

EMPLOYEE WORK EFFECTIVENESS IS INFLUENCED BY WORK DISCIPLINE, APPLICATION OF SOPS, AND WORK ETHIC OF PT SARANA MEDIA CEMERLANG

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Abstrak

Tujuan penelitian ini adalah untuk menguji bagaimana etos kerja, disiplin kerja, dan penerapan efektivitas Prosedur Operasi Standar (SOP) memengaruhi kinerja karyawan di PT Sarana Media Cemerlang, sebuah perusahaan Penyedia Layanan Internet (ISP) yang berlokasi di Kabupaten Magetan, Jawa Timur. Penelitian ini menggunakan pendekatan kuantitatif dengan total 65 karyawan. Metode yang digunakan adalah sampel jenuh, di mana semua anggota populasi dipilih sebagai responden. Dengan bantuan SPSS versi 25.0 untuk Windows, data dikumpulkan melalui survei dan dokumentasi, dan analisis menggunakan regresi linier berganda. Temuan penelitian menunjukkan bahwa efektivitas kerja karyawan secara signifikan dipengaruhi oleh etos kerja, disiplin kerja, dan penerapan SOP. Dengan nilai Adjusted R Square sebesar 0,553, model regresi tersebut memperhitungkan 55,3% variasi efektivitas kerja, sedangkan faktor-faktor lain yang tidak tercakup dalam penelitian ini memengaruhi sisanya sebesar 44,7%. Selain itu, terdapat hubungan yang tinggi antara variabel independen (etos kerja, SOP, dan disiplin) dengan variabel dependen yang ditunjukkan oleh koefisien korelasi (R) sebesar 0,757 (efektivitas kerja). Temuan ini menyiratkan bahwa peningkatan efektivitas kerja karyawan di PT Sarana Media Cemerlang membutuhkan disiplin yang konsisten, penerapan SOP yang terstruktur, dan penguatan etos kerja yang positif. Oleh karena itu, perusahaan perlu memprioritaskan pengembangan manajemen sumber daya manusia untuk meningkatkan kinerja organisasi dan tetap kompetitif di industri jasa internet yang semakin dinamis.

Kata Kunci: Disiplin kerja, SOP, Etos kerja, Efektivitas kerja

Abstract

The purpose of this study is to examine how employee work is impacted by work ethic, work discipline, and the application of Standard Operating Procedures (SOP) effectiveness at PT Sarana Media Cemerlang, an Internet Service Provider (ISP) company located in Magetan Regency, East Java. The research employs a quantitative approach which employs 65 people in total. Saturated sampling is the method employed, where all members of the population are selected as responders. With the aid of SPSS version 25.0 for Windows, data were gathered via surveys and documentation, and multiple linear regression was used for analysis. The findings show that employee work effectiveness is significantly impacted by work ethic, work discipline, and SOP implementation. With an Adjusted R Square value of 0.553, the regression model

accounts for 55.3% of the variation in job effectiveness, with other factors not covered in this study influencing the remaining 44.7%. Additionally, a high association between the independent variables (work ethic, SOP, and discipline) and the dependent variable is indicated by the correlation coefficient (R) of 0.757 (work effectiveness). The findings imply that improving employee work effectiveness at PT Sarana Media Cemerlang requires consistent discipline, structured SOP implementation, and the strengthening of a positive work ethic. Therefore, the company should prioritize the development of human resource management to enhance organizational performance and remain competitive in the increasingly dynamic internet service industry.

Keywords: Work discipline, SOP, Work ethic, Work effectiveness

A. Introduction

In an era of increasingly competitive global competition, companies are required to continue to improve performance in order to survive and grow. The efficiency of employee work is one of the main elements that determines a company's success. Maryani (2021) states that work effectiveness is the completion of work in a certain time. Meanwhile, according to Lubis (2020), work effectiveness is a state when an agency, institution, or group succeeds in achieving a predetermined plan. Apart from efficacy, the element of task efficiency is also an important measure in assessing the organization's ability to carry out functions, tasks, programs, or activities optimally according to the objectives, both in terms of quantity, quality, and time (Pagaya, 2021). Fitriani (2020) added that work efficiency can be interpreted as the relationship between output and the goals to be achieved, the greater the contribution of output with the use.

Minimal resources, the more efficient an organization is. In the context of national employment, employee productivity and work effectiveness have become crucial strategic issues. The Republic of Indonesia's Minister of Manpower, Yassierli, stressed that raising the output of Indonesia's workforce is the main key to strengthening national competitiveness, especially in facing the challenges of globalization and international economic competition. The high work effectiveness of employees not only has an impact on the performance of companies or institutions, but also has a significant influence on national economic growth.

B. **Table 1. 1 Employee Data**

Year	Number of Employees
2022	10

2023

20

2024

65

Source: Primary Data Processed (2024)

Work effectiveness includes the ability to complete work on time, quality, and on target. One of the companies that faces challenges in work effectiveness is PT Sarana Media Cemerlang, an internet service provider company. The company's organizational structure includes various divisions ranging from leaders to field technicians, including HRD, Finance & Administration, Technical (NOC and Technician), Marketing, to Customer Service. Internal data shows that the number of employees increased significantly from 20 people in 2023 to 65 people in 2024. This surge in the number of employees reflects the company's operational expansion, but at the same time presents new challenges in human resource management so that work effectiveness is maintained.

In terms of customer service, the company has implemented various efforts to improve work effectiveness, for example through the distribution of special service numbers for marketing purposes, new installations, payment confirmations, and complaints about network disruptions. This system aims to speed up the communication flow and ensure that every complaint can be handled within a maximum of 1x24 hours. The implementation of the service system shows that discipline, implementation.

Standard Operating Procedures (SOPs), and a high work ethic are needed for services to run effectively. One of the key elements influencing effectiveness is work discipline. Discipline reflects the extent to which employees obey regulations, arrive on time, and complete tasks according to applicable procedures (Setyawan, 2022; Rivai, 2013; Sintaasih, 2013). The company's data shows that with good work discipline, the technical team is able to complete up to 20 installations in one working day. This proves that discipline contributes directly to productivity as well as work effectiveness. However, previous research has shown mixed results. Irsan (2024) found that work discipline did not significantly impact the effectiveness of fisheries extension workers in Palembang.

The findings confirm the existence of a *contextual gap*, so It's critical to reconsider the function of discipline in the internet service provider industry, which has high time and technical pressure. In addition to discipline, the implementation of Standard Operating

Procedures (SOPs) also plays an important role in work effectiveness. SOPs function as standard guidelines that ensure that every activity runs consistently, efficiently, and according to quality standards (Atmoko, 2011; Sailendra, 2015; Deng, 2021). However, previous research still showed mixed results. Yunita et al. (2025), for example, found that SOPs do not have a significant impact on worker performance or discipline. This demonstrates the existence of a *theoretical and methodological gap*, especially related to measuring the effectiveness of SOPs in the context of the internet service industry. Another factor that is no less important is labor ethic. One definition of work ethic is a work ethic that is rooted in ethics, beliefs, and total commitment to work (Sinamo, 2011; Ginting, 2016; Fauji, 2018). PT Sarana Media Cemerlang encourages a high work ethic through routine morning briefing activities, which function as a means of communication, evaluation, and the formation of team responsibilities. However, previous research has also shown mixed results. Nuruzzaman & Nuruzzaman (2023) found that work ethic had no discernible impact on performance, although training factors and motivation did. This shows that there is a theoretical gap in measuring the relationship between work ethic and employee effectiveness in a concrete way.

Based on this description, it can be concluded that there are still research gaps related to the impact of work ethic, SOP implementation, and work discipline on productivity. This gap includes theoretical, methodological, and research contextual aspects. Therefore, this study was conducted to fill these gaps and give a more thorough explanation of how these three factors impact the efficacy of employees' work, especially in internet service providers. Thus, the author raised the research "**Work Effectiveness Influenced by Work Discipline, Implementation of SOPs, and Work Ethic (Case Study on PT Sarana Media Cemerlang).**"

THEORETICAL REVIEW AND HYPOTHESIS DEVELOPMENT

Work Discipline

Work discipline is behavior that refers to attitudes, behaviors, and actions that are consistent with the organization's written and unwritten regulations, as well as current regulations, procedures, work processes, or discipline (Umrah, 2022). Work discipline is a

state that compels or motivates workers to behave and do all tasks in compliance with rules and guidelines (Umrah, 2022). Meanwhile, according to Shofwani (2019), work discipline is attitudes, behaviors and deeds in accordance with written and unwritten company regulations. This definition, work discipline can be defined as an employee's adherence to the policies and guidelines that govern the workplace., which is reflected in attitudes, behaviors, and real actions in completing tasks consistently and responsibly.

Implementation of Standard Operating Procedures (SOP)

Standard Operating Procedures (SOP) are written guidelines that describe standard steps in carrying out an activity or work, in order to ensure that the process runs effectively and efficiently. According to Sailendra (2015) the Standard Operating Procedure (SOP) is a guiding document that aims to Ensuring that the work and An organization's or business's operational functions go without a hitch. According to Tanjung (2012), the Standard Operating Procedure (SOP) is defined as a set of uniform written guidelines describing the different steps involved in carrying out tasks within an organization. D. , L. N. P. , & R. S. Puspitasari (2019) defines SOP as a series of detailed written instructions that explain how a task or work should be performed. Based on various opinions of experts, Standard Operating Procedures (SOP) are written documents that, in this case, contain instructions or standard steps that must be followed in carrying out an activity or work. SOPs are prepared with the intention of improving the organization's work processes' efficacy, efficiency, and consistency.

Work Ethic

Work ethic means that employees have a high work ethic by doing hard work and smart work to produce Workers who consistently maintain discipline at work (T., N.A., & S. H. Lestari, 2020). Work ethic is the totality of individual and group personalities as well as ways of expressing, viewing, believing, and giving meaning (Rahmah, 2021). Work ethic means that employees have a high morale through hard work and smart, resulting in employees who always have discipline in their work. According to Ginting (2016), the definition of work ethic is as follows: Work ethic is the work ethic that defines an individual or a team of individuals that work. It is founded on work ethics and viewpoints that are held and fulfilled by tenacity and

tangible actions in the workplace. Employees who have a work ethic will try to follow instructions, comply with regulations, be reliable, trustworthy, careful, honest and punctual in carrying out their work.

Employee Work Effectiveness

Employee Work Effectiveness measures the extent to which work can be done optimally. In various theories put forward by experts, it is explained that human behavior is formed through the interaction between internal and external factors. This research seeks to examine human behavior, namely in the context of the work environment. *The Goal Setting Theory* put forward by Locke (1978) explains the relationship between goals set from work effectiveness. This theory's fundamental idea is that an individual who comprehends the goal (what the organization wants of him) will affect the effectiveness of his work. *Goal-Setting Theory* implies that an individual is committed to goals (Mangkunegara, 2015). Organizational performance effectiveness is an organized arrangement of several people that describes the entire input-process-output cycle to achieve the expected goals (Habaora, 2021). Work effectiveness as a state in which a person performs physical and mental activities to achieve the desired results or consequences (Hareffa, 2021).

Hypothesis Development

Hypotheses are formulated founded on pertinent hypotheses and findings from earlier studies that have scientific support. The explanation of the connection between these factors may be found in the framework of thinking that underlies the development of the hypothesis as follows:

H₁: Employee productivity is positively and significantly impacted by work discipline at PT Sarana Media Cemerlang.

H₂: Standard Operating Procedures (SOP) have a favorable and noteworthy impact on how well employees perform their jobs at PT Sarana Media Cemerlang.

H₃: Employee effectiveness is positively and significantly impacted by work ethic work at PT Sarana Media Cemerlang.

C. METHOD

This study employs a quantitative methodology with the research object at PT Sarana Media Cemerlang, an internet service provider in Magetan Regency. The research population is all employees totaling 65 people, with strategies for saturated sampling, which use the entire population as a sample. A Likert scale questionnaire and documentation were used to gather the data, which was subsequently examined for validity and reliability. With the use of SPSS version 25.0, data analysis was done using multiple linear regression to examine the impact of work ethic, SOP implementation, and work discipline on employee work effectiveness.

D. Result and Discussion

The normality test seeks to determine whether or not the distributed regression model's residual data is normal (Ghozali, 2018). The Kolmogorov-Smirnov Test is one of the techniques employed. The residual data is regarded as regularly distributed if the significance value is higher than 0.05. In contrast, the data is not regularly distributed if the significance value is less than 0.05.

Table 1.1 Normality Test Table

N		65
Normal Parameters	Mean	0.000000
	Std. Deviation	1.69301302
Most Extreme Differences	Absolute	0.071
	Positive	0.059
	Negative	0.071
Test Statistic		0.071
Asymp. Sig. (2-Tailed)		0.200

- Test distribution is Normal
 - Calculated from data
 - Liliefors Significance Correction
 - This is a lower bound of the true significance
- Source: Primary data processed (2025)

To determine whether or not the residual data is distributed properly, the normality test is performed. The output of the Kolmogorov-Smirnov test results obtained a significance value (Asymp. Sig. 2-tailed) of 0.200. This value is greater than the significance level of $\alpha = 0.05$, so it can be concluded that the residual data is normally distributed.

Multicollinearity Test

Table 1.3 Multicollinearity Test Results Table

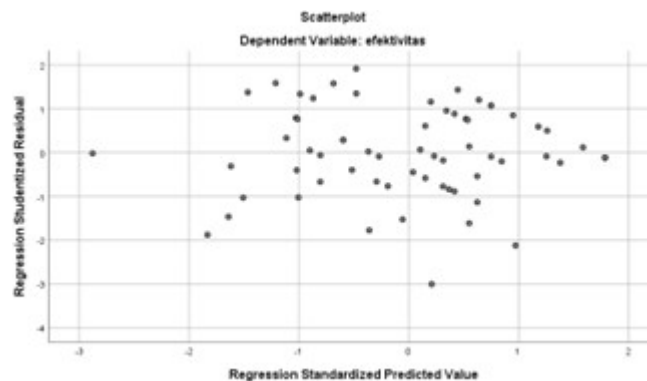
Type		Unstandardize d Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIVID
1	(Constant)	0.260	2.540		0.102	0.919		
	Discipline	0.219	0.110	0.194	1.986	0.052	0.735	1.361
	SOUP	0.408	0.109	0.402	3.731	0.000	0.603	1.659
	Work Ethic	0.392	0.146	0.313	2.680	0.009	0.513	1.949

Source : Primary data processed (2025)

It is known from the multiple regression output values in the above table that *the Variance Inflation Factor (VIF)* value for each independent variable is as follows: the Discipline variable is 1,361, the SOP variable is 1,659, and the Work Ethic variable is 1,949. The three VIF values are still far below the general tolerance limit of 10. In addition, the *Tolerance* value of each variable is also above 0.1, namely: Discipline (0.735), SOP (0.603), and Work Ethic (0.513). This demonstrates that the independent variables do not have a strong correlation with one another. It is determined that multicollinearity does not exist in this regression model so independent variables can be used simultaneously to validly predict dependent variables.

Heterogeneity Test

Figure 1.1 Heteroskedasitete Test Results



Source: Primary Data Processed (2025)

Based on *the residual scatterplot*, Since the dots were dispersed haphazardly and did not follow any particular pattern, it was possible to conclude that the regression model did not exhibit any signs of heteroscedasticity. As a result, the regression model has satisfied homocedasticity, one of the traditional requirements.

Multiple Linear Regression Analysis

Table 1.4 Multiple Linear Regression Analysis

Type	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIVID
1 (Constant)	0.260	2.540		0.102	0.919		
Discipline	0.219	0.110	0.194	1.986	0.052	0.735	1.361
SOUP	0.408	0.109	0.402	3.731	0.000	0.603	1.659
Work Ethic	0.392	0.146	0.313	2.680	0.009	0.513	1.949

Source : Primary data processed (2025)

1. The value of constant (a) is -0.260

It shows that if all independent variables (discipline, SOPs, and work ethic) are considered non-existent or have a value of zero, then the value of work effectiveness is at -0.260. This value describes the baseline condition of work effectiveness when it is not influenced by other variables.

2. The regression coefficient of X_1 (Discipline) is 0.219

showing that, provided all other factors remain constant, an increase of 0.219 will be achieved for every unit increase in the work discipline variable. This indicates that employees' work effectiveness is positively impacted by work discipline.

3. The regression coefficient of X_2 (SOP) is 0.408

demonstrates that, provided all other factors remain constant, a one unit improvement in SOP compliance will result in a 0.408 increase in work effectiveness. This shows that SOPs have the greatest influence among other variables on work effectiveness.

4. The regression coefficient of X_3 (Work ethic) is 0.392

Showing that every Assuming all other factors remain constant, a one unit increase in the work ethic variable will result in a 0.392 rise in work effectiveness. This suggests that work effectiveness is significantly positively impacted by work ethic as well.

T-test (partial)

Table 1.5 Results of Work Discipline Hypothesis Test

Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	9.397	2.692		3.491	0.001
	Discipline	0.564	0.123	0.500	4.587	0.000

Source : Primary data processed (2025)

The results of the T test (partial) showed that the value of discipline significance on work effectiveness was $0.00 < 0.05$, then H_0 was turned down while H_1 was approved, indicating a strong influence between discipline and work effectiveness.

Table 1.6 Results of Hypothesis Test for the Implementation of SOPs

Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.208	2.039		3.534	0.001
	SOP	0.679	0.095	0.669	7.145	0.000

a. Dependent Variable: effectiveness

Source: Primary data processed (2025)

The partial T test results indicated that the significance value of SOP compliance on work effectiveness was $0.00 < 0.05$, then H_0 was turned down while H_1 was approved, indicating a strong influence between SOP compliance and work effectiveness.

Table 1.7 Work Ethic Hypothesis Test Results

Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.636	2.568		1.416	0.162
	Work ethic	0.832	0.118	0.664	7.057	0.000

a. Dependent Variable:

effectiveness Source: Primary data

processed (2025)

The partial T test findings indicated that there was a significant influence since the value of the importance of work ethic on work effectiveness was $0.00 < 0.05$, leading to the rejection of H01 and the acceptance of H1 between work ethic and work effectiveness.

Coefficient of Determination (R²)

Table 1.8 Coefficient of Determination

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.757	0.574	0.553	1.734

a. Predictors: (Constant), Work Ethic, Discipline, SOP

b. Dependent Variable:

effectiveness Source: primary data

processed (2025)

We know that the value of R Square is 0.574 based on the Model Summary results. This indicates that work discipline, SOP application, and work ethic account for 57.4% of the variation in job effectiveness, with other characteristics outside the study model accounting for the remaining 42.6%. After accounting for the number of independent variables in the model, the Adjusted R Square score of 0.553 indicates that the regression model retains a high level of accuracy. A significant association is indicated by the correlation coefficient value (R) of 0.757 between independent variables (discipline, SOPs, work ethic) and bound variables (work effectiveness).

DISCUSSION

- 1) Work Discipline → The study's findings demonstrate that employee effectiveness is significantly impacted by work discipline. The main factors are attendance, adherence to rules, responsibilities, and work ethics. Good discipline makes employees more productive and organized.
- 2) The implementation of SOPs → SOPs has been demonstrated to have a substantial and favorable impact. Important indicators include efficiency, consistency, lack of errors, and labor protection. With clear SOPs, work is more directed, errors are reduced, and targets are easier to achieve.

- 3) Work Ethic → Effectiveness is also significantly impacted by work ethic. The three main factors are work ethic, achievement, and loyalty. Workers with a strong work ethic typically be more professional, productive, and able to work optimally.

D. CONCLUSION

The study's findings indicate that employees' work effectiveness at PT Sarana Media Cemerlang is positively and significantly impacted by work discipline, SOP implementation, and work ethic, with the more disciplined individuals, the more effective they are at their jobs, compliance with SOPs, and work ethic that employees have, the more effective work is achieved.

E. SUGGESTIONS

The implications of this study confirm that employee work effectiveness can be improved through the enforcement of discipline, consistent implementation of SOPs, and strengthening work ethic, which at the same time enriches the literature on HR management and organizational behavior in the context of ISP companies. Practical advice includes discipline supervision with reward and punishment, periodic evaluation of SOPs, and employee training and motivation. Theoretically, this research strengthens the basis of the theory of work effectiveness, while academically it can be used as a reference and further developed by adding variables and expanding the research object in similar companies in other regions.

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