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The Effect Of Work Discipline, The Implementation Of Standard Operating Procedures (Sop), And Workload On Employee Performance At Pt Capella Medan

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Abstract

This study aims to determine and analyze the effect of work discipline, the implementation of Standard Operating Procedures (SOP), and workload on employee performance at PT. Capella Medan, both partially and simultaneously. The background of this study is based on several phenomena observed at the research site, such as employees repeatedly arriving late, uneven implementation of SOPs—particularly in the Information Technology (IT) division—and a high intensity of overtime in several divisions, indicating an imbalance in workload. This study employs a quantitative approach with an explanatory descriptive-quantitative research design. The population consists of 50 employees of PT. Capella Medan working in the Audit, Human Resources, Accounting, Finance, and IT departments, using a total sampling technique so that the entire population was used as respondents. Validity and reliability tests of the instrument were conducted on 30 respondents from a similar company (PT. Trans Sumatera Andalan) prior to distributing the questionnaire to the actual research subjects. Data were analyzed using multiple linear regression with the assistance of SPSS software, preceded by classical assumption tests including tests of normality, multicollinearity, and heteroscedasticity. The results show that, partially, work discipline has a positive and significant effect on employee performance, SOP implementation has a positive and significant effect on employee performance, and workload also has a positive and significant effect on employee performance. Simultaneously, the three independent variables are shown to significantly affect employee performance, with an Adjusted R Square value of 0.765, or 76.5%—meaning that work discipline, SOP implementation, and workload together explain 76.5% of the variation in employee performance, while the remaining 23.5% is explained by other variables not examined in this model.

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Keywords: Work Discipline, SOP Implementation, Workload, Employee Performance.

INTRODUCTION

PT. Capella Patria Utama Medan is a company operating in the automotive sector, specifically in the distribution and sale of various spare parts and accessories for two- and four-wheeled vehicles, such as batteries, spare parts, shock absorbers, and oil. In carrying out its operations, the company prioritizes not only product availability and quality but also customer service and sound administrative management. As a company engaged in distribution and sales, the quality of service and the long-term sustainability of PT. Capella Patria Utama Medan depend heavily on the performance of its employees. Employee performance reflects the extent to which workers are able to complete tasks in accordance with the objectives, quality standards, and principles set by the company. In practice, however, unsatisfactory work results are still found, which hinder team productivity and the achievement of overall business objectives. This phenomenon is of particular concern because suboptimal performance can affect customer satisfaction and the company's competitiveness in an increasingly competitive automotive industry.

One factor believed to influence employee performance is work discipline—that is, an attitude of respect toward organizational policies, work schedules, and assigned tasks. Ideally, discipline is demonstrated through punctuality and commitment to the prevailing work schedule. However, at PT. Capella Medan, employees are still found to repeatedly arrive late. This condition has the potential to disrupt team workflow, increase the risk of internal conflict among employees, and reduce supervisors' trust in their subordinates.

A second factor that also influences employee performance is the implementation of Standard Operating Procedures (SOPs). SOPs are written guidelines containing work steps to ensure that operational processes run according to established standards. Ideally, the existence of SOPs helps prevent work errors, maintains process consistency, and guarantees the quality of work outcomes. However, at PT. Capella Medan, SOP implementation is not yet evenly applied across all parts of the company, particularly in the Information Technology (IT) division. Programmers in this division often work without standardized technical references—such as system security guidelines or work-efficiency standards—resulting in inconsistent work outcomes that are difficult to evaluate and prone to technical errors.

A third factor of concern in this study is workload—that is, the amount of work assigned to employees that must be completed within a specified deadline. At PT. Capella Medan, workload imbalance still occurs, as reflected in the high intensity of overtime in several divisions. This condition indicates that the volume of tasks assigned

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exceeds normal working hours. Recurring overtime can reduce employees' stamina and morale, as well as disrupt the balance between work and personal life (work–life balance). Based on the above description, this study seeks to analyze in depth how work discipline, SOP implementation, and workload—both partially and simultaneously—affect the performance of PT. Capella Medan employees, so that the results of this study can serve as a basis for managerial policy-making in efforts to continuously improve employee performance.

Problem Identification

The problem identification in this study is as follows: 1. Employees are still found to frequently and repeatedly arrive late; 2. SOP implementation is not evenly applied, particularly in the IT division; 3. The high intensity of overtime in several divisions indicates that the volume of tasks exceeds normal working hours; and 4. Work results are still found to be inconsistent with the standards expected by the company.

Problem Formulation

The problem formulation in this study is as follows: 1. How does work discipline affect the performance of PT. Capella Medan employees? 2. How does SOP implementation affect the performance of PT. Capella Medan employees? 3. How does workload affect the performance of PT. Capella Medan employees? and 4. How do work discipline, SOP implementation, and workload simultaneously affect the performance of PT. Capella Medan employees?

Research Objectives

The objectives of this study are: 1. To analyze the effect of work discipline on the performance of PT. Capella Medan employees; 2. To analyze the effect of SOP implementation on the performance of PT. Capella Medan employees; 3. To analyze the effect of workload on the performance of PT. Capella Medan employees; and 4. To analyze the simultaneous effect of work discipline, SOP implementation, and workload on the performance of PT. Capella Medan employees.

LITERATURE REVIEW

Work Discipline. Rivai and Sagala (2017) define work discipline as employees' compliance with company policies and procedures that directly influences work outcomes. Kasmir (2018) interprets workplace discipline as punctuality, adherence to rules, and responsibility in completing tasks. Hasibuan (2018) argues that employee discipline is influenced by several factors, including goals and abilities, leadership

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example, remuneration, fairness, legal sanctions, close supervision (waskat), firmness, and human relations.

Implementation of Standard Operating Procedures (SOP). Tathagati (2018) defines an SOP as a document explaining the methods that can be used to implement established policies in accordance with company guidelines. Susilowati (2017) states that an SOP is a document outlining the operational activities that must be followed to achieve organizational goals. Nur'aini (2019) argues that SOP indicators include efficiency, consistency, the ability to minimize errors, and problem-solving capability.

Workload. Kasmir (2018) explains that workload is each employee's obligation, which must correspond to the applicable work standards in the workplace. Vanchapo (2020) adds that workload is a procedure that must be completed by all members of a company within a certain period of time, and is considered appropriate when employees are able to complete their work and adapt to the tasks assigned. Sonnetag and Fritz (2018) identify workload indicators in the context of work–life balance, including job demands, working hours, social support, and work–life balance.

Employee Performance. Moeheriono (2018) defines employee performance as the work results achieved by an employee within a company or organization, both in terms of quality and quantity, in accordance with the roles and responsibilities assigned. Tjiu (2021) views employee performance as an indicator of an employee's contribution to organizational goals and their ability to carry out work activities effectively and efficiently. According to Judge and Bono (2018), indicators of employee performance include job satisfaction, individual performance, organizational commitment, proactive behavior, and adaptability.

Previous Research

Several previous studies relevant to this research include the study by Ermita Prastika and Ika Puji Saputri (2023), which found that work discipline, work motivation, and workload jointly contributed 61.7% to employee performance at PT. Cobra Dental Indonesia. The study by Sylvia Alysia and M. Tony Nawawi (2023) at PT. Victoria Care Indonesia Tbk found that leadership style, work discipline, and SOP implementation significantly improved employee performance, with an R^2 value of 55.2%. Meanwhile, the study by Yolanda Handoko and Yanthy Herawaty Purnama (2023) at PT Cendikia Global Solusi showed that leadership, workload, and work discipline influenced employee performance by 48.9%. These three studies reinforce the theoretical basis that work discipline, SOP implementation, and workload are relevant determinant factors in explaining variations in employee performance across various types of organizations.

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Conceptual Framework and Hypotheses

Based on the theoretical review and previous research, the conceptual framework of this study positions work discipline (X1), SOP implementation (X2), and workload (X3) as independent variables affecting employee performance (Y) as the dependent variable, both partially and simultaneously. Based on this framework, the research hypotheses are formulated as follows:

H1: Work discipline affects the employee performance of PT. Capella Medan.
H2: SOP implementation affects the employee performance of PT. Capella Medan.
H3: Workload affects the employee performance of PT. Capella Medan.
H4: Work discipline, SOP implementation, and workload simultaneously affect the employee performance of PT. Capella Medan.

RESEARCH METHOD

This research was conducted at PT. Capella Patria Utama Medan, located at Jalan Sekip Baru No. 13–15, RW 17, Petisah Tengah, Medan Petisah District, Medan City, North Sumatra, over a period of three months, from July to September 2025. This study uses a quantitative approach—that is, an approach grounded in the positivist paradigm aimed at analyzing a subject through research instruments, in which the data obtained are then processed using SPSS software to test and evaluate the hypotheses (Sugiyono, 2017). This is a descriptive quantitative study, meaning an approach that uses numerical data to describe, explain, or summarize various contexts, situations, phenomena, or research variables in a systematic, quantitative, and structured manner (Bungin, 2017). The nature of this research is explanatory, aiming to explain the causal relationships between the variables studied in order to develop existing hypotheses (Saryono, 2017).

The population of this study consists of all employees of PT. Capella Medan working in the Audit, Human Resources, Accounting, Finance, and IT departments in 2025, totaling 50 people. The sampling technique used is total sampling (sampel jenuh)—a technique that involves the entire population as respondents, particularly when the population is small and homogeneous (Muslichah, 2018). Accordingly, all 50 employees of PT. Capella Medan were used as the research sample. In addition, 30 respondents from the sales division of PT. Capella Medan Andalan were separately selected for the purpose of testing the validity and reliability of the research instrument prior to its use on the actual research subjects.

The data collection techniques used in this study include interviews and questionnaires. Interviews were conducted by having the researcher meet directly with research subjects for a question-and-answer session (Moleong, 2018), while questionnaires are a data collection technique in which respondents are given a list of written questions to answer (Sugiyono, 2017). The types of data used consist of primary

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data—data obtained directly from research subjects (Kumar, 2020)—and secondary data, used as supporting data (Babbie, 2017).

Operational Definitions of Variables

Variable	Definition	Indicators	Scale
Work Discipline (X1)	Employees' compliance with company policies and procedures that directly affects work outcomes	Goals and ability; leadership example; remuneration	Likert
SOP Implementation (X2)	A written document outlining how policies are implemented in accordance with the rules	Efficiency; consistency; error minimization	Likert
Workload (X3)	The quantity of work assigned to employees that must be completed in accordance with the SOP	Job demands; working hours; social support	Likert
Employee Performance (Y)	A benchmark of how well employees carry out the work assigned to them	Job satisfaction; individual performance; organizational commitment	Likert

Instrument Testing and Data Analysis Technique

The validity of the instrument was tested by examining the relationship between item scores and total scores using the Pearson/Spearman correlation technique. An item is considered valid if its correlation coefficient is equal to or greater than the r-table value of 0.361 (Sugiyono, 2017). Reliability testing was conducted using Cronbach's Alpha, whereby an instrument is considered reliable if its alpha value exceeds 0.60 (Budiastuti & Bandur, 2018). Prior to regression analysis, this study performed classical assumption tests, consisting of a normality test to ensure the data are normally distributed using the Kolmogorov–Smirnov test (Sugiyono, 2017), a multicollinearity test to detect correlation among independent variables using Tolerance and VIF values (Ghozali, 2018), and a heteroscedasticity test to determine the equality of residual variance using the Glejser test (Santoso, 2018).

Data analysis was performed using a multiple linear regression model with the following equation:

$$Y = a + b1X1 + b2X2 + b3X3 + e$$

Where: Y is employee performance; a is the constant; b1, b2, b3 are the regression coefficients of each independent variable; and e is the error or residual term. Hypothesis testing was conducted through the coefficient of determination (R^2) to determine the

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contribution of the independent variables to the dependent variable (Ghozali, 2018), the F-test to test the simultaneous effect (Kusumaningtyas et al., 2020), and the t-test to test the partial effect of each independent variable on the dependent variable (Nuryadi et al., 2018).

RESULTS

Validity and Reliability Test Results

The validity test results for 30 respondents show that all statement items for the variables Work Discipline (X1), SOP Implementation (X2), Workload (X3), and Employee Performance (Y) have Pearson correlation coefficient values above the r-table value of 0.361, so all instrument items are declared valid and suitable for use in data collection. The reliability test results are presented in the following table.

Variable	Cronbach's Alpha	Minimum Value	Remarks
Work Discipline	0.725	0.60	Reliable
SOP Implementation	0.675	0.60	Reliable
Workload	0.723	0.60	Reliable
Employee Performance	0.711	0.60	Reliable

All variables are declared reliable because their Cronbach's Alpha values exceed 0.60, indicating that the research instrument has adequate internal consistency for measuring the research variables.

Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Work Discipline (X1)	50	15.00	30.00	22.96	3.648
SOP Implementation (X2)	50	16.00	30.00	23.42	3.715
Workload (X3)	50	16.00	30.00	23.48	3.501
Employee Performance (Y)	50	15.00	29.00	21.84	3.377

The mean value of the work discipline variable is 22.96, with a range of 15 to 30, indicating that the level of employee discipline at PT. Capella Medan falls into the fairly good category. The SOP implementation variable has a mean value of 23.42, indicating that respondents generally perceive SOP implementation as fairly good, although not yet fully consistent. The workload variable has a mean value of 23.48, indicating that

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employees perceive their workload as moderate to somewhat high. The employee performance variable has a mean value of 21.84, with a range of 15 to 29, indicating that employee performance is generally in the fairly good category.

Classical Assumption Tests

The normality test using the Kolmogorov–Smirnov test shows an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05, indicating that the residual data of this study are normally distributed. This result is supported by a histogram resembling a normal curve and a normal probability plot (P-P Plot), in which the data points follow the diagonal line.

The multicollinearity test results show a Tolerance value of 0.423 with a VIF of 2.367 for the Work Discipline variable; a Tolerance value of 0.441 with a VIF of 2.268 for SOP Implementation; and a Tolerance value of 0.521 with a VIF of 1.920 for Workload. Since all Tolerance values exceed 0.10 and all VIF values are below 10.00, it can be concluded that there is no multicollinearity among the independent variables in this regression model.

The heteroscedasticity test using the Glejser test shows significance values of 0.295 for Work Discipline, 0.177 for SOP Implementation, and 0.718 for Workload, all of which exceed 0.05. This indicates that there is no heteroscedasticity in the regression model, further supported by a scatterplot showing that the data points are randomly scattered above and below the zero line without forming a specific pattern.

Multiple Linear Regression Analysis Results

Model	B	Std. Error	t	Sig.
(Constant)	0.155	1.733	0.090	0.929
Work Discipline (X1)	0.338	0.099	3.431	0.001
SOP Implementation (X2)	0.303	0.095	3.200	0.002
Workload (X3)	0.290	0.093	3.136	0.003

Based on the results of the multiple linear regression analysis, the following regression equation is obtained:

Y = 0.155 + 0.338X1 + 0.303X2 + 0.290X3 + e

The constant value of 0.155 indicates that if work discipline, SOP implementation, and workload are held constant (i.e., equal to zero), employee performance is estimated at 0.155 units. The regression coefficient for the work discipline variable of 0.338 indicates that a one-unit increase in the work discipline indicator, holding other variables constant, will increase employee performance by 0.338 units. The regression coefficient for the

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SOP implementation variable of 0.303 indicates that a one-unit increase in SOP implementation will increase employee performance by 0.303 units. Meanwhile, the regression coefficient for the workload variable of 0.290 indicates that a one-unit increase in workload management will increase employee performance by 0.290 units.

Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.883	0.779	0.765	1.63669

The Adjusted R Square value of 0.765, or 76.5%, indicates that the variables work discipline, SOP implementation, and workload together are able to explain 76.5% of the variation in employee performance, while the remaining 23.5% is explained by other variables outside this research model, such as work motivation, leadership style, or compensation.

F-Test (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	435.497	3	145.166	54.191	<0.001
Residual	123.223	46	2.679	-	-
Total	558.720	49	-	-	-

The calculated F value of 54.191 is greater than the F-table value of 3.200, with a significance value of 0.001 (rounded), which is smaller than 0.05. Thus, Ho is rejected and Ha is accepted, meaning that work discipline, SOP implementation, and workload simultaneously have a significant effect on the employee performance of PT. Capella Medan. This result supports the acceptance of the fourth hypothesis (H4) in this study.

t-Test (Partial)

Effect of Work Discipline on Employee Performance

The t-test results show a calculated t value of 3.431 for the work discipline variable, which is greater than the t-table value of 2.011, with a significance value of 0.001, smaller than 0.05. Thus, the first hypothesis (H1), which states that work discipline affects the employee performance of PT. Capella Medan, is accepted. This finding proves that the higher the level of employee discipline—reflected in compliance with company policy, punctuality, and responsibility in completing tasks—the better the resulting performance. This finding is consistent with the view of Rivai and Sagala (2017), who state that employee productivity is directly influenced by their level of discipline, and is also

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consistent with the findings of Kurnia Anugrah Prayoga (2025), who likewise found a significant effect of discipline on employee performance. Based on this finding, PT. Capella Medan is advised to continue improving employee discipline through the consistent application of rules, increased supervision, sanctions for violators, and rewards for exemplary employees.

Effect of SOP Implementation on Employee Performance

The SOP implementation variable has a calculated t value of 3.200, which is greater than the t-table value of 2.011, with a significance value of 0.002, smaller than 0.05. Thus, the second hypothesis (H2), which states that SOP implementation affects the employee performance of PT. Capella Medan, is accepted. These results indicate that the clearer and more consistent the SOP implementation, the better employees understand the workflow, tasks, and work standards that must be met, thereby positively affecting performance improvement. This finding is consistent with the view of Moekijat (2019), who states that SOPs are important for establishing order and work consistency, and is also consistent with the research of Irfan (2023), who found that SOP implementation can improve employee performance by increasing efficiency and reducing work errors. Based on this finding, PT. Capella Medan is advised to continue improving the consistency of SOP implementation across all parts of the company, particularly in the IT division, and to conduct periodic SOP socialization so that all employees understand and carry out work procedures properly.

Effect of Workload on Employee Performance

The workload variable has a calculated t value of 3.136, which is greater than the t-table value of 2.011, with a significance value of 0.003, smaller than 0.05. Thus, the third hypothesis (H3), which states that workload affects the employee performance of PT. Capella Medan, is accepted. These results indicate that proportional workload management—that is, workload that does not exceed employees' capacity and ability—can encourage employees to be more responsible and effective in completing tasks assigned by the organization. This finding supports the view of Sedarmayanti (2018), who states that employees achieve their best performance when their workload matches their skills and capacity, and is consistent with the findings of Anastasya Manalu et al. (2025) and Kurnia Anugrah Prayoga (2025), who found that workload has a positive and significant effect on employee performance. Based on this finding, PT. Capella Medan is advised to manage employee workload more proportionally by taking into account each individual's ability and capacity, in order to prevent work fatigue and continuously improve performance.

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Simultaneous Effect of Work Discipline, SOP Implementation, and Workload on Employee Performance

The F-test results show that work discipline, SOP implementation, and workload jointly have a significant effect on the employee performance of PT. Capella Medan, contributing 76.5% as indicated by the Adjusted R Square value. This indicates that these three variables are key determinant factors that need to be addressed in an integrated manner by company management in efforts to improve employee performance. These three variables complement one another: discipline creates consistency in work behavior, SOPs provide clear technical guidance, and proportional workload management maintains employees' physical and psychological condition so they remain optimal at work.

CONCLUSION

Work discipline has a positive and significant effect on the employee performance of PT. Capella Medan, with a calculated t value of 3.431 > t-table 2.011 and a significance value of 0.001 < 0.05, and a regression coefficient of 0.338. SOP implementation has a positive and significant effect on the employee performance of PT. Capella Medan, with a calculated t value of 3.200 > t-table 2.011 and a significance value of 0.002 < 0.05, and a regression coefficient of 0.303. Workload has a positive and significant effect on the employee performance of PT. Capella Medan, with a calculated t value of 3.136 > t-table 2.011 and a significance value of 0.003 < 0.05, and a regression coefficient of 0.290. Work discipline, SOP implementation, and workload simultaneously have a positive and significant effect on the employee performance of PT. Capella Medan, with a calculated F value of 54.191 > F-table 3.200 at a significance level of 0.001 < 0.05, and an Adjusted R Square value of 0.765, or 76.5%.

Recommendations

For PT. Capella Medan, it is recommended to continue improving employee work discipline through the consistent enforcement of rules and sustained supervision. The company needs to ensure that SOPs are effectively implemented by conducting periodic socialization and evaluation for all employees, so that established work procedures are truly followed, particularly in the IT division. Company management is advised to manage workload proportionally according to each employee's capacity, in order to prevent work fatigue and encourage sustainable performance improvement. For future researchers, it is recommended to expand this study by adding other variables that may potentially influence employee performance, such as work motivation, leadership style, compensation, or organizational culture, in order to gain a more comprehensive understanding of the determinants of employee performance.

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