

The Effect of Organizational Citizenship Behavior (OCB) and Commitment on Employee Performance Through Job Satisfaction as a Mediating Variable in Indonesian SMEs

Akbar Pahlevi, Nirmala

Universitas Wijayakusuma, Indonesia

Corresponding authors: akbarpahlevi84@gmail.com

Abstrak – The purpose of this research is to analyze the relationship between organizational citizenship behavior (OCB) variables and employee performance, analyze the relationship between employee commitment variables and employee performance, analyze the relationship between organizational citizenship behavior (OCB) variables and job satisfaction, analyze the relationship between employee commitment variables and job satisfaction, analyze the relationship between variables job satisfaction on employee performance. This research method is quantitative through an online survey, research data was obtained by distributing online questionnaires to 435 SMEs owners in Indonesia who were selected using a simple random sampling method. Data analysis used partial least squares (PLS) structural equation modeling (SEM).) with the SmartPLS 3.0 software tool. The questionnaire contains statement items and is designed using a 9 scale Likert scale. The data analysis stages are validity testing, reliability testing and direct and indirect hypothesis testing or mediation effect testing. The independent variable in this research is organizational citizenship behavior (OCB) and employee commitment, the dependent variable is employee performance and the mediating variable is the job satisfaction variable. The research results show that the organizational citizenship behavior (OCB) variable has a positive and significant relationship with employee performance, the employee commitment variable has a positive and significant relationship on employee performance, the organizational citizenship behavior (OCB) variable has a positive and significant relationship with job satisfaction, the employee commitment variable has a positive and significant relationship with job satisfaction, the job satisfaction variable has a positive and significant relationship with employee performance. The novelty of this research is the creation of a relationship model for the variables organizational citizenship behavior, employee commitment, employee performance and the mediating role of job satisfaction variables.

Keywords: organizational citizenship behaviour , employee commitment, employee performance , SMEs

I. INTRODUCTION

In achieving company goals, human resources have a very important role. An organization will continue to exist if it is supported by employees who are loyal and highly committed to the organization, which is shown in the attitudes and behavior of employees in the workplace. Positive behavior of employees or organizational members is able to support individual performance and organizational performance for better organizational development. Organizational Citizenship Behavior (OCB) is employee voluntary behavior that is not directly related to rewards, but contributes to organizational effectiveness. OCB is critical to an effective organization because it includes behaviors that are not directly related to task performance but are important for overall organizational performance. The concept of OCB was first used in the organizational research literature in the early 1980s. According to Asbari et al. (2021) OCB is an individual contribution that exceeds role demands at work. According to Hutagalung et al. (2020) stated that OCB is a choice behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. According to Lusiani et al. (2020) OCB is independent individual behavior, not directly or explicitly related to the reward system and can improve the effective functioning of the organization. Or in other words, OCB is employee behavior that exceeds the required

role, which is not directly or explicitly recognized by the formal reward system. OCB is also often defined as behavior that exceeds formal obligations that is not related to direct compensation. This means that someone who behaves OCB does not expect to be paid either in the form of money or a certain bonus. OCB is more about the social behavior of each individual to work beyond what is expected, for example: helping colleagues during breaks or outside working hours voluntarily.

Interest in researching OCB issues is based on considerations of the importance of OCB in influencing the effectiveness and efficiency of team and organizational work, thereby contributing to overall organizational productivity. Apart from these considerations, the results of observations in the field show the relatively low level of employee OCB which can be seen from the lack of mutual helping behavior between employees and between departments, lack of employee concern for organizational performance in general or team performance in particular, there are still some employees who complain about work and various other behaviors that indicate that employees' organizational citizenship behavior is still not optimal. OCB is the voluntary behavior of individuals (in this case employees) that is not directly related to rewards, but contributes to organizational effectiveness. In other words, OCB is an employee's behavior not because of the demands of his duties but rather because of his volunteerism. According to Ismaya et al. (2020) stated that OCB refers to behavior intended to help coworkers, supervisors or the organization and includes actions such as helping coworkers, trying to increase work morale, volunteering for work that is not part of the job description, speaking positively about the organization to outsiders and suggest improvements in organizational functioning. Good organizations consist of people who are highly committed. The higher the commitment value of each individual, the better the organization's achievements. Committed people always give the best for what they commit to. Commitment in an organization can be defined as the attitude or behavior that a person displays towards the organization by proving loyalty to achieving the organization's vision, mission, values and goals. This loyalty is formed due to mutual trust, emotional closeness, and alignment of expectations between members and the organization. Therefore, a member has a strong desire to remain an important part of the organization.

Several research results were conducted by many figures to determine the impact of this organizational commitment behavior. According to Asbari et al. (2021); Kadiyono et al. (2020) that employees who have high organizational commitment will be more motivated to be present in the organization and try to achieve organizational goals. According to Ismaya et al. (2020); Lusiani et al. (2020), stated that organizational commitment is related to a high desire to share and make sacrifices for the organization. On the other hand, high organizational commitment has a negative relationship with absenteeism and turnover rates as well as with levels of inactivity at work. Steers also stated that commitment is related to the intention to stay in the organization, but is not directly related to work performance because work performance is also related to motivation, role clarity and employee abilities. Meanwhile, in the journal written by Ismaya et al. (2020); Kadiyono et al. (2020) that organizational commitment has great benefits for organizational development. According to Lusiani et al. (2020) states that there is a high negative correlation between organizational commitment and the level of turnover intensity (employees leaving one company and then working for another company). The higher the organizational commitment, the lower the intensity of employee turnover. Employees who have high organizational commitment will have a low desire to leave the company.

Commitment to the organization is usually measured by instruments that undergo testing. Several experts have tried to develop instruments that can measure the level of commitment of a person or team to their organization. This measurement is carried out by converting qualitative data to quantitative data so that a measurable value is obtained. However, there are some universal indicators you can use. These indicators are in the form of qualitative assessments. Organizations whose members have high commitment can be demonstrated by strong belief and acceptance of the organization's goals, a strong desire to advance the organization, and a desire to retain its members in

the organization. According to; Ismaya et al. (2020); Lusiani et al. (2020)) stated that organizational commitment is the desire of employees to maintain their membership in an organization or company and are willing to make high efforts to achieve the goals of the organization or company. According to Kadiyono et al. (2020); Lusiani et al. (2020) organizational commitment is an attitude of loyalty that employees have to the organization or will not leave the organization and always side with the interests of the organization and are serious about achieving organizational goals. Based on the understanding of organizational commitment according to the experts above, the researchers concluded that organizational commitment is characterized by a form of loyalty and self-identification towards the organization. Commitment to the organization does not only involve positive employee loyalty to the organization but also involves an active relationship with the organization, where employees are willing of their own accord to give everything they have to help realize the goals and continuity of the organization. Organizational commitment is not only a form of an employee's loyal attitude to the organization or company where he works, but the employee also has the desire to involve himself actively in improving the organization's performance by being responsible for his work and carrying out the assigned tasks well so that he can help achieve the goals of the organization or company.

According to Ismaya et al. (2020);Kadiyono et al. (2020) Job satisfaction is an attitude of feeling satisfied and happy with one's current job. This sense of satisfaction is obtained because the company can meet employee needs well, such as achieving work goals, the dynamics of the work environment, and other aspects that support employees at work. This sense of satisfaction with work can be reflected through several changing attitudes such as the level of morale, discipline, motivation, productivity, achievement and high work performance. Job satisfaction is a general attitude towards a person's job which shows the difference between the amount of appreciation they receive and the amount they should get. Locke explained job satisfaction as a level of self-emotion that is positive and pleasing to oneself or an individual. Job satisfaction is an emotional state that reflects both pleasant and unpleasant views of their work. Job satisfaction can have an impact on employee satisfaction. This can be illustrated by the fact that employees who feel satisfied tend to be less absent, make more positive contributions, and stay with a company. Employees who feel dissatisfied tend to do the opposite.

II. METHOD

This research method is quantitative through an online survey, research data was obtained by distributing online questionnaires to 435 SMEs owners in Indonesia who were selected using a simple random sampling method. Data analysis used structural equation modeling (SEM) partial least squares (PLS) with the SmartPLS 3.0 software tool. The questionnaire contains statement items and is designed using a 9-point Likert scale. The stages of data analysis are validity testing, reliability testing and direct and indirect hypothesis testing or mediation effect testing. The independent variables in this research are organizational citizenship behavior (OCB) and employee commitment , the dependent variable is employee performance and the mediating variable is the job satisfaction variable.

The hypothesis of this research is

H1: Organizational citizenship behavior (OCB) has a positive and significant relationship with employee performance

H2: Employee commitment has a positive and significant relationship with employee performance

H3: Organizational citizenship behavior (OCB) has a positive and significant relationship with job satisfaction,

H4: Employee commitment has a positive and significant relationship with Job Satisfaction,

H5: Job satisfaction has a positive and significant relationship with employee performance

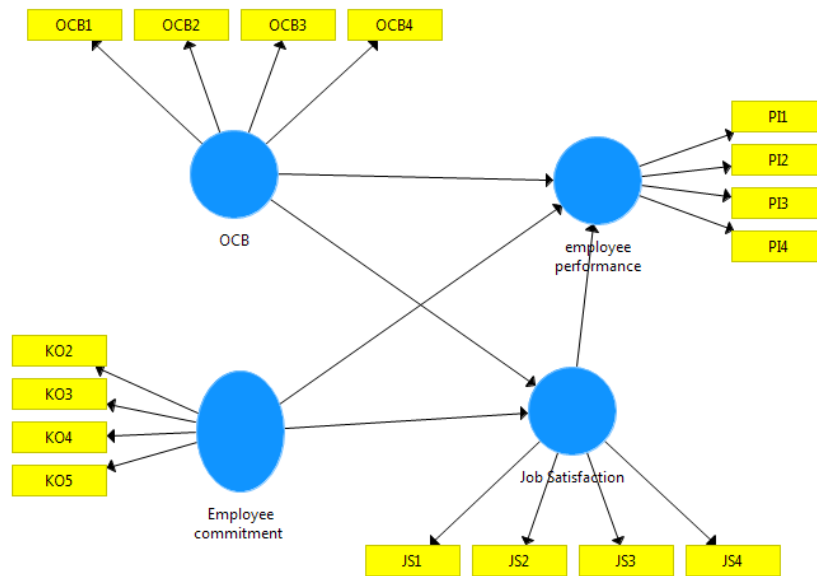


Fig 1 . Research Model

III. RESULT AND DISCUSSION

Model Validity Test

Ghozali & Latan (2015) explains an indicator is declared valid if it has a loading factor above 0.70. Here are the results of the validity test

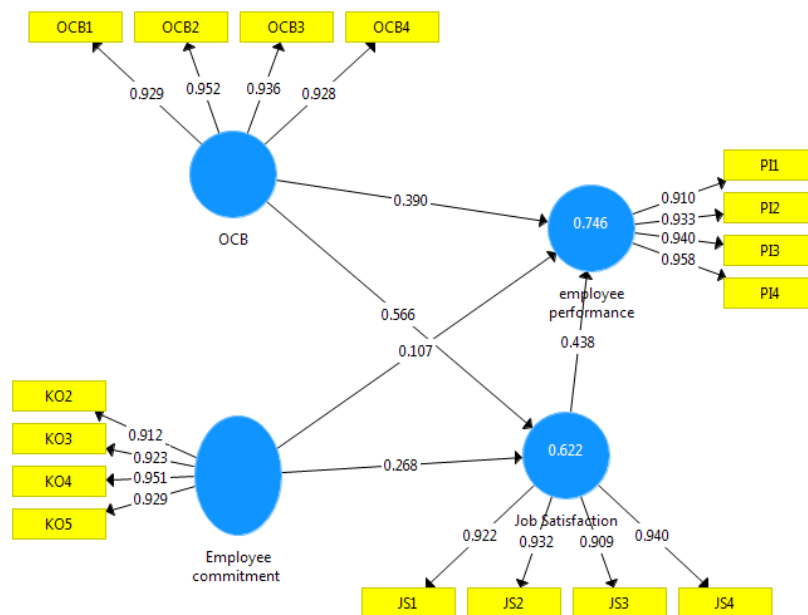


Fig 2. Validity Testing

In Figure 2, all statements are declared valid because they already have a loading factor above 0.70.

Hypothesis testing

The following are the results of data processing for hypothesis testing using the PLS Bootstrapping method.

Table 1. Hypothesis Test

	T Value	P Values	Result
Organizational citizenship behavior (OCB) and employee performance	4.586	0,000	Supported
Employee commitment and employee performance	7.718	0,000	Supported
Organizational citizenship behavior (OCB) and job satisfaction,	7.065	0,000	Supported
Employee commitment and Job Satisfaction,	2.719	0,000	Supported
Job satisfaction and employee performance	5.891	0,000	Supported

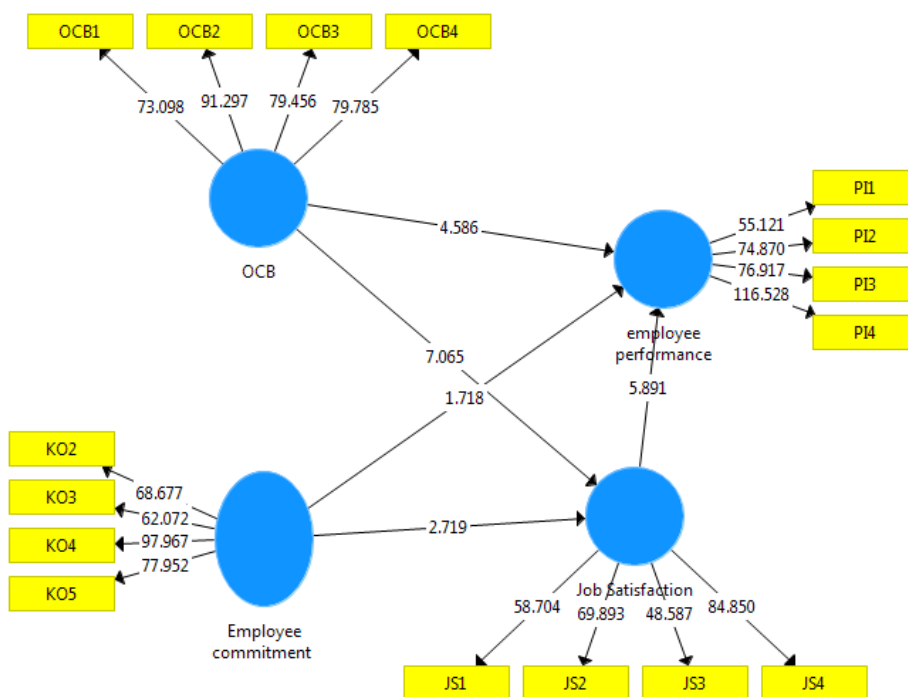


Fig 3. Hypothesis Testing

The relationship between organizational citizenship behavior (OCB) and employee performance
 Based on the results of data analysis, it was obtained that the p value was 0.000, less than 0.050, so it was concluded that there was a positive and significant relationship. The success of an industry is not only determined by employee behavior that is determined according to their job description (in-role behavior), but also employee behavior that is outside their job description (extra-role behavior). OCB is individual behavior that is free and explicitly rewarded. from the formal reward system, as well as overall encouraging the effectiveness of organizational functioning. Research According to Maesaroh et al. (2020); Muliati et al., (2022) concluded that organizations that want employees to do things or work beyond their job description are proven to have advantages compared to other companies.

Therefore, many companies want their employees to have OCB. According to Nugroho et al. (2020) argue that the benefit of OCB is that it can increase work productivity. This statement is reinforced by Nadeak et al. (2021) revealed that OCB can influence organizational performance. Several studies on the influence of the relationship between OCB and employee performance have a significant positive relationship. According to Maesaroh et al. (2020);Purwanto et al. (2023) proves the effect is not significant. Even though there are inconsistencies in research results, in general it shows that there is a significant positive relationship between OCB and employee performance.

The relationship between organizational Citizenship behavior (OCB) and job satisfaction

Based on the results of data analysis, a p value of 0.000 is less than 0.050, so it can be concluded that there is a positive and significant relationship. This means that the higher the job satisfaction, the higher the Organizational Citizenship Behavior (OCB) and conversely the lower the job satisfaction, the lower the Organizational Citizenship Behavior (OCB). .WorkOCB is employee behavior that contributes more than the demands of their job, while job satisfaction is a positive emotional state that comes from assessing one's work or work experience (Kaswan, 2012). OCB is important for the success and sustainability of the company, so OCB needs to be raised and improved. Job satisfaction is an employee's perception of their job, therefore one person's job satisfaction will be different from others. Job satisfaction can be described by many indicators, such as suitability of salary, work facilities, relationships with co-workers, employee opportunities for advancement, supervision by leaders and also the work itself. Several previous studies indicate that OCB is an important variable. on job satisfaction. Organizational citizenship behavior (OCB) can be influenced by individual job satisfaction. Soeharto (2010) states that job satisfaction is a positive attitude and feeling towards an employee's work. Individuals who experience job satisfaction will be productive, have low turnover and are rarely absent. Muttaqien (2014) stated that job satisfaction is a worker's general attitude about the work they do, and has an important influence on their life, so that job satisfaction is part of life satisfaction. Zaman et al. (2020) stated that job satisfaction is an individual response including likes or dislikes, positive or negative feelings towards a job from various aspects of the job. The results of an interview with one of the employees. Research conducted by Yunarsih et al. (2020) suggests that employee job satisfaction in pharmaceutical companies shows that wages, work efficiency, supervisor supervision, and co-worker relationships are important factors that contribute to job satisfaction.

The Relationship between Organizational Commitment and Performance

Based on the results of data analysis, it was obtained that the p value was 0.000, less than 0.050, so it was concluded that there was a positive and significant relationship. According to Priadana et al. (2021); Quddus et al. (2020) Organizational commitment possessed by employees has very diverse factors, such as job opportunities which cause greater opportunities to be offered which makes employees have many opportunities to develop. So that employees will be able to increase their individual commitment to the company. Another thing is organizational support, where company employees think that the company has provided encouragement, given appreciation, appreciated the contributions that have been made to the company which results in employees feeling appreciated and can increase organizational commitment. Next is employee job satisfaction. Employees feel satisfied in doing their work because they feel the company has done it provide positive things about himself, his family, facilities, work environment, co-workers, and so on. This is reinforced by research conducted by Slamet et al. (2020); Utomo et al. (2023) which states that job satisfaction is a reflection of employees' feelings towards their work which causes their organizational commitment to increase. Based on research conducted by researchers, it shows that there is a correlation between the two variables between job satisfaction and organizational commitment which has a positive relationship. The data obtained in this research is very consistent with the phenomena that exist in the field, where many employees already understand the importance of implementing organizational commitment in the company where they work. This is proven by the sense of pride they have in not violating applicable rules such as being late, going on strike, and so on. If the organizational commitment of

employees is high, it will have a good impact on the company and the implementation of tasks will be more efficient and optimal.

The relationship between organizational commitment and employee performance

Based on the results of data analysis, it was obtained that the p value was 0.000, less than 0.050, so it was concluded that there was a positive and significant relationship. To produce good performance, it is necessary to pay attention to employees' organizational commitment which reflects their attachment to the company, can fulfill organizational goals and maintain loyalty to the company. Employees who have high organizational commitment will improve their performance. Based on research conducted by Ireffin and Mechanic (2014), there is a very high relationship between organizational commitment and organizational performance. This was also expressed by Sunarsi et al. (2020); Supriadi et al. (2020); Slamet et al. (2020); Utomo et al. (2023)) that there is a positive relationship between organizational commitment and employee performance. Khan, Ziauddin, Jam and Ramay (2010) stated that there is a positive relationship between organizational commitment and employee performance. According to Priadana et al. (2021); Quddus et al. (2020) revealed that there is a significant positive effect between organizational commitment and performance. According to Utomo et al. (2023) stated that there is a positive and significant relationship between organizational commitment and performance.

The Relationship between Job Satisfaction with Employee Performance

Based on the results of data analysis, it was obtained that the p value was 0.000, less than 0.050, so it was concluded that there was a positive and significant relationship. Employee performance is the result of work, both in quality and quantity, achieved by a person, in accordance with the responsibilities assigned to him. Sutanto and Patty (2014) identify it as the level of absenteeism or attendance, the ability to meet targets, and timeliness in completing tasks. According to et al. (2020); Slamet et al. (2020); Utomo et al. (2023), performance is employee behavior that is appropriate to their role or job. According to Priadana et al. (2021); Quddus et al. (2020) that employee performance is influenced by job satisfaction. According to Slamet et al. (2020); Utomo et al. (2023) that OCB must have an impact on organizational effectiveness by adding a social framework in the work environment. This is reinforced by the research results of Quddus et al. (2020); Sunarsi et al. (2020); Slamet et al. (2020); Utomo et al. (2023)) which revealed that employee performance is influenced by job satisfaction. Research conducted according to Quddus et al. (2020); Utomo et al. (2023), a new understanding of how to improve employee performance, states that increasing OCB will improve employee performance, especially if job satisfaction increases it will make a big contribution in improving employee performance. According to Supriadi et al. (2020); Slamet et al. (2020); Utomo et al. (2023) are of the same opinion that employees who have OCB will receive appreciation and appreciation as well as emotional satisfaction, so that these employees will improve their performance.

According to Supriadi et al. (2020); Slamet et al. (2020); Utomo et al. (2023) Organizational Citizenship Behavior (OCB) is very important to support the effectiveness of organizational functions, especially in the long term. The purpose of this research is to find out the extent of current employees' OCB to move towards a better organization. Research data was obtained through a questionnaire which is a data collection technique carried out by giving a set of questions or written statements to respondents to answer. According to Waruwu et al. (2020); Having a strong organizational commitment is certainly beneficial for many parties. Both members of the organization and the organizations that support each other receive benefits. Among the benefits obtained are: Organization members will work in totality, Organization members' initiative for organizational progress is high so that it will give birth to many innovations, A dynamic work environment makes the atmosphere not monotonous or boring, A high level of solidarity, both between members and between departments, thus creating an atmosphere that works hand in hand, members feel comfortable so they feel happy, organizational members are willing to do their best, even when the

source of motivation is no longer there, the organization becomes a place that is longed for, the organization develops quickly because the people in it are happy and responsible. The benefits that can be felt include reducing company employee retention and turnover. This is very profitable because many employees have been trained from the start and the company has paid money to invest in them, but in the end the employees resign because they feel dissatisfied with their work. Apart from that, the process of recruiting new employees to fill the vacancies in these positions also certainly incurs additional costs. According to Zaman et al. (2020), this detrimental process can become a cycle that will continue if job satisfaction indicators are not properly paid attention to. Apart from reducing retention, turnover and costs, utilizing job satisfaction indicators can increase productivity, motivation and achievement. Achievements that can be achieved include completing tasks and responsibilities on time, satisfactory work results, and achieving performance targets given by company management both in the short term (monthly target) and long term (annual target). In line with targets and even exceeding expectations, the company will certainly appreciate such as annual bonuses and other non-financial benefits. This can also increase employee job satisfaction and make them more loyal to the company.

IV. CONCLUSION

The results of the research show that the organizational citizenship behavior (OCB) variable has a positive and significant relationship with employee performance, the employee commitment variable has a positive and significant relationship with employee performance, the organizational citizenship behavior (OCB) variable has a positive and significant relationship with job satisfaction, employee variables. commitment has a positive and significant relationship with Job Satisfaction, the job satisfaction variable has a positive and significant relationship with employee performance. The novelty of this research is the creation of a relationship model for the variables organizational citizenship behavior, employee commitment, employee performance and the mediating role of job satisfaction variables.

REFERENCES

- Amri, W. A. A., Asbari, M., Gazali, G., Novitasari, D., & PURWANTO, A. (2021). The effect of religiosity and service quality on job satisfaction: A case study of MSME employees. *International Journal of Social and Management Studies*, 2(1), 53-63.
- Asbari, M., Novitasari, D., Purwanto, A., Fahmi, K., & Setiawan, T. (2021). Self-leadership to Innovation: The Role of Knowledge Sharing. *International Journal of Social and Management Studies*, 2(5), 21-36.
- Fayzhall, M., Purwanto, A., Asbari, M., Goestjahjanti, F. S., Winanti, W., Yuwono, T., ... & Suryani, P. (2020). Transformational versus Transactional Leadership: Manakah yang Mempengaruhi Kepuasan Kerja Guru?. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 256-275.
- Cahyono, Y., Novitasari, D., Sihotang, M., Aman, M., Fahlevi, M., Nadeak, M., ... & Purwanto, A. (2020). The effect of transformational leadership dimensions on job satisfaction and organizational commitment: case studies in private university Lecturers. *Solid State Technology*, 63(1s), 158-184.
- Erlangga, H., Mulyana, Y., Sunarsi, D., Solahudin, M., Dwiwarman, D. A., Waskita, N. I. D., ... & Purwanto, A. (2021). The effect of organizational commitment and work environment on job satisfaction and teachers performance. *Turkish Journal of Computer and Mathematics Education*, 12(7), 109-117.

Hutagalung, L., Purwanto, A., & Prasetya, A. B. (2020). The Five Leadership Style in Time of Pandemic Covid-19 throughout Industrial Revolution 4.0 as compared to Humane Leadership. *International Journal of Social, Policy and Law*, 1(1), 79-87.

Ismaya, B., Setiawan, T., Sulistyarini, I., Winarti, A., Nabila, R., Purnamaningsih, I. R., ... & Purwanto, A. (2020). FAST Leadership Model for University Leaders Performance in Pharmacy Faculty: Yesterday, Today and Tomorrow. *Systematic Reviews in Pharmacy*, 11(8).

Kadiyono, A. L., Sulistiobudi, R. A., Haris, I., Wahab, M. K. A., Ramdani, I., Purwanto, A., ... & Sumartiningsih, S. (2020). Develop leadership style model for indonesian teachers performance in Education 4.0 era. *Systematic Reviews in Pharmacy*, 11(9), 363-373.

Lusiani, M., Abidin, Z., Fitriyaningsih, D., Yusnita, E., Adiwinata, D., Rachmaniah, D., ... & Purwanto, A. (2020). Effect of servant, digital and green leadership toward business performance: evidence from Indonesian manufacturing. *Systematic Reviews in Pharmacy*, 11.

Maesaroh, S., Asbari, M., Hutagalung, D., Mustofa, M., Agistiawati, E., Basuki, S., ... & Chidir, G. (2020). PengaruhReligiusitas dan Kepemimpinan Transformasional terhadap KinerjaGuru melalui Mediasi Organizational Citizenship Behavior. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 276-290.

Muliati, L., Asbari, M., Nadeak, M., Novitasari, D., & Purwanto, A. (2022). Elementary School Teachers Performance: How The Role of Transformational Leadership, Competency, and Self-Efficacy?. *International Journal of Social and Management Studies*, 3(1), 158-166.

Nadeak, M., Widodo, A., Asbari, M., Novitasari, D., & Purwanto, A. (2021). Understanding the links between coaching, OCB, and individual performance among MSME employees. *International Journal of Social and Management Studies*, 2(4), 65-80.

Novitasari, D., Haque, M. G., Supriatna, H., Asbari, M., & Purwanto, A. (2021). Understanding the links between charismatic leadership, intrinsic motivation and tacit knowledge sharing among MSME employees. *International Journal of Social and Management Studies*, 2(3), 1-13.

Novitasari, D., Asbari, M., & Purwanto, A. (2020). Maximizing Employee Performance: An Analysis of Organizational and Individual Factors. *International Journal of Social and Management Studies*, 1(1), 95-104.

Nugroho, Y. A., Asbari, M., Purwanto, A., Basuki, S., Sudiyono, R. N., Fikri, M. A. A., ... & Xavir, Y. (2020). Transformational leadership and employees' performances: The mediating role of motivation and work environment. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 438-460.

Purwanto, A., Purba, J., Bernarto, I., & Sijabat, R. (2023). Investigating the role digital transformation and human resource management on the performance of the universities. *International Journal of Data and Network Science*, 7(4), 2013-2028.

Purwanto, A., & Sulaiman, A. (2023). The Role of Transformational and Transactional Leadership on Job Satisfaction of Millennial Teachers: A CB-SEM AMOS Analysis. *UJoST-Universal Journal of Science and Technology*, 2(2), 1-8.

Purwanto, A., Kusumaningsih, S. W., & Prasetya, A. B. (2020). Did Transformational Leadership Elitist and Antidemocratic? A Literature Review. *International Journal of Social, Policy and Law*, 1(1), 1-11.

Purwanto, Agus, John Tampil Purba, Innocentius Bernarto, and Rosdiana Sijabat. "Effect of transformational leadership, job satisfaction, and organizational commitments on organizational citizenship behavior." *Inovbiz: Jurnal Inovasi Bisnis* 9 (2021): 61-69.

Praditya, R. A., Prayuda, R. Z., & Purwanto, A. (2023). Investigating The Role of Information Technology, Motivation and Competence on Government Employee Performance. *Journal of Industrial Engineering & Management Research*, 4(4), 28-38.

Pramezwarly, A., Juliana, J., Hubner, I. B., Goeltom, V. A. H., Pramono, R. P. R., Calen, C., & Purwanto, A. (2022). Job satisfaction and job performance of hotels during Covid 19 pandemic: how the role of innovative work behaviour and organizational citizenship behaviour. *JPPi (Jurnal Penelitian Pendidikan Indonesia)*, 8(3), 787-794.

Priadana, S., Sunarsi, D., Wahyitno, A. P. S., Mogi, A., Agustin, F., Irawati, L., ... & Purwanto, A. (2021). The Effect of Strategic Leadership on Competitive Strategy and Business Performance: Evidence from Indonesian SME's. *Annals of the Romanian Society for Cell Biology*, 4908-4918.

Quddus, A., Nugroho, B. S., Hakim, L., Ritaudin, M. S., Nurhasanah, E., Suarsa, A., ... & Sudargini, Y. (2020). Effect of Ecological, Servant dan Digital Leadership Style Influence University Performance? Evidence from Indonesian Universities. *Systematic Reviews in Pharmacy*, 11(10).

Sunarsi, D., Rohaeni, N., Wulansari, R., Andriani, J., Muslimat, A., Rialmi, Z., ... & Fahlevi, M. (2020). Effect of e-leadership style, organizational commitment and service quality towards indonesian school performance. *Syst. Rev. Pharm*, 11, 472-481.

Supriadi, O., Musthan, Z., Nurjehan, R., Haryanti, Y. D., Rafid Marwal, M., Purwanto, A., ... & Sumartiningsih, S. (2020). Did Transformational, Transactional Leadership Style and Organizational Learning Influence Innovation Capabilities of School Teachers during Covid-19 Pandemic?. *Systematic Reviews in Pharmacy*, 11(9).

Slamet, M. U. A. G., Asdiana, A. A., Abduloh, M. F., Ali, R., Evanirosa, A. M., Purwanto, A., ... & Zumaro12, A. (2020). Islamic Leadership Model for Indonesian Millennial Teachers Performance in Pharmacy Schools. *Systematic Reviews in Pharmacy*, 11(8), 374-382.

Utomo, H. J. N., Irwantoro, I., Wasesa, S., Purwati, T., Sembiring, R., & Purwanto, A. (2023). Investigating The Role of Innovative Work Behavior, Organizational Trust, Perceived Organizational Support: An Empirical Study on SMEs Performance. *Journal of Law and Sustainable Development*, 11(2), e417-e417.

Waruwu, H., Asbari, M., Purwanto, A., Nugroho, Y. A., Fikri, M. A. A., Fauji, A., ... & Dewi, W. R. (2020). The role of transformational leadership, organizational learning and structure on innovation capacity: Evidence from Indonesia private schools. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 378-397.

Yunarsih, N., Rahayu, S., Sustiyono, A., Anwar, T., Sri, N., & Purwanto, A. (2020). Develop Leadership Style Model for Nurse in Indonesian Hospital. *Systematic Reviews in Pharmacy*, 11(8).

Zaman, M., Novitasari, D., Goestjahjanti, F. S., Fahlevi, M., Nadeak, M., Fahmi, K., ... & Asbari, M. (2020). Effect of Readiness to Change and Effectiveness of Transformational Leadership on Workers' Performance during Covid-19 Pandemic. *Solid State Technology*, 63(1s), 185-200.