

## The Influence of Standard Operating Procedures and Supervision on Employee Work Productivity Through Work Discipline as an Intervening Variable at Perum Jamkrindo Pekanbaru Branch

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### Abstract

This research was conducted at Perum Jamkrindo Pekanbaru Branch. The purpose of this study is to find out whether Standard Operating Procedures (SOP) and supervision affect employee work productivity and whether work discipline is able to mediate the effect of SOP and supervision on employee work productivity at Perum Jamkrindo Pekanbaru Branch. The population in this study were all employees of Perum Jamkrindo Pekanbaru Branch, totaling 42 employees. The sampling method used is total sampling, namely as many as 42 respondents. The results of this study are, (1) There is a positive and significant influence between SOP and employee work productivity, (2) There is a positive and significant influence between supervision and employee work productivity, (3) There is a positive and significant influence between SOP and work discipline, (4) There is a positive and significant influence between supervision and work discipline, (5) Work discipline has a positive and significant effect on employee work productivity, (6) There is a positive and significant influence on SOP on employee work productivity through work discipline and, (7) There is a positive and significant influence on supervision on employee productivity through work discipline.

**Keywords:** SOP, Supervision, Work Discipline and Work Productivity



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### INTRODUCTION

The success or failure of an organization is determined by the quality of the human resources that play that role. People are a key, driving force and valuable resource that must be developed for an organization to thrive. To achieve its goals, a company or organization must have sufficient and quality resources, so it is important to pay attention to employee productivity. Labor productivity can be seen by comparing the quantity and quality of a workforce for a certain period of time with the available resources in order to obtain effective and efficient results (Sedarmayanti, 2001). Perum Jamkrindo Pekanbaru Branch whose activities provide credit guarantees to business actors in Indonesia has a vision to be the first choice for business actors in terms of guarantee services. In achieving its vision, work productivity is a measure of the success of the company. However, from the data obtained, the work productivity of employees at this company is still not optimal, as shown in the following table:

Table 1. Employee Work Productivity from 2017 to 2022

Year	Target (Rp)	Achievement (Rp)	Percentage (%)
2017	2.594.355.378.273	3.807.534.177.009	147%
2018	4.249.820.591.488	4.446.521.593.539	105%
2019	4.783.019.179.274	3.121.014.540.355	65%
2020	2.964.326.565.681	3.274.593.925.500	110%
2021	3.449.495.095.307	3.020.621.163.057	87%
2022	3.934.940.432.756	3.397.859.849.948	86%

Source: Perum Jamkrindo Pekanbaru Branch Office

Based on table 1, the percentage of target achievement at Perum Jamkrindo has decreased from 2017 to 2022. This indicates that employee productivity at Perum Jamkrindo has not been maximized. Meanwhile, the average individual employee productivity as a whole can be seen in table 2 below:

**Table 2. Individual Employee Productivity in 2022**

No	Month	Average Realization of Individual Targets (%)	No	Month	Average Realization of Individual Targets (%)
1.	January	118	7.	July	69
2.	February	82	8.	August	97
3.	March	97	9.	September	75
4.	April	87	10.	October	90
5.	May	106	11.	November	78
6.	June	107	12.	December	104

Table 2 describes the overall individual average targets which also experienced fluctuations, especially in July. The realization achieved was only 69%, the lowest compared to other months. This indicates that the average productivity of individual employees is not maximized. So the company needs to maintain and improve the work productivity of its employees. There are several things that can affect work productivity, including SOP, supervision and work discipline.

SOP is a guideline used by organizations or companies to ensure their functions run well (Sailendra, 2015). Novrianti and Jumaren (2019) in their research proved that, if all employees work according to the SOP instructions given, then the quality of employee work will gradually improve so that employee productivity can also increase. That is, if the SOP is implemented properly, the company's operational activities can run smoothly and the company's goals will also be achieved. However, from the results of a pre-survey of 15 employees, the SOP at Perum Jamkrindo Pekanbaru Branch was found to be still not optimal, the existing procedures had in fact not been effective and efficient in their application which of course had an impact on the work productivity of the employees themselves. Inayah (2018) in his research, stated that SOPs have an influence on work productivity. While Irmawan (2020) stated that SOPs simultaneously affect work productivity but partially have no effect. Supervision also affects the work productivity of employees in addition to SOP. Supervision as a function in management basically aims to ensure that what is planned goes according to the plan set. Based on this understanding, supervision is one of the important indicators in achieving organizational goals. However, from the results of the pre-survey, supervision at Perum Jamkrindo has not run optimally, in line with this, respondents gave responses stating that supervision from superiors had not been felt too much so this would have an impact on employee productivity. Murnawatika (2014) in his research proved that direct supervision has a significant effect on work productivity, while indirect supervision has no significant effect. Another study conducted by Tsetim (2019) proved that there was a significant influence between supervision on employee work productivity.

In addition to SOPs and supervision, work discipline is also an important part that is most concerned about employee productivity. If the employee's work discipline is good, of course it will also have a good impact on the company, and vice versa. With good employee work discipline, they automatically work better and are able to follow the reference standards set in the workplace with full responsibility even without superior supervision. However, the work discipline at Perum Jamkrindo has not been said to be good when viewed from the data on employee violations in table 3 below:

**Table 3. Data on Employee Violations of Perum Jamkrindo Pekanbaru Branch in 2017-2022**

No.	Year	Sanctions imposed on Employees			Total
		Light	Currently	Heavy	
1.	2017	10	-	-	10
2.	2018	8	-	-	8
3.	2019	9	-	1	10
4.	2020	4	2	1	7
5.	2021	7	3	1	11
6.	2022	8	1	1	10

Source: Perum Jamkrindo Pekanbaru Branch Office

The table above shows that every year there are still several employees who have not complied with company rules and are subject to sanctions. The low awareness of employees in following company rules is a cause that will affect the success of the company. Efendy and Lesmana (2018), in their research revealed that work discipline has a significant influence on work productivity. Meanwhile Fadillah et al (2018), showed that there was no positive and significant effect between work discipline and increased work productivity. Meanwhile, Siregar (2018) in his research proved that work discipline partially does not affect work productivity. Based on the data, pre-survey results and research gaps, there are several interesting problems to study. Therefore, the authors are interested in conducting research on, "The Influence of Standard Operating Procedures and Supervision on Employee Work Productivity Through Work Discipline as Intervening Variables at Perum Jamkrindo Pekanbaru Branch."

### **Research Hypothesis**

1. H1: There is a significant influence between Standard Operating Procedures on employee work productivity
2. H2: There is a significant influence between supervision on employee work productivity
3. H3: There is a significant influence between Standard Operating Procedures on work discipline
4. H4: There is a significant influence between supervision and work discipline
5. H5: There is a significant influence between work productivity and work discipline
6. H6: There is a significant influence between Standard Operating Procedures on employee work productivity through work discipline
7. H7: There is a significant influence between supervision on work productivity through work discipline

### **RESEARCH METHODS**

The location in this study is Jamkrindo Public Company, Pekanbaru Branch Office, which is located on Jl. General Sudirman Number 150, Sukaramai, Pekanbaru Kota District, Pekanbaru City, Riau, 28155. The population in this study was 42 people. Using a saturated sample with total sampling technique, meaning that the number of samples is the same as the population. The method used is a quantitative method. The data sources used are primary and secondary data. Primary data was obtained from questionnaires and secondary data was obtained from articles, company data and other written sources. From the questionnaires obtained, validity and reliability tests were carried out, then hypothesis testing was carried out with partial tests and the coefficient of determination by looking for structure 1 and structure 2 tests. Structure 1 test was to look for the effect of SOP and supervision on employee work discipline, while structure 2 was to look for influence SOP, supervision and work discipline on employee work productivity. The data in the study were analyzed using path analysis (path analysis). The structural equation of the path analysis used is:

$$Y = a + b_1X_1 + b_2X_2 + e_1 \tag{3.1}$$

$$Z = a + b_1X_1 + b_2X_2 + b_3Y + e_1 \tag{3.2}$$

Information:

- a = constant
- b = correlation coefficient
- X<sub>1</sub> = Standard Operating Procedures
- X<sub>2</sub> = supervision
- Y = productivity
- Z = Work discipline
- E = error

Variable Operational Definition is a way to measure variables by providing justification for an operation in order to make the activity more specific.

**Table 4. Variable Operational Definition Matrix**

Variable	Definition	Indicator	Scale
Work Productivity (Y)	The ability to obtain the maximum benefit from the available facilities and infrastructure by producing optimal output and input. (Simora 2004)	1. Able to carry out tasks 2. Results 3. Passion for work 4. Self-development 5. Efficiency (Sutrisno, 2013)	Ordinal
Standard Operating Procedures (X1)	Guidelines used to ensure the operational activities of an organization or company run smoothly (Sailendra, 2015)	1. Convenience 2. Clarity 3. Efficiency 4. Effectiveness 5. Alignment (Tanjung and Subagjo, 2012)	Ordinal
Surveillance (X2)	Supervision as a process of observation than implementation of all organizational activities to ensure that all work being carried out goes according to a predetermined plan (Siagian, 2003)	1. Procedure 2. Standard 3. Thoroughness 4. Job Evaluation 5. Correction (Handoko, 2013)	Ordinal
Work Discipline (Z)	When employees always come and go home on time, do all their work properly, comply with all company regulations and applicable social norms (Hasibuan, 2006)	1. Compliance with the rules 2. Be on time 3. Completing work on time (Hasibuan, 2013) 4. Sanctions (Sinunggan, 2014)	Ordinal

## RESEARCH RESULTS AND DISCUSSION

### Instrument Testing Test

#### Validity Test

Testing with a sample of 42 employees has met the specified criteria by comparing the r count with the r table. It is declared valid if the value of r count > r table. Obtained r table alpha 5% (two sides) with df n-2 = 42-2 = 40 = 0.304 with the calculated value of all statements > r table (0.304). Therefore, it can be said that the variable indicators in this study are valid.

#### Reliability Test

The results of the reliability test showed that all variables in this study were reliable because Cronbach's Alpha > 0.6. For this reason, it can be concluded that the measuring instruments used in this study are reliable and trustworthy.

**Classic Assumption Test**

**Normality Test**

The One-Sample Kolmogorov-Smirnov test is used for normality testing with a significance level of 5% or  $> 0.05$ . It is known that the significance value of Asymp. Sig (2-tailed) of all data variables of the two structures is normally distributed with a significant value of  $0.200 > 0.05$ .

**Multicollinearity Test**

The multicollinearity test has the goal of seeing multicollinearity symptoms in both models. A good model shows no multicollinearity symptoms. Whether there is multicollinearity can be seen from the tolerance and VIF values in the coefficient table. Based on the multicollinearity test, it is known that there are no symptoms of multicollinearity in both regression models with a VIF value  $< 10$  and a tolerance value  $> 0.10$ .

**Heteroscedasticity Test**

The heteroscedasticity test aims to see whether or not there is a deviation from the classical assumptions. Testing in this study uses a scatterplot. From the two regression models it can be concluded that there is no heteroscedasticity problem, the points in the two models (Structures 1 and 2) do not form a specific pattern, spread randomly above and below the number 0 on the Y axis.

**Hypothesis Test**

**Partial Test (t)**

The t test aims to test the significance of the relationship between variable X and variable Y partially.

**Table 5. Partial Test Results (t test) Structure 1**

Coefficients <sup>a</sup>						
Model		Untandarized Coefficients		Standarized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.756	1.033		1.700	.097
	SOP	.360	.083	.485	4.357	.000
	Supervision	.352	.085	.459	4.130	.000

a. Dependent Variable: Work Discipline

Source: SPSS Processed Data, 2023

Based on the results in the table above, it is obtained:

1. The t value of the SOP variable ( $X_1$ ) on employee work productivity (Y) is 4.357 with a significance of 0.000. Then  $t \text{ count } 4.357 > t \text{ table } 2.023$  or a significance of  $0.000 < 0.05$ . This means that SOP has a significant effect on work discipline.
2. The t control value ( $X_2$ ) on employee productivity (Y) is  $4.310 > t \text{ table } 2.023$  or a significance of  $0.000 < 0.05$ . So, supervision has a significant effect on work discipline.

**Table 6. Partial Test Results (t test) Structure II**

Coefficients <sup>a</sup>						
Model		Untandarized Coefficients		Standarized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.199	.857		1.399	.170
	SOP	.182	.081	.209	2.261	.030
	Supervision	.225	.082	.250	2.750	.009
	Work Discipline	.647	.128	.551	5.048	.000

a. Dependent Variable: Employee Productivity

Source: SPSS Processed Data, 2023

Based on the results in the table above, it is obtained:

1. The t value of the SOP variable ( $X_1$ ) on employee work productivity (Y), which is 2.261 with a significance of 0.030. Thus it can be seen  $t \text{ count } 2.261 > t \text{ table } 2.024$  or a significance of  $0.030 < 0.05$ . This means that SOP has a significant effect on employee work productivity.
2. The t-count value of supervision ( $X_2$ ) on employee work productivity (Y) is 2.759 with a significance of 0.009. Thus, it is known that  $t \text{ count } 2.750 > t \text{ table } 2.024$  or a significance of  $0.009 < 0.05$ . This means that supervision has a significant effect on employee productivity.
3. The value of t count work discipline (Z) on employee productivity (Y), it is known that  $t \text{ count } 5.048 > t \text{ table } 2.024$  or a significance of  $0.000 < 0.05$ . This means that work discipline has a significant effect on employee productivity.

### Determination Coefficient Test (R2)

The value of the coefficient of determination (R2) can be seen in the following summary table:

**Table 7. Test Results for the Coefficient of Determination of Structure 1**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjust R Square	Std. Error of the Est
1	.874 <sup>a</sup>	.764	.752	1.63054
a. Predictors: (Constant), Supervision, SOP				
b. Dependent Variable: Work Discipline				

Source: SPSS Processed Data, 2023

From the table above, the adjusted R2 value of structure 1 is 0.752 or 75.2%. This means that 75.2% of the work discipline variable is influenced by SOP and supervision. While the rest is influenced by other variables not included in this study.

**Table 8. Structural Determination Coefficient Test Results II**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjust R Square	Std. Error of the Est
1	.945 <sup>a</sup>	.893	.885	1.30449
a. Predictors: (Constant), Work Discipline, Supervision, SOP				
b. Dependent Variable: Employee Productivity				

Source: SPSS Processed Data, 2023

From the table above, it can be seen that the adjusted R2 value of Structure II is 0.885 or 88.5%. This means that 88.5% of the employee productivity variable is influenced by SOP, supervision and work discipline. While the rest is influenced by other variables not included in the study.

### Path Analysis

After the value of each variable is obtained, path analysis is carried out. The influence of variable ratios can be classified as follows:

**Table 9. Categories of Variable Influence Relations**

Direct Influence		Indirect Influence		Total Influence	Category
SOP → <i>Work Discipline</i>	0,485	-	-	0,485	Strong
Supervision → <i>Work Discipline</i>	0,459	-	-	0,459	Strong
SOP → Employee Productivity	0,209	SOP → <i>Work Discipline</i> → Work Productivity	$0,485 \times 0,551 = 0,267$	0,476	Strong

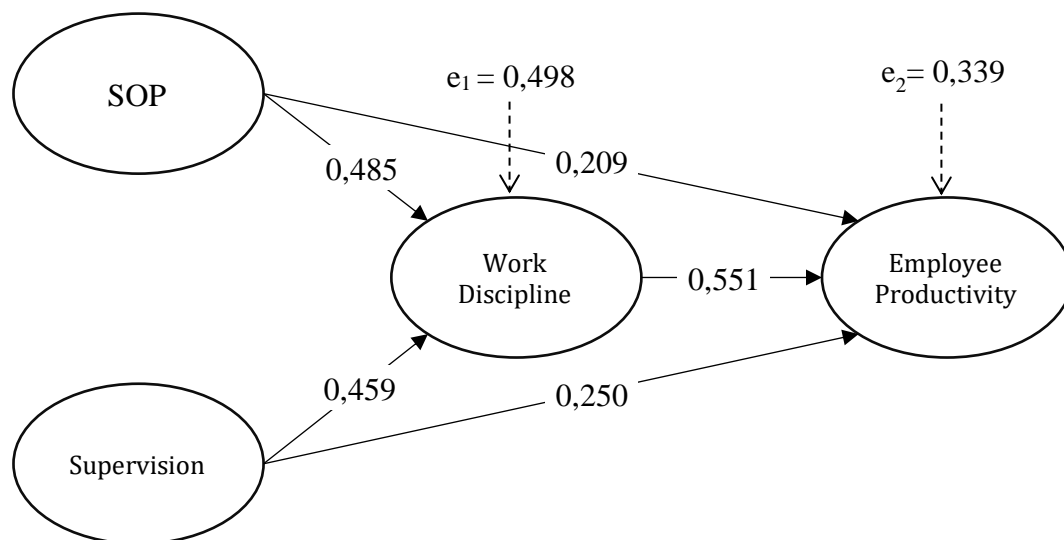
Supervision → Employee Productivity	0,250	Supervision → <i>Work Discipline</i> → Work Productivity	$0,459 \times 0,551 = 0,253$	0,503	Strong
<i>Work Discipline</i> → Employee Productivity	0,551	-	-	0,551	Strong

Source: SPSS Processed Data, 2023

The results of hypothesis testing based on the table above are as follows:

1. It is known that the value of the direct effect of SOP on employee productivity is 0.209 with an indirect effect through work discipline of 0.267. Indirect effect (0.267) > direct effect (0.209), meaning that SOP has a significant effect on employee productivity through work discipline.
2. It is known that the value of the direct effect of supervision on employee productivity is 0.250 with an indirect effect through work discipline of 0.253. Indirect effect (0.253) > direct effect (0.250) means that supervision has a significant effect on employee productivity through work discipline.

Then the complete structure of Path analysis can be compiled as follows:



**Figure 1. Complete Structure of Line X1, X2, Z and Y Analysis**

Source: SPSS Processed Data, 2023

$$e_1 = \sqrt{1 - Adjusted R^2} = \sqrt{1 - 0,752} = 0,498$$

$$e_2 = \sqrt{1 - Adjusted R^2} = \sqrt{1 - 0,885} = 0,339$$

## Discussion

### SOP Has a Positive and Significant Influence on Employee Productivity

The research that has been done proves that SOP has a positive and significant influence on employee work productivity, so H1 is accepted. This positive relationship shows that SOP has a direct relationship with employee productivity. This shows that if the Standard Operating Procedures that have been set are running well, the work productivity of employees will increase. SOP at the company is good but has not been implemented by all employees. Based on the descriptive analysis, it was obtained the answers of the respondents with the highest score

on the indicator, the SOP that has been running makes it easy for employees to complete work. This means that the SOP, which is a guide in work, makes it very easy for employees to complete their work. When employees can complete their work easily, the expected results can be achieved so that employee work productivity can also increase. It's just that the SOP set by the company has not been implemented effectively and efficiently so that it has not been implemented by all employees. For this reason, it is important for companies to ask employees' opinions on existing SOPs. In addition, companies can give warnings or punishments to employees who do not implement SOPs properly and increase supervision of the implementation of SOPs in the company. Inayah (2018) revealed that SOPs have an influence on work productivity. This is in line with Reza's research (2019) which states that SOPs have a significant effect on work productivity. Employees who follow SOP properly in all aspects of their activities will have a good impact on employee productivity.

### **Supervision Has a Positive and Significant Effect on Employee Productivity**

The results of this study indicate that supervision has a positive and significant effect on employee productivity, so H2 is accepted. This means that supervision affects employee work productivity. Based on the results of the research in the descriptive analysis, it was obtained that the respondents' answers with the highest scores were found in the standard indicators. Superiors set standards for subordinates in completing work. In addition, the evaluation of the work results of employees also obtained a good value, meaning that the evaluation which is an important part of supervision has been going well. For the lowest value fixed on the procedure indicator. Respondents' responses were in the sufficient category, meaning that the observation of each procedure was not really felt by employees, this was due to more indirect supervision. Furthermore, the correction indicator, obtains sufficient value, meaning that corrections have been made by the company but not every day. From the explanation above, it can be seen that supervision at Perum Jamkrindo has not been maximized. Judging from the respondents' responses, direct supervision was not felt by employees because indirect supervision was more carried out, in which Jamkrindo employees who worked outside the company more often provided e-mobile reports. Weaknesses in the existing supervision will have an impact on decreasing employee work productivity. To improve better supervision, researchers suggest companies to maximize direct supervision in the form of, first, direct inspection, namely supervision in the form of in-depth examination from superiors to subordinates when activities are being carried out. Second, on-site observation, namely supervision before activities are carried out, and third, on-site reports, namely reports from subordinates directly when activities are carried out, not via e-mobile. Ahmad (2020) in his research stated that partial and simultaneous supervision has an effect on work productivity. Another study by Tsetim (2019) also proves that there is a significant effect of supervision on work productivity. For this reason, it is necessary to pay attention to maximum supervision so that the goals and plans of the company can be achieved so that productivity will also increase.

### **SOP Has a Positive and Significant Influence on Work Discipline**

The results of the study show that SOP has a positive and significant effect on work discipline, so H3 is accepted. If the SOP is actually implemented by every employee, it will be able to increase the work discipline of employees at work. From the results of the descriptive analysis, the response of the respondent with the highest score is found in the indicator that there is an SOP that makes it easy to complete the work. This means that the SOP, which is a guide in work, makes it very easy for employees to complete their work. When employees can complete their work well, the employee's work discipline can also increase because of their responsibility in completing work. Employees need SOPs at work so they know the flow of the



tasks they are doing so that their work is more organized. This result is also supported by the next item which is also in the good category. SOP is able to clarify the duties and responsibilities of employees, meaning that the SOP in the company has properly regulated what employees must do. However, the lowest score indicates that the established SOP has not been implemented effectively and efficiently, so that it has not been implemented properly by all employees. For this reason, it is important for companies to ask employees' opinions on existing SOPs. In addition, companies can give warnings or punishments to employees who do not implement SOPs properly and increase supervision of the implementation of SOPs in the company. Supervision is an important thing to pay attention to and improve. With supervision, employees will always feel supervised so that they work according to established standards. SOPs that become a reference or guideline for employees at work will increase employee discipline. Employees who comply with the SOP mean that they comply with the rules set by the company, so that delays or errors can be minimized. Vice versa, when employees do not carry out existing SOPs properly, it will also affect the discipline of the employees themselves. Syahputra (2017) revealed that SOPs affect employee work discipline. This proves that there is a significant influence of Standard Operating Procedures (SOP) on work discipline.

### **Supervision Has a Positive and Significant Influence on Work Discipline**

The results of the study show that supervision has a positive effect on employee work discipline, so H4 is accepted. This means that supervision affects the work discipline of employees. Based on the research results in descriptive analysis, the highest score was obtained from the respondents' answers on standard indicators. Superiors set standards for subordinates in completing work. This means that the standard in question is contained in the company's Standard Operating Procedures. In addition, the evaluation of the work results of employees also obtains a good value, meaning that the evaluation which is an important part of supervision has been going well. For the lowest value fixed on the procedure indicator. Respondents' responses were in the sufficient category, meaning that the employee did not really feel the observation of each procedure that the employee was carrying out. This is due to more indirect supervision. Furthermore, the correction indicator, obtains sufficient value, meaning that corrections have been made by the company but not every day. From the explanation above, it can be seen that the condition of supervision at Perum Jamkrindo has been going well but not maximally. Direct supervision will have a good impact on the work discipline of employees so that it also affects their work productivity. Weaknesses from existing supervision will have an impact on decreasing employee work productivity. To improve better supervision, researchers suggest companies to maximize direct supervision in the form of, first, direct inspection, namely supervision in the form of in-depth examination from superiors to subordinates during activities. Second, on-site observation, namely supervision before activities are carried out, and third, on-site reports, namely reports from subordinates directly when activities are carried out, not via e-mobile. Fitrianingrum (2015) in his research revealed that supervision has a significant effect on work discipline. The same thing was also expressed by Siregar et al., (2018) that supervision has a good impact on work discipline, and supervision has a significant effect on work discipline as revealed by Sarman et al (2015).

### **Work Discipline Has a Positive and Significant Influence on Employee Productivity**

The results of this study indicate that work discipline has a positive and significant effect on work productivity, so H5 is accepted. This positive relationship indicates a direct relationship between work discipline and employee productivity. This means that when the employee's work discipline is good, it will increase the productivity of the employee's work itself. Judging from the recapitulation of respondents' answers, SOP is in the good category but

not optimal. However, several other items are in the sufficient category, which means that several indicators underlying the SOP in the company are not optimal, namely the SOP set by the company has not been implemented effectively and efficiently. In addition, the results of statistical tests regarding respondents' responses related to work discipline also received good marks. It's just that there are still employees who have not obeyed the rules and are still committing violations. SOPs that have not been implemented by all employees, for this reason it is important for companies to ask employees' opinions on existing SOPs. In addition, companies can give warnings or punishments to employees who do not implement SOPs properly and increase supervision of the implementation of SOPs in the company. With this, employees will be more disciplined in their work so that employee work productivity will also increase. The Jamkrindo company's work discipline is also not said to be good because from the responses of respondents, the lowest score is for regulations that employees have not yet complied with. The role of the leader is an important factor affecting employee discipline. Such as whether or not there is an exemplary leader, supervision that has been carried out, two-way communication and giving awards to employees who have worked optimally. SOPs that are implemented properly will indirectly improve employee work discipline as well so that employee work productivity will also increase. This shows that work discipline mediates the influence of SOP on employee productivity.

### **SOP Has a Positive and Significant Influence on Productivity Through Work Discipline**

Based on the results of Path Analysis, this study shows that work discipline can mediate SOP on work productivity. Thus it is known that the indirect effect is greater than the direct effect. This proves that SOP has a significant effect on work productivity through work discipline. This indicates that the better the SOP is followed by high work discipline, the work productivity of employees will also increase. Judging from the recapitulation of respondents' answers, SOP is in the good category. However, several other items are in the sufficient category, which means that several indicators underlying SOPs in the company are not maximized, namely the SOPs set by the company have not been implemented effectively and efficiently in addition to the existing SOPs that make it easier for employees to work and clarify their task flow. In addition, the statistical test results regarding respondents' responses related to work discipline also obtained good scores. However, there were still employees who did not comply with the rules and still committed violations. For this reason, companies need to review or review existing SOPs, as well as involve employees in preparing SOPs because input from employees really needs to be considered. In addition, it is hoped that the company can improve supervision and conduct training. This will certainly make employees more disciplined in their work so that their work productivity will increase. The Jamkrindo company's work discipline is also not said to be good because from the responses of respondents, the lowest score is for regulations that employees have not yet complied with. In order for the rules to be complied with by all employees, the application of SOPs must be increased, the provision of punishment or sanctions must also be emphasized. In addition, the discipline that is carried out is not only one way, but reciprocal from the leader/superior. Because leaders are also important factors that affect employee discipline. Such as whether or not there is an exemplary leader, the supervision that has been carried out, to the implementation of SOPs in the company and involving employees in their preparation. SOPs that are good and well implemented will indirectly improve employee work discipline as well so that employee work productivity will also increase. This shows that work discipline mediates the influence of SOP on employee productivity.

### **The Effect of Supervision on Employee Work Productivity through Work Discipline**

Path analysis that has been carried out shows that work discipline can mediate monitoring of work productivity. Thus it is known that the indirect effect is greater than the direct effect. This proves that supervision has a positive and significant effect on work productivity through Work Discipline. This means that the better supervision followed by high work discipline, the work productivity of employees will also increase. Judging from the recapitulation of respondents' answers, supervision at Perum Jamkrindo has been going well but not maximally. The supervisor has not fully observed the work procedures being carried out, this is due to more indirect supervision, besides that corrections which are important in supervision already exist but are not routine every day. Other statements show good results, such as that superiors have applied standards to their subordinates and provided evaluations to their employees. Direct supervision will have a good impact on the work discipline of employees so that it also affects their work productivity. However, from the responses of respondents, direct supervision was not really felt by employees. Weaknesses in the existing supervision will have an impact on decreasing employee work productivity. To improve better supervision, researchers suggest companies to maximize direct supervision in the form of, first, direct inspection, namely supervision in the form of in-depth inspection by superiors to subordinates when activities are being carried out. Second, on-site observation, namely supervision before activities are carried out, and third, on-site reports, namely reports from subordinates directly when activities are carried out, not via e-mobile. Supervision that runs well will also create good work discipline so that it will increase employee work productivity. At Perum Jamkrindo, what work discipline is in the good category, it's just that there are still some employees who don't comply with the rules so they are subject to sanctions. The role of the leader is an important factor affecting employee discipline. Such as whether or not there is an exemplary leader, supervision that has been carried out, two-way communication and giving awards to employees who have worked optimally. Ahmad (2020), in his research stated that work discipline and work supervision partially had a positive and significant effect on employee work productivity. In another study, by Mayani (2019), the results of his research show that supervision has a positive and significant effect on work discipline, supervision has a positive and significant effect on work productivity, work discipline has a positive and significant effect on work productivity, and supervision and work discipline simultaneously have an effect positive and significant to work productivity. For this reason, it can be concluded that supervision affects work productivity through employee work discipline.

### **CONCLUSION**

Based on the discussion above, it is known that SOP has a positive and significant effect on employee work productivity, supervision has a positive and significant effect on employee work productivity, SOP has a positive and significant effect on work discipline, supervision has a positive and significant effect on work discipline, work discipline has a positive effect and significant effect on employee work productivity, SOP has a positive and significant effect on employee work productivity through work discipline, as well as supervision has a positive and significant effect on employee work productivity through work discipline. The SOP contained in this company is good but still not effective and efficient in its application so that it has not been implemented by all employees. Apart from that, supervision at Perum Jamkrindo has not been maximized. Superiors have set standards, there are corrections and evaluations. However, direct supervision has not been felt by employees. This is due to more indirect supervision and less direct supervision. Weaknesses from existing supervision cause employees to feel unsupervised at work thereby affecting employee work productivity. The work discipline at

Jamkrindo is quite good, it's just that the rules that have been set are in fact still inseparable from violations.

Based on the results of the research, the researchers suggest that Perum Jamkrindo continue to pay attention to other things that drive up and down employee work productivity, such as company SOPs, supervision carried out and employee work discipline. This will certainly be very influential in increasing employee work productivity in the future. In order to make the Standard Operating Procedures in the company run effectively and efficiently, the company needs to ask for the opinion of employee representatives in preparing SOPs, give warnings or punishments to employees who do not implement SOPs properly and improve oversight of the implementation of SOPs in the company. In addition, Perum Jamkrindo is advised to increase supervision in each of its activities due to the lack of direct observation given by superiors to subordinates. To improve better supervision, researchers suggest companies to maximize direct supervision in the form of, first, direct inspection, namely supervision in the form of in-depth examination by superiors of their subordinates when activities are carried out. Second, on-site observation, namely supervision before activities are carried out and third, on-site reports, namely reports from subordinates to superiors directly when activities are carried out not via e-mobile. Efforts to improve employee work discipline, especially regarding regulations that are still being violated, the role of the leader is an important factor affecting employee discipline. Such as whether there are exemplary leaders, supervision that has been carried out, two-way communication, and giving awards to employees who have worked optimally. For future researchers, this research is expected to be the basis for further research, by further deepening and developing other variables that affect work productivity. Because only three variables are used, further researchers can add other variables related to work productivity such as motivation, work ethic, education and work climate.

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