

**ANALYSIS OF WORK ENVIRONMENT, STANDARD OPERATING  
PROCEDURES AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE  
MODERATED BY DEMOCRATIC LEADERSHIP**

**ANALISIS LINGKUNGAN KERJA, PROSEDUR OPERASIONAL STANDAR,  
DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN YANG  
DIMODERASI OLEH KEPEMIMPINAN DEMOKRATIS**

**Hidayatur Rahman<sup>1</sup>, Vivin Maharani Ekowati<sup>2</sup>**

Department of Management, UIN Maulana Malik Ibrahim Malang, Indonesia<sup>1,2</sup>

[dayatrahman673@gmail.com](mailto:dayatrahman673@gmail.com)<sup>1</sup>, [vivien.maharani@yahoo.com](mailto:vivien.maharani@yahoo.com)<sup>2</sup>

**ABSTRACT**

*In the era of globalisation and digitalisation, organisations are faced with the demands to improve efficiency, productivity, and service quality continuously. One way to maintain a business is to create and implement a standard to regulate the implementation of company activities. With the existence of a standard, all activities can be carried out in accordance with objectives that align with the company's goals. The objectives of the study are to test and analyze the influence of the work environment on employee performance; the influence of Standard Operating Procedures (SOP) on employee performance; the influence of work discipline on employee performance; to test and analyze the role of leadership style in moderating the influence of the work environment on employee performance; to test and analyze the role of leadership style in moderating the influence of SOP on employee performance and to test and analyze the role of leadership style in moderating the influence of work discipline on employee performance. The study population was 100 employees of PT SGN PG GEMPOLKREP, East Java, from the installation division. Includes: 35 people from the electrical installation division, 35 people from the besali installation division, and 30 people from the milling installation division. The sampling technique used was saturated sampling. Research data were collected through questionnaires and analysed using SmartPLS Version 4. The results showed that the work environment, SOPs, and work discipline significantly influenced employee performance. Meanwhile, the moderation test showed that leadership style was unable to moderate the influence of the work environment, SOPs, and work discipline on employee performance.*

**Keywords:** Work Environment, Standard Operating Procedures, Work Discipline, Democratic Leadership Style, Employee Performance

**ABSTRAK**

Era globalisasi dan digitalisasi yang semakin berkembang, organisasi dihadapkan pada tuntutan untuk meningkatkan efisiensi, produktivitas, dan kualitas layanan secara berkelanjutan. Salah satu cara untuk mempertahankan bisnis adalah membuat dan menerapkan suatu standar untuk mengatur pelaksanaan kegiatan perusahaan. Dengan adanya suatu standar tersebut, seluruh kegiatan yang dilaksanakan dapat berjalan sesuai dengan tujuan yang sesuai dengan perusahaan. Adapun tujuan penelitian adalah Menguji dan menganalisis pengaruh lingkungan kerja terhadap kinerja karyawan; pengaruh Standar Operasional Prosedur (SOP) terhadap kinerja karyawan; pengaruh disiplin kerja terhadap kinerja karyawan; Menguji dan menganalisis peran gaya kepemimpinan dalam memoderasi pengaruh lingkungan kerja terhadap kinerja karyawan; Menguji dan menganalisis peran gaya kepemimpinan dalam memoderasi pengaruh SOP terhadap kinerja karyawan dan Menguji dan menganalisis peran gaya kepemimpinan dalam memoderasi pengaruh disiplin kerja terhadap kinerja karyawan. Populasi penelitian adalah karyawan PT SGN PG GEMPOLKREP, Jawa Timur, dari divisi instalasi sejumlah 100 orang. Meliputi: divisi instalasi listrik berjumlah 35 orang, 35 divisi instalasi besali umlah 35 orang, dan divisi instalasi gilingan berjumlah 30 orang. Teknik pengambilan sampel menggunakan sampel jenuh. Data penelitian dikumpulkan melalui kuesioner dan dianalisis menggunakan SmartPLS Versi 4. Hasil penelitian menunjukkan bahwa lingkungan kerja berpengaruh signifikan terhadap kinerja karyawan, SOP berpengaruh signifikan terhadap kinerja karyawan dan disiplin kerja berpengaruh terhadap kinerja karyawan. Sedangkan untuk pengujian moderasi diperoleh hasil bahwa gaya kepemimpinan tidak mampu memoderasi pengaruh lingkungan kerja, SOP, dan disiplin kerja terhadap kinerja karyawan.

**Kata Kunci:** Lingkungan Kerja, Standar Operasional Prosedur, Disiplin Kerja, Gaya Kepemimpinan Demokratis, Kinerja Karyawan

## INTRODUCTION

The era of globalisation and growing digitalisation demands that organisations continuously improve efficiency, productivity, and service quality. One of the key foundations for achieving organisational goals is the effective implementation of work procedures by employees. Effective work efficiency and productivity within the company are key to achieving the organisation's strategic objectives (Lesmana & Anwar, 2024).

The successful implementation of work procedures cannot be separated from the existence of Standard Operating Procedures (SOPs), a conducive work environment, adequate work discipline, and the support of an appropriate leadership style (Nabila & Hasin, 2022; Alysia & Nawawi, 2023).

According to Nur'aini (2020), SOPs serve as the primary reference for the stages of work activities within a company, binding and limiting the way employees work. Well-designed SOPs enable operational activities to be structured, systematic, and accountable (Nabila & Hasin, 2022). When the work environment is designed in a way that makes employees feel comfortable and valued, they tend to be more disciplined, follow SOPs more easily, and behave according to work procedures (Yuliana, 2020). Conversely, a less supportive work environment can reduce work morale and negatively impact productivity (Winaya Mukti, 2022).

Work discipline is a determining aspect in maintaining the stability and effectiveness of employee performance. A work discipline attitude is essential for employees to increase work productivity. Discipline maintains a person's mental attitude and character, enabling them to understand the responsibilities of their work tasks (Anggiri et al., 2022). Work discipline is a determining factor in the

efficiency and effectiveness of performance. (Samsudin, Putra Hermansyah, et al., 2024). However, these three factors do not always have an optimal impact without the right leadership style.

In this case, the democratic leadership style plays a crucial role as a moderator because it encourages participation, open communication, and employee involvement in decision-making, thereby strengthening the influence of the work environment, SOPs, and discipline on performance (Nur & Yurika, 2023). As stated by Rizky et al., (2023), leadership can strengthen the relationship between SOPs and work compliance. Similarly, Ginting & Kholik (2024) found that work discipline, job satisfaction, and leadership style had a positive and significant effect on employee performance. However, this contrasts with research by Uleng & Awaluddin (2023), which found that work discipline had no significant effect on employee performance.

Employee performance is affected not only by internal factors, such as individual ability and motivation, but also by external factors related to the work environment and social interactions, including interpersonal relationships, leadership, and working conditions, all of which play a significant role in influencing employee performance (Rachmawati & Ekowati, 2025). According to the Resource-Based View theory, a relationship exists between a company's resources and its capability to manage them to achieve superior performance. *The Resource-Based View* is an approach to analysing an organisation's competitive advantage based on its resources (Utami & Alamanos, 2023). Resources include the work environment, leadership, work ethics embodied in work discipline, and work procedures (Subandi et al., 2024).

PT SGN (Sinergi Gula Nusantara) PG GEMPOLKREP Mojokerto is a company operating in the agribusiness sector with a substantial workforce. In its operations, this company has implemented SOPs to ensure the smooth running of work processes. With the SOP, each employee has clear work guidelines, allowing errors to be minimised and performance to be measured objectively (Fauziah et al., 2020). However, based on initial observations, several problems were found related to the implementation of SOPs, a less supportive work environment, and varying levels of work discipline among employees, which caused this to become a problem at PT SGN PG GEMPOLKREP Mojokerto. These problems indicate a need to evaluate the extent to which work procedures, work environment, and work discipline affect employee performance at PT SGN PG GEMPOLKREP Mojokerto, as well as how leadership style moderates this relationship. This can be determined by the researcher during an informal interview with one of the heads of the installation division, who is being used as the subject of this study.

Various previous studies have examined the influence of variables such as SOPs, work environment, work discipline, and leadership style on employee performance. However, several gaps have not been explored in depth, particularly in the context of the plantation industry in Indonesia. Research by Alysia & Nawawi (2023) shows that the implementation of SOPs and work discipline has a positive and significant effect on employee performance, while leadership style has a positive but insignificant effect. However, this study did not consider the moderating role of leadership style in the relationship between SOPs, work environment, and work discipline on employee performance. Meanwhile, Nur & Yurika

(2023) found that leadership style, work discipline, and work environment have a positive effect on employee performance. Syaikhudin et al. (2023) showed that leadership style, work discipline, and work environment have a significant impact on employee performance. Therefore, a research gap remains in examining the simultaneous influence of SOPs, work environment, and work discipline on employee performance, while considering the moderating role of leadership style, particularly in the context of the plantation industry in Indonesia.

## 2. Literature Review

### *Resource-Based View (RBV) Theory*

This research is based on the RBV theory, which emphasises examining the competitive advantage of firms that arises from unique strategic resources at a time when practising managers are not aware of the arguments about the resource-based view of sustainable competitive advantage and profit maximisation. The Resource-Based View (RBV) theory emphasises that sustainable competitive advantage is obtained when a company is able to utilise valuable, rare, inimitable, and non-substitutable (VRIN) internal resources. (Freeman et al., 2021). In the context of PT PG SGN PG Gempolkrep as a sugarcane plantation industry, the variables of work environment, SOP, and work discipline can be understood as forms of internal resources, both physical and non-physical, which determine the company's superior performance. This study employs this theory because performance is **an outcome** of resource utilisation (SOP as a system, and discipline as human behaviour). In the RBV, performance is a form of competitive advantage that arises from a well-managed combination of resources and capabilities.

### **Work environment**

According to Melvina Halim & Hery Winoto Tj (2023), environmental work encompasses both physical and non-physical conditions in the workplace that can impact employee job satisfaction. Their research shows that the non-physical work environment has a significant influence on satisfaction with Work, whereas the physical work environment is not significantly influential.

Pratama & Murwaningsih (2024) found, in their research at Surakarta City Social Services, that the work environment had a positive and significant influence on employee morale. Employee work. These results suggest that a positive work environment can enhance employee motivation and work enthusiasm. Firli & Kuswinarno (2024) also emphasised the importance of the work environment in increasing employee job satisfaction in cigarette factories. They concluded that management needs to pay attention to and improve the quality of the work environment from various aspects to increase employee job satisfaction.

Rizki's (2024) work environment indicators, including workplace comfort, employee relationships, and superior support, found that a positive work environment positively impacts employee performance in the X4Print Printing & Packaging industry in Malang.

### **Standard Operating Procedures (SOP)**

According to Rahmawati et al. (2024), an SOP is a written guideline detailing the steps and procedures employees must follow in carrying out their daily tasks. Properly implementing SOPs helps companies ensure that every step taken by employees complies with established standards, reduces the likelihood of errors, and improves the quality of the final product.

Syafri et al. (2024). He added that SOPs serve as work guidelines that ensure

consistency, efficiency, and effectiveness in task execution. Properly implementing SOPs can help reduce errors, increase time efficiency, and ensure consistent work quality. SOP indicators can be seen in research by Rahmawati et al. (2024); clearly designed SOPs can increase operational efficiency and consistency in manufacturing companies.

### **Work Discipline**

According to Amin et al. (2022), work discipline is the respectful attitude, behaviour, and compliance of employees with all existing rules and regulations in the company where they work. They also identify three forms of discipline: preventive, corrective, and progressive, all of which aim to improve performance and accelerate the achievement of company goals.

Samsudin et al. (2024) added that work discipline encompasses employees' awareness, willingness, and obedience to regulations, social norms, and duties that must be adhered to within an organisation or company. They emphasised that strong work discipline helps maintain order and accountability within a group, ensuring that each individual contributes effectively to the team's success. In addition, the research by Novandri et al. (2023) included work discipline indicators such as attendance levels, work procedures, obedience to superiors, work awareness, and responsibility.

### **Employee performance**

According to Mangkunegara (2017), performance refers to the quality and quantity of work carried out by workers in fulfilling their duties in accordance with the obligations assigned. Maharjan (2012), performance is the result achieved as a result of motivation and satisfaction with their work. Everyone faces situations that may not be anticipated during the process of fulfilling

their needs, which allows them to advance in life through hard work and experience (Ningrum & Purnamasari, 2022).

According to Sedarmayanti (2016) and Suwanto (2020), there are several benchmarks for employee performance, namely work quality, punctuality, initiative, and work ability.

### Democratic Leadership Style

Leadership, as Yukl (2017), promotes subordinate involvement in decision-making and increases commitment to organisational goals. This differs from the authoritarian style, which tends to be top-down, because in a democratic style, authority is distributed more equally.

The relationship between leaders and subordinates can be evaluated through employee assessments of the leadership style applied in guiding and directing them in carrying out their duties. In the relationship between leaders and their subordinates, the alignment between the leadership delivered by the leader and the actions expected of their employees will undoubtedly have a positive impact on subordinates, as employees will feel more comfortable in their work (Wellyanto & Halim, 2019).

### Hypothesis

H1: Work environment has a significant influence on employee performance.

H2: *Standard Operating Procedures* (SOP) have a significant effect on employee performance.

H3: Work discipline has a significant effect on employee performance.

H4: Democratic leadership style moderates the influence of the work environment on employee performance.

H5: Democratic leadership style moderates the influence of SOP on employee performance.

H6: Democratic leadership style moderates the influence of work discipline on employee performance.

### METHODOLOGY

Conceptually, this study was designed using a quantitative approach with explanatory research. This research was conducted at PT SGN PG GEMPOLKREP, East Java. The data collection technique involved administering a questionnaire to the installation division. The sample consisted of 100 employees, and the sampling technique used was saturated sampling.

Data collection was conducted using a questionnaire distributed to all respondents, which included a five-point Likert scale. Descriptive statistical analysis determines the frequency distribution of questionnaire responses and provides a detailed description of the variables evaluated. Additionally, researchers utilised the SmartPLS 4.0 analysis tool to support this study. Data were gathered using PLS-SEM to test the changed results of several models. Additionally, the PLS was employed since the offered indicators did not align with the reflective measurement model (Baharuddin et al., 2023).

### RESULTS AND DISCUSSION

#### Convergent Validity

The *loading factor* value between 0.6 and 0.7 for exploratory research is still acceptable, and the Average Variance Extracted (AVE) value must be greater than 0.5 (Ghozali & Latan, 2020).

**Table 1. Convergent Validity**

Variables	Item	Loading factor	Information
Work environment (X1)	X1.1	0.8599	Valid

		X1.2	0.8060	Valid
		X1.3	0.7326	Valid
		X1.4	0.7708	Valid
		X1.5	0.7948	Valid
		X1.6	0.7595	Valid
		X1.7	0.7654	Valid
		X1.8	0.8498	Valid
		X1.9	0.8016	Valid
<i>Standard Operating Procedures (X2)</i>		X2.1	0.7696	Valid
		X2.2	0.8065	Valid
		X2.3	0.7818	Valid
		X2.4	0.7533	Valid
		X2.5	0.7389	Valid
		X2.6	0.7578	Valid
		X2.7	0.7885	Valid
		X2.8	0.8081	Valid
		X2.9	0.7042	Valid
Work discipline (X3)		X3.1	0.7417	Valid
		X3.2	0.7958	Valid
		X3.3	0.7139	Valid
		X3.4	0.8152	Valid
		X3.5	0.8008	Valid
		X3.6	0.7834	Valid
		X3.7	0.7137	Valid
		X3.8	0.7280	Valid
employee performance (Y)		Y.1	0.9080	Valid
		Y.2	0.9083	Valid
		Y.3	0.9008	Valid
		Y.4	0.8949	Valid
		Y.5	0.8736	Valid
		Y.6	0.8997	Valid
		Y.7	0.9202	Valid
		Y.8	0.9144	Valid
		Y.9	0.9044	Valid
leadership style (M)		M.1	0.8449	Valid
		M.2	0.7525	Valid
		M.3	0.7448	Valid
		M.4	0.8016	Valid
		M.5	0.7700	Valid
		M.6	0.7300	Valid
		M.7	0.7233	Valid
		M.8	0.8397	Valid

Based on the convergent validity test results in Table 1, it can be seen that all research variables have *loading factor values* above 0.7. Therefore, based on the

*loading factor values* and the test results of this study, the results are highly reflective and exhibit good convergent validity.

**Reliability Test**

Reliability can be measured in two ways: Cronbach's Alpha and Composite Reliability. A construct is considered reliable if both Cronbach's Alpha and

Composite Reliability values are greater than 0.7 (Ghozali & Latan, 2020). The reliability test results are presented in Table 2.

**Table 2. Reliability Test**

Variables		Cronbach's Alpha	Composite Reliability	Information
Work Discipline (X3)		0.8987	0.9173	Reliable
Democratic Leadership Style (M)		0.9070	0.9240	Reliable
Employee Performance (Y)		0.9716	0.9754	Reliable
Work Environment (X1)		0.9275	0.9388	Reliable
Standard Operating Procedures (X2)		0.9134	0.9283	Reliable

Based on Table 2, the work environment variable has a Cronbach's alpha value of 0.9275 and a composite reliability value of 0.9388. The SOP variable has a Cronbach's alpha value of 0.9134 and a composite reliability value of 0.9283. The work discipline variable has a Cronbach's alpha value of 0.8987 and a composite reliability value of 0.9173. The democratic leadership style variable has a Cronbach's alpha value of 0.9070 and a composite reliability value of 0.9240. The employee performance variable (Y) has a Cronbach's alpha value of 0.9716 and a composite reliability value of 0.9754. Therefore, referring to the reliability test criteria, each variable can be said to be reliable or have good reliability.

**Structural Model (Inner Model)**

Structural model testing aims to demonstrate the level of significance when testing hypotheses and is used to predict relationships between latent variables (Ghozali & Latan, 2020). The

results of the structural model or inner model testing are as follows:

**Table 3. Structural Model**

Variables	R-Square	R-Square Adjusted
Employee performance	0.6266	0.5982

Based on Table 3, the employee performance variable has an R-squared value of 0.6266 or 62.66% and is classified as having a moderate R-squared value. This means that 62.66% of employee performance is influenced by the work environment, SOPs, and work discipline, and the remaining 37.34% of employee performance is influenced by other variables not explained in this study.

**Direct Effect Hypothesis Testing**

The purpose of this direct influence test is to analyse the impact of the work environment, SOP, and work discipline on employee performance.

**Table 4. Direct Effect Test**

Variables	T-Statistic	P-Value	Information
-----------	-------------	---------	-------------

Work Environment (X1) -> Employee Performance (Y)	8.1996	0.000	Significant
Standard Operating Procedures (X2) -> Employee Performance (Y)	5.3097	0.000	Significant
Work Discipline (X3) -> Employee Performance (Y)	4.8759	0.000	Significant

Based on Table 4, the t-statistic value for the influence of the work environment on employee performance is 8.1996, with a p-value of 0.000. This t-statistic value is greater than the t-table value of 1.96. These results suggest that the work environment has a substantial impact on employee performance. Thus, the first hypothesis —that the work environment influences employee performance—is accepted.

The SOP's effect on employee performance has a t-statistic of 5.3097 and a p-value of 0.000. This t-statistic is greater than the t-table value of 1.96 and has a p-value of less than 0.05. Referring to these results, there is a significant influence between SOP and employee

performance. Therefore, the second hypothesis stating that SOP affects employee performance is accepted.

The t-statistic of work discipline on employee performance is 4.8759, and the p-value is 0.000. This t-statistic is greater than the t-table value of 1.96 and has a p-value of less than 0.05. Referring to these results, there is a significant influence between work discipline and employee performance. Therefore, the third hypothesis stating that work discipline influences employee performance is accepted.

#### **Hypothesis Testing: Moderation Influence**

**Table 5. Moderation Effect Test**

Variables	T-Statistic	P-Value	Information
X1*Z -> Employee Performance (Y)	0.4588	0.6466	Not Significant
X2*Z -> Employee Performance (Y)	1.3661	0.1725	Not Significant
X3*Z -> Employee Performance (Y)	0.7459	0.4561	Not Significant

Based on Table 5, the t-statistic value is 0.4588, and the p-value is 0.6466. This is smaller than the t-table value of 1.96, and the p-value is greater than 0.05. Referring to these results, it is evident that democratic leadership cannot mitigate the impact of the work environment on employee performance. Therefore, the fourth hypothesis is rejected.

Furthermore, the effect of SOP on employee performance moderated by democratic leadership showed a t-statistic of 1.3661 and a p-value of 0.1725. This t-statistic is less than the t-table value of 1.94, and the p-value is greater than 0.05. Based on these test results, it can be concluded that democratic leadership is ineffective in moderating the influence of SOP on



employee performance. Therefore, the fifth hypothesis is rejected.

Likewise, the influence of work discipline on employee performance, moderated by democratic leadership, showed a t-statistic value of  $0.7459 < 1.96$  and a p-value of  $0.4561 > 0.05$ ; therefore, the sixth hypothesis was rejected. This means that democratic leadership cannot moderate the influence of discipline on employee performance.

### **The Influence of Work Environment on Employee Performance**

Based on the inner model results, the work environment has a significant influence on employee performance. This is demonstrated by the direct effect test, which shows a t-statistic of 8.1996, which is smaller than the t-table of 1.96. Furthermore, the p-value is 0.000, which is smaller than 0.05. Therefore, the work environment influences employee performance.

The results of this study are in accordance with the theory put forward by Mangkunegara (2017), which states that the work environment encompasses all the tools, materials, work methods, and work arrangements surrounding employees that have a direct or indirect influence on their performance. Conditions in the field are supported by research from Salabi (2023), which indicates that the work environment has a significant influence on employee performance. Factors such as lighting, air temperature, security, workplace cleanliness, and harmonious work relationships have been proven to enhance employee performance. Furthermore, research by Marisya (2022) also found that the work environment has a positive and significant influence on employee performance.

### **The Influence of SOP on Employee Performance**

Based on the results of the hypothesis testing, it was found that SOPs have a significant influence on employee performance. These research findings support Sularso's (2017) opinion that SOPs serve as guidelines that provide direction to employees, enabling each task to be completed according to procedure, minimising errors, and improving employee performance.

Yuliana (2020) found that SOPs have a positive and significant impact on employee performance. Clear and structured SOPs can improve work efficiency and reduce errors in task execution. Furthermore, research by Rizky et al. (2023) also demonstrated that SOPs have a significant influence on employee performance. The results showed that consistent implementation of SOPs contributes to improved employee discipline and job performance.

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

Based on the results of the hypothesis testing, it was found that work discipline has a significant influence on employee performance. This study's findings align with those of Wahongan et al. (2021), who found that work discipline has a significant positive effect on employee performance. These results suggest that enhancing work discipline can lead to improved employee performance in delivering quality service.

Similarly, research by Chris Taasiringan et al. (2024) shows that work discipline has a significant positive effect on employee performance. This confirms the importance of work discipline in improving employee performance.

### **The Influence of Work Environment on Employee Performance Moderated by Democratic Leadership**

Based on the results of the hypothesis testing, democratic leadership cannot moderate the influence of the work environment on employee performance. This finding is inconsistent with research conducted by Rizky et al. (2023), which found that leadership style can strengthen the relationship between SOP implementation and performance. The results of this study suggest that democratic leadership does not significantly contribute to improved performance.

The situation on the ground aligns with what Saputra et al. (2021) stated, emphasising that the main characteristic of democratic leadership is involving employees in decision-making through shared consensus. According to Pratiwi & Manafe (2022), democratic leadership practices implemented in companies have the potential to be a key factor significantly influencing employee performance. However, democratic leadership without the support of sound human resource management (HRM) strategies will not contribute to improved employee performance.

### **The Influence of SOP on Employee Performance Moderated by Democratic Leadership**

Based on the results of the hypothesis testing, democratic leadership cannot moderate the influence of SOPs on employee performance. This finding is inconsistent with the findings of Rizky et al. (2023), who stated that leadership style can strengthen the relationship between SOP implementation and

performance. Democratic leaders involve subordinates in decision-making and strategy formulation, creating a greater sense of ownership and commitment among employees to the established SOPs.

Democratic leadership style is unable to moderate because the relationship between SOPs and performance may already be consequential and direct. Employee performance is highly dependent on the clarity and adherence to SOPs, so leadership style does not significantly change their impact. Democratic leadership does not moderate the influence of SOPs, meaning that to improve performance, the primary focus should be on improving the SOPs themselves or other factors that directly affect performance, rather than on changing the leadership style specifically to be democratic for that purpose.

Democratic leadership may not significantly influence or hinder the implementation of SOPs. SOP implementation depends on various factors, including understanding, motivation, and resource availability. Democratic leadership emphasises shared responsibility, which encourages employees to follow SOPs in support of organisational goals consistently.

### **The Influence of Work Discipline on Employee Performance Moderated by Democratic Leadership**

Based on the results of the hypothesis testing, democratic leadership cannot moderate the influence of discipline on employee performance. This contradicts the findings of Saputra et al. (2021), who emphasised that the main characteristic of democratic leadership is involving employees in decision-making through collective consensus. This is because

the democratic style emphasises discussion and consensus, which can slow down decision-making and the implementation of initiatives, including disciplinary enforcement.

Additionally, differences of opinion and perspective within a team can hinder the effectiveness of discipline enforcement. Moreover, if democratic leaders leave decisions too much to undisciplined members, work discipline can weaken and negatively impact performance.

## CONCLUSION

The work environment has a significant influence on employee performance. A good work environment fosters productivity, comfort, and safety, ultimately enhancing performance. This influence encompasses both physical (space, equipment) and non-physical (work culture, relationships between coworkers) aspects.

SOPs have a significant impact on employee performance. This means that good SOPs include clear performance standards, which serve as a basis for assessing achievement and evaluating performance.

Work discipline significantly impacts employee performance. High levels of discipline can increase motivation, productivity, and work quality, and help achieve organisational goals. Good employee performance results from awareness and adherence to company regulations, which ultimately impact organisational performance.

Leadership cannot moderate the influence of the work environment on employee performance. Democratic leadership without the support of sound human resource management (HRM) strategies will not contribute to improving employee performance.

Democratic leadership cannot moderate the effect of SOPs on employee performance. This is because SOP implementation is more dependent on other factors, such as understanding, motivation, or resource availability.

Democratic leadership cannot moderate the impact of discipline on employee performance. This is because the democratic style emphasises discussion and consensus, which can slow down decision-making and the implementation of initiatives, including disciplinary enforcement.

## Suggestion

The results of this study can serve as a valuable reference for future research examining the influence of the work environment, standard operating procedures (SOPs), and work discipline on employee performance. The limitation of this research lies in the inability of democratic leadership to moderate the relationship between variables. Suggestions for future research include considering other leadership styles or explore other variables, such as employee engagement, as a mediating variable. Furthermore, future researchers may consider adding independent variables that can enhance employee performance to provide a more comprehensive understanding of the factors influencing employee performance.

## References

- Alysia, S., & Nawawi, M. T. (2023). Pengaruh Gaya Kepemimpinan, Disiplin Kerja, dan Penerapan SOP terhadap Kinerja Karyawan pada PT Victoria Care Indonesia Tbk. *Jurnal Manajerial dan Kewirausahaan*, 5(1), 212–223
- Amin, S. A., Wiyata, P. S., & Sarwana, O. (2022). Disiplin Kerja: Sebuah Kajian Teori. *Jurnal Ekonomi*

- Bisnis, Manajemen dan Akuntansi*, 1(1), 29–38.
- Baharuddin J, Supriyanto AS, Siswanto, Ekowati VM. (2023). Understanding the drivers of interest in fintech adoption: examining the moderating influence of religiosity. *Jurnal Aplikasi Bisnis dan Manajemen (JABM)* 9(3), 695-705
- Firli, R. D., & Kuswinarno, M. (2024). Peran Lingkungan Kerja dalam Meningkatkan Kepuasan Kerja Karyawan Pabrik Rokok. *Jurnal Manajemen Kewirausahaan Dan Teknologi*, 1(2), 88–97.
- Freeman, R. E., Dmytriiev, S. D., & Phillips, R. A. (2021). Stakeholder Theory and the Resource-Based View of the Firm. *Journal of Management*, 47(7).  
<https://doi.org/10.1177/0149206321993576>
- Ghozali, I. & Latan, H. (2020). Partial Least Square : Konsep, Teknik dan Aplikasi SmartPLS 2.0 M3. Semarang: Badan Penerbit Universitas Diponegoro.
- Ginting, A. F. A., & Kholik, K. (2024). Pengaruh Disiplin Kerja, Kepuasan Kerja, dan Gaya Kepemimpinan terhadap Kinerja Pegawai di PTPN IV Medan. *Jurnal Ilmiah Muqoddimah: Jurnal Ilmu Sosial, Politik dan Humaniora*, 8(4), 1847–1857.  
<http://download.garuda.kemdikbud.go.id/article.php?article=3016073&val>  
<https://doi.org/10.61132/jumaket.v1i2.173>
- Lesmana, A. P., & Anwar, A. M. (2024). Pengaruh penerapan SOP (Standard Operating Procedures) terhadap efektivitas dan produktivitas kerja karyawan studi pada PT. Santosa Jatisari Kusumah Bandung Indonesia
- Maharjan, S. (2012). Association between Work Motivation and Job Satisfaction of College Teachers. *Administrative and Management Review*, 24(2), 45-55.
- Mangkunegara, A. P. (2017). Manajemen Sumber Daya Manusia Perusahaan. PT Remaja Rosdakarya.
- Ningrum, P., & Purnamasari, W. (2022). Pengaruh gaya kepemimpinan dan budaya organisasi terhadap kepuasan dan loyalitas kerja karyawan. *Jurnal Manajemen*, 4(2), 107–115.
- Novandri, A., Rahayuningsih, N., & Anwar, S. (2023). Pengaruh pengawasan dan motivasi terhadap disiplin kerja pada karyawan PT. XYZ. *Jurnal Investasi*, 9(1), 36-44.
- Nur, N., & Yurika, A. (2023). Gaya Kepemimpinan, Disiplin Kerja, dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Manajemen Dan Perbankan (JUMPA)*, 10(1), 29-44
- Nur'aini, F. (2020). Standart Operating Procedure Cara Praktis dan Efektif Menerapkan SOP di Segala Macam Bisnis (1st ed.). QUADRANT.
- Pratama, R. I., & Murwaningsih, T. (2024). Pengaruh Lingkungan Kerja dan Budaya mOrganisasi Terhadap Semangat Kerja Pegawai Dinas Sosial Kota Surakarta. *Jurnal Ekonomi, Manajemen dan Akuntansi*, 2(12), 281-305.
- Pratiwi, N. & Manafe, L. A. (2022). Gaya Kepemimpinan Demokratis Dalam Memotivasi Kinerja Karyawan. *Journal Visionida*, 8(1 SE-Articles), 1–12.

- <https://doi.org/10.30997/jvs.v8i1.5675>
- Rahmawati, F., & Suryana, N. N. (2024). Pentingnya Standar Operasional Prosedur (SOP) Dalam Meningkatkan Efisiensi Dan Konsistensi Operasional Pada Perusahaan Manufaktur. *Jurnal Manajemen Bisnis Digital Terkini*, 1(3). <https://ejournal.arimbi.or.id/index.php/JUMBIDTER/article/view/112>
- Rachmawati, D.L. & Ekowati, V.M. (2025). Effect of Interpersonal Relationships, Work Stress, and Work Environment on Employee Performance: The Mediating Role of Job Satisfaction. *JENIUS (Jurnal Ilmiah Sumber Daya Manusia)*, 8(2), 176-185.
- Ratna Nabilla, D., & Hasin, A. (2022). Analisis Efektivitas Penerapan Standard Operating Procedure (SOP) pada Departemen Community & Academy RUN System (PT Global Sukses Solusi Tbk). *Selekta Manajemen: Jurnal Mahasiswa Bisnis & Manajemen*, 1(6), 58–75.
- Rizky, A., Handayani, T., & Firmansyah, D. (2023). Pengaruh standar operasional prosedur terhadap kinerja karyawan PT Pupuk Kaltim. *Jurnal Manajemen dan Bisnis*, 15(2), 77–86.
- Samsudin, A., Margareta, D., Fahmi, M. A., Merdana, S. V., & Amsani, F. P. D. (2024). Pentingnya Disiplin Kerja pada Perusahaan. *Jurnal Pendidikan*
- Tentang Standard Operating Procedure (Sop): Dasar, Tujuan, Manfaat, Dan Penerapan. *Jurnal Media Akademik (JMA)*, 2(6), 1-13.
- Sularso, H. (2017). *Prosedur dan Sistem Informasi Manajemen*. Rajawali Pers.
- Ulung, A., Awaluddin, A., Achsanuddin, N. A. U., & Hasriwana. (2023). Pengaruh Disiplin Kerja dan Motivasi Kerja terhadap Kinerja Pegawai pada Unit Pelaksana Teknis Balai Pengujian dan Sertifikasi Mutu Barang (BPSMB). *Kompeten: Jurnal Ilmiah Ekonomi dan Bisnis*, 2(1), 420-429.
- Utami, H., & Alamanos, E. (2023). Resource-Based Theory, Academic theories reviews for research and T&L. <https://open.ncl.ac.uk/theories/4/resource-based-theory/>
- Winaya Mukti. (2022). Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja dan Implikasinya Terhadap Kinerja Karyawan. *Journal of Siberian Transport and Logistics*, 2(3). <https://research.e-siber.org/JSTL/article/view/242>
- Yuliana, R. (2020). Pengaruh standar operasional prosedur (SOP) terhadap kinerja karyawan PT PLN (Persero). *Jurnal Ilmu Administrasi Bisnis*, 9(1), 45–53.
- Sedarmayanti. (2009). *Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Refika Aditama.
- Subandi, Rahmawati, E., Inayati, H. (2024). Pemahaman Konseptual