

**THE EFFECT OF SUPERVISION, WORK DISCIPLINE, ORGANIZATIONAL COMMITMENT AND STANDARD OPERATIONAL PROCEDURES (SOP) ON EMPLOYEE PERFORMANCE AT PT QUALITECH INDOPIRANTI BANDUNG BRANCH**

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**ABSTRACT**

The implementation of supervision, discipline, commitment and Standard Operating Procedures in the company can increase the quality of work that is able to manage the company well and professionally, so that in the future the company can achieve good success in advancing a company. The purpose of this study was to determine the effect of the implementation of supervision, work discipline, organizational commitment and the application of Standard Operating Procedures on the performance of employees of PT. Qualitech Indopiranti Bandung Branch either partially or simultaneously. The research method used is a quantitative method with a descriptive and verification approach. The population in this study were all employees of PT. Qualitech Indopiranti Bandung Branch as many as 40 people sampling using total sampling or sampling saturated (census). Validity test using Product Moment correlation from Pearson. While the reliability test uses Cronbach's Alpha. Data collection techniques through the distribution of questionnaires. The analysis prerequisite test includes normality test, multicollinearity test, heteroscedasticity and linearity test. The data analysis technique used is multiple regression, correlation test, and coefficient of determination. The results showed that the descriptive analysis stated that: 1). Employee performance was in a good category. 2). Supervision was in a good category. 3). Work discipline was in a good category. 4). Organizational commitment was in a good category. 5). Standard Operating Procedures was in a good category. Besides that, the results of the study show that, 6). Supervision has an effect on employee performance with a correlation value of 0.831 with a very strong relationship level. 7). Work Discipline has an effect on employee performance with a correlation value of 0.995 with a very strong relationship level. 8). Organizational commitment has an effect on employee performance with a correlation value of 0.5611 with a strong relationship level. 9). Standard Operating Procedures affect employee performance with a correlation value of 0.829 with a very strong relationship level. 10). Supervision, Work Discipline, Organizational Commitment and Standard Operating Procedures on Employee Performance have a simultaneous effect on employee performance with an influence value of 99.1%, and a very strong correlation with a correlation value of 0.995.

**Keywords:** Supervision, Work Discipline, Organizational Commitment, Standard Operating Procedures and Performance.

**INTRODUCTION**

Human resources play a very important role in processing and utilizing resources and materials so that they

become products. Therefore, it is necessary to pay attention to improving the performance of human resources efficiently and displaying performance that can contribute to productivity is a

fundamental problem of the management concept.

One of the main goals of the company is to increase company productivity which can be achieved by having reliable human resources and having high productivity at work. Productivity can be achieved if employees within the company have reliable abilities in carrying out their duties, but the ability alone is still not enough.

Performance is an embodiment of ability in the form of real work or is the result of work achieved by employees in carrying out tasks and jobs that come from the company. But there are problems at PT. Qualitech Indopiranti Bandung Branch, namely the low setting of SOPs so that any employee often violates procedures.

Implementation of supervision, discipline, commitment and Standard Operating Procedures in companies engaged in the paint distributor PT. Qualitech Indopiranti Bandung Branch hopes to increase the quality of work that is able to manage the company well and professionally, so that in the future the company can achieve good success in advancing a company. The company's goals will be achieved if the performance of its employees has increased significantly, and the success of employees can be measured by how much the target can be achieved in order to support the success of a company. However, there are problems in the decline in employee performance that occurred at PT. Qualitech Indopiranti Bandung Branch as described in Table 1:

**Table 1. Employee Performance Appraisal at PT. Qualitech Indopiranti Bandung Branch**

Assessment Aspect	Achievement Weight	Actualization (%)			Information
		2018	2019	2020	
Target Setting	100%	100%	93%	69%	Not yet Achieved
Achievement Target	100%	100%	85%	96%	Not yet Achieved
Working Standard	100%	78%	70%	96%	Not yet Achieved
Ability Work	100%	81%	81%	73%	Not yet Achieved

Responsibility	100%	89%	100%	81%	Not yet Achieved
Inner attitude Working	100%	74%	93%	69%	Not yet Achieved
Presence	100%	81%	85%	96%	Not yet Achieved
Obedience	100%	78%	70%	100%	Not yet Achieved
<b>Rata-Rata</b>		<b>85%</b>	<b>85%</b>	<b>85%</b>	Not yet Achieved

Source: Data of HR at PT. Qualitech Indopiranti Bandung Branch (2021)

Based on Table 1, it shows that the overall employee performance assessment measured for the last three years, 2018, 2019 and 2020 still has not reached the expected target of 100% with the company's minimum standard of 95%. This requires a thorough evaluation of performance achievement. The problem of employee performance is a problem that will always be faced by management in every company, therefore management needs to know the factors that affect the performance of these employees. After that the company can take the necessary policies, so as to improve employee

performance in accordance with company goals and expectations. This is based on indicators according to (Mangkunegara, 2017: 49) namely quantity of work, quality of work, punctuality, attendance and ability to work together.

The first factor that causes problems related to declining performance is supervision. This can be seen from the lack of supervision that is applied or the existence of slack in the supervision of the work carried out. The form of work supervision carried out at PT. Qualitech Indopiranti Bandung Branch as follows:

**Table 2. Work Supervision at PT. Qualitech Indopiranti Bandung Branch**

No.	Work Aspect	The form of supervision carried out	Omission Finding
1	Worker's attendance	Perform daily checks by the relevant PIC and record in real time	There are still employees who are absent less than the standard minimum attendance
2	Daily administration	Reconciliation made at closing by min. 2 related pics	<ul style="list-style-type: none"> <li>- There is data that has not been completed</li> <li>- There are administrative findings that not according to the rules</li> </ul>
3	Technical and Operation	Head Office ensures that there are no deviations made by employees	<ul style="list-style-type: none"> <li>- There are still returns for defective items</li> <li>- There are still services that less fast responsive in receiving complaints</li> </ul>
4	Financial Transactions	The existence of internal and external audits of financial transaction supervision	There is still a daily difference when closing the transaction

Source: Data of HR at PT. Qualitech Indopiranti Bandung Branch (2021)

Based on Table 2, it is known that the supervision at PT Qualitech Indopiranti Bandung Branch has been carried out but has not been optimal, this can be seen from the many findings that are not in accordance with the supervision carried out. Basically, supervision is important, especially by leaders in supervising the performance of their subordinates so that they can work better and are carried out every day to minimize the level of work deviations that are not in accordance with company operational

standards. Supervision activities are intended to prevent or correct errors, irregularities, irregularities, fraud and other things that are not in accordance with the duties and authorities that have been determined. Supervision is not looking for faults against people but looking for the truth about the results of the implementation of their work. Indicators in supervision according to Handoko (2017: 359) such as supervision of the process or activity stages, supervision of work errors, supervision of

supporting facilities, supervision of work results, supervision of efficiency.

The second factor that becomes the problem of the work results being less than optimal is because there are still many employees who are absent, late in coming to the company. The data below shows the

discipline of employees of PT Qualitech Indopiranti Bandung Branch.

**Table 3. Employee Attendance at PT Qualitech Indopiranti Bandung Branch Period of 2020**

Month	Number of employees	Login Full	Absent	Late	% Employee tardiness
January	65	62	7	6	19
February	40	35	5	8	23
March	42	38	4	10	26
April	42	36	6	8	22
May	41	33	8	12	36
June	38	30	8	18	60
July	40	34	6	25	74
Agustus	40	38	2	9	24
September	41	36	5	14	39
Oktober	38	30	8	18	60
November	39	31	8	6	19
Desember	40	38	2	9	24
<b>Average</b>	<b>40</b>	<b>35</b>	<b>6</b>	<b>12</b>	<b>36%</b>

Source: PT Qualitech Indopiranti Bandung Branch (2021)

Table 3, shows employee attendance data for PT Qualitech Indopiranti Bandung Branch in 2020, high employee delays when viewed from the average percentage of delays reaching 36% indicates that employees lack

discipline, high employee delays occur in July 74% of employees are late for office. Of course this has an impact on the effectiveness of employees' work so that employee performance is not optimal. There are still many employees who have

low discipline and lack of awareness of their responsibilities, making it difficult to coordinate existing goals as a basis for improving employee work. Indicators in measuring employee work discipline according to Sinambela (2016: 355) are attendance, compliance with work regulations, adherence to work standards, high levels of vigilance and ethical work.

Not only work discipline factors are considered, organizational commitment is also an important factor in improving employee performance. To achieve a company goal, employees who have a high commitment and take sides

and contribute to the company are needed. Through commitment will be able to make employees stay or can reduce the desire to leave the company. High commitment will increase the company's productivity and reduce the level of employee turnover. Conversely, low employee commitment can reduce the level of quality and work productivity, increase the rate of employee turnover, which in turn will have an impact on the company's revenue decline. The following is the data on the organizational commitment of employees of PT Qualitech Indopiranti Bandung Branch as seen from the Turnover Data.

**Table 4. Data of turnover Employee**

Year	Jumlah Karyawan Awal (Orang)	Number of Initial Employees (People)	Number of Final Employees (People)	Percentage (%)
2016	120	10	110	8.33%
2017	110	16	94	14.54%
2018	94	12	82	12.76%
2019	82	17	65	20.73%
2020	65	25	40	38.46%

Source : PT Qualitech Indopiranti Bandung Branch (2021)

Based on the data in Table 4, it can be seen that the employee turnover rate for five years, from 2016-2020 was quite high, and the highest turnover occurred in 2020, which was 38.46%. This indicates that there are factors that cause the

employee to leave, one of which is the lack of commitment by the employee.

Based on the results of interviews with HRD, there were several reasons why employees left the company, namely because the employees themselves got better job offers, employees had been

accepted to work in other companies, employees felt no appreciation was given to them, decreased employee performance, and careers that are felt to be underdeveloped. In addition, there are complaints from employees

regarding the relationship between employees and leaders who are less supportive in carrying out their work.

Related to this, it is necessary to understand further what things can be done to prevent employees from leaving the company. A high turnover rate has a negative impact on the continuity of the organization or company, this loss is even greater when the leaving employee is the best group of employees who have high performance and potential. HR management policies must be able to create a mutually beneficial relationship between employees and the company/organization, where the company will provide adequate appreciation for the commitment given by employees to the company/organization.

Employees at work certainly need a sense of trust given by the organization. With a sense of responsibility and trust in the organization, it is hoped that organizational commitment will grow strong in doing the work given by the

organization. So it is expected that employee performance can increase in accordance with organizational expectations. Commitment to each employee is very important, because with a commitment an employee can become more responsible for his work. If employees do not have a high commitment, it will cause problems for the company. Lack of commitment to employees greatly affects the continuity of work for these employees.

The company's success can be hampered by the presence of employees who cannot commit, therefore the company really needs employees who have a high commitment. The organizational commitment of employees at PT Qualitech Indopiranti Bandung Branch is still lacking because of the many employees there are still many who cannot be fully responsible for the work they have.

Commitment should be made when the employee first joins a company or organization so that employees have responsibility in doing their work, and so that the company can better see which employees are committed and can contribute to the company and which are not. Indicators in assessing the commitment of Affective Commitment,

Continuous Commitment and Normative Commitment (Edison, 2017: 220).

Guidelines for the implementation of office administration in order to improve company performance make company operational standards that aim to simplify every work process and minimize errors in the process. To find out the

problems that occur, the researchers conducted a mini survey of some employees as follows:

**Table 5. Pre-survey Interview Results SOP at PT Qualitech Indopiranti**

Interview questions	Dimension	Indicator	SS	S	KS	TS	STS
I have carried out the task in accordance with the planned goals to the maximum	Reliability	Time management	4	2	1	-	-
Leaders are responsible for problems that occur		Problem Solving	-	1	1	-	-
There are no obstacles in achieving work	Durability	Employee ability	-	2	1	-	-
My work achievement level has never failed		Service	-	1	2	4	-
There is a procedure Make more work orderly and neat		Interactive	2	5	-	-	-
I always carry out work according to procedures company	Guarantee	Attitude and behavior	2	5	-	-	-
There are technical instructions and implementation instructions in the company		Needs	-	-	3	-	4

Source: Primary data processed (2021)

The data above shows that the unavailability of technical instructions and implementation instructions at PT Qualitech Indopiranti Bandung Branch which makes it possible if the availability of technical instructions and implementation instructions will make it

easier for employees to work optimally. Standard Operating Procedures (SOPs) as guidelines for the implementation of office administration in order to improve service and company performance are documents that contain a series of standardized written instructions regarding various processes of

administering office administration which contain how to do the work, execution time, place of implementation and actors who play a role in activities. . According to Hasibuan (2017:334), the assessment indicators for Standard Operating Procedures (SOP) are reliability, time management and problem solving, durability, assurance and empathy.

The research that became the author's reference was research conducted by Restu (2016). The results of the study stated that there was an influence of organizational commitment on employee performance. Another study conducted by

Harianto (2020) the results of the study stated that supervision and work discipline had an effect on employee performance. Subsequent research conducted by Buchori (2019) stated that standard operational procedures have an effect on employee performance

Based on the phenomenon that occurs, the authors are interested in conducting research with the title "The Effect of Supervision, Work Discipline, Work Commitment and Standard Operational Procedure (SOP) on Employee Performance at PT Qualitech Indopiranti Bandung Branch".

## **METHOD**

### **Research Methods Used**

Sugiyono (2018) explains that, "The research method is defined as a scientific way to obtain data with certain purposes and uses." The research method is the main method used by researchers to achieve goals and determine answers to the problems posed. The research method used in this research is to use quantitative methods with descriptive and verification approaches.

### **Variable Operations**

This study includes four variables, namely Supervision (X1), Work

Discipline (X2), Work Commitment (X3), and Standard Operational Procedure (X4) on Employee Performance (Y).

1. Employee performance at PT. Qualitech Indopiranti Bandung Branch as the dependent variable (dependent variable) is given the notation (Y).
2. Supervision of PT. Qualitech Indopiranti Bandung Branch as the independent variable (independent variable) is given the notation (X1).
3. Work discipline at PT. Qualitech Indopiranti Bandung Branch as the independent variable (independent variable) is given the notation (X2).

4. Organizational Commitment to PT. Qualitech Indopiranti Bandung Branch as the independent variable (independent variable) is given the notation (X3).
5. Standard Operational Procedure at PT. Qualitech Indopiranti Bandung Branch as the independent variable (independent variable) is given the notation (X4).

### **Data Types and Sources**

#### **1. Primary Data**

Primary data is data collected and obtained directly from respondents using a questionnaire. Primary data in this study was obtained by distributing questionnaires to employees who work at PT. Qualitech Indopiranti Bandung Branch.

#### **2. Secondary Data**

Data obtained indirectly or obtained from existing sources. In this study, secondary data were taken through literature books, scientific articles and previous research reports.

### **Data collection technique**

The data collection techniques carried out by the authors in this study are as follows:

1. Interview, which is a way of collecting data by conducting direct questions and answers to several people related to research, namely employees of PT. Qualitech Indopiranti Bandung Branch.
2. Questionnaire/questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer (Sugiyono, 2018:23). The questionnaire contains questions and statements regarding the identity and characteristics of the respondents.

### **Sampling Technique**

#### **Population**

Population according to Sugiyono (2018: 130), "is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions." In this study the population is employees of PT. Qualitech Indopiranti Bandung Branch, totaling 40 people.

#### **Sample**

The definition of the sample according to Sugiyono (2018: 131), "is part of the number and characteristics possessed by the population." samples taken from the population must be truly

representative. Sample size is the number of samples to be taken from a population. According to Arikunto (2015: 107), "If the population is less than 100 people, it is better to take the entire population as a sample so that the research is a population study. The population in this study were all employees of the marketing department, which amounted to 40 people. The number of research was relatively small, so the research method that will be used in conducting this research is the total sample (total sampling) or census.

## Data Analysis Techniques and

### Hypothesis Testing

#### Descriptive Analysis

Descriptive analysis is used to answer the formulation of problems related to Supervision (X1), Work Discipline (X2), Work Commitment (X3) and Standard Operating Procedures (X4) and Employee Performance (Y) at PT. Qualitech Indopiranti Bandung Branch.

#### Verification Analysis

Multiple regression analysis in this study to measure how far the influence of

supervision, work discipline, work commitment and company operational standards on performance, using the following formula:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Employee Performance

a = Constant Number

$\beta_1$  = Regression coefficient X1

$\beta_2$  = Regression coefficient X2

$\beta_3$  = Regression coefficient X3

$\beta_4$  = Regression coefficient X4

X1 = Supervision

X2 = Work Discipline

X3 = Organizational Commitment

X4 = Standard Operating Procedure

e = Error

## RESULTS AND DISCUSSION

#### Descriptive Analysis

Based on the results of descriptive analysis can be seen that:

1. Employee performance at PT Qualitech Indopiranti Bandung Branch is in the good category with a total score of 1526 and a percentage of 76%.
2. Supervision at PT Qualitech Indopiranti Bandung Branch is in the good

category with a total score of 754 with a percentage of 75%.

3. Work Discipline at PT Qualitech Indopiranti Bandung Branch is in the good category with a total score of 1068 and a percentage of 76%.
4. Organizational Commitment at PT Qualitech Indopiranti Bandung Branch is in the good category with a total score of 1063 and a percentage of 76%.
5. Standard Operating Procedures at PT Qualitech Indopiranti Bandung Branch are in the good category with a total score of 1059 and a percentage of 76%.

## Verification Analysis

### Multiple Linear Regression Analysis

Multiple linear regression analysis in this study was carried out using the help of Software Statistics Product and Service Solution (SPSS). The following are the results of data processing for the multiple regression model on the variables of Supervision, Work Discipline, Organizational Commitment and Company Operational Standards as follows:

### Table 6. Multiple Regression Test Results

Based Multiple Regression Test Results, it can be obtained multiple linear regression equation as follows:

$$Y = 6.081 + 0.282X_1 + 0.383X_2 + 0.351X_3 + 0.336X_4$$

The multiple linear regression equation above can be interpreted as follows:

$\alpha = 6.081$  means that if the variables Supervision, Work Discipline, Organizational Commitment and Standard Operating Procedures are zero (0), then the Employee Performance variable is 6.081.

$\beta X_1 = 0.282$  means that each addition of one unit of Supervision variable and other variables are constant, it will increase the value of the Employee Performance variable by 0.282. On the other hand, every decrease in one unit of the Supervision variable and the other variables constant, it will decrease the value of the Employee Performance variable by 0.282.

$\beta X_2 = 0.383$ , which means that each additional unit of Work Discipline variable and other variables constant, it will increase the value of the Employee Performance variable by 0.383. On the other hand, every decrease in one unit of the Work Discipline variable and other variables constant, it will decrease the value of the Employee Performance variable by 0.383.

$\beta X_3 = 0.351$  means that each addition of one unit of the Organizational Commitment variable and other variables are constant, it will increase the value of the Employee Performance variable by 0.351. On the other hand, every decrease in one unit of the Organizational Commitment variable and other variables constant, it will decrease the value of the Employee Performance variable by 0.351.

$\beta X_4 = 0.336$ , which means that each addition of one unit of the company's Operational Standard variable and other variables are constant, it will increase the value of the Employee Performance variable by

0.336. On the other hand, every decrease of one unit of the Company's Operational Standard variable and other variables constant, it will decrease the value of the Employee Performance variable by 0.336.

### Correlation Coefficient Analysis

Correlation analysis is used to determine the relationship between the variables Supervision, Work Discipline, Organizational Commitment and Standard Operating Procedures. This correlation analysis uses the product moment formula. The following are the results of partial correlation coefficient testing using SPSS:

**Table 6. Results of Partial Correlation Coefficient Analysis**

Correlation						
Performance			supervision	discipline	Commitment	SOP
Performance	Pearson Correlation	1	,831**	,995**	,561**	,829**
	Sig. (2-tailed)		,000	,000	,000	,000
	N	40	40	40	40	40
supervision	Pearson Correlation	,831**	1	,821**	,628**	,889**
	Sig. (2-tailed)	,000		,000	,000	,000
	N	40	40	40	40	40
discipline	Pearson Correlation	,995**	,821**	1	,574**	,824**
	Sig. (2-tailed)	,000	,000		,000	,000
	N	40	40	40	40	40
Commitment	Pearson Correlation	,561**	,628**	,574**	1	,735**
	Sig. (2-tailed)	,000	,000	,000		,000
	N	40	40	40	40	40
SOP	Pearson	,829**	,889**	,824**	,735**	1

	Correlation					
	Sig. (2-tailed)	,000	,000	,000	,000	
	N	40	40	40	40	40

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Source: Processed SPSS output, (2021)

Based on Table 6, the output of the correlation calculation shows that:

1. The correlation between Supervision and Employee Performance has a value of 0.831 with a significance value of 0.000 which means that there is a very strong correlation between Supervision and Employee Performance.
2. The correlation between Work Discipline and Employee Performance has a value of 0.995 with a significance value of 0.000 which means that there is a very strong correlation between Work Discipline and Employee Performance.
3. The correlation between Organizational Commitment and Employee Performance has a value of 0.561 with a significance value of 0.000 which means there is a strong correlation between Organizational Commitment and Employee Performance.
4. The correlation between Standard Operating Procedures and Employee Performance has a value of 0.829 with a significance value of 0.000 which means that there is a very strong correlation between Standard

Operating Procedures and Employee Performance.

Meanwhile, simultaneous correlation analysis will be explained in the following table:

**Table 7. Results of Simultaneous Correlation Analysis**

Model Summary				
Model	R Square	Adjusted R Square	Std. Error of the Estimate	
1 a	,995 a	,991	,989	,641
a. Predictors: (Constant), SOP, Komitmen, Disiplin, Pengawasan				

Source: Processed SPSS output, (2021)

Based on Table 7, it is known that the correlation between Supervision, Work Discipline, Organizational Commitment and Standard Operating Procedures on Employee Performance simultaneously has a value of 0.995 which means that Supervision, Work Discipline, Organizational Commitment and Standard Operating Procedures have a very strong correlation value on Employee Performance.

## Coefficient of Determination Analysis

The coefficient of determination ( $R^2$ ) is intended to determine the best level of accuracy in regression analysis, where it is indicated by the magnitude of the coefficient of determination ( $R^2$ ) between 0 (zero) and 1 (one). If the coefficient of determination is getting closer to one, it can be said that the independent variable has an effect on the dependent variable. The results of the coefficient of determination using SPSS are as follows:

**Table 8. Coefficient of Determination Test Results**

Model Summary				
Model	R Square	Adjusted R Square	Std. Error of the Estimate	
1 a	,995 a	,991	,989	,641

a. Predictors: (Constant), SOP, Komitmen, Disiplin, Pengawasan

Source: Processed SPSS output, (2021)

Based on Table 8 above, it is known that the R-Square is 0.991 this shows the effect of Supervision, Work Discipline, Organizational Commitment and Standard Operating Procedures on Employee Performance by 99.1%, the remaining 0.9% is influenced by other factors not examined.

## Discussion of Research Results

Based on the results of the verification test conducted, it was found that all independent variables including Supervision, Work Discipline, Organizational Commitment and Standard Operating Procedures were tested partially or simultaneously. The explanation of each variable is as follows:

### The Effect of Supervision on Employee Performance

Based on the results of the study showed that the Supervision variable had an effect on employee performance. The correlation between Supervision and Employee Performance has a value of 0.831 with a significance value of 0.000 which means that there is a very strong correlation between Supervision and Employee Performance. The regression test states that each additional unit of the Supervision variable will increase the value of the Employee Performance variable by 0.831. On the other hand, every decrease in one unit of the Supervision variable will reduce the value of the Employee Performance variable by 0.831.

The results of this study are in accordance with research conducted by Restu (2016). Supervision has an effect on

employee performance. Supervision is carried out properly in accordance with the rules that have been set and carried out in accordance with the duties and authorities that have been determined, so as to improve the efficiency of employee performance for the smooth running of the organization's activities and can minimize the emergence of obstacles that occur and are immediately anticipated to achieve organizational goals.

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

Based on the results of the study, it shows that the work discipline variable has an effect on employee performance. The correlation between Work Discipline and Employee Performance has a value of 0.995 with a significance value of 0.000 which means there is a very strong correlation between Work Discipline and Employee Performance. The regression test states that for each additional unit of Work Discipline variable, it will increase the value of the Employee Performance variable by 0.995. On the other hand, every decrease in one unit of the Work Discipline variable will reduce the value of the Employee Performance variable by 0.995.

The results of this study are in accordance with research conducted by Harianto (2020) the results of the study state that supervision and work discipline affect employee performance. In this case, if it is studied further, it is the work discipline variable that affects employee performance, in the sense that the higher a person's work discipline, the higher the person's performance.

### **The Effect of Organizational Commitment on Employee Performance**

Based on the results of the study, it shows that the organizational commitment variable has an effect on employee performance. The correlation between Organizational Commitment and Employee Performance has a value of 0.561 with a significance value of 0.000 which means there is a strong correlation between Organizational Commitment and Employee Performance. The results of the Regression Test state that for each additional unit of the Organizational Commitment variable, it will increase the value of the Employee Performance variable by 0.561. On the other hand, every decrease of one unit of the Organizational Commitment variable, it

will decrease the value of the Employee Performance variable by 0.561.

The results of this study are in accordance with research conducted by Hamzah (2015) showing that organizational commitment has a positive influence on employee performance. It is better for organizations or companies when recruiting they should choose candidates who are highly committed to the company, this is intended to detect early workers who are less than optimal so that things do not happen that can harm the organization or company.

### **The Influence of Standard Operating Procedures on Employee Performance**

Based on the results of the study, it shows that the Standard Operating Procedure (SOP) variable has an effect on employee performance. The correlation between Standard Operating Procedures (SOP) and Employee Performance has a value of 0.829 with a significance value of 0.000 which means there is a strong correlation between Standard Operating Procedures (SOP) and Employee Performance. The results of the Regression Test state that for each additional unit of the Standard Operating Procedure (SOP) variable, it will increase the value of the Employee Performance

variable by 0.829. On the other hand, every decrease of one unit of Standard Operating Procedure (SOP) variable, it will decrease the value of Employee Performance variable by 0.829.

The results of this study are in accordance with research conducted by Buchori (2019) showing that standard operating procedures have a positive influence on employee performance. With the Standard Operating Procedure (SOP), the administration can run with certainty. Various forms of deviation can be avoided or even if deviations occur in the company environment, the causes can be found and can be resolved in the right way. If all activities are in accordance with those stipulated in the Standard Operating Procedure (SOP), then gradually the quality of public services will be more professional, fast and easy.

### **The Effect of Supervision, Work Discipline, Organizational Commitment and Standard Operating Procedures on Employee Performance Supervision**

Work Discipline, Organizational Commitment and Standards Operational Procedures have an effect on Employee Performance, this is in accordance with the results of the correlation test

simultaneously Supervision, Work Discipline, Organizational Commitment and Standard Operating Procedures on Employee Performance simultaneously have a value of 0.995 which means Supervision, Work Discipline, Organizational Commitment and Standard Operating Procedures on Employee Performance has a very strong correlation value to Employee Performance. The contribution of the influence given is in accordance with the results of the determination test of 0.991 this shows the effect of Supervision, Work Discipline, Organizational Commitment and Standard Operating Procedures on Employee Performance of 99.1%

The results of this study are in accordance with research conducted by Restu (2016), the results of the study state that there is an influence of organizational commitment on employee performance. Another study conducted by Harianto (2020) the results of the study stated that supervision and work discipline had an effect on employee performance. Subsequent research conducted by Buchori (2019) stated that standard operational procedures had an effect on employee performance.

## CONCLUSION

Based on the results of research and discussion, it can be concluded that based on the results of descriptive analysis of Employee Performance, Supervision, Work Discipline, and Organizational Commitment are in the Good category. Based on the results of the verification analysis, it can be seen that supervision has a partial effect on employee performance with a correlation value of 0.831 with a very strong relationship level. Work Discipline has a partial effect on employee performance with a correlation value of 0.995 with a very strong relationship level. Organizational commitment has a partial effect on employee performance with a correlation value of 0.5611 with a strong relationship level. Standard Operating Procedures have a partial effect on employee performance with a correlation value of 0.829 with a very strong relationship level. Simultaneously, Supervision, Work Discipline, Organizational Commitment and Standard Operating Procedures on Employee Performance affect employee performance with an influence value of 99.1%, and a very strong correlation with a correlation value of 0.995.

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