



The Effect of Leadership Style and Compensation on Employee Performance at Seameo Seamolec in Tangerang Selatan

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Abstract:

This study aims to determine the effect of leadership style and compensation on the work performance of SEAMEO SEAMOLEC employees partially and simultaneously. This research is a descriptive quantitative analysis with an approach to employees. The population in this study were 64 SEAMEO SEAMOLEC employees. The sample used in this research is using nonprobability sampling technique or saturated sampling method. The data collection procedure in this study was using a questionnaire using a Likert scale and SPSS 24 programming. The data analysis techniques used were validity and reliability tests, classical assumption tests, multiple linear regression tests, t tests, F tests and coefficients of determination test. The research results that can be presented are: (1) there is an influence of leadership style on performance ($t_{count} 8.116 > t_{table} 1.999$), (2) there is an effect of compensation on performance ($t_{count} 7.174 > t_{table} 1.999$), and (3) the influence of leadership style and compensation on performance. Employee work performance ($F_{count} 40.339 > F_{table} 3.148$). So that it shows that leadership style and compensation at SEAMEO SEAMOLEC partially and simultaneously have a positive and significant effect on work performance.

Keywords: Leadership Style, Compensation, Performance

INTRODUCTION

Every organization, public or private, seeks to find a competitive advantage, while competitors do the same. This condition is a consequence of the growing globalization in the world of education which makes competition very tight, unpredictable and uncertain. Changes that occur all the time and are getting faster require organizations to be able to adapt quickly

and agilely, to gain a competitive advantage. Organizations need a new strategy that is more in line with the current internal and external conditions of the organization.

The position of human resources in an organizational institution is no longer only a complement to the achievement of goals, but must become a determining factor for the success of activities carried out by the company. The aspect of human resources is an important concern for organizations, because success or failure in facing this modern era depends on the empowerment of human resources..

SEAMEO SEAMOLEC is an institution under the auspices of the Southeast Asian Ministers of Education Organization (SEAMEO) which is responsible for developing Open Education and Distance Education in Southeast Asia. SEAMOLEC is based in Indonesia and cooperates with the Ministry of National Education, especially institutions that organize PJJ and institutions that support the program. In an effort to carry out the duties and functions of SEAMEO SEAMOLEC properly, it is necessary to have human resources capable of working optimally, therefore SEAMEO SEAMOLEC conducts performance assessments to determine and measure the performance of all employees.

The success of a leader with his leadership style will form an effective leadership style. The decisions taken by a leader have a major influence on the activities and continuity of the company and also on the performance of employees. Like the leadership style that occurs at SEAMEO SEAMOLEC Many complaints occur to employees.

Based on the results of interviews conducted with representatives from each division in SEAMEO SEAMOLEC regarding leadership styles. The results were obtained from the representatives of the BURT division that the communication pattern between the leadership and employees at SEAMEO SEAMOLEC was less effective, so that there was often miscommunication between the leaders and employees. In addition, the leader rarely gave directions and asked for opinions in decision making to employees.

The leader's lack of sensitivity to the social environment is also a problem that occurs at SEAMEO SEAMOLEC, often the leader assigns tasks to employees that are not in the capacity of the employee. This results in the slowness of the work being done so that the work is not completed on time from the specified time.

Leaders do not provide good and clear direction and guidance without paying attention to the state of their employees. So that many employees are not happy with this method and this results in a decrease in employee morale to work loyally and seriously to make the company more advanced.

According to Afandi (2018:1) Management is working with people to achieve organizational goals by implementing the functions of planning (planning), organizing (organizing), preparation of personnel or staffing (staffing), direction and leadership (leading), and supervision (controlling).

Therefore, to improve the performance of these employees, the factors that need to be considered are related to the leadership style applied by the leaders of the company, namely how to make the leadership style applied by the leaders to support the performance of their employees to be better..

In addition to leadership style, compensation is also a factor that must be considered in order to improve employee performance. Information about leadership style and compensation is important to know by the company itself because leadership style and compensation is one of the important components that will affect employee performance and will further affect organizational performance.

So in order to improve the performance of the employee, the role of a leader and compensation must be in line with the situation inside and outside.

The existence of the above problems will certainly affect progress or even experience a setback if the performance of the organization's employees is not improved. Based on the

background of the problem above, the researchers took the title **"Leadership Style And Compensation On Employee Performance At SEAMEO SEAMOLEC In South Tangerang"**.

LITERATURE REVIEW

A. Definition of Management

Etymologically the word management comes from the Old French *ménagement*, which means the art of implementing and managing. Meanwhile, in terms of terminology, experts define management in various ways. According to G.R. Terry in Kurniawan (2019:12) management is a process or framework, which involves the guidance or direction of a group of people towards organizational goals or real goals.

According to James A.F. Stonor Permatasari (2019:12) "management is a process of planning, organizing, leadership, and controlling organizational members and using all organizational resources to achieve the goals that have been set."

From these definitions, what is meant by management is a process consisting of a series of activities, such as planning, organizing, mobilizing and controlling/supervising, which are carried out to determine and achieve the goals that have been set through the use of human resources and other resources.

B. Elements of Management

To achieve the goals that have been determined, tools are needed. Tools are a condition of an effort to achieve the specified results. These tools are known as 6M, namely man, money, materials, machines, methods, and markets:

- 1) Man refers to the human resources owned by the organization. In management, the human factor is the most decisive. Humans make goals and humans also carry out the process to achieve goals. Without humans there is no work process, because basically humans are working creatures. Therefore, management arises because there are people who work together to achieve goals.
- 2) Money is one element that cannot be ignored. Money is a medium of exchange and a means of measuring value. The size of the results of activities can be measured by the amount of money circulating in the company. Therefore money is an important tool to achieve goals because everything must be calculated rationally. This will relate to how much money must be provided to finance the salaries of workers, the tools needed and must be purchased and how many results will be achieved from an organization.
- 3) Materials consist of semi-finished materials (raw materials) and finished materials. In the business world to achieve better results, apart from humans who are experts in their fields, they must also be able to use materials as a means. Because material and human cannot be separated, without material the desired result will not be achieved.
- 4) Machines are used to provide convenience or generate greater profits and create work efficiency.
- 5) The method is a work procedure that facilitates the work of the manager. A method can be stated as determining how to carry out a task by giving various considerations to the target, the available facilities and the use of time, money and business activities. It should be remembered that even though the method is good, while the people who carry it out do not understand or have no experience, the results will not be satisfactory. Thus, the main role in management remains the people themselves.
- 6) Market or market is a place where the organization disseminates (markets) its products. Marketing the product, of course, is very important because if the goods are produced,

C. Management functions

In carrying out the work, the organization should pay attention to management functions and operational functions. As for what underlies each of the basic management functions which are referred to as the management process, these are:

According to Gary Dassler in Kurniawan (2019:15) there are five basic functions in management, as follows:

- 1) Planning (Planning) Determine goals and standards, make rules and procedures, develop plans and make estimates.
- 2) Organizing: Giving specific tasks to each subordinate, creating divisions, delegating authority and communication, and coordinating the work of subordinates.
- 3) Staffing Determining the type of people to be employed, recruiting prospective employees, selecting employees, setting performance standards, providing compensation to employees, evaluating performance, providing counseling to employees, training and developing employees.
- 4) Directing (Directing) Encouraging others to complete work, maintain morale and motivate subordinates.
- 5) Controlling Setting standards such as sales quotas, quality standards, or production levels, checking to see how performance compares to these standards, and making corrections if needed.

Based on this definition, management is only a tool to achieve certain desired goals. Good management will facilitate the realization of the goals of the company or organization, employees, and society. With management, the efficiency and effectiveness of the management function will be improved.

From the description above, it can be concluded that management is a structural which includes the study of science to achieve a certain desired goal does not sell, then the production process of goods will stop.

D. Human Resources

1) Definition of Human Resources

Human resource management contains an understanding that is closely related to the management of human resources or employees in the company. Human resources can also be referred to as personnel. Manpower, workers, employees, human potential as the driving force of the organization in realizing its existence, or potential which is an asset and functions as non-material capital in a business organization, which can be realized into real potential physically and non-physically in realizing the existence of the organization (Nawawi, in Kurniawan 2019:19). Humans are one of the factors of production that need special attention from the company, because humans are the driving force of company activities, human resource management focuses its attention on personnel issues.

Meanwhile, according to Mangkunegara in Permatasari (2019: 19) said that "Human resource management is a planning, organizing, coordinating, implementing, and supervising the procurement, development, provision of remuneration, integration, maintenance, and separation of workers in order to achieve goals organization". From some of the definitions above, the following conclusions can be drawn:

- a) Human resource management is a series of systematic management approaches that utilize and use humans as a tool to achieve predetermined goals.
- b) By using human resource management, efforts are made so that the goals of individuals, companies and society in general can be achieved. Thus, it is clear that in a company the existence of human management is very dominant and important in assisting the manager's ability to manage, utilize and direct employees in achieving certain goals.

- c) Human Resource Management Function. In its implementation, management underlies every manager to manage subordinates and the organization they hold, Human resource management functions are grouped into 2 (two) main functions as part of the management function, namely managerial and operational functions.

E. Leadership Style

1) Leadership Style Definition

Every leader basically has a different behavior in leading his followers, the behavior of these leaders is called a leadership style. Leadership style is a leader's way of influencing his subordinates which is expressed in the form of behavior or personality patterns. A leader is someone who has a program and who behaves together with group members by using a certain way or style, so that leadership has a role as a dynamic force that encourages, motivates and coordinates the company in achieving the goals that have been set.

According to Kartini Kartono in Abid (2020:28) "leadership style is the nature, habit, temperament, character and personality that distinguishes a leader in interacting. According to Ranupandojo and Husnan in Kurniawan (2019: 24) leadership style is a pattern of behavior designed to integrate organizational goals with individual goals in order to achieve a certain goal. Meanwhile, according to Veithzal Rivai & Deddy Mulyadi in Permatasari (2019: 27) Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are controlled and often applied by a leader.

Based on some of the above understanding, it can be concluded that leadership style is a person's ability to direct, influence, encourage and control a subordinate to be able to do a job on his consciousness and voluntarily in achieving a certain goal.

F. Compensation

Compensation is given by the company to employees as a form of appreciation or gratitude and remuneration. Compensation can have a positive influence on employees, raise work motivation, work morale and will ultimately improve the performance of the employees themselves. Improved employee performance will have a positive impact on the company's overall performance.

Compensation according to Ivancevich (1995) in Kurniawan (2019:38) compensation is a Human Resource Management (HRM) function related to each type of reward received by individuals in return for carrying out organizational tasks.

Employees exchange their energy to get financial and non-financial rewards. Aritonang in Sulaeman (2021:32) states that compensation is all income in the form of money or goods directly or indirectly received by employees as compensation for services provided to agencies. Notoatmodjo (2009) states in Andronicus (2019:40) that compensation is everything that is received by employees as remuneration for their work or service. Factors that affect compensation are productivity, ability to pay, willingness to pay, supply and demand for labor, employee organization and regulations and legislation.

Based on some of the definitions above, it can be concluded that compensation is everything that employees receive either directly or indirectly, either in the form of material or non-material income as compensation for contributions, work, service to the company or organization.

RESEARCH METHOD

The research was conducted with the aim of being able to reveal the problems studied. In research on the effect of leadership style and compensation on the performance of SEAMEO

SEAMOLEC employees. This method uses descriptive quantitative analysis with an approach to employees.

Descriptive method according to Sugiyono in Kurniawan (2019:57) is a method used to describe or analyze a research result but is not used to make broader conclusions, while according to Mohamad Nasir in Kurniawan (2019:57) is a method to examine group status man. An object as well as conditions and systems of thought in the present.

Quantitative methods, carried out through a correlational approach, are used for the process of testing the proposed research hypothesis, namely the extent to which variations in a factor are related to variations in other factors.

The data collection procedure in this study was using a questionnaire/questionnaire. The questionnaire is a list of written questions that have been formulated previously, and this questionnaire will be answered by the respondent. The questionnaire was chosen because it is an efficient data collection mechanism to find out exactly what is needed and how to measure research variables. The scale used in this study is the Likert scale (Ghozali, 2012:88).

RESEARCH RESULTS AND DISCUSSION

Based on the research that has been done and obtained the following results:

1. Results of data analysis

Based on the characteristics of the respondents, it is known that of the 64 respondents or employees at SEAMEO SEAMOLEEC. Consisting of 36 men (56.3%) and 28 women (43.8%), the age of respondents consisted of 25 years of age <25 years (39.1%), 1 person > 50 years (1.6%), 25-29 years old as many as 21 people (32.8%), 30-35 years as many as 7 people (10.9%), 36-40 years as many as 5 people (7.8%), 41 – 45 years as many as 2 people (3.1%), and 46 – 50 years as many as 2 people (3.1%), education starts from SMK/SMA as many as 32 people (50.0%), S1 as many as 24 people (12.5%) and master degree as many as 8 people (37.5%), working years 0-4 years as many as 26 people (40.6%), 5-8 years as many as 17 people (26.6%), 9-12 years as many as 13 people (20.3%), 13-16 years as many as 7 people (10.9%), 17-20 years as many as 1 person (1.6%).

2. Results of Leadership Style Analysis have a Significantly Positive Effect on Employee Performance

Based on the results of the partial hypothesis test, the correlation coefficient and the coefficient of determination, it can be concluded that, the partial hypothesis test shows a tcount value of $8.116 > t_{table} 1.999$ or a Sig value of $0.000 < 0.05$ then H_01 is rejected and H_{a1} is accepted, based on these results it can be concluded that Leadership Style (X1) Influence on Employee Performance (Y) SEAMEO SEAMOLEC. The correlation coefficient of Leadership Style (X1) on Performance (Y) of 0.718 is in the interval with a strong relationship level, it can be concluded that, Leadership Style (X1) is strongly related to Employee Performance (Y) SEAMEO SEAMOLEC. The coefficient of determination (R Square) is 0.515. This shows the understanding that the SEAMEO SEAMOLEC employee performance variable is influenced by the leadership style variable by 51.5% while the remaining ($100\% - 51.5\% = 48.5\%$) is influenced by other variables not examined by the researcher. The results of this study are in line with previous research conducted by Laila Irawati in 2019 Analysis of the Effect of Leadership and Compensation on Employee Performance at Medika Hospital BSD Tangerang with the results of leadership style research partially influencing performance.

3. Results of Compensation Analysis Have a Significantly Positive Effect on Employee Performance

Based on the results of the partial hypothesis test, the correlation coefficient and the coefficient of determination, it can be concluded that, the partial hypothesis test shows a tcount value of $7.174 > t_{table} 1.999$ or a Sig value of $0.000 < 0.05$ then H_02 is rejected and H_{a2} is accepted, based on these results it can be concluded that Compensation (X2) Influence on

Employee Performance (Y) SEAMEO SEAMOLEC. The correlation coefficient of Compensation (X2) on Performance of 0.673 is in the interval with a strong relationship level, it can be concluded that, Compensation (X2) is strongly related to Employee Performance (Y) SEAMEO SEAMOLEC. The coefficient of determination (R Square) is 0.454. This shows the understanding that the SEAMEO SEAMOLEC employee performance variable is influenced by the compensation variable by 45.4% while the remaining (100% - 45.4% = 54.6%) is influenced by other variables not examined by the researcher. The results of this study are in line with previous research conducted by Retno Japanis Permatasari in 2020. The influence of leadership and compensation on employee performance at PT. Dharma Pratama Sejati South Jakarta with the results of the research Compensation partially affects performance.

4. The results of the analysis of leadership style and compensation have a significant positive effect on employee performance

Based on the results of simultaneous hypothesis testing, multiple linear regression, correlation coefficient and coefficient of determination, it can be concluded that, Partial hypothesis testing shows the value of $F_{count} 40.339 > F_{table} 3.148$ or Sig value $0.000 < 0.05$ then H_03 is rejected and H_{a3} is accepted, based on these results it can be concluded Leadership Style Variables (X1) and Compensation (X2) Simultaneously Effect on Employee Performance (Y) SEAMEO SEAMOLEC. The regression equation $Y = a + b_1x_1 + b_2x_2$ is $Y = 0.804 + 0.436x_1 + 0.363x_2$. This equation can be concluded as follows: Constant $a = 0.804$ concluded that, if there is no change or increase in the independent variable (Leadership Style and Compensation) then the Performance variable (Y) has a fixed value of 0.804 units. Regression coefficient $b_1x_1 = 0.436$ it is concluded that, if the Leadership Style increases by one unit, it will increase the value of the Performance variable (Y) by 0.436 units. Regression coefficient $b_2x_2 = 0.363$ it is concluded that, if the compensation increases one unit, it will increase the value of the Performance variable (Y) by 0.363 units. The regression equation above can be concluded that, Leadership style (X1) and Compensation (X2) Have a Positive Influence Direction on Employee Performance (Y) SEAMEO SEAMOLEC. The correlation coefficient of Leadership Style (X1) and Compensation (X2) on Performance (Y) of 0.755 is in the interval with a strong relationship level, it can be concluded that Leadership Style (X1) and Compensation (X2) are strongly related to Employee Performance (Y) SEAMEO SEAMOLEC. The coefficient of determination (R Square) is 0.569. This shows the understanding that the SEAMEO SEAMOLEC employee performance variable is influenced by the compensation variable by 56.9% while the remaining (100% - 56.9% = 43.1%) is influenced by other variables not examined by the researcher.

The results of this study are in line with previous research conducted by Muhammad Gandung and Suwanto in 2020 The Effect of Compensation and Leadership Style on Employee Performance at PT. Surya Rasa Loka Jaya in West Jakarta with research results Simultaneously Leadership Style and Compensation affect performance and Leadership Style is the dominant variable that affects performance.

CONCLUSION

From the results of data analysis and discussion in the previous chapter, it can be concluded as follows:

1. Leadership style at SEAMEO SEAMOLEC has a positive and significant effect on performance. This is evidenced by the results of the partial hypothesis test showing the t_{count} value of $8.116 > t_{table} 1.999$ or the value of Sig $0.000 < 0.05$ then H_01 is rejected and H_{a1} is accepted, based on these results it can be concluded that Leadership Style (X1) Affects Employee Performance (Y) SEAMEO SEAMOLEC.
2. Compensation at SEAMEO SEAMOLEC has a positive and significant effect on performance. This is evidenced by the results of the partial hypothesis test showing the

$t_{count} 7.174 > t_{table} 1.999$ or the Sig value $0.000 < 0.05$ then H_02 is rejected and H_a2 is accepted, based on these results it can be concluded that Compensation (X_2) Affects Employee Performance (Y) SEAMEO SEAMOLEC.

3. 3. Leadership Style and Compensation simultaneously have a positive and significant effect on work performance. This is explained based on the partial hypothesis test showing the value of $F_{count} 40.339 > F_{table} 3.148$ or the value of Sig $0.000 < 0.05$ then H_03 is rejected and H_a3 is accepted. Employee Performance (Y) SEAMEO SEAMOLEC.

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