



## EMPLOYEE PERFORMANCE BASED ON COMPETENCE, WORK DISCIPLINE, AND ENVIRONMENT AT PT. ANUGRAH BERSAMA SEJAHTERA DEPOK

Ading Sunarto<sup>1</sup> Mohamad Duddy Dinantara<sup>2\*</sup>, Edy Krisyanto<sup>3</sup>

<sup>1,2,3</sup>Universitas Pamulang, Indonesia

Email: [dosen02153@unpam.ac.id](mailto:dosen02153@unpam.ac.id)<sup>1</sup> [dosen00818@unpam.ac.id](mailto:dosen00818@unpam.ac.id)<sup>2\*</sup> [dosen01108@unpam.ac.id](mailto:dosen01108@unpam.ac.id)<sup>3</sup>

### Abstract

*This study aims to determine the effect of competence on employee performance at PT. Anugrah Bersama Sejahtera Depok, to determine the effect of Work Discipline on employee performance at PT. Anugrah Bersama Sejahtera Depok, to determine the effect of the work environment on employee performance at PT. Anugrah Bersama Sejahtera Depok and to determine the influence of competence, work discipline, and work environment together at PT. Anugrah Together Prosperous Depok. The population and sample in this study are employees of PT. Anugrah Bersama Sejahtera Depok with a total sample of 128 respondents. This research is quantitative. Furthermore, the sampling technique is nonprobability sampling, taken from saturated sampling (census). Data analysis techniques used include validity test, reliability test, normality test, multi-correlation test, heteroscedasticity test, linear regression, coefficient of determination, and significant test (t-test and F test). Competence has a positive and significant effect on employee performance at PT. Anugrah Together Prosperous Depok. This can be seen from the value of  $t_{count} > t_{table}$  ( $8.971 > 1.979$ ) and  $t$  significance  $< 0.05$  ( $0.000 < 0.05$ ). The simple regression model obtained is  $Y = 17.176 + 0.612X_1$ . Competence has a contribution ( $R^2$ ) of 39% to employee performance at PT. Anugrah Together Prosperous Depok. Work Discipline has a positive and significant effect on employee performance at PT. Anugrah Together Prosperous Depok. This can be seen from the value of  $t_{count} > t_{table}$  ( $9.354 > 1.979$ ) and  $t$  significance  $< 0.05$  ( $0.000 < 0.05$ ). Work discipline has a contribution ( $R^2$ ) of 41% to employee performance at PT. Anugrah Together Prosperous Depok. The simple regression model obtained is  $Y = 20.244 + 0.666X_2$ . The work environment positively and significantly affects employee performance at PT. Anugrah Together Prosperous Depok. This can be seen from the value of  $t_{count} > t_{table}$  ( $8.754 > 1.979$ ) and  $t$  significance  $< 0.05$  ( $0.000 < 0.05$ ). The simple regression model obtained is  $Y = 19.918 + 0.678X_3$ . The work environment has a contribution ( $R^2$ ) of 37.8% to the performance of employees at PT. Anugrah Together Prosperous Depok. Competence, work discipline, and work environment have a positive and significant effect on the performance of employees at PT. Anugrah Together Prosperous Depok. It can be seen from the value of  $F_{count} > F_{table}$  ( $71.041 > 2.677$ ) and  $F$  significance  $F < 0.05$  ( $0.000 < 0.05$ ). Competence, work discipline, and work environment together have a contribution ( $R^2$ ) of 62.3% to the performance of employees at PT. Anugrah Bersama Sejahtera Depok, the remaining 37.7% is influenced by other variables not examined. The multiple regression model obtained is  $Y = 2.984 + 0.341X_1 + 0.405X_2 + 0.297X_3$ .*

**Keywords:** Competence, Work Discipline, Work Environment, and Employee Performance

## INTRODUCTION

Human Resources is a very important factor in both large and small-scale organizations. In large-scale organizations, human resources are seen as a decisive element in the business development process, and the role of human resources is becoming increasingly important. A company or agency is established because it has goals to be achieved while achieving company goals requires the attitude or behavior of people who are responsible and have good performance abilities.

An influential factor in achieving good work results from employees is the ability of supportive leaders who manifest sympathy for employees or their subordinates to achieve

good performance and company goals immediately. Therefore achieving company goals requires cooperation between leaders and subordinates. There are several other factors of employee job satisfaction to improve employee performance which will be discussed here, so companies must also know these factors.

PT. Anugrah Bersama Sejahtera Depok is a manufacturing company founded in 2003 engaged in Metal Stamping, Plastic Injection, and Machining. Initially only engaged in Stamping Press. In connection with the company's growing progress and development, the demand for market share is increasing, as well as consumer trust in this company, and to be able to serve and meet consumer demand well, this company has established another subsidiary company engaged in Plastic Injection with the name CV. ARTHA MULTI TEKNIK in 2010 to produce Electronic Air Conditioner Components and Electric Fans. The company realizes the important role of corporate culture in achieving the company's goals, objectives, vision, and mission.

The level of employee education affects the formation of work competence and knowledge at PT. Anugrah Bersama Sejahtera Depok. The following table contains data on the number and level of education in the company:

Table 1 Number of Employees and Level of Education

<b>Description</b>	<b>2020</b>	<b>2021</b>
SMA	30	34
D3	30	24
Sarjana	50	58
Pasca Sarjana	10	12
Total	120	128

*Source: HRD of the PT. Anugrah Bersama Sejahtera Depok 2022*

From the data table above, the number and level of education of employees still need to be higher. Many employees want to keep their education the same. Knowledge of employees in a field is different from the level of education. For example, employees who graduate from high school cannot master the knowledge of employees who have graduated, so their career advancement cannot increase due to limited knowledge. Many employees should be in their field (educational background), but in reality, they need to be placed in their field so that it interferes with the performance of employees in the company.

From the results of the author's pre-research, the following is an imbalance that occurs where when the company is promoting an efficient performance program, it is precisely in this company that the discipline of the work shows a negative trend. It can be seen from the attendance data of PT. Anugrah Bersama Sejahtera Depok from January to December 2021 below:

Table 2  
Employee attendance Percentage Level (January to December 2021)

Month	Number of employees	Employee Attendance Data
January	128	98%
February	128	96%
March	128	97%
April	128	96%
May	128	95%
June	128	97%
July	128	90%
August	128	89%
September	128	94%
October	128	94%
November	128	93%
December	128	92%

*Source: HRD of the PT. Anugrah Bersama Sejahtera Depok 2022*

The data in table 2 above shows that the percentage of employee attendance from January 2021 to December 2021 as a whole is unfavorable, where all employees, whether arriving late, with permission, without permission or leaving early, show an increasing trend. It indicates that many employees still need more discipline in their work.

A good or conducive work environment can increase the motivation and passion of its employees at work. The condition of the work environment area must also be conducive, along with the observation table regarding the work environment in the work environment conditions.

Table 3 Conditions of the Work Environment Area

Lighting in work environment	The uneven lighting in the workspace makes the atmosphere in the factory dim.
Noise at work	The sound of machine that sounded loud enough to interfere with concentration and communication
Safety at work	Security in the work area is still not optimal because the security number still needs to be improved.
Relationship with Work colleague	There are often misunderstandings between co-workers triggered by several things, such as competition for positions, unfair work, or seeking attention from superiors.

*Source: Results of pre-research researchers in 2022*

Research is useful for companies, especially regarding the application of management treatment and how to improve competence and work discipline appropriately and acceptably for employees related to employee performance. The results of this research can also serve as input for companies to adjust competence, provide discipline, and provide a comfortable and safe work environment so that good employee performance is achieved to increase employee productivity.

Another problem in terms of organizational culture is that many employees have a habit of delaying work and causing much work not to be according to the target time set, where this creates an excessive workload at the next time or period due to the large amount of work to be done, thus causing decreased performance.

Table 4

Production Target Data PT. Anugrah Bersama Sejahtera Depok, The year 2021

No	Month	Production Target	Realization Amount	Target Achievement Percentage
1	January	300.000	271.000	90,33%
2	February	2.500.000	2.301.000	92,04%
3	March	300.000	290.000	96,67%
4	April	150.000	123.000	82,00%
5	May	500.000	503.000	100,60%

6	June	600.000	587.000	97,83%
7	July	600.000	557.000	92,83%
8	August	600.000	572.000	95,33%
9	September	250.000	231.000	92,40%
10	October	350.000	302.000	86,29%
11	November	350.000	342.000	97,71%
12	December	500.000	447.000	89,40%

*Source: HRD of the PT. Anugrah Bersama Sejahtera Depok 2022*

In table 4 above, it can be seen that the target of PT. Anugrah Bersama Sejahtera Depok in 2021, not all of their production targets have been achieved compared to their realization. Only in May 2021 was the target reached 100.60%. From these data, the achievement of production targets still needs to be improved, which is indicated due to the heavy workload. Based on the table above, the achievement level of production targets fluctuates. It makes it difficult to standardize work for each employee. The company's production level from day to day is still being determined depending on how big the target is to be completed because it has to be adjusted to order goods from consumers or partners. The achievement of the above targets indicates that the level of employee discipline still needs to be improved.

The increase in targets that PT must achieve. Anugrah Bersama Sejahtera Depok also increases the burden on its employees. According to Setyawan and Kuswati (2016:22), employee performance will decrease unless the workload increases with an appropriate workload division. It is difficult for HRD managers to adjust how many permanent workers this company needs when high-order employees have high overtime schedules. Overtime work has consequences for employees. They get separate compensation during overtime, but health cannot be paid for with wages. They need time to rest. The lack of rest time makes employees because of the three-shift system at work. The work conditions carried out by employees every day are also different. Sometimes employees in the production section are asked to make products with difficulty and accuracy or vice versa. It puts pressure on the employees of PT. Anugrah Bersama Sejahtera Depok.

In daily tasks, discipline is often an obstacle in an organization, and low discipline is a recurring problem. From the results of the author's pre-research, the following is an

imbalance that occurs where when the company is promoting an efficient performance program, it is precisely in this company that the discipline of the work shows a negative trend. From the results of the author's pre-research, the following is an imbalance that occurs where when the company is promoting an efficient performance program, it is precisely in this company that the discipline of the work shows a negative trend. It can be seen from the attendance data of PT. Anugrah Bersama Sejahtera Depok from January to December 2021 shows that the percentage of employee attendance from January 2021 to December 2021 as a whole is in an unfavorable condition, where all employees who arrive late, with permission, without permission, or leave the early show an increasing trend, this indicates that there are still many employees who lack work discipline.

## **METHOD**

This type of research is quantitative. According to Sugiyono (2019:8), quantitative research is: "Research methods based on the philosophy of positivism, are used to examine certain populations or samples, collect data using research instruments, data analysis is quantitative or statistical, with the aim of to test the hypotheses that have been set." This research was conducted in a manufacturing company, namely in the environment of PT. Anugrah Bersama Sejahtera Depok, which is located at Jl. Kebon Duren Rt.001/Rw 01 Kali Mulya, Cilodong, Depok.

Sugiyono (2019:215) argues, "population is the number of generalization areas consisting of objects and characteristics set by researchers, and then conclusions are drawn." Meanwhile, Arikunto (2014:173) said, "the population is the entire research subject." From the above understanding, it can be concluded that the population is the overall characteristics or nature of the subject or object that can be drawn as a sample. In this study, the population was employees of the Ministry of Religion in South Tangerang, totaling 60 employees. In taking samples can use saturated sampling. Sugiyono (2019:82) argues, "saturation sampling is a sampling technique when all population members are used as samples." Based on the research location that has been determined, the population used as the object of this research is all employees who work at PT. Anugrah Bersama Sejahtera Depok with a total of 128 employees. So the sample used in this study is 128 people or the population in PT. Anugrah Bersama Sejahtera Depok, namely as many as 128 employee respondents who work at PT. Anugrah Bersama Sejahtera Depok.

## RESULTS AND DISCUSSION

Table 5 Multicollinearity Test Results - VIF (Variance Inflation Factor)

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant )		
	Competence (X1)	.733	1.364
	Work Discipline (X2)	.766	1.305
	Work Environment (X3)	.677	1.477

a. Dependent Variable: Performance (Y)

Source: SPSS output results from 2023

The Multicollinearity Test of Competency Variables (X1) tolerance value is  $0.733 > 0.10$ , and the VIF value is  $1.364 < 10$ . It can be concluded that there is no multicollinearity between independent variables in the regression model. The Multicollinearity Test of Work Discipline Variable (X2) tolerance value is  $0.766 > 0.10$ , and the VIF value is  $1.305 < 10$ . It can be concluded that there is no multicollinearity between independent variables in the regression model. Work Environment Variable Multicollinearity Test (X3) tolerance value is  $0.677 > 0.10$ , and the VIF value is  $1.477 < 10$ . It can be concluded that there is no multicollinearity between independent variables in the regression model.

Table 6 Normality Test Results

N		128
Normal Parameters <sup>b</sup>	Mean	.0000000
	Std. Deviation	2.68595839
	Most Extreme Differences	
Test Statistic	Absolute	.071
	Positive	.071
	Negative	-.060
Asymp. Sig. (2-tailed)		.186 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: SPSS output results from 2023

Based on the output of the One-Sample Kolmogorov-Smirnov Test table above shows the Asymp value. Sig. (2-tailed)  $0.186 > 0.05$ , then this statistical method shows that the data is normally distributed and meets the normality assumption.

Table 7 Processing results of Multiple Variable Regression (X1, X2, and X3)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,984	2,960		1,008	,315
	Competence (X1)	,342	,062	,348	5,473	,000
	Work Discipline (X2)	,405	,065	,389	6,256	,000
	Work Environment (X3)	,297	,073	,269	4,069	,000
a. Dependent Variable: Performance (Y)						

Source: SPSS output results in 2023

Based on the results of the regression calculations in the table above, we can obtain the regression equation  $Y = 2,984 + 0.341X1 + 0.405X2 + 0.297X3$ . From the equation above, it can be concluded as follows:

1. A constant value of 2,984 means that without competency, work discipline, and work environment variables, the value of the employee's performance is still formed at 2,984.
2. The competency variable (X1) positively affects employee performance (Y) with a coefficient value of 0.341. It means if the competency variable (X1) increases by one unit assuming the work discipline (X2) and work environment (X3) variables are constant, then employee performance will increase by 0.341
3. The work discipline variable (X2) positively affects employee performance (Y) with a coefficient value of 0.405. It means if the work discipline variable (X2) increases by one unit, assuming the competency variable (X1) and work environment (X3) are constant, then employee performance will increase by 0.405.
4. The work environment variable (X3) has a positive effect on employee performance (Y) with a coefficient value of 0.297, which means that if the work discipline variable (X2)

increases by one unit, assuming the competency variable (X1) and work environment (X3) are constant, then employee performance will increase by 0.297.

Table 8 Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795 <sup>a</sup>	.632	.623	2.718

- a. Predictors: (Constant), Work Environment (X3), Work Discipline (X2), Competence (X1)
- b. Dependent Variable: Performance (Y)

*Source: SPSS output results in 2023*

Based on the table above, the R-Square value (coefficient of determination) is 0.632, it can be concluded that the competence, work discipline, and work environment variables affect employee performance by 63.2% while other factors influence the remaining 36.8%.

Table 9 F test results (simultaneous)

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1574.743	3	524.914	71.041	.000 <sup>b</sup>
	Residual	916.225	124	7.389		
	Total	2490.969	127			

- a. Dependent Variable: Performance (Y)
- b. Predictors: (Constant), Work Environment (X3), Work Discipline (X2), Competence(X1)

*Source: SPSS output results in 2023*

Based on the table above, the value of  $F_{count} = 71,041 > 2.678$  or ( $F_{count} > F_{table}$ ); a significance of  $0.000 < 0.05$  also reinforces this. Thus  $H_0$  is rejected, and  $H_a$  is accepted. It means there is a positive and significant effect between competence, work discipline, and work environment on employee performance at PT. Anugrah Bersama Sejahtera Depok.

## CONCLUSION

This study examines and analyzes the effect of competence, work discipline, and work environment on employee performance at the PT. Anugrah Bersama Sejahtera Depok. Referring to the data that has been collected and tested using multiple linear regression analysis models, conclusions can be drawn, including:

1. The research results show competence (X1) on performance (Y). (Y). Constanta  $a = 17.176$  means that without the Competency variable (X1) or the X variable having a fixed value, the employee's performance value is 17.176 units. The regression coefficient  $b = 0.612$  means that if the Competency variable (X1) increases by one unit, the employee's performance value will increase by 0.612 units. The correlation coefficient  $R_{x1}$  is 0.624 and falls within the range of 0.600 – 0.799 with a strong relationship, meaning that competence (X1) has a strong relationship to performance (Y). While the R Square of 0.390 indicates Competence (X1) contributes to Performance (Y) of 39%, and the remaining 61% is influenced by other factors outside the model. The partial hypothesis test shows that the  $t_{count}$  is  $8.971 > t_{table} 1.979$  or the probability value  $Sig 0.000 < 0.05$  then  $H_01$  is rejected, and  $H_{a1}$  is accepted thus the hypothesis determines that there is a positive and significant effect of Competence (X1). On Employee Performance (Y) at PT. Anugrah Bersama Sejahtera Depok.
2. The study results show a positive and significant effect of work discipline (X2) on performance (Y). It is evidenced by the simple regression equation  $Y = 20.244 + 0.666(X2)$  results. Constanta  $a = 20.44$  means that without the Work Discipline variable (X2) or the X variable having a fixed value, the employee's performance value is 20.244 units. The regression coefficient  $b = 0.666$  means that if the Work Discipline variable (X2) increases by one unit, the employee's performance value will increase by 0.666 units. The correlation coefficient  $R_{x2}$  is 0.640 and falls into the range of 0.600 – 0.799 with a strong relationship level, meaning that work discipline (X2) has a strong relationship to performance (Y). While the R Square of 0.410 indicates Work Discipline (X2) contributes to Performance (Y) of 41%, and the remaining 59% is influenced by other factors outside the model. The partial hypothesis test shows that the  $t_{count}$  is  $9.354 > t_{table} 1.979$  or the probability value  $Sig 0.000 < 0.05$ , then  $H_02$  is rejected, and  $H_{a2}$  is accepted; thus, the hypothesis determines that there is a positive and significant effect of Work Discipline (X2). On Employee Performance (Y) at PT. Anugrah Together Prosperous Depok. Therefore, it can be concluded that work discipline positively and significantly affects employee performance at PT. Anugrah Bersama Sejahtera Depok.
3. The study results show a positive and significant effect of the work environment (X3) on performance (Y). It is evidenced by the results of the simple regression equation,  $Y = 19.918 + 0.678(X3)$ . Against Performance (Y). Constanta  $a = 19.918$  means that without the Work Environment variable (X3) or the X variable having a fixed value, the

employee's performance value is 19.918 units. The regression coefficient  $b = 0.678$  means that if the Work Environment variable (X3) increases by one unit, the employee's performance value will increase by 0.678 units. The correlation coefficient  $R_{X3}$  is 0.615 and falls into the range of 0.600 – 0.799 with a strong relationship, meaning that the work environment (X3) has a strong relationship to performance (Y). While the R Square of 0.378 indicates that the Work Environment (X3) contributes to Performance (Y) by 37.8%, and other factors outside the model influence the remaining 62.2%. Partial hypothesis testing shows that the  $t_{count}$  is  $8.754 > t_{table} 1.979$  or the probability value  $Sig 0.000 < 0.05$  then  $H_{o3}$  is rejected, and  $H_{a3}$  is accepted thus the hypothesis determines that there is a positive and significant influence of the Work Environment (X3) on Employee Performance (Y) at PT. Anugrah Together Prosperous Depok. Therefore, it can be concluded that work discipline positively and significantly affects employee performance at PT. Anugrah Bersama Sejahtera Depok.

4. The results of the study show that there is a positive and significant effect of competence (X1), work discipline (X2), and work environment (X3) simultaneously on performance (Y). It is evidenced by the results of the multiple regression equation, which is  $Y = 2.984 + 0.341(X1) + 0.405(X2) + 0.297(X3)$ . This equation can be interpreted that there is a direction of positive influence between. Competence (X1), Work Discipline (X2), and Work Environment (X3) on Performance (Y). The correlation coefficient  $R_{X123}$  is 0.795 and falls into the range 0.600 – 0.799 with a strong relationship level, meaning that competence (X1), work discipline (X2), and work environment (X3) to performance (Y) have a strong relationship to performance (Y). Meanwhile, an Adjusted R Square of 0.623 indicates that Competence (X1), Work Discipline (X2), and Work Environment (X3) contribute 62.3% to Performance (Y), and other factors outside the model influence the remaining 37.7%. The simultaneous hypothesis test shows the value of  $F_{count} 71.041 > F_{table} 2.677$  or a probability value of  $Sig 0.000 < 0.05$ , then  $H_{o4}$  is rejected, and  $H_{a4}$  is accepted; thus, the hypothesis determines that there is a positive and significant influence on Competence (X1), Work Discipline (X2) and Work Environment ( X3) simultaneously on Employee Performance (Y) at PT. Anugrah Bersama Sejahtera Depok. Therefore, it can be concluded that competence, work discipline, and work environment have a positive and significant effect simultaneously on the performance of employees at PT. Anugrah Bersama Sejahtera Depok.

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