



Correlation of Standard Operating Procedures and Work Environment to Employee Work Discipline of PT Ghania Creative Indonesia with Work Motivation as an Intervening Variable

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Received: 21-03-2024

Reviewed: 30-03-2024

Accepted: 21-04-2024

Abstract

This study aims to test and find out how the correlation of the application of standard operating procedures and work environment conditions to the level of work discipline of PT Ghania Creative Indonesia employees with work motivation as an intervening variable. This research uses quantitative research methods, with a correlation analytic approach. The population of this study amounted to 40 people and the sampling technique used *total sampling* technique, so the number of research samples became 40 people. This research data collection method uses a questionnaire / questionnaire method. The results showed that each independent variable partially had a direct effect on the level of employee discipline. Simultaneously, the application of the SOP and the work environment has a direct effect on the level of employee work discipline with a value of $F_{count} (5.527) > F_{table} (2.87)$ with a significance level of 0.000. Furthermore, it has an *R square* value of 0.647 or 64.7% which means that as far as 64.7% there is a significant and direct influence of the application of SOPs and the work environment on employee work discipline together, while the other 35.3% are variables not examined in this study.

Keywords: SOP, Work Environment, Work Motivation, Work Discipline

Introduction

The development of the times that occurs today has had a lot of influence on all aspects of life, especially on the work of existing communities. Changes and developments that occur not only in society, but also in the business sector or companies. The changes are not only in terms of technological developments and changes, but also in terms of the development and

management of human resources (HR) in companies. This is not only happening globally, but has also specifically happened in Indonesia.

Developments and changes in HR management strategies to be able to make companies compete on a global level, HR is the main source of competitive advantage and cannot be imitated by competitors or other companies. This is what makes HR management a vital thing in every company (Wahyuningsih et al., 2022). Based on the existing explanation, the concept of good HR management is an aspect that must be owned by every company today.

At this time, every company must be able to assess how their HR performance is in order to obtain the final results in accordance with the company's ultimate goal. HR management is inseparable from employee performance. According to research (Jufrizen & Sitorus, 2021) states that employee performance is influenced by several factors, namely work discipline, work motivation, and job satisfaction. These factors have a positive and significant influence on the performance of company employees. In research (Rosalina & Wati, 2020) also explained that employee performance is influenced by work motivation, work ability, and employee discipline. However, in this study, it explains that leadership style factors affect employee performance but through employee discipline.

According to research (Setiawan et al., 2023) also explains that there is a significant and positive influence between work ethics, work discipline, and work motivation on the work productivity of employees of the Regional Branch Office of the Ministry of Religion of North Sumatra Province. The study explained that both partially and simultaneously that the influence of employee work discipline strongly and positively affects the productivity or performance of employees at the Regional Branch Office of the Ministry of Religion of North Sumatra Province with a calculated t value of 4.141.

In several other studies, namely in research (Anggraini & Ika, 2021; Hanafi & Misnaimah, 2019; Iran et al., 2023; Janggur et al., 2021; Setiyawan et al., 2023) mention the existence of other factors that affect employee performance, namely the factor of applying Standard Operating Procedures (SOP). This can be a basis for being able to see that employee performance is not only influenced by work motivation, work environment, and work discipline.

The development of HR management today in every company also depends on the level of work discipline of its employees. Along with the times, HR discipline is something that has begun to be forgotten by many workers, especially if their work system is a system of working anywhere and anytime or can be called *work from anywhere*. This has an impact on the level of employee discipline such as employee attendance, employee adherence to a work deadline to employee discipline in using company facilities and attributes so that they are not misused outside the context of their work.

According to research (Maharani et al., 2023) explains that every company or organisation really needs an understanding and willingness to discipline its employees, because if their employees are not disciplined, then the company will find it difficult to achieve the ultimate goal of the company. On the other hand, discipline can also provide a positive work environment in the company because every element in the company will comply with existing

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rules. On the other hand, according to research (Rayana, 2022) explaining on the government side where in government institutions, work discipline is the main capital that must be owned by every civil servant because it is directly related to public services. Civil servants are the main factor of human resources of the state apparatus which has an important role in the process of achieving the success of the existing government and development system.

According to research (Hakiki et al., 2022; Indriyani, 2022; Maharani et al., 2023) explains that the implementation of good Standard Operating Procedures (SOP) is something that affects the improvement of employee work discipline in several companies today. Meanwhile, the failure of a company to establish SOPs in the company will result in a decrease in employee work discipline and even employee work productivity. Factors that affect the level of employee work discipline are not only the application of SOPs, but based on research (Adinda et al., 2023; Tsuraya & Fernos, 2023) explains that the level of employee work discipline will be significantly and positively improved if the work motivation of company employees is good.

The same thing is also explained in research (Alami et al., 2022; Herawati & Tandirerung Ranteallo, 2019; Putra & Aprianti, 2020; Sulistyaningsih, 2021) which describes that the level of work discipline of company employees is not only influenced by work motivation, but also influenced by the conditions of their work environment and if it is well coordinated, then good work motivation and a good and effective work environment will simultaneously affect the level of work discipline of company employees. This is in line with research (Widodo & Manurung, 2022) which states that the level of performance and employee work performance is positively and significantly influenced by work facilities where work facilities here include the work environment in physical form as well.

The application of SOPs in a company is important and greatly affects the work system in the company. The implementation and determination of SOPs in Indonesia itself already has regulations governing it, namely in the Decree of the Minister of Manpower of the Republic of Indonesia Number 149 of 2020. The ministerial decree explains that to ensure the management and development of worker competencies in accordance with their fields and to carry out the ultimate goals of the company or organisation effectively, a competent HR management is needed in their fields. The establishment of the Indonesian National Work Competency Standards (SKKNI) in the field of HR management is a reference or strategic reference in the development of HR management of existing companies or organisations. SKKNI will be a reference in determining the company's SOP in the future (Republik Indonesia, 2020). At present, each company has different SOPs according to the field and conditions of their company. The application of the SOP in the facts in the field will have a positive effect on the discipline and performance of company employees. SOPs can also increase the company's compliance or discipline of the K3 (Occupational Health and Safety) system.

Based on some of the explanations above, it can be seen that the application of the SOP, then the level of work motivation and work environment conditions will have an important effect on the level of employee discipline in the company which will be related to the

competence and productivity of the company. In this era, there are still several companies that still do not have SOPs in accordance with their companies. The problem is not only found in large companies but also in medium to low companies.

A digital agency company in Medan, PT Ghania Creative Indonesia, is one of the companies engaged in *start-up* and focuses on providing digital promotion services to MSMEs and other companies. At this time PT Ghania Creative Indonesia has 40 employees. PT Ghania Creative Indonesia currently has a level of employee discipline of PT Ghania Creative Indonesia experiencing changes that decrease every month. Some factors that may be the cause are the renewal of the company's SOP, the workplace that always changes and does not use a physically fixed office, and the low motivation of employees, especially during the current difficult economic times.

The explanation of the CEO of PT Ghania Creative Indonesia above is also reinforced by the results of a pre-survey conducted on 15 employees of PT Ghania Creative Indonesia. The pre-survey research was conducted on 22 January 2024 using several statements documented using the Google Form *platform online*. The pre-survey that the researcher conducted was to provide several statements that would focus on several things that affect their level of work discipline. The pre-survey was conducted by providing a questionnaire in the form of several statements documented and distributed using an *online form*, namely Google Form, where this pre-survey questionnaire was not given restrictions or criteria for respondents. The following are the results of a pre-survey to employees of PT Ghania Creative Indonesia regarding their work discipline variables.

Table 1. Pre-Survey Results on Work Discipline

No.	Statement	Answer				
		Yes	%	No	%	Total
1.	In each month, you take work permits for no more than 2 days with reasons that can be tolerated by the company.	6	40%	9	60%	15
2.	The percentage of employees who leave work during working hours at the company can already be said to be minimal	0	0%	15	100%	15
3.	Your company has implemented some rules to improve employee discipline	15	100%	0	0%	15
4.	You believe that when you want to take a work permit, you need to report to your supervisor.	15	100%	0	0%	15
5.	Employee discipline in your company is influenced by the conditions of your company's work environment	15	100%	0	0%	15
6.	With the rules that apply to the company, the level of employee misconduct in your company will be less.	15	100%	0	0%	15
7.	Conditions outside the work environment, will affect the discipline of company employees	9	60%	6	40%	15
8.	You realise that discipline at work is the most important thing and must be instilled by all company employees.	6	40%	9	60%	15

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Based on Table 1 above, it can be seen that there are still 9 employees out of 15 employees who answered that they still take work permits for more than 2 days a month for reasons that can be tolerated by the company. Then, there are also 9 employees who agree that conditions outside of work will also affect their work discipline. In the next statement, namely regarding employee awareness of the importance of work discipline, there are only 6 employees who agree that work discipline is important for employees, but 9 others still answered disagreeing with this. On the other hand, 15 employees have agreed that they understand the condition of their company's employee discipline and they also understand that with the existence of company regulations, it will improve employee discipline. Based on some of the employees' answers in the pre-survey, it can be seen that the condition of PT Ghania Creative Indonesia's employee discipline has indeed decreased, especially from the lack of employee awareness of the importance of their work discipline.

The following are the results of a pre-survey to employees of PT Ghania Creative Indonesia regarding the variable implementation of their standard operating procedures.

Table 2. Results of the Pre-Survey on the Implementation of SOPs

No.	Statement	Answer				
		Yes	%	No	%	Total
1.	Your company already has some work rules and standards that are regulated in the company's SOP.	15	100%	0	0%	15
2.	You have a good understanding of what is SOP in your company	15	100%	0	0%	15
3.	You have implemented the rules in the company's SOPs	6	40%	9	60%	15
4.	You believe that by being guided by the company's SOPs, work will be more effective and easier.	6	40%	9	60%	15
5.	Your company's standard operating procedures have complete and appropriate rules and work standards.	15	100%	0	0%	15
6.	By implementing standard operating procedures in work, it will reduce the number of work failures.	15	100%	0	0%	15
7.	By implementing standard operating procedures in work, the level of employee discipline will increase.	15	100%	0	0%	15
8.	By being guided by company rules that have been regulated in the company's SOP, employees will be reluctant to be absent without reason at work.	15	100%	0	0%	15

Based on Table 2 above, it can be seen that 15 employees agree that PT Ghania Creative Indonesia already has company rules that are regulated in the company's SOP and are appropriate and complete for the company, and they also understand the SOPs that exist at PT Ghania Creative Indonesia. Then, there are 9 employees who answered that they still disagree or do not apply the rules or SOPs that already exist at PT Ghania Creative Indonesia and, they still disagree or are not sure that by applying the SOP, the work will become more effective. Based on these results, it can be seen that the employees of PT Ghania Creative Indonesia have

a good understanding of their company's SOP, but there is still a lack of employee awareness in implementing the company's standard operating procedures (SOP) at PT Ghania Creative Indonesia.

The following are the results of a pre-survey to employees of PT Ghania Creative Indonesia regarding the variable conditions of their work environment.

Table 3. Results of the Work Environment Pre-Survey

No.	Statement	Answer				
		Yes	%	No	%	Total
1.	The condition of the company's work environment is very influential on your work	13	86,7%	2	13,3%	15
2.	Your work environment has complete facilities	10	66,7%	5	33,3%	15
3.	My company's mobile working environment will affect the work and discipline of employees. affect the work and discipline of employees	12	80%	3	20%	15
4.	The level of employee discipline at work can be influenced by the conditions of the work environment.	14	93,3%	1	6,7%	15
5.	The concept of teamwork and mutual co-operation has been implemented in your company.	6	40%	9	60%	15
6.	Communication between employees in your company can be said to be good	9	60%	6	40%	15
7.	Your company's work environment can be said to be effective in accordance with existing rules and standards	8	53,3%	7	46,7%	15
8.	Work environment conditions are not the only thing that affects employee discipline at work.	14	93,3%	1	6,7%	15

Based on Table 3 above, it can be seen that as many as 13 people agree that work environment conditions affect employee work. Furthermore, as many as 10 people agree that the work facilities of the company PT Ghania Creative Indonesia already have complete facilities. On the other hand, as many as 12 employees agree that the conditions of the work environment of PT Ghania Creative Indonesia are moving, will affect the work and discipline of PT Ghania Creative Indonesia employees. Then, as many as 14 people agreed that the level of employee work discipline was influenced by the conditions of their work environment as well. As many as 14 people also agreed that the condition of the work environment is not the only thing that affects their discipline as employees at PT Ghania Creative Indonesia. Based on some of these answers, it can be seen that the physical working environment conditions at PT Ghania Creative Indonesia can be said to be good in terms of facilities, but with the work system of PT Ghania Creative Indonesia which uses a work *from anywhere* work system, the mobile work system has affected employee work and employee discipline of PT Ghania Creative Indonesia.

The following are the results of a pre-survey to employees of PT Ghania Creative Indonesia regarding their work motivation variables.

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Table 4. The Work Motivation Pre-Survey Results

No.	Statement	Answer				
		Yes	%	No	%	Total
1.	My work is something I enjoy doing	15	100%	0	0%	15
2.	Receiving a special award from my boss when I complete a difficult job motivates me to work harder.	7	46,7%	8	53,3%	15
3.	The increasing needs of my family make me want to work harder.	15	100%	0	0%	15
4.	The desire to work harder will make me a disciplined employee by avoiding violations of company rules.	14	93,3%	1	6,7%	15
5.	Motivation from leaders greatly affects my work and discipline as an employee.	12	80%	3	20%	15
6.	My company often gives me work that requires new knowledge and that makes me work harder.	15	100%	0	0%	15
7.	Colleagues' achievements that exceed mine motivate me to work harder.	10	66,7%	5	33,3%	15
8.	Work motivation is not the only thing that affects my level of discipline as an employee.	15	100%	0	0%	15

Based on Table 4 above, it can be seen that 15 people agree that they like their current job at PT Ghania Creative Indonesia. It can also be seen, as many as 15 people agree that the responsibility for the increasing needs of the family is their strong motivation to be able to work even harder. Then, as many as 8 people disagree that getting awards from the leadership for their performance is not their main motivation in working harder. A total of 12 people agreed that the motivation provided by the leadership greatly influenced their work and discipline as employees at PT Ghania Creative Indonesia. Furthermore, 15 people agreed that their work motivation is not the only thing that affects their level of discipline as an employee. Based on this, it can be concluded that the employees of PT Ghania Creative Indonesia already have good work motivation and they believe that work motivation is important in improving their performance and discipline as employees at PT Ghania Creative Indonesia today.

Literature Review

Standard Operating Procedure (SOP)

Standard Operating Procedures (SOP) according to (Iran et al., 2023) is a guideline document containing standard operating procedures in a company or organisation that is used to ensure that every movement or work step of employees or even a work decision has been effective, consistent, standard, and systematic. This shows that the SOP is also a basis for movement or initial guidelines for every employee in the company to be able to carry out their duties or work according to their field as well.

SOP is also a strategy to maximise productivity, which is provided by an organisation to assist their employees in minimising errors. On the other hand, SOP is also a strategy to achieve optimal collaborative results in carrying out work, supervisory functions, and making modifications in an effort to achieve optimal organisational goals (Ardiana et al., 2020).

Work Environment

According to Khaeruman et al. (2021) state that there are several definitions of the work environment, namely the work environment is the overall tools and materials needed and faced, the surrounding environment in which a person works, as well as work arrangements both individually and in groups. Then the second is everything that is around the employee and can influence him in carrying out the duties assigned to him.

According to Sedarmayanti, (2017) states that the work environment is the whole of the tools and materials used, the conditions around work, work methods, and how it works as an individual or in the form of a group. So, the work environment is the entire aspect both physically and non-physically that is around the work of an employee, facilities that can help an employee's work, and conditions that can affect the work of an employee in doing his job.

Motivation Work

Motivation Khaeruman et al., (2021) explain that work motivation is a force that arises from within or outside a person and arouses enthusiasm and perseverance to achieve something desired. (Hans, 2022) states that work motivation is a factor that encourages a person to carry out a certain activity. In general, what drives someone to do a certain activity is their needs and desires. Differences in people's needs and desires are caused by the mental processes that occur in each person.

According to research by Firmansah and Pujianto (2023) states that work motivation is a condition that motivates or causes a person or employee in an organisation to act consciously with the aim of improving and developing employee performance. So, work motivation is a factor that influences a person in carrying out a job which can affect their performance level by looking at several conditions of the needs of each employee in a job.

Work Discipline

According to Rivai (2011), it is a tool used by managers to communicate with employees so that they are willing to increase one's awareness and willingness to fulfil all company regulations. According to Hasibuan (2019), namely the awareness and willingness of a person to obey all company regulations and applicable social norms.

According to Sastrodiwiryono (2002), it is an attitude of respect, appreciation, obedience, and obedience to applicable regulations, both written and unwritten and willing to carry them out and accept sanctions if they violate the duties and authority given to them. So, work discipline is an attitude that must be fulfilled and upheld for every employee in the company in order to respect and appreciate the rules or norms that apply in the company.

Conceptual Framework

The conceptual framework in this study is as follows:

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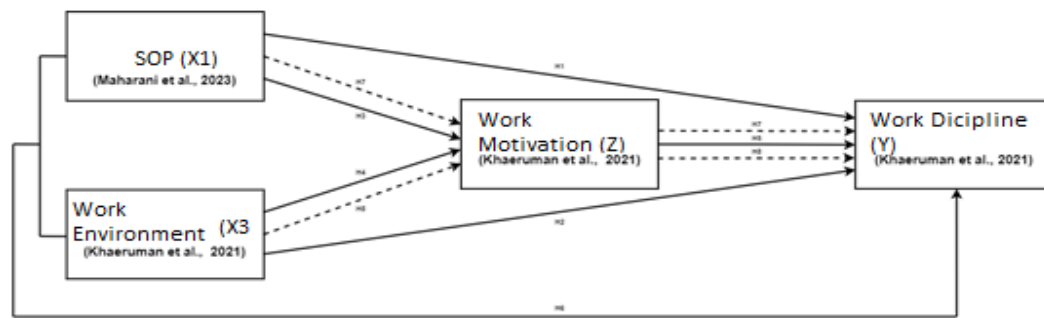


Figure 1. Conceptual Framework

Based on the final research objectives described in the previous chapter, several research hypotheses can be formulated in this study, namely as follows:

- H1: The implementation of standard operating procedures has a direct influence on the level of work discipline of employees of PT Ghania Creative Indonesia.
- H2: Work environment conditions have a direct influence on the level of work discipline of PT Ghania Creative Indonesia employees.
- H3: The implementation of Standard Operating Procedures (SOP) has a direct influence on the work motivation of employees of PT Ghania Creative Indonesia.
- H4: Work environment conditions have a direct influence on the work motivation of PT Ghania Creative Indonesia employees.
- H5: Work motivation has a direct influence on the level of work discipline of employees of PT Ghania Creative Indonesia.
- H6: The Application of Standard Operating Procedures (SOP) and Work Environment Conditions has a direct influence on the level of Employee Discipline of PT Ghania Creative Indonesia.
- H7: The implementation of Standard Operating Procedures (SOP) has an indirect influence on the level of employee discipline through the work motivation of PT Ghania Creative Indonesia employees.
- H8: Work environment conditions have an indirect influence on the level of employee discipline through the work motivation of PT Ghania Creative Indonesia employees.

Research Method

In this study using quantitative research methodology using a correlation analytic approach, this study will analyse and discuss how the influence and relationship between the independent / free variable and the dependent / dependent variable, then to analyse the indirect effect between the independent / free variable and the dependent / dependent variable through the intervening variable.

In this study, there were 40 people in the population, so by using the *total sampling* technique, this study had a sample size of 40 people where the 40 people were only employees of PT Ghania Creative Indonesia without including the CEO or company leader.

This study has 2 (two) independent variables, namely, SOP (X1) and Work Environment (X2). The dependent variable consists of 1 (one) variable, namely Work Motivation (Y). Meanwhile, the intervening variable consists of 1 (one) variable, namely Work Discipline (Z).

The data analysis technique uses *path* analysis or path analysis testing method. The Smart PLS (*Smart Partial Least Square*) software version 4. Used as a tool in data processing. Therefore, before conducting data analysis, a classic assumption test is carried out which consists of Normality, Multicollinearity and Heteroscedasticity tests.

Result

Normality Test

The normality test in this study was tested using *probability plot* testing techniques and the *Shapiro-Wilk test* with the provisions that if the sig. test value > 0.05 then the data is normally distributed, while if the sig. test value < 0.05 then the data is not normally distributed. The results of the data normality test are as follows;

Table 5. The Normality Test Results

Variables	Statistic	df	Sig.
SOP (X1)	0,974	40	0,470
Work Environment (X2)	0,986	40	0,882

Based on Table 5 above, it can be seen that all of the data in this study from each variable can be declared normally distributed, because the value of the sig. test has a sig value category > 0.05 which means that the value or research data is normally distributed.

Multicollinearity Test

Multicollinearity test uses the calculation of *tolerance value* / *variance inflation factor* (VIF), where the limit of *tolerance value* < 0.1 or if the VIF value > 10 then multicollinearity occurs. Then, if the value of *tolerance value* > 0.1 or if the VIF value < 10 then there is no multicollinearity. The results of the multicollinearity test data are as follows;

Table 6. Multicollinearity Test Results

Free Variable	Sig.	Collinearity Statistics	
		Tolerance	VIF
(Constant)	0,000		
SOP (X1)	0,443	0,994	1,007
Work Environment (X2)	0,000	0,994	1,007

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Based on Table 6 above, it can be seen that there are no symptoms of multicollinearity among the independent variables of this study, the value of $VIF < 10$ and the value of *tolerance* > 0.1 .

Heteroskedasticity Test

The heteroscedasticity test in this study was tested by looking at the pattern on the test *scatterplot*. If there is no clear pattern and the dots spread widely above and below the number 0 on the Y axis, it can be said that there are no symptoms of heteroscedasticity in the data.

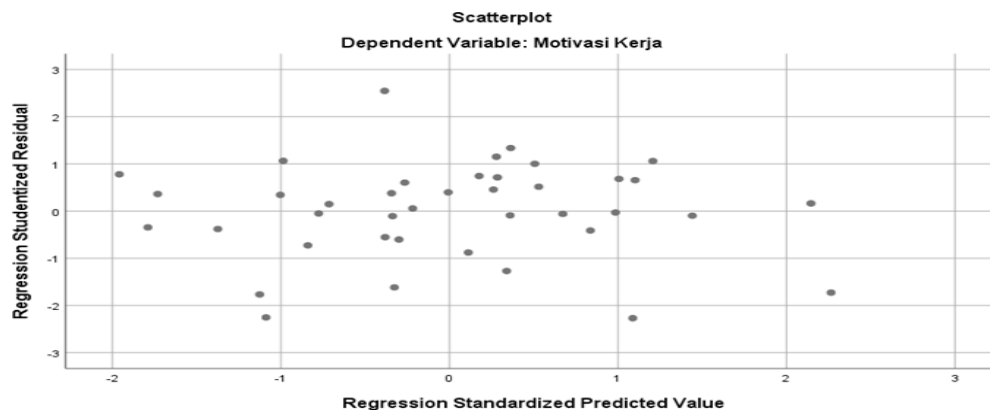


Figure 2. Heteroscedasticity Test Results

Based on Figure 2 above, it provides the results that the *scatterplot* test for the heteroscedasticity test in this study, the pattern contained in the plot does not have a clear pattern, and the number of points spread on the Y and X axes, it can be concluded that there are no symptoms of heteroscedasticity in this study's data.

Path Analysis

The results of *path analysis* testing using *SmartPLS software* are as follows:

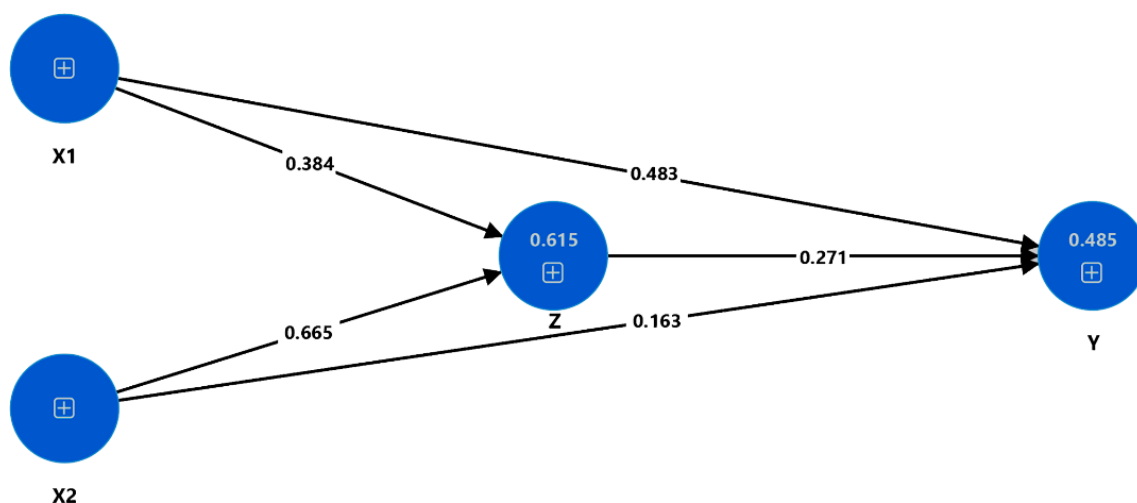


Figure 3. Path Analysis Test Results

The results of Smart PLS processing can be seen in the following figure:

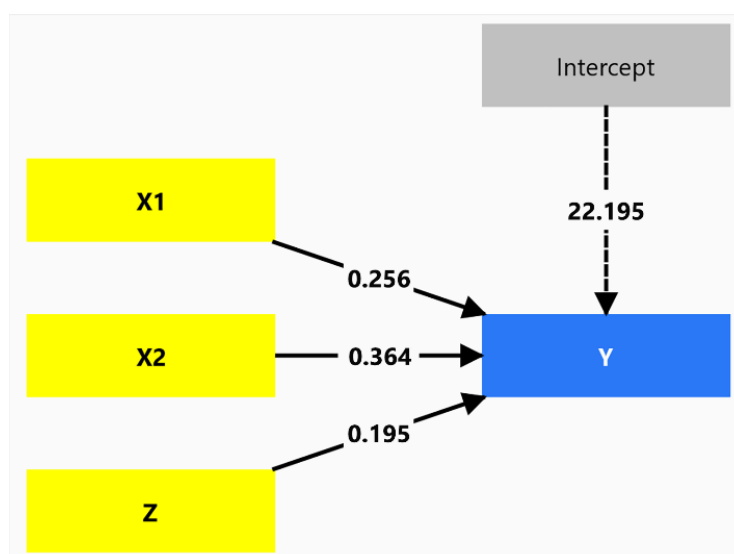


Figure 4. SmartPLS Output

T-test Results (Equation I and II)

Partially, the independent variable has a significant effect on the dependent variable if $t_{count} > t_{table}$. Conversely, the independent variable does not have a significant effect on the dependent variable if $t_{count} < t_{table}$. In this study, the t_{table} value is 1.685 with a df value = $N-2 = 38$.

Table 7. Equation I t Test Results

Variables	t	Sig.
(Constant)	4,728	0,029
SOP (X1)	2,039	0,047
Work Environment (X2)	3,012	0,004
Work Motivation (Z)	2,414	0,019

Based on Table 7 above, it can be seen that the t_{table} value on variable X1 is 2.039 with a significance of 0.047, on variable X2 is 3.012 with a significance of 0.004, and on variable Z is 2.141 with a significance of 0.019. Based on this table, it can be concluded that the SOP variable (X1) has a direct partial effect on Work Discipline (Y) provided that the $t_{value} > t_{table}$, the Work Environment variable (X2) has a direct partial effect on Work Discipline (Y) provided that the $t_{value} > t_{table}$, and the Work Motivation variable (Z) has a direct partial effect on Work Discipline (Y) provided that $t_{count} > t_{table}$.

Based on the results above, it has been able to answer and accept H1 of this study where the SOP Implementation variable (X1) has a direct effect on the level of Employee Work Discipline (Y), answer and accept H2 of this study where the Work Environment condition variable (X2) has a direct effect on the level of Employee Work Discipline (Y), and answer and accept H5 of this study where the Work Motivation variable (Z) has a direct partial effect on the level of Employee Work Discipline (Y).

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Table 8. Equation II t Test Results

Variables	t	Sig.
(Constant)	2,481	0,016
SOP (X1)	2,420	0,019
Work Environment (X2)	2,874	0,006

Based on Table 8 above, it can be seen that the t table value on variable X1 is 2.481 with a significance of 0.019 and on variable X2 is 2.874 with a significance of 0.006. Based on this table, it can be concluded that the SOP variable (X1) has a direct partial effect on Work Motivation (Z) provided that the t value > t table, and it can also be concluded that the Work Environment variable (X2) has a direct partial effect on Work Motivation (Z) provided that the t value > t table.

Based on the results above, it has been able to answer and accept H3 of this study where the SOP Implementation variable (X1) has a direct effect on Employee Work Motivation (Z) and answer and accept H4 of this study where the Work Environment condition variable (X2) has a direct effect on Employee Work Motivation (Z).

F Test Results

The F test assessment criteria are if F count > F table, then simultaneously the independent variable has a significant effect on the dependent variable. Vice versa, if F count < F table, then simultaneously the independent variable does not have a significant effect on the dependent variable. In this study, the F table value is 2.87 with a df = 36.

Table 9. F Test Results

Variabel	F	Sig.
Regression	5,527	0,000

Based on Table 9 above, it can be seen that the calculated F value has a value of 5,527 with a significance of 0.000 where this concludes that the calculated F value > F table. Based on these results, it can answer and accept H6 of this study where the SOP application variable (X1) and the Work Environment condition variable (X2) have a direct simultaneous influence on the level of Employee Work Discipline (Y).

Coefficient of Determination (R^2)

The criterion for evaluating the coefficient of determination is that if the test R^2 value shows a number close to 1, then all independent variables have the ability to explain the dependent variable in the model. The following are the results of the R^2 test;

Table 10. Test Results of the Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,878	0,647	0,785	2,786

Based on Table 10 above, it can be seen that this study has an R² value of 0.647 and has an *Adjusted R Square* value of 0.785. ²Based on this, it can be concluded that all independent variables in this study have the ability to explain the dependent variable of the study, which has an R value close to 1, namely 0.647.

Sobel Test

The following are the results of the calculation of the value in *The Sobel Test* using SPSS in this study:

Table 11 The Sobel Test Coefficient Test Results

Model	Variables	Unstandardised Coefficients		Standardised Coefficients
		B	Std. Error	Beta
1	(Constant)	22.195	6,067	
	SOP	0,256	0,126	0,265
	Work Environment	0,364	0,121	0,366
	Work Motivation	0,195	0,081	0,319

Based on Table 11 above, it can be calculated in *The Sobel Test* formula in this study on two existing equation models to be able to answer the research hypothesis, namely:

1) Model 1

$$Sab = \sqrt{b^2sa^2 + a^2sb^2 + sa^2sb^2}$$

$$Sab = \sqrt{(0,195)^2 0,126^2 + (0,256)^2 (0,081)^2 + (0,126)^2 (0,081)^2}$$

$$Sab = 0,033$$

Then, if this number is entered in the next formula, then:

$$t = \frac{ab}{sab} = \frac{0,256 \times 0,195}{0,033}$$

$$t = 1,480$$

Based on the test results, it can be seen that there is a t count of 1.480, this value has a conclusion if it is formulated using a t table value of 1.68595, namely the value of t count < t table. Based on this, it can answer that H7 of this study is rejected or in other words that the application of SOP (X1) has no indirect influence on the level of Employee Work Discipline (Y) through Employee Work Motivation (Z).

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2) Model 2

$$Sab = \sqrt{b^2sa^2 + a^2sb^2 + sa^2sb^2}$$

$$Sab = \sqrt{(0,195)^2 0,121^2 + (0,364)^2 (0,081)^2 + (0,121)^2 (0,081)^2}$$

$$Sab = 0,039$$

Then, if this number is entered in the next formula, then:

$$t = \frac{ab}{sab} = \frac{0,364 \times 0,195}{0,039}$$

$$t = 1,819$$

Based on the test results, it can be seen that there is a t count of 1.81934 where the value has a conclusion if it is formulated using a t table value of 1.68595, namely the value of t count > t table. Based on this, it can answer that H8 of this study is accepted or in other words that the Working Environment (X2) conditions have an indirect influence on the level of Employee Work Discipline (Y) through Employee Work Motivation (Z).

Discussion

PT Ghania Creative Indonesia is a *start-up* company engaged in digitalisation services for business people, especially MSMEs in Medan and outside Medan. This research has been conducted at the company by looking at the phenomenon of how the relationship or correlation of the application of SOPs and work environment conditions to the level of employee discipline with work motivation as an intervening variable of research. This research is a study that is in line with and is a development of previous research conducted by Maharani et al., (2023) where the research also focuses on discussing how the application of SOPs has an influence on increasing employee discipline in a company. In Maharani et al.'s research, (2023) explained that there was a significant influence on the application of SOPs on improving employee work discipline. This is in line with several other studies (Hakiki et al., 2022; Indriyani, 2022) which explain that good SOP implementation is something that affects employee work discipline.

The results of this study also answer that the application of the SOP partially has a significant direct effect on the level of employee discipline. The implementation of a good SOP and a good understanding of the SOP by company employees, makes employees more obedient and understand the rules that exist in the company. The company also has the responsibility to be able to provide a good, structured, and easy-to-understand work system and rules in the company's SOP where at PT Ghania Creative Indonesia based on research that has been carried out explains that the SOP at the company has been arranged and is available to every employee in every field / division of work that exists. The SOP at PT Ghania Creative Indonesia has been able to become a strong foundation for employees in carrying out their work, both with the

work *from anywhere system* and in the event of work with the work *from co-working space* system.

The level of employee work discipline is not only influenced by the application of the SOP, but based on the results of this study, it explains that the level of employee work discipline is also partially influenced by the conditions of the work environment and the current condition of employee motivation at PT Ghania Creative Indonesia. These results are in line with several previous studies (Adinda et al., 2023; Alami et al., 2022; Putra & Aprianti, 2020; Sulistyaningsih, 2021; Tsuraya & Fernos, 2023) which explain that the level of work discipline of company employees is not only influenced by work motivation, but also influenced by the conditions of their work environment and if well coordinated, then good work motivation and a good and effective work environment will be able to simultaneously affect the level of work discipline of company employees.

The work environment conditions that affect employee work discipline are generally good physical work environment conditions, but in this study, explain and answer that good and supportive work environment conditions, both physical and non-physical work environment conditions (relationships between existing employees) will affect the level of employee work discipline at PT Ghania Creative Indonesia. If drawn from the problems that exist at PT Ghania Creative Indonesia, the existing employees have a low level of discipline. It turns out that it is indeed influenced by several things, one of which is the condition of the employee's work environment that is less supportive non-physically because there are still some employees who do not heed the *team-work* system even just small things such as discussions in a small team of a project. This makes the condition of the work environment of employees at PT Ghania Creative Indonesia as something that affects their discipline.

On the other hand, employee work motivation also affects employee discipline at PT Ghania Creative Indonesia where although the physical work environment conditions are supportive and adequate then, the rules in the company's SOP have also supported and in accordance with their respective fields of work and have been applied to some existing employees, but the condition of employee work motivation is also an important thing in improving their work discipline. Employee work motivation here focuses on motivation outside of work and within the job itself. Motivation outside of work is the motivation to provide for the family and oneself, as well as other needs both physically and mentally / mind needs such as work responsibilities, work challenges, to the opportunity to be part of every job. Motivation in the workplace is the motivation to get appreciation from superiors, get praise from superiors, get encouragement or constructive direction from superiors, even to get new achievements at work.

This study also provides results where if the application of the SOP is combined with the condition of employee work motivation, it will not have an influence on the level of employee discipline at PT Ghania Creative Indonesia. This can happen because the SOP and work motivation are not something that is in line and identical even though in each of them there is a concept, namely the concept of responsibility. However, this is not an influence on employee discipline at PT Ghania Creative Indonesia. On the other hand, if work motivation is combined with the condition of the work environment in the company, then these two things

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become two things that affect employee discipline at work. This can happen because according to the results of this study explain that the condition of the work environment both physically and non-physically has a relationship that is in line with the condition of employee motivation at PT Ghania Creative Indonesia.

In the end, the two main things that directly affect and have a strong influence on the level of employee discipline at PT Ghania Creative Indonesia are the implementation of good SOPs by employees and work environment conditions that support employee work in each field. This is a picture and hope for the future for employees and companies to be able to update what must be updated based on references from this research that has been carried out in a complex and structured manner.

Conclusion

Based on the results and discussion of the research that has been described in the previous section, several conclusions are also produced in this study, namely:

- 1) The application of the SOP has a partial and direct influence on the level of employee discipline at PT Ghania Creative Indonesia.
- 2) Work environment conditions have a partial and direct influence on the level of employee discipline at PT Ghania Creative Indonesia.
- 3) The implementation of the SOP has a partial and direct influence on the condition of employee motivation at PT Ghania Creative Indonesia.
- 4) The condition of the work environment has a partial and direct influence on the condition of employee motivation at PT Ghania Creative Indonesia.
- 5) The condition of employee work motivation has a partial and direct influence on the level of employee discipline at PT Ghania Creative Indonesia.
- 6) The application of SOPs and work environment conditions simultaneously have a direct influence on the level of employee discipline at PT Ghania Creative Indonesia.
- 7) The implementation of the SOP does not have an indirect influence on the level of employee work discipline through the conditions of employee work motivation at PT Ghania Creative Indonesia.
- 8) The condition of the work environment has an indirect influence on the level of employee discipline through the condition of employee motivation at PT Ghania Creative Indonesia.

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