkan Pelayanan Rawat Jalan Pada Puskesmas Klagenan Kabupaten Cirebon." *CENDEKIA Jaya* 1(1): 111–32. doi:10.47685/cendekia-jaya.v1i1.13.
- Norfiana, Lita, Titien Agustina, and Alfiannor Alfiannor. 2021. "Pengaruh Pengawasan, Kompensasi Dan Kepemimpinan Terhadap Kinerja Karyawan Pt Citra Putra Kebun Asri Banjarmasin." *Jurnal Riset Akuntansi Politala* 4(1): 1–14. doi:10.34128/jra.v4i1.64.
- Nurdin, Erislan, Ramli. 2022. *Manajemen Kinerja Karyawan*. Makasar: Mitra Ilmu.
- Nurhabibah, Fauziah, Farid Riadi, Ujang Wawan Sam Adinata, and Adang Adang. 2023. "Effect of Compensation and Work Discipline on Employee Performance." *Acman: Accounting and Management Journal* 3(2). doi:10.55208/aj.v3i2.70.
- Qomariah, NURUL. 2020. *Manajemen Sumber Daya Manusia (Teori, Aplikasi Dan Studi Empiris)*. Jember: Pustaka Abadi.
- Qomariah, Nurul, and Nuriesty Putri Utamy. 2023. "The Role of Competence, Work Discipline and Work Environment Improving Employee Performance in Cooperatives in Jember Regency." *Ekspektra* 7(2): 152–67. doi:http://dx.doi.org/10.25139/ekt.v7i2.6861.
- Rahareng, Shela. 2021. "The Impact of Implementing Standard Operating Procedures and Supervision on Employee Performance." *Bongaya Journal for Research in Management (BJRM)* 4(1): 26–33. doi:10.37888/bjrm.v4i1.252.
- Ramedes Taga Doko, Simon Sia Niha, Henny A. Manafe. 2022. "Pengaruh Kompetensi Guru Dan Supervisi Akademik Melalui Disiplin Kerja Sebagai Mediasi Terhadap Kinerja Guru (Suatu Kajian Studi Literatur Manajemen Pendidikan) Ramedes." *Jurnal Ilmu Manajemen Terapan* 4(1): 35–48.
- Robbins dan Judge. 2021. *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Robbins, Stephen P. and Mary Coulter. 2019. 2019. *Manajemen*. Jilid 1 Ed. Jakarta: Erlangga.
- Sanjaya, Fanlia Adiprimadana. 2021. "Dampak Budaya Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Kasus: PT Kaltrabu Indah Tour & Travel Banjarmasin)." *Jurnal Ilmiah Ekonomi Binis* 7(1): 070–082.
- Santoso, J. D. 2018. *Lebih Memahami S.O.P (Standard Operating Procedure)*. Yogyakarta: Kata Pena.
- Santoso, Wiryanto. 2021. "Pengaruh Standar Operasional Prosedur Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt Leegatama Anta Raya." *Jurnal Universitas Putera Batam*.



- Saputri, Septiani Mega. 2023. "Pengaruh SOP (Standar Operasional Prosedur), Fasilitas Kerja, Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Rupa Aestetika Teknologi Aktual." *STIE Mahardhika Surabaya*.
- Saputri, Yeni Widya, Nurul Qomariah, and Toni Herlambang. 2020. "Effect Of Work Compensation , Supervision And Discipline On Work Performance." *International Journal Of Scientific & Technology Research* 9(01).
- Sari, Indah Herfina, and Rosmala Dewi. 2020. "Pengaruh Supervisi Dan Beban Kerja Oku Selatan." *Jurnal Ekonomika* 13(2): 53–69.
- Suasnawa, I Gede, Anik Nurhaeni, and Zainal Firdaus Wardhana. 2024. "Pengaruh Supervisi Dan Disiplin Kerja Terhadap Kinerja Perawat Rawat Inap Di Rumah Sakit Umum 'X.'" *Judicious* 4(2): 334–39. doi:10.37010/jdc.v4i2.1478.
- Sugiyono. 2021. *Metode Penelitian Kualitatif*. Bandung: Alfabeta.
- Suryantini, Wayan Putri, I Gede Riana, and I Gusti Made Suwandana. 2022. "Effect of Transformational Leadership, Supervision, Work Discipline and Information Technology on Employee Performance." *European Journal of Business and Management Research* 7(6): 51–55. doi:10.24018/ejbmr.2022.7.6.1624.
- Sutrisno, Edy. 2018. *Manajemen Sumber Daya Manusia*. Cetakan Ke. Jakarta: Prenadamedia Group.
- Tan Melyng, Navisa, Slamet Widodo, and Nashrudin Setiawan. 2024. "Correlation of Standard Operating Procedures and Work Environment to Employee Work Discipline of PT Ghania Creative Indonesia with Work Motivation as an Intervening Variable." *Journal of Business Management and Economic Development* 2(02): 875–94. doi:10.59653/jbmed.v2i02.788.
- Titisari, Purnamie, Arnis Budi Susanto, and Yulita Permatasari. 2021. "The Role of Internal Communication, Work Discipline, And Employee Loyalty on Employee Performance." *Quality - Access to Success* 22(184): 166–70. doi:10.47750/qas/22.184.21.
- Winanda Syahputra. 2017. "Pengaruh Penerapan Standar Operasional Prosedur (Sop) Terhadap Peningkatan Disiplin Kerja Pegawai Di Kantor Badan Kepegawaian Daerah Kota Binjai." : 1–94.
- Windarko, Windarko, Djano Lastro, Yusuf Iskandar, and Chajar Matari Fath Mala. 2023. "The Impact Of Employee Performance On Employee Productivity: Based On The Work Environment, Standard Operating Procedures (SOP), And Work Discipline." *International Journal of Business, Law, and Education* 4(2): 960–70. doi:10.56442/ijble.v4i2.265.
- Wiranawata, Hilmi. 2021. "Hubungan Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Di Rumah Sakit Antonio Baturaja." *Jurnal Manajemen* 8(4): 24–47. doi:10.36546/jm.v8i4.337.
- Wiryawan, Tri Wahyu, Risqon Risqon, and Nyimas Noncik. 2020. "Pengaruh Lingkungan Kerja Terhadap Motivasi Dan Disiplin Serta dampaknya Pada Kinerja (Effect Of Work Enviroment On Motivation And Discipline And Its Impact On Performance)." *EKOMABIS* 01(01): 59–78. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/9659>.
- Yulia, Henni. 2021. "Pengaruh Supervisi Akademik, Motivasi Kerja Dan Lingkungan Kerja Terhadap Peningkatan Kinerja Guru MAN Se-Kabupaten Malang." *Etheses of Maulana Malik Ibrahim State Islamic University*: 1–178.
- Yuliantini, Tine, Eri Marlapa, Wahyu Kurniawan, Universitas Mercu, and Buana Jakarta. 2019. "The Effect of Leadership, Supervision and Imposition of Sanctions (Punishment) Against Employee Work Discipline of PT. Charisma Blessing Initiative." *Journal of Economics and Sustainable Development* 10(20): 98–109. doi:10.7176/jesd/10-20-12.