The Influence of SOP and Training on Work Productivity with Supervision as a Moderating 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 was to find out whether Standard Operating Procedures (SOP) and Training affect Work Productivity and whether Supervision is able to moderate the relationship between Standard Operating Procedures (SOP) and Training on Work Productivity at Perum Jamkrindo Pekanbaru Branch. The population in this study were all employees of Perum Jamkrindo Pekanbaru Branch, totaling 42 people. The sampling method used total sampling, namely as many as 42 respondents. The results of this study are (1) There is a significant influence between Standard Operating Procedures (SOP) on Productivity, (2) There is a significant effect between Training on Productivity, (3) Supervision is able to moderate the relationship between Standard Operating Procedures (SOP) on Productivity, (4)) Supervision is not a moderating variable in the relationship between training and work productivity.
Keywords: SOP, Training, Supervision, Work Productivity

INTRODUCTION

The importance of a good management process for companies that aims to achieve the targets set by the company. Human resource management is an important aspect of companies in achieving their goals. According to Adamy (2016) human resource management or HR is a process that aims to achieve company goals in order to maintain and develop the workforce, this is done by superiors from the company. An employee is someone who is a driving force in a productivity and the most important part that will drive a human resource management or HR. Therefore, in order to achieve these targets it is necessary for companies to maintain and increase the productivity of their employees. According to Sondang (2014) states that productivity is a person's belief from things that are not good to things that are better in the future related to the work he is doing. Therefore, employees need to maintain their achievements and try to make improvements, especially from the results obtained before. Based on the data obtained, it was found that employee productivity has not been consistent and is still experiencing fluctuations, so this needs to be considered by Perum Jamkrindo Pekanbaru Branch.

The importance of maintaining employee work productivity certainly requires a guideline in working for employees. Standard Operating Procedures or abbreviated SOP is a guide that contains procedures and functions that will later be used as a work reference. (Darmayanti, 2017). The application of SOPs in an organization can minimize the occurrence of errors in the implementation of work that was previously designed to achieve company goals (Novrianti and Jumaren, 2019). At Perum Jamkrindo Pekanbaru Branch it was found that the existing SOPs had not been carried out effectively and efficiently, besides that the SOPs set were not in line with what the company needed. This would certainly have an impact

on employee productivity. Research conducted by Budiarso & Widagdo (2021) states that there is no significant effect from SOP. However, it still needs to be improved because SOP is an important part of the company's operations in achieving goals. A different thing was found that research conducted by Fauziah S.M & Rangkuti (2020) said that SOPs had a significant positive effect on work productivity.

In achieving company goals, in addition to implementing good SOPs, companies also need to develop capabilities, namely by providing training to their employees. Training is a way to develop thoughts, skills, attitudes and knowledge so that employees can become better and more effective from the time they work until later (Sari, 2020). Based on the data obtained from the Pekanbaru Branch of Perum Jamkrindo, it was found that the training method, which mostly took the form of online quizzes, was considered to be less capable of developing employee competencies. Syahputra & Nasution (2021) in their research found that if training is carried out properly it will have a major effect on work productivity. Meanwhile, research conducted by Budiarso & Widagdo (2021) found that no training affected work productivity.

Supervision is an important aspect of management that must be carried out properly when all aspects of the company have been carried out properly. Supervision aims to ensure that what is planned at the beginning can be carried out as it should. However, supervision will boomerang if it is not implemented properly in the company. So that in this study it will be seen how the role of supervision at Perum Jamkrindo Pekanbaru Branch influences the relationship between SOP and training on work productivity. Murnawantika (2014) in his research classified supervision into two types, namely direct and indirect supervision. From this research it was found that direct supervision affects employees to achieve productivity. Meanwhile, indirect supervision has not had a significant effect in achieving company goals. A different thing was found in Yani & Rinaldo's research (2017) which made supervision a moderating variable, where it was found that the independent variable could have a strong influence on the dependent variable. Based on the explanation above, the research model can be described as follows:
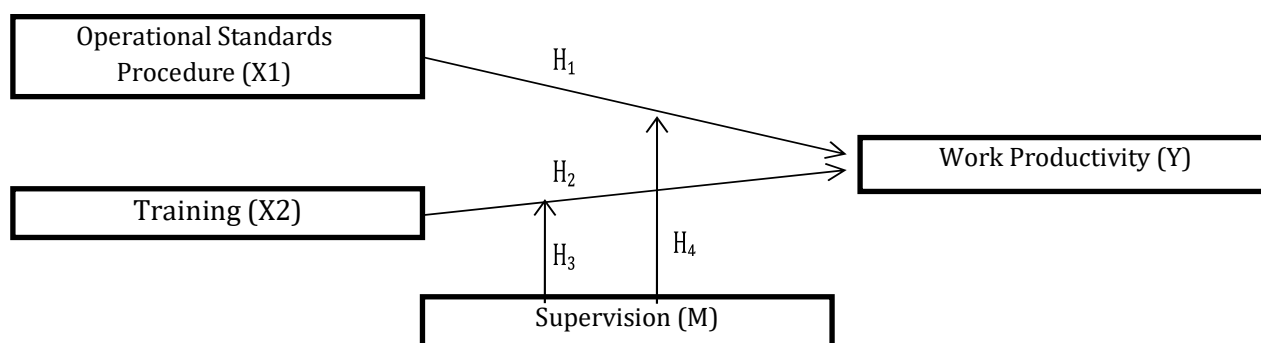

Figure 1: Research Model

Referring to the research model above, it can be concluded that the hypothesis in this study is as follows:
1. H1: Standard Operating Procedures have a significant effect on Employee Work Productivity of Perum Jamkrindo Pekanbaru Branch.
2. H2: Training has a significant effect on Employee Productivity of Perum Jamkrindo Pekanbaru Branch
3. H3: Supervision Moderates the effect of SOP on Employee Productivity of Perum Jamkrindo Pekanbaru Branch.

4. H4: Supervision Moderates the effect of Training on Employee Productivity of Perum Jamkrindo Pekanbaru Branch.

RESEARCH METHODS

The research method used is quantitative. This research was conducted at Perum Jamkrindo, Pekanbaru Branch, located on Jl. Sudirman No. 150, Sukaramai, Kec. Pekanbaru City, Pekanbaru, Riau. The sampling method used in this research is total sampling or saturated sample, with a total sample of 42 people. In this study using primary and secondary data sources. Primary data, obtained directly by obtaining data from the first party. secondary data, obtained by interviews, observations and asking for data on several employees. The research instrument was carried out using a questionnaire by asking respondents for opinions on a statement, measuring it with a scale of 1 to 5. The operational definition of a variable is a way to measure variables by providing justification for an operation in order to make the activity more specific.

Table 1. Variable Operational Definition

Variable Definitions	Indicator	Scale
Work Productivity (Y) Work productivity consists of 2 dimensions, namely the dimensions of effectiveness and efficiency. The dimension of effectiveness is related to whether work achievement can be maximized or not by looking at the quality, quantity and time. The efficiency dimension is related to how the work is carried out by comparing the realization with input (Seidarmayanti 2009).	1. Quality (Quality) 2. Efficiency 3. Self-development 4. Ability 5. Increase the results achieved 6. Work enthusiasm (Sutriso, 2013)	Ordinal
Standard Operating Procedure (X1) Standard Operating Procedures are a set of instructions that are written down and contain the activities of an organization and about when an activity is carried out and who is involved in the activity (Tanjung 2012).	1. Dynamic 2. Alignment 3. User oriented 4. Ease and clarity 5. Consistency 6. Efficiency and effectiveness (Tanjung and Subagjo, 2012)	Ordinal
Training (X2) Training is a process that contains a procedure that has been prepared so that a person can learn knowledge and develop technical skills, this training is also known as short-term education that must be carried out by someone involved in an organization (Mankunegara 2012).	1. Time 2. Training Methods 3. Training Contents 4. Attitudes and Skills of Instructors (Sofyandi, 2013)	Ordinal
Supervision (M) Supervision is a process that is usually carried out by superiors to make observations on an activity that is being carried out to ensure that the activity or what the person is doing is going well and as expected (Sondang, 2003)	1. Standard 2. Thoroughness 3. Procedure 4. Measurement of work 5. There is a correction from the leadership or superiors (Handoko, 2016)	Ordinal

The data analysis method used in this study includes the following techniques:
1. Descriptive Analysis Test. Descriptive Analysis Test is an analysis that aims to find out the existence of independent variables. The independent variable can be on an independent variable or on an independent variable. It is used to see how it compares and relates to other variables.
2. Instrument Quality Test
   a. Validity Test. Validity test is testing the questionnaire used whether it is valid or not, this is to reveal the truth of something being measured. In other words, to prove whether the

questionnaire used is legal or not. According to Ghozali, (2016) it is said to be valid if: $rtabel < rhitung$ = Valid

b. Reliability Test. Reliability test is to measure the consistency of answers to a questionnaire statement or to measure its stability from time to time. An answer is said to be reliable if it has a Cronbach Alpha > 0.60 (Ghozali, 2016).

3. Classic assumption test

   a. Normality Test. The normality test is a test that aims to have normal residuals in the variable regression model. Data is normally distributed if it has a sig value of more than 0.05 (Ghozali, 2016).

   b. Multicollinearity Test. The multicollinearity test is a test that looks at the relationship between independent variables in the regression model with a tolerance value of less than 0.1 or a VIF of more than 10 (Ghozali, 2016).

   c. Heteroscedasticity Test. The heteroscedasticity test is a test designed with the aim of seeing whether there is an inequality of variation in the regression model that occurs from one observation to another. It is said that the regression model is good if this variation occurs or is called homoscedasticity. The purpose of this test is to test whether the regression model occurs (Ghozali, 2016).

4. Hypothesis testing

   a. Test the Coefficient of Determination (R^2). The coefficient of determination test is a test that aims to see how much influence the independent variables have on the dependent variable. (Ghozali, 2016).

   b. t test (Partial Test). The t test is a test that aims to see two samples that are not related and have different averages. The trick is to compare the averages of two different samples with standard errors. (Ghozali, 2016). If the independent variable significantly affects the dependent variable, it is found that the hypothesis is accepted or if t count > t table. The equation of the t test is: Y = a+b1x1 + b2x2 + e
   Information:
   a   = Constant
   b1..b2   = Regression Coefficient
   x1   = SOP
   x2   = Training
   e   = Standard Error

   c. Interaction Test (Moderated Regression Analysis). Interaction test or also known as Moderated Regression Analysis (MRA). This test is a test that aims to see whether the relationship between the independent and dependent variables is strengthened or weakened by the moderating variable. (Ghozali, 2016). The equation of the MRA is:
   Y = a + b1x1 + b2x2 + b4x1x3 + b5x2x3 + e Description:
   a   = Constant
   b1..b5   = Regression Coefficient
   x1   = SOP
   x2   = Training
   x1x3   = SOP*Supervision
   x2x3   = Training*Supervision
   e   = Standard Error

RESEARCH RESULTS AND DISCUSSION
Results of Descriptive Statistics

The results of this analysis describe the tendency of respondents' responses to each indicator, to see the rating scale can refer to the following table:

Table 2 : Variable Rating Scale

Score Range	Work Productivity (Y)	SOP (X1)	Training (X2)	Supervision (M)
1,00-1,79	Very Not Good	Very Not Good	Very Not Good	Very Not Good
1,80-2,59	Not Good	Not Good	Not Good	Not Good
2,60-3,39	Enough	Enough	Enough	Enough
3,40-4,19	Good	Good	Good	Good
4,20-5,00	Very Good	Very Good	Very Good	Very Good

Source: Sugiyono, 2013

The following are responses from respondents as follows:

1. Work Productivity. Based on the results of the study it was found that on average the overall response was in a good category. in the statement that employees always try to improve their work results have the highest score with a score of 3.61. This indicates that employees at Perum Jamkrindo Pekanbaru Branch have high morale. However, the statement explaining that employees always get praise for the work they do has the lowest average score of 3.35 and the classification is sufficient, of course this needs to be corrected by superiors because the appreciation given can increase employee motivation at work and if If there is not enough appreciation to be given, of course it will make employees less enthusiastic at work so this will affect their work productivity.

2. Standard Operating Procedures (SOP). In this study it was found that overall the average SOP gave a good response with a score of 3.46. With the highest statement in statement number 2, namely the SOP clarifies the workflow of employees. This is of course in accordance with the SOP function as a guideline for employees at work. However, several items still have a score with a fairly good classification, such as a statement explaining that the SOP has been carried out effectively and efficiently, which means that the existing SOP has not been implemented optimally. In addition, the existing SOPs are employee-oriented and have a score with a fairly good classification, which means that there is an indication that the SOP is not suitable for employees as an element of the company that runs it.

3. Training. In the training variable it was found that on average all employees gave a good response with a score of 3.40. Statement item number 4, namely the instructor mastering the material well has the highest score, of course this fulfills one of the indicators of the success of the training itself. However, statement number 2, namely the method used in training according to the type of need, has the lowest score with a value of 3.16. This indicates that the training methods provided are not in accordance with the needs of employees, so that the existing training is not able to answer the difficulties employees encounter in completing work.

4. Supervision. In the monitoring variable, it gives a response with a good classification. on the statement that employees always try to improve every correction has the highest score with a value of 3.61. This indicates that employees really accept any input given by superiors. However, this is inversely proportional to the supervisory system implemented by superiors, where in the statement that superiors always observe every activity carried out by subordinates and superiors often evaluate the work of subordinates has a score with sufficient classification. This indicates that direct supervision carried out by superiors has not gone well and needs to be improved in the future.

Data Quality Test Results
1. Validity Test Results. This test, which uses a sample of 42 people, meets the specified criteria, where by looking at the comparison of the r count value with the r table, the results of this research variable indicator are valid.

2. Reliability Test Results. The reliability test showed that the variables in this study were reliable, as evidenced by the Cronbach Alpha value which was greater than 0.60 so that it could be concluded that the results of all variables were reliable.

Classical Assumption Test Results

1. Normality Test Results. Based on the results of the One – Sample Kolmogorov – Smirnov test, a sig value of more than 0.05 was obtained. So it can be concluded that all data is normally distributed.
2. Multicollinearity Test Results. Based on the statistical results it was found that the regression model is free from multicollinearity because the value is less than 10 and the tolerance value is greater than 0.1
3. Heteroscedasticity Test Results. Based on the results obtained from the analysis using the scatterplot, it can be concluded that in this study there was no heteroscedasticity problem, because the points in the diagram are scattered above and below the zeros on the Y axis and do not form a clear pattern.

Hypothesis Test Results
Coefficient of Determination (R^2)

Table 3. Test Results for the Coefficient of Determination Before Moderation

Model Summary				
Model	R	R Square	Adjust R Square	Std. Error of the Estimate
1	.865[a]	.748	.735	1.62495
a. Predictors: (Constant), Training, SOP				

In the table above, the Adjusted value is 0.735 or 73.5%. The value of the independent variable that can explain the dependent variable is 73.5%, the rest is influenced by other variables that are not included in this study.

Table 4. Test Results for the Coefficient of Determination After Moderation

Model Summary				
Model	R	R Square	Adjust R Square	Std. Error of the Estimate
1	.910[a]	.828	.809	1.37720
a. Predictors: (Constant), Training*Supervision, SOP, Training, SOP*Supervision				

In the table above, the Adjusted value is 0.809 or 80.9% The value of the independent variable, the influence between SOP and supervision, and the influence between training and supervision interactions can explain the dependent variable is 80.9%.

T Test Result (Partial Test)

Tabel 5. T Test Result

Coefficients[a]						
Model		Untandarized Coefficients		Standarized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.967	1.505		4.631	.000
	SOP	.337	.056	.672	6.033	.000
	Training	.229	.102	.251	2.255	.000
a. Dependent Variable: Work Productivity						

Source: Processed Data, 2023

In the table above, the multiple linear regression equation is obtained as follows: Y= a + β1 X1 + β2 X2 + e. Y = 6.967 + 0.672 X1 + 0.251 X2 + e. Thus the result is obtained:

1. The SOP variable, the calculated t value is 6.033 > t table (2.023) or a significance value (0.00) < 0.05. This means that SOP significantly affects work productivity. So that this study was accepted.
2. In the Training variable, the t count value is 2.255 > t table (2.023) or a significance value (0.03) < 0.05. This means that training significantly affects work productivity. So that in this study H2 was accepted

MRA (Moderated Regression Analysis) Test Results

Table 6. MRA Test Results

Model		Untandarized Coefficients		Standarized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.711	1.722		6.803	.000
	SOP	-.397	.300	-.793	-1.323	.194
	Training	.961	.495	1.054	1.942	.060
	SOP*Supervision	.032	.015	2.305	2.116	.041
	Training*Supervision	-.040	.026	-1.510	-1.534	.134
a. Dependent Variable: Work Productivity						

Coefficients[a]

Source: Processed Data, 2023

Based on the table above, the multiple linear regression equation is as follows: Y= a + β1 X1 + β2 X2 + β3 X1.M + β4 X2.M + e. Y = 11.711 – 0.793 X1 + 1.054 X2 + 2.305 X1.M – 1.534 X2.M + e. Thus the results obtained are as follows:

1. SOP * Supervision obtained t value is 2.116 > t table (2.026) with a significance of 0.041 <0.05. This means that supervision moderates the effect of SOP on work productivity, so that in this study H3 is accepted.
2. Training * Supervision obtained t value of -1.534 < t table (2.026) with a significance of 0.134 > 0.05. This means that supervision does not moderate the effect of training on work productivity, so that in this study H4 is rejected.

Discussion

In this study, the discussion on the analysis of each variable that has been carried out is as follows.

1. Effect of SOP on Work Productivity. In this study the results of statistical analysis show that SOP significantly affects work productivity. This shows that increasing SOP towards better eating will have an impact on increasing employee work productivity. Therefore in this study the first hypothesis was accepted. However, existing SOPs have not been implemented effectively and efficiently. From the results of the descriptive analysis it was found that the implementation of SOP has an average that is quite effective and efficient. This shows that even though SOPs can in fact make the work of employees easier, but not all employees have implemented the existing SOPs. SOP is a rule that must be carried out by all employees, so there needs to be consequences if there are employees who have not implemented the existing SOP. SOP is an elaboration of activities that aim to make the work done properly. Apart from that, it can also make employees work as expected (consistent and precise) so that the results of the work can be achieved (Tathagati, 2014). This causes SOPs to interact directly with employees. SOP, which is a rule, of course, must also pay attention to employees in its preparation. Based on the results of the descriptive analysis it

was found that the statement saying that the existing SOPs are employee oriented has a sufficient score, which means that the SOPs are not oriented towards the employees who carry them out. This is of course employees will feel compelled to apply the SOP. Therefore, even though overall the SOP is good, the company needs to involve employees in its preparation so that the existing SOP will be even better in the future. Based on the explanation above, the conclusion that is obtained is that SOPs affect work productivity positively and significantly, even though overall the SOPs are good, based on the descriptive analysis several aspects need to be improved such as more effective and efficient implementation of all employees and existing SOPs must be employee oriented who run it so that in the future it can have a better impact on employee work productivity. In accordance with Fauziah's research. S.M, Sahnan Rangkuti, SE, M.AP (2020) which states that Standard Operating Procedures affect Work Productivity positively and significantly. Because of this, it was found that SOP is very important to employee productivity.

2. Effect of Training on Work Productivity. In this study, the results of statistical analysis obtained, the second hypothesis in this research is that training affects productivity, so that training and work productivity have a positive relationship. Therefore, it can be concluded that the better training will also have a good impact on employee work productivity. Training at Perum Jamkrindo Pekanbaru Branch is considered not optimal. Based on the results of the descriptive analysis, the training carried out had instructors who mastered the material well, of course this was very supportive in achieving the objectives of the training itself. However, the content of the training itself differs from what employees need. This was found in the results of the descriptive analysis which was classified as having sufficient value. In addition, the method often used in training in the form of online quizzes is considered not in accordance with the type of training required. Of course this is a problem that must be done because what is lacking in employee competency cannot be developed because the content and training methods applied are different from what the employee needs. Thus, companies can evaluate the training system implemented by listening to suggestions given by employees on what competencies need to be developed from within themselves. Training is an attempt by a company or organization to improve the quality of human resources, with training later it will be able to improve individual expertise, skills and experience which of course will also have a good impact on the company where employee productivity will increase later (Nurhayati and Atmajaya, 2021). Therefore training has an important role in productivity because training will be able to provide renewal of knowledge to employees so that it will be able to increase employee productivity. These results are also consistent with research by Sri Wahyuningsih (2019) entitled "The Effect of Training in Increasing Employee Productivity", which explains that training affects work productivity positively and significantly. So it can be concluded that the better the training is carried out, the more work productivity the employees will be able to increase.

3. The Effect of Supervision in Moderating the SOP Relationship on Work Productivity The third hypothesis in this study according to statistical results concludes that. supervision is able to moderate SOPs that affect work productivity, which means supervision will strengthen the relationship between Standard Operating Procedures (SOPs) on employee work productivity. This means that the third hypothesis in this study is accepted. SOP is a set of rules and procedures that are prepared at the outset regarding how employees complete their work, so that SOPs that are implemented properly will significantly affect work productivity. Supervision is an activity to ensure that everything that has been designed so that it can be carried out as desired. A good plan if not given good supervision,

of course there will be a possibility that the results achieved will deviate from the initial goal. Based on the descriptive analysis of SOPs, it was found that the implementation of SOPs at Perum Jamkrindo Pekanbaru Branch has not been running effectively and efficiently, which means that the implementation of SOPs in daily activities has not run optimally. Therefore, supervision of daily activities is one of the actions so that the SOP can be implemented according to its original purpose. Based on this, it can be concluded that the supervision carried out will strengthen the relationship between SOP and Work Productivity at Perum Jamkrindo Pekanbaru Branch, this is because supervision will ensure that SOP is implemented properly every day, and of course will increase employee work productivity. In accordance with Fauziah and Rangkuti's research (2020) which states that the implementation of SOPs that have been prepared in such a way does not work well due to the lack of supervision carried out so that employees do not practice the SOPs that have been set.

4. The Effect of Supervision in Moderating the Relationship of Training on Work Productivity. Based on statistical analysis, the fourth hypothesis in this study, namely supervision moderates the effect of training on work productivity, was rejected. So it can be concluded that it does not moderate the effect of training on work productivity. Training is an effort to improve the competence of employees or the company's business to increase work productivity by increasing the ability of their employees according to the required needs. If the training system is carried out well, it will also have a good impact on work productivity. Meanwhile, supervision is an activity to ensure that each activity goes according to the initial plan. So that good supervision will also have a positive impact on work productivity because good supervision will be useful for activities and the resulting expectations will be better or as expected. At Perum Jamkrindo Pekanbaru Branch, supervision does not moderate the effect of training on employee work productivity. This is due to how the method and content of the training will affect the success rate of the training. In addition, those who supervise the course of the training are the training instructors themselves and also the supervision carried out at Perum Jamkrindo Pekanbaru Branch is supervision carried out by superiors, where superiors only supervise the work process and do not have the authority to oversee the course of training. However, supervision will affect work productivity simultaneously with other variables, it's just that supervision is not a moderating variable in the relationship between training and work productivity. This expands previous research on the moderating effect exerted by supervision on other variables, where Yani and Rinaldo's research (2017) found that supervision was unable to moderate the relationship between compensation and recruitment on employee performance, so that further research can consider other variables in testing the moderating effect of supervision.

CONCLUSION

Based on the discussion above, it can be concluded that SOPs affect work productivity positively and significantly. Training has a positive and significant effect on work productivity. Supervision is able to moderate the relationship between SOP and work productivity, and supervision is not able to moderate the relationship between training and work productivity. So that the things that become the benchmark for the success of the variables must be maximized. SOP at Perum Jamkrindo Pekanbaru Branch is considered good. However, it was found that several aspects need to be improved because they are important factors in success. The training that has been carried out has also been good, but the methods and material provided in the training are still considered inappropriate so that what the employees' needs have not been met. In addition, the supervision carried out still needs to be improved because

employees feel that direct supervision carried out by superiors has not been felt by employees.

Suggestion: Perum Jamkrindo Pekanbaru Branch needs to pay attention to indicators that affect productivity such as giving appreciation and praise for the work achieved by employees. This will affect the satisfaction and morale of employees so that they will be able to further increase work productivity in the future. Standard Operating Procedures affect employee work productivity, so that Perum Jamkrindo Pekanbaru Branch can maintain what has existed before. However, the implementation of SOPs that are not yet effective and efficient must also receive immediate attention from superiors. Punishment needs to be given to employees who do not implement SOPs in accordance with company expectations. In addition, it is important for the company to include employees in the preparation of SOPs because input from employees really needs to be considered. So that existing SOPs will be oriented towards employees and the circumstances that occur in company activities, and when these SOPs are oriented towards employees who run them so that employees are comfortable in carrying out their work. In addition, SOPs are not applied evenly either because they are prepared unilaterally without involving employees as the element that best understands the conditions in the field. This is what makes the SOP not run well even though it has been prepared in such a way. Training can affect employee work productivity so that Perum Jamkrindo Pekanbaru Branch needs to devise a method so that the aim of the training is to increase employee expertise so that it can further increase employee work productivity in the future. Because the training method which mostly uses online quizzes is considered too boring which makes employees not take the training seriously. In addition, the need to provide the right topics with the needs of employees. Surveys of employees can be carried out in this regard regarding what are the obstacles in doing work so that later this will become an option that the company can provide training. Perum Jamkrindo Pekanbaru Branch is advised to further increase supervision in each of its activities, because the MRA test found that supervision was able to strengthen the relationship between SOP and work productivity. So that with supervision, it can ensure that every activity carried out goes according to plan. SOP at Perum Jamkrindo Pekanbaru Branch has not been implemented effectively and efficiently by all employees, this is due to the lack of direct observation by superiors of employees in completing their work, so it is suggested that superiors are able to provide better supervision of employees so that they can ensure that every activity in accordance with the SOP that has been made. Superiors can also provide punishment to employees who are unable to implement SOPs effectively and efficiently.

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