

The Effect of Discipline and Motivation on Employee Performance in SMP Negeri 2 Parigi, Pangandaran District

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Abstract

This study aims to determine: (1) The effect of work discipline and employee performance at SMP Negeri 2 Parigi Pangandaran Regency, (2) The effect of work motivation and employee performance at SMP Negeri 2 Parigi Pangandaran Regency, (3) The effect of work discipline and work motivation on Employee performance at SMP Negeri 2 Parigi Pangandaran Regency. This research is a survey research with a quantitative approach. This research sample is SMP Negeri 2 Parigi Pangandaran Regency employees, amounting to 70 employees and collecting data using a Likert scale questionnaire. The data analysis technique used is descriptive analysis and inferential analysis, namely: (1) Validity and Reliability Test, (2) Classical Assumption Test, (3) Analysis of the Coefficient of Determination (r^2), (4) Correlation Coefficient Analysis, (5) Linear Regression Analysis Simple, (7) Multiple Linear Regression Analysis, (8) Hypothesis Test Analysis with Partial Test (t-test) and Simultaneous Test (f test). Based on this study results, there is a significant influence simultaneously between the variables of work discipline and work motivation on employee performance with an influence of 47.6%.

Keywords: *Work Discipline, Work Motivation, Employee Performance*

Introduction

Human resources play a very important role in realizing an ideal organization. After all, humans' role determines the success or failure of a policy, strategy, or activity steps to be carried out in an organization. Therefore, increasing human resources is very important to improve services to the community, so it is necessary to strive to face society's demands continuously.

Getting a reliable workforce is not as easy as recruiting employees and provides workforce development by instilling work motivation and workforce culture. Qualified employees are employees who have knowledge and expertise and have good discipline in carrying out their work. Discipline must be enforced in an organization because without discipline from good employees; the organization will find it difficult to achieve its goals. Discipline shows the attitude of employees' compliance with applicable regulations within the company. So it can be said that discipline is the key to an organization's success in achieving predetermined goals.

According to Veithzal (2014: 599), a discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase one's awareness and willingness to comply with all company regulations. Meanwhile, according to Sutrisno (2015: 89), employee discipline is the behavior of a person with regulations, existing work procedures, or discipline, namely attitudes, behavior, and actions that are by the regulations of the organization, both written and unwritten. Without good discipline, employees

cannot carry out work, and the work completion process will also impact other employees' performance.

SMP Negeri 2 Parigi is an administrative body formed by the government engaged in health services and the first comprehensive service center from a region. Therefore, SMP Negeri 2 must provide the best possible service so that the community can be served according to the vision and mission of SMP Negeri 2, which is a place for the community to treat various diseases. SMP Negeri 2 Parigi must carry out good management, especially in the human resources division, competent in their respective fields to provide satisfaction to the community who use health services.

According to Malayu S.P Hasibuan (2017: 92), motivation is a psychological process that reflects the interactions between attitudes, needs, perceptions, and decisions that occur in a person. Meanwhile, according to Anwar Prabu Mangkunegara (2014: 61), motivation is "the condition or energy that moves employees who are directed or aimed at achieving company organizational goals."

In this connection, motivational factors are needed to affect job satisfaction, increasing individual performance, which improves organizational performance. To generate this motivation to emerge, organizational leaders must know their employees' motives and motivations. One thing that must be understood is that people want to work because they want to meet their needs, be they conscious needs or unconscious needs, in material or non-material, physical or spiritual needs. An employee's motivation to work is usually a complicated matter because it involves individual and organizational factors.

Without motivation, an employee cannot fulfill his job according to the standard or exceed the standard because what motivates him to work is not fulfilled. Even if an employee has high work skills but does not have the motivation to complete his task, his work's final result will not be satisfactory. In this case, giving motivation to employees by the leadership must be with a mutually beneficial policy.

According to Kasmir (2018: 182), performance results from work and work behavior achieved in completing tasks and responsibilities given in a certain period. In general, high performance is associated with high discipline and motivation. Conversely, low discipline and motivation are associated with low performance. Sometimes, a person's performance is not related to their compensation because personal and work environment factors affect their performance.

Management

The word management comes from English, namely "manage," which means managing, controlling, cultivating, and leading. More specifically, management's definition is the science and art of planning, organizing, directing, and controlling organizational members' efforts and using organizational resources to achieve predetermined goals.

The meaning of management can be said to be art. Management is the art of getting work done through teamwork. The ability to see integrity and totality as separate parts of one vision is an art of management. Therefore, the notion of management can also be interpreted as art. The art of management embodies that vision. Various aspects of management, such as planning, leadership, communication, and decision-making, relate to the art management approach's human element.

Management is widely used in various fields in regulating or leading, and managing all organization or company resources to fit and achieve the desired goals. According to Hasibuan

(2016: 01), management is the science and art of regulating the process of utilizing human resources and other sources effectively and efficiently to achieve certain goals, while Stoner and Freeman (in Wibowo, 2016: 1) state that management is said to be a process of planning, organizing, leading, and supervising the work of organizational members and using available organizational resources to achieve clearly stated organizational goals.

Likewise, Richard L. Daft (in Wibowo, 2016: 2) defines management as achieving organizational goals effectively and efficiently through planning, organizing, leading, and supervising organizational resources. Schermerhorn also gives a similar understanding (in Wibowo, 2016: 2), which states that management is planning, organizing, leading, and supervising the use of resources to complete performance goals.

Based on some of the above definitions, it can be concluded that management is a science and art that regulates the process of achieving organizational goals through the process of planning, organizing, leading, and supervising the use of other organizational resources effectively and efficiently to complete or achieve performance goals.

Human Resource Management

Human resource management can be defined as a process consisting of HRM functions, namely, planning, organizing, leading, and controlling activities related to job analysis, job evaluation, complaints, development, compensation, promotion, and employment termination to achieve goals, which have been set. As a branch of management science, human resource management (HRM) is a scientific field that focuses on human problems who have a major position in any agency or organization. According to Handoko (2015: 6), human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve individual and organizational goals.

According to Simamora in Edy Sutrisno (2016: 5), human resource management is the utilization, development, assessment, remuneration, and management of individual members of organizations or workgroups.

Meanwhile, according to Schuler in Edy Sutrisno (2016: 6), human resource management is about the importance of the organizational workforce as a very important human resource in contributing to organizational goals and using several functions and activities to ensure that resources human resources are used effectively and fairly for the benefit of individuals, organizations, and society.

From these definitions, the authors conclude in understanding human resource management, namely human resource management, namely development, maintenance, utilization, assessment, provision of remuneration in contributing to organizational goals and ensuring that human resources are used effectively and fair for the interests of individuals, organizations, and society.

Work Discipline

"Humans as individuals sometimes want to live freely, so they want to escape all the bonds of regulations that limit their activities and behavior. Besides that, humans are also social beings who are mutually related to other humans.

Each individual's conformity to everything assigned to him will create an orderly and free society from chaos. Likewise, life in a company will require the obedience of its members to the rules and regulations that apply to the company. Work discipline for employees is needed

because what the company aims to achieve will be difficult to achieve if there is no work discipline.

Discipline is a rule that must be obeyed or adhered to by applicable regulations in an organization; discipline is the most important operational function of human resource management because the better employee discipline, the higher work performance can be achieved without good employee discipline, difficult for corporate organizations to achieve optimal results. Good discipline reflects a person's sense of responsibility for the tasks assigned to him. It encourages morale and the realization of company, employee, and community goals.

According to Veithzal (2014: 599), a work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase one's awareness and willingness to comply with all company regulations. According to Mangkunegara (2015: 129), discipline is defined as management's implementation to reinforce organizational guidelines.

According to Latainer, Edy Sutrisno (2016: 87) defines discipline as a force that develops in the employee's body and can cause employees to adjust to decisions and high work and behavior values. Meanwhile, according to Hasibuan (2017: 193), discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms. Awareness here is the attitude of someone who voluntarily obeys all the rules and is aware of their duties and responsibilities, while willingness is an attitude, behavior, actions of someone who is by the company, both written and unwritten.

With some of the above meanings, the authors can conclude that managers use discipline to increase employee awareness and willingness to comply with company regulations and prevailing social norms. According to Malayu S.P Hasibuan (2017: 194), indicators of discipline include:

- 1) Comply with all company regulations: In carrying out work, employees must comply with all company regulations that work rules and guidelines have established to form comfort and smoothness.
- 2) Effective use of time: The working time given by the company is expected to be utilized properly by individuals to pursue the targets given by the company to individuals without wasting too much time on the company's work standards.
- 3) Responsibilities in work and duties: The responsibility is given to individuals if it is not by the company's period, the employee has a high level of work discipline.
- 4) Absence level: One of the benchmarks to determine the level of employee discipline, the higher the frequency of attendance or the lower the level of absenteeism, the employee has a high level of work discipline.
- 5) 4. Work motivation: The term motivation (motivation) comes from Latin, namely more, which means "to move" (to move). Motivation in management is generally only for human resources and especially for subordinates. Motivation itself is the most determining factor for an employee at work. Even though the employees' maximum ability is accompanied by facilities to work as intended, they will not run as intended.

Some opinions regarding motivation according to experts, Winardi argues (2016: 6) that motivation is a potential force that exists within a human being, which can be developed by several outside forces which essentially revolve around monetary rewards and non-monetary rewards, which can affect its performance results positively and negatively. Meanwhile, according to Malayu S.P Hasibuan (2017: 92), "motivation is a psychological process that

reflects the interaction between attitudes, needs, perceptions, and decisions that occur in a person."

According to Anwar Prabu Mangkunegara (2014: 61), motivation is "the condition or energy that moves employees who are angry or aimed at achieving company organizational goals." According to Edy Sutrisno (2016: 118), the indicators of motivation are as follows:

1) Working environment conditions

The work environment is all existing facilities and infrastructure around employees who are doing work, affecting work implementation. This work environment includes workplaces, work facilities and aids, cleanliness, lighting, tranquility, and working relationships between the people who are there. A good and clean work environment, well lit, free from noise and distractions, clearly will motivate employees to do a good job. However, a bad work environment, dirty, dark, stuffy, damp, and more, will cause fatigue and reduce creativity. Therefore, company leaders who have high creativity will create a pleasant work environment for employees.

2) Good supervision

The function of supervision in a job is to provide direction and guide employees' work to carry out their work properly without making mistakes. Thus, the position of supervision is very close to employees in carrying out their daily tasks. If the supervise who is close to these employees master the intricacies of work and are full of leadership traits, then the work atmosphere will be passionate and vibrant. However, having an arrogant supervisor who is self-righteous, does not want to listen to employee complaints will create a weary work situation and reduce morale. Thus, the role of supervisors who performs supervisor work greatly affects the work motivation of employees

3) There is a job guarantee

Everyone will want to work to the death and sacrifice what is in him for the company if he feels a clear career guarantee in doing the job. They work not only for today, but they hope to grow old enough in one company. It can be realized if the company can provide career guarantees for the future, both guarantees of promotion, rank, and guarantees of providing opportunities to develop one's potential. On the other hand, people will run away from the company if this career guarantee is not clear and not informed about it.

4) Status and responsibilities

Status or position in a certain position is the dream of every employee at work. They not only hope for compensation, but at some point, they also hope that they will get the opportunity to occupy a position in a company. By occupying a position, people feel that they will be trusted, given responsibility, and have great authority to carry out activities. So, status and position are an encouragement to fulfill the need for a sense of achievement in daily tasks.

5. Employee Performance

Employee performance is a very important factor for an organization or company; this is due to employee performance as a determinant of an organization's success and survival. The term performance comes from the word Job Performance or Performance, which means work performance or actual achievement achieved by someone (Mangkunegara, 2015: 67). Usually, people who have high performance are called productive people, and vice versa, people whose performance does not reach the standard, are said to be unproductive or low-performing people.

According to Meiner (2016: 43), performance is the success that individuals can achieve in doing their jobs, where the measure of success achieved by individuals cannot be equated with other individuals. An individual's success is based on the prevailing standards and adapted to the type of work. Whereas Beyley (2017: 56) argues that performance is closely related to goals or individual work behavior, the expected results are the individual's demands. In other words, performance is the work achieved by a person in carrying out the tasks assigned to him by established criteria. With some of the above meanings, the writer can conclude that an employee achieves an employee's work in carrying out the duties and responsibilities assigned to him.

Performance indicators are aspects that are used as a measure in assessing performance. The indicators that measure Mangkunegara's performance (2014: 18) are as follows:

1) Honesty:

Honesty is employees' attitude to work properly and correctly without manipulation or fraud so that the actions of employees remain in the correct corridor by the company's regulations.

2) Discipline:

Discipline is the desire and awareness to wait for company rules and social norms.

3) Responsibility:

Responsibility is an employee's obligation to be accountable for policies, work, work results, facilities and infrastructure used, and employee behavior at work.

4) Creativity:

Creativity is the desire of employees to continuously look for ideas and ways of completing their tasks properly.

5) Loyalty:

Loyalty is an attitude of employees' willingness to maintain ease of desire to work as a form of loyalty.

Method

The author researched SMP Negeri 2 Parigi Pangandaran Regency on Jl. Raya Cijulang, Parigi, Pangandaran Regency, West Java. When this research was conducted in July-September 2020, this research was carried out in stages according to the level of the author's needs, starting with observation, submitting a research permit, preliminary preparation in the form of preparation for submission of research, making research instruments, collecting data, making questionnaires to processing data that has been obtained by the author and writing a thesis. The data and information needs are fulfilled. In this study, the population is all employees of SMP Negeri 2 Parigi, totaling 70 people. This study uses a saturated sample. According to Sugiyono (2015: 85) defines saturated sampling, "the technique of determining the sample when all population members are used as samples. It is often used when the population is relatively small, less than 30 people, or if the researcher wants to make generalizations with very few errors. Another term for the saturated sample is the census, where all population members are sampled". The writer does not determine the sample because all population members will be studied as many as 70.

Results and Discussion

This part of the test is intended to show the results of testing the work discipline (X1) and Motivation (X2) variables for employee performance (Y). The results of the analysis in this study are as follows:

Validity test

Tabel 1. Results of the Validity Test of Work Discipline Variables (X1)

Statement	r count	r table	Information
X1_1	0,477	0,235	Valid
X1-2	0,552	0,235	Valid
X1_3	0,304	0,235	Valid
X1_4	0,615	0,235	Valid
X1_5	0,573	0,235	Valid
X1_6	0,637	0,235	Valid
X1_7	0,457	0,235	Valid
X1_8	0,612	0,235	Valid
X1_9	0,567	0,235	Valid
X1_10	0,591	0,235	Valid

Tabel 2 Results of the Validity Test of Work Motivation Variables (X2)

Statement	r count	r table	Information
X2_1	0,356	0,235	Valid
X2-2	0,397	0,235	Valid
X2_3	0,528	0,235	Valid
X2_4	0,324	0,235	Valid
X2_5	0,548	0,235	Valid
X2_6	0,540	0,235	Valid
X2_7	0,556	0,235	Valid
X2_8	0,635	0,235	Valid
X2_9	0,619	0,235	Valid
X2_10	0,457	0,235	Valid

Tabel 3. Results of the Validity Test of Employee Performance Variables (Y)

Statement	r count	r table	Information
Y_1	0,393	0,235	Valid
Y_2	0,546	0,235	Valid
Y_3	0,253	0,235	Valid
Y_4	0,683	0,235	Valid
Y_5	0,466	0,235	Valid
Y_6	0,638	0,235	Valid
Y_7	0,587	0,235	Valid
Y_8	0,608	0,235	Valid
Y_9	0,597	0,235	Valid
Y_10	0,307	0,235	Valid

Reliability Test

Table 4 Reliability Test Results for Independent and Dependent Variables

Variable	CA	Cronbach Alpha Standard	Decision
X1	0,732	0,600	Reliable
X2	0,659	0,600	Reliable
Y	0,673	0,600	Reliable

Classic assumption test

Normality test

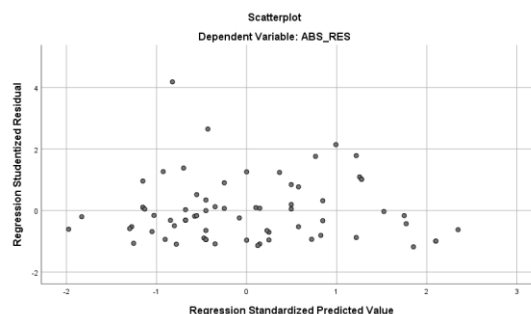
Table 5 One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		70
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,35723028
Most Extreme Differences	Absolute	,067
	Positive	,067
	Negative	-,063
Test Statistic		,067
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Multicollinearity Test

Model	Collinearity Tolerance	Statistics VIF
1 (Constant)		
Work Discipline	,735	1,360
Work motivation	,735	1,360

Heteroscedasticity Test



Multiple linear regression

Tabel 6 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,700	4,376		2,216	,030
Work Discipline	,291	,097	,310	3,000	,004
Work motivation	,495	,107	,477	4,627	,000

a. Dependent Variable: Employee Performance

From the calculation results in the table above, it can be presented in the form of a standardized regression equation as follows:

$$Y = 9,700 + 0,291X_1 + 0,495X_2$$

Where:

Y = Employee Performance Variable

X1 = Work Discipline Variable

X2 = Work Motivation Variable

The equation can be explained as follows:

a. The constant value obtained is 9.700, stating that without being influenced by work discipline and motivation variables, the value of employee performance has been formed of 9.700.

b. Work discipline variable (X1) has a positive and significant effect on employee performance (Y) with a coefficient value of 0.367. It means that if the work discipline variable (X1) increases by one unit with the assumption that the work motivation variable (X2) is constant (0), then the employee performance (Y) will also increase by 0.291 units.

c. Work motivation variable (X2) has a positive and significant effect on employee performance (Y), with a coefficient value of 0.495. It means that if the work motivation variable (X2) increases by one unit with the assumption that the work discipline variable (X1) is constant (0), then the employee performance (Y) will also increase by 0.495 units.

Determination Coefficient Test

Table 7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,690a	,476	,460	2,392
a. Predictors: (Constant), Work Motivation, Work Discipline				
b. Dependent Variable: Employee Performance				

Based on the test results in the table above, it is known that the coefficient of determination / R Square is 0.476. This R Square value comes from the R coefficient value square, namely, $0.690 \times 0.690 = 0.476$. The value of the coefficient of determination / R Square is 0.476 or 47.6%. This figure means that Work Discipline and Work Motivation on Employee Performance variables have a moderate effect of 47.6%.

Partial Hypothesis Test (t-test)

Table 8 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,700	4,376		2,216	,030
	Disiplin Kerja	,291	,097	,310	3,000	,004
	Motivasi Kerja	,495	,107	,477	4,627	,000
a. Dependent Variable: Employee Performance						

From the table above, it can be explained as follows:

a. The influence of work discipline variables on employee performance is positive. It means that the higher the work discipline, the employee performance will increase by 0.291, and the work motivation variable on employee performance is positive. It means that the higher the work motivation, the employee performance will increase by 0.495.

b. The effect of Work Discipline on Employee Performance shows that the value of T count > T table ($3,000 > 1.995$) with a significance value of $0.004 < 0.05$, it can be concluded that H0 is rejected and H1 is accepted.

c. The effect of work motivation on employee performance is obtained by the value of T count > T table ($4.627 > 1.995$) with a significance value of $0.000 < 0.05$, it can be concluded that H0 is rejected and H2 is accepted.

Simultaneous Hypothesis Test (Test F)

Table 9 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	347,971	2	173,985	30,404	,000b
	Residual	383,401	67	5,722		
	Total	731,371	69			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Motivation, Work Discipline

Based on the test results in the table above, the calculated F value > F table ($30.404 > 2.74$) with a significance value of $0.000 < 0.05$. It states that H3 is accepted, which means that Work Discipline and Work Motivation together (simultaneously) affect employee performance.

Conclusion

Based on the results of research and discussion, the following conclusions can be drawn:

1. Work discipline has a positive effect on the performance of employees of SMP NEGERI 2 Parigi. It is evidenced by the regression calculations results obtained by the value of $Y = 9.700 + 0.291X_1$. The correlation coefficient of 0.555 means that the two variables have a moderate level of influence. The value of the hypothesis test obtained is t count > t table ($3,000 > 1.995$) with a significant value of $0.004 < 0.05$.
2. Work motivation has a positive effect on the performance of employees of SMP NEGERI 2 Parigi. It is evidenced by the regression calculations results obtained by the value of $Y = 9.700 + 0.495X_2$. The correlation coefficient of 0.637 means that both variables have a strong level of influence. The value of the hypothesis test obtained is t count > t table ($4.627 > 1.995$) with a significant value of $0.000 < 0.05$.
3. Work Discipline and Work Motivation have a positive and simultaneous effect on SMP NEGERI 2 Parigi's Employee Performance. This is evidenced by the results of the calculation of the regression equation $Y = 9.700 + 0.291 X_1 + 0.495 X_2$. The value of determination / R Square is 0.476 or 47.6%, while other factors influence the remaining 52.4%. Hypothesis testing obtained the value of F count > F table of ($30.404 > 2.74$) with a significant value of $0.000 < 0.05$.

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