

# An Empirical Investigation of the Effect of Workload and SOPs on Employees Work Morale

Emi Wakhyuni, Dian Septiana Sari

Faculty of Social Science, Universitas Pembangunan Panca Budi, Medan, Indonesia  
[emiwakyuni09@gmail.com](mailto:emiwakyuni09@gmail.com), [bunga8979@gmail.com](mailto:bunga8979@gmail.com)

## ABSTRACT

The purpose of this study is to investigate the effect of workload, and Standard Operating Procedure (SOPs) on employees work morale. This study uses a quantitative approach that is an empirical study to collect, analyze, and display data. Population of this research is employees in PT. Sucofindo Medan Branch. The technique of determining sample used simple random sampling in which the subject of research used 50 percent. Therefore, The sample of this study amounted to 75 employees. The results of this study found that workload and Standard Operating Procedure have the significant impact on employees work morale in PT. Sucofindo Medan Branch simultaneously. Partially, the workload has not a significant effect on employees work morale in PT. Sucofindo Medan Branch. However, Standard Operating Procedure has a significant effect on employees work morale in PT. Sucofindo Medan Branch. The authors suggest to this company that they need to set up employee performance appraisal for the positions held. The company needs to prepare evaluation materials to improve work systems and procedures. The company is expected to consider the proposal to develop a real employee requirement plan related to the organization's workload. The company may apply for an employee mutation program from an excessive unit to a deficient unit.

**Keywords:** *Workload, SOPs, Work, Morale.*

## 1. INTRODUCTION

The workload is the division between the percentage of total standard time to complete the job task against the total time required standard. The result is a reflection of the use of individual productive work time or associated with the productivity of a person's work within a certain period. Excessive workload tendencies will delay work processes or services provided to corporate clients. For service companies, the risk of delaying the company delivering services to clients will cause inconvenience and withdrawal of deadlines that have been arranged client to other parties. This matter could happen in PT. Sucofindo.

For instance, Client requests in accelerating the certification process are at risk for workers, in this case, adding to the workload. Indeed this condition is understandable because the client does not understand the entire system and procedures that apply to the company. Delay in service delivery may be other internal factors such as system disruption in a company. Preparation of Standard Operating Procedures (SOP) tailored to the needs of client companies. Therefore, the process of preparing Standard Operating Procedures (SOPs) must contain elements that include the information is clear, concise, systematic, using understandable, non-meaningful, sequential and technical language, logical sequence of processes, responsible referrals addressed to a position, and use of

flowchart to explain in general (Chatab, 2006). The work morale is a mental condition or behavior that generates a deep stimulus in the worker's active and sustained in doing a job for the achievement of corporate goals. Some of the things that cause employee morale turn down, such as job differences, uneven distribution of work and accumulation of workflow. Based on this study, the authors consider it necessary to examine how the impact of workload workers on their work morale. Similarly, the Standard Operating Procedures (SOPs) that exist in a company does impact on their current morale. Based on the explanation, the authors formulate the research questions as follows:

RQ1: How is the simultaneous effect of workload and standard operating procedures on employees work morale in PT. Sucofindo Medan Branch.

RQ2: How is the partial effect of workload and standard operating procedures on employees work morale in PT. Sucofindo Medan Branch.

## 2. LITERATURE REVIEW

### Workload

Workload as a concept arising from the lack of capacity in processing information (Cain, 2007). When faced with a task, the individual is expected to complete the task at a certain level. Individual limitations will hinder or hinder the achievement of work at the expected level,

meaning there has been a gap between the expected level of capability and the level of capacity it has. This gap leads to failure in performance (performance failures). This case is what underlies the importance of broader understanding and measurement of workload. The workload measurements performed in various procedures, yet O'Donnell & Eggemeier (2007) have classified the three categories of workload measurements. Three categories are:

1. The subjective measurements are the measurement based on the assessment and reporting by the workers to their workload felt in completing the task. The type measurement uses the rating scale.
2. The performance measurements obtained through observation of aspects of behavior or activity displayed by workers. Type of performance measurement is marked by time. Performance measurement by using time is a method to understand the completion time of a task arranged by workers who have several qualifications, in a predetermined work atmosphere and arranged with a particular work.
3. Physiological measurements that measure the level of workload by knowing some aspects of the worker's physiological response while completing a particular task. Measurements are performed on the pupil reflex, eye movement, muscle activity and other body responses.

#### **Standard Operating Procedure (SOP)**

The Standard Process of the steps of some logical instructions to be done in the form of activity, data flow, and workflow (James L. Gibson, 2007). The steps in question are the internal systems, mechanisms and working procedures needed in the implementation of a task to achieve specific goals. The operating standard includes the processes and procedures of an activity, effective and efficient workflows marked with supporting documents/instruments. Preparation, the operational standard of the procedure, is divided into three main activities including Requirement Discovery, Data Modeling, and Process Modeling. Some principles should be adhered to will complement the main activities of the SOP. In the standard operating procedure, the measurement should pay attention to aspects of ease and clarity, efficiency and effectiveness, alignment, measurable, Dynamic and final User-oriented.

#### **Work Morale**

Morale shows the typical attitude of the workers towards each other, to the manager, to the management, or the work (Denyer in Moekijat, 2008). The work morale defined as a mental

condition, or individual behavior of labor and groups that generate real delight in the workforce to work diligently and consequently in achieving the goals set by the company (Sastrohadiwiryono, 2009).

The work morale is a description of the personal attitude of individuals and groups of work done in achieving goals. Because attitude is a willingness to act which means still in the form of readiness or inclination and not seen by others, then the morale of work is more individual. Individual attitude or group attitudes toward work and the work environment reflect in carrying out their work requires a pleasant mood, for the creation of an effort to participate in all activities.

Based on the theoretical framework that has been previously described, in this study the authors developed the following hypotheses:

H1:, There is a significant effect of workload, and standard operating procedures on employees work morale in PT. Sucofindo Medan Branch simultaneously.

H2:, There is a significant effect of workload, and standard operating procedures on employees work morale in PT. Sucofindo Medan Branch partially.

### **3. RESEARCH METHOD**

This study uses a quantitative approach. This approach is an empirical study to collect, analyze, and display data in numerical form. The type of research discusses the influence or relationship between the two or more independent variable to dependent variable (Nasution, M.D.T.P, 2015).

This study purpose is to investigate the effect of workload, and standard operating procedures on employees work morale. A population is a generational region that has several qualities and characteristics by subject to be studied and then taken a conclusion (Sugiyono, 2010).

Population in this research is 150 employees in PT. Sucofindo Medan Branch. The technique of determining the sample using simple random sampling, when the subject is major, the research use 10-15 percent, or 20-25 percent or more (Hair, 1998 ; Sugiyono, 2010). Therefore, the number of samples in this study is determined as much as 50 percent of the total population of 75 employees. This research collects data from two sources, secondary and primary. Secondary sources are the data collection indirectly as through others or documents. Primary data sources are direct data collection through observation, interview, and questionnaire (Sugiyono, 2010).

### Operationalisation Variables

Workload (X1) is a concept arising from the lack of capacity in processing information (Cain, 2007).

Standard Operating Procedures (X2) is the steps of some logical instructions to be performed are activity, data flow, and workflow (James L. Gibson, 2007).

Work Morale (Y) is a mental condition or behavior of an individual or groups that generate real delight in the workforce to work diligently and consequently in achieving the goals set. (Sastrohadiwiryo, 2009).

### Data Analysis Method

#### 1. Quality of Data tests

The purpose is to determine the feasibility of data processed in this test.

Validity tests: The objective is to know the validity of the instrument data is appropriate or not used in this study.

Reliability test. The objective is to know the reliability of the instrument in question or statement on the questionnaire whether it can be reused to measure similar research instruments.

#### 2. Classical Assumption tests

The goal is to know the interconnections or closeness between independent variables and dependent variable.

Normality test. The goal is to know the research data distribution is normal.

Multicollinearity Test. The goal is to avoid the symptoms of multicollinearity.

Heteroscedasticity Test. The goal is to know whether or not there is any deviation.

#### 3. Data Analysis Tests

This test is to analyze and interpret data to get answers from this research.

- Multiple Linear Regression Analysis. The aim is to analyze the effect of independent variables and dependent variable.
- F-Test. The aim is to test the effect of independent variables on dependent variable simultaneously.
- T-Test. The goal is to examine the effect of independent variables on dependent variable partially.
- Coefficient Determination. The goal is to find out how many contributions of independent variables on the dependent variable.

### 4. RESULTS AND DISCUSSION

#### Characteristics of Respondents

Table 1. Characteristics of Respondents

Description	Frequency	Percent	
Age	> 25	15	20

(years)	25-35	37	49.33
	< 35	23	30.67
	Total	75	100
Gender	Male	58	77.33
	Female	17	22.67
	Total	75	100
Work Experience (years)	> 15	20	26.67
	15-25	32	42.67
	< 25	23	30.66
	Total	75	100

### Results Test

#### a. Validity test

Results of Validity Test  
Workload

Statement	Corrected Item-Total Correlation	Conclusion
x1.1	.591	Valid
x1.2	.490	Valid
x1.3	.416	Valid
x1.4	.592	Valid
x1.5	.617	Valid
x1.6	.440	Valid
x1.7	.401	Valid
x1.8	.464	Valid
x1.9	.424	Valid
x1.10	.450	Valid

Results of Validity Test  
Standard Operating Procedures

Statement	Corrected Item-Total Correlation	Conclusion
x2.1	.698	Valid
x2.2	.617	Valid
x2.3	.725	Valid
x2.4	.632	Valid
x2.5	.550	Valid
x2.6	.477	Valid
x2.7	.455	Valid
x2.8	.455	Valid
x2.9	.394	Valid
x2.10	.427	Valid

Results of Validity Test  
Work Morale

Statement	Corrected Item-Total Correlation	Conclusion
y1	.412	Valid
y2	.500	Valid
y3	.454	Valid
y4	.481	Valid
y5	.412	Valid
y6	.548	Valid
y7	.658	Valid
y8	.692	Valid
y9	.734	Valid
y10	.625	Valid

All items to measure the variables in this research have correlation value higher than 0.277. The

result of this test proves that all items of the statement are valid.

b. Reliability test

The result of Reliability Test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.928	.926	30

Cronbach's Alpha correlation coefficient value is higher than data reliability requirement (0.928 > 0.6). The result indicates that the questionnaire in this study has qualified reliability.

c. Normality test

The result of Normality Test

		Workload	Standard Operating Procedures	Work Morale	Unstandardized Residual
N		75	75	75	75
Normal Parameters <sup>a,b</sup>	Mean	33.24	28.28	27.23	0E-7
	Std. Deviation	5.616	8.826	8.353	6.75057297
Most Extreme Differences	Absolute	.115	.090	.083	.093
	Positive	.078	.068	.083	.044
	Negative	-.115	-.090	-.044	-.093
Kolmogorov-Smirnov Z		.997	.782	.715	.810
Asymp. Sig. (2-tailed)		.273	.574	.686	.528

a. Test distribution is Normal.  
b. Calculated from data.

Testing of residual distribution assumptions shows that the regression model qualifies for the normality test. The regression model is appropriate to predict the dependent variable based on the input of the independent variables.

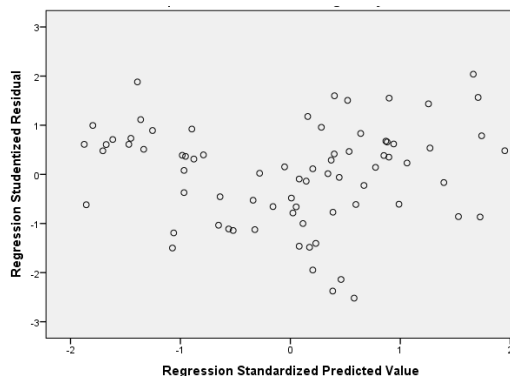
d. Multicollinearity Test

The result of Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Workload	.884	1.132
SOP	.884	1.132

All VIF values are below 10 and tolerance values exceed 0.1, meaning that workload and SOP variables in this study do not show multicollinearity symptoms. The independent variables in this study are not correlated.

e. Heteroscedasticity test



f. Multiple Linear Regression Analysis

The result of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.687	4.879		1.575	.120
Workload	.147	.151	.099	.973	.334
SOP	.519	.096	.548	5.409	.000

Based on the results of data processing, The equation of this research is formulated as follows:

$$Y = 7.687 + 0.147 X_1 + 0.510 X_2 + e$$

g. Simultaneous Hypothesis Test

The result of Simultaneous Hypothesis Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1790.949	2	895.475	19.119	.000 <sup>b</sup>
Residual	3372.197	72	46.836		
Total	5163.147	74			

From the F-test results listed in the table, F-count has a value of 19.119 with a significance of 0.000 lower than 0.05 (significance level is 5%). Meanwhile, F-table has a value of 2.34. In conclusion, the test results show the value of F-arithmic > F-table (19.119 > 2.34) and degree of significance (0.000 < 0.05). Thus simultaneously both independent variables have a significant relationship to employee morale.

h. Partial Hypothesis Test

The results of Partial Hypothesis Test

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std.	Beta		

		Error			
(Constant)	7.687	4.879		1.575	.120
Workload	.147	.151	.099	.973	.334
SOP	.519	.096	.548	5.409	.000

From the Partial Test results listed in the table, the t-value of the workload is 0.973, and the t-count of the SOP has a value of 5.409. The value of the t-table is 1.665 where  $\alpha = 0.05$  and df is 32. Meanwhile, the significance value of the workload is 0.334, and the SOP has a significance value of 0.000. These results indicate that for the workload variable the t-count value is lower than the t-table ( $0.973 < 1.665$ ) and the significance is higher than the required value ( $0.334 > 0.05$ ). Thus the proposed hypothesis is not proven and rejected. In contrast, the test results for the SOP variable show higher t-count value than t-table ( $5.409 > 1.665$ ) and with significance level is lower than the required value ( $0.000 < 0.05$ ). Thus the proposed hypothesis is proven and accepted.

i. Coefficients determination test ( $R^2$ )

The result of coefficients determination ( $R^2$ )

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589 <sup>a</sup>	.347	.329	6.844

The coefficient of determinant shows how much contribution of the independent variable to dependent variable. The closer to the value of one of the coefficients of determination ( $R^2$ ) shows the contribution (percent) of the independent variable to the dependent variable. R Square value in this study was 0.347 or 34.7 percent. These results indicate the contribution of workload and SOP to Employees work morale is limited to 34.7 percent. Means 65.3 percent comes from other factors not included in this study.

### Discussion

*The effect of workload and standard operating procedures on employees work morale in PT. Sucofindo Medan Branch simultaneously*

Based on the F-test results listed in the table, F-count has a value of 19.119 and F-table has a value of 2.34. The significance value of 0.000 is lower than 0.05. The results of this test interpret that there is the influence of workload and SOP to employees work morale at PT. Sucofindo Medan Branch. Thus the proposed research hypothesis is proven and accepted.

*The effect of workload on employees work morale in PT. Sucofindo Medan Branch*

The test results show the workload has the t-count value of 0.973 which is worth more than the value of the t-table is 1.665. Meanwhile, the significance value of the workload is 0.334 above from the significance value of 0.05 which becomes the provision of this research. Interpretation of the results of this test is the workload does not affect employees work morale at PT. Sucofindo Medan Branch. Therefore, the proposed hypothesis is not proven and rejected. Workloads measured to extract information on the effectiveness and efficiency of the work based on the amount of work completed by a set period. E.g., one day, one month or a year. The employee's workload measured by the company aims to establish the number of hours and personnel required to complete a particular job or project. Naturally, workers have limited capacity and ability to face a task that becomes their obligation. Worker limitations will hinder the achievement of work at the level expected by the company. However, this condition contrasts with what happened at PT. Sucofindo. Employees assume the assigned workload does not hamper their fighting spirit at work. This case means there is no gap between the expected level of ability and the level of capacity that workers have to achieve the company's objectives.

*The effect of standard operating procedures on employees work morale in PT. Sucofindo Medan Branch*

From the test results showed SOP has the t-count value of 5409 which is worth more than the t-table value of 1.665. Meanwhile, the significance value of SOP amounted to 0.000 below of the significance value of 0.05 which became the requirement. The results of this test interpreted SOP has a significant impact on employees work morale at PT. Sucofindo Medan Branch. These findings suggest that the proposed hypothesis is proven and accepted. The internal work mechanism of the company in organizing a task has been operated effectively and efficiently. This subject is related to the understanding of employees in the process of documentation and procedures of a company's activities. The workflow implements standard Operating Procedures (SOPs) in the company and refers to the tasks and functions of departments. Corporate functions and activities are adjusted to the company's activity flowchart and depending on whether or not new activities are added. Therefore, the SOP periodically needs to be reviewed.



## 5. CONCLUSION

Based on the results of the discussion then it can be concluded as follows:

- 1) Workload and SOP have the significant impact on employees work morale in PT. Sucofindo Medan Branch simultaneously.
- 2) Partially, Workload has not a significant effect on employees work morale in PT. Sucofindo Medan Branch. But, Standard Operating Procedure has a significant effect on employees work morale in PT. Sucofindo Medan Branch

## 6. SUGGESTIONS

Based on the results of data analysis and discussion, the authors provide some suggestions as follows:

The company needs to set up employee performance appraisal for the positions held. The company needs to prepare evaluation materials to improve work systems and procedures. The company is expected to consider the proposal to develop a real employee requirement plan related to the organization's workload. The company may apply for an employee mutation program from an excessive unit to a deficient unit.

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