

Performance of The Head of Homeschooling: The Influence of Transformational Leadership, Motivation and Self-Efficacy

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ABSTRACT

This study aims to analyze the relationship of transformational leadership, motivation and self-efficacy to the Head of homeschooling performance. This research method is quantitative with data processing tools using SPSS software. Data were obtained through the distribution of online questionnaires to 212 homeschooling teachers in Tangerang who were selected using the simple random sampling method. Based on data analysis, it can be concluded that transformational leadership has a positive effect on the head of homeschooling performance, motivation has a positive effect on the head of homeschooling performance, self-efficacy has a positive effect on the head of homeschooling performance and transformational leadership, motivation and self-efficacy simultaneously have a positive and significant effect on head of homeschooling performance

Keywords: Transformational Leadership, Motivation, Self Efficacy, Head of Homeschooling Performance

INTRODUCTION

According to Albloush et al. (2020) Human resource management has an important role in developing the company's survival, effectiveness and competitiveness of the company. Companies must be able to increase value for their customers, by using intangible assets which include human capital, customer capital, social capital and intellectual capital. One important aspect of human capital is self-efficacy. Self-efficacy is an individual attribute that affects performance. Self-efficacy is a person's belief in his ability to carry out tasks or complete work. The success of performance depends on three elements, namely the characteristics related to a person, namely demographic characteristics, biography, gender, age, ethnic background, abilities and skills, personality characteristics, values, attitudes and perceptions, efforts or willingness to work (motivation).) and various things that constitute organizational support. According to Albloush et al. (2020) states that currently organizations need leaders who can have a strong influence, have a broad commitment to improving employee abilities by recognizing employee interests in things that can contribute to achieving organizational goals. This leadership style is transformational leadership. Transformational leadership style not only benefits the individual but also the overall organizational performance. Transformational leadership can be effective depending on whether work is evaluated at a team or individual level. Transformational leadership that focuses on the individual is a behavior

that empowers individual followers to develop, improve their abilities and increase self-efficacy.

Several studies also show that transformational leadership has a positive effect on performance, as shown by t Albloush et al. (2020). Alhashedi et al. (2021); Asgari et al. (2020); Choi et al. (2020); Da'as et al. (2020); Djaelani et al. (2021) Transformational leaders are able to motivate and satisfy their followers by helping them in a friendly manner. Transformational leaders act as change agents. Several studies have shown that transformational leadership has a positive effect on motivation, as indicated by, among others, Djaelani et al. (2021). On the other hand, several research results show that self-efficacy has a significant effect on performance, among others, by Albloush et al. (2020) while different results were shown by Choi et al. (2020); Da'as et al. (2020); Djaelani et al. (2021). which states that self-efficacy efficacy has no effect on performance. The study of motivation on performance was also investigated by several researchers whose results showed that motivation had a positive and significant effect on performance, among others, by Da'as et al. (2020); Djaelani et al. (2021). However, there are different results shown by the study of Affandi et al (2017) which states that motivation has a negative effect on performance. Human resource management is one of the most important fields in the organization. Human resource management is closely related to the management of other resources within the organization. No matter how sophisticated the technology and

regardless of the availability of capital, organizations will still need human resources to mobilize and make other resources work. So it is not impossible if the attention to human resources is getting bigger, because human resources are the controllers of other resources and are an important factor in the success of the organization. The performance of human resources (employees) is an important part in achieving an organization's success.

Performance is a result achieved by a person according to the size applicable to the work in question. Employees with high levels of performance are called productive, and employees with low levels of performance are called unproductive. According to Purwanto et al. (2021); Purwanto et al. (2021) The performance of an organization's employees can be influenced by several factors, including: the ability to do work, the level of effort devoted, and organizational support. One of the important aspects to be considered by organizations related to the role of human resources is the issue of compensation. This is because the feasibility of providing compensation will be related to the employee's ability to fulfill all his daily needs. In addition, the issue of compensation fairness also indicates the organization's policy in treating its employees fairly. According to Waruwu, et al. (2020) The compensation system is designed to improve employee performance and retain competent employees. Compensation also affects employees' work attitudes, because one of the goals of people working is to get rewards or income.

Compensation is needed to encourage employees to work harder in the hope of increasing the rewards they receive. According to Purwanto et al. (2021); Purwanto et al. (2021) Employee performance can also be driven by work discipline. Apart from human nature, which inevitably has errors or forgetfulness, discipline must continue to be trained. The rules and regulations that have been set by the organization should be carried out properly by each individual, in order to achieve organizational goals. Starting from high work discipline, it is hoped that work can be completed on time, increase employee responsibility, and form a good work attitude. Employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily try to work cooperatively with other employees and improve their work performance.

According to Purwanto et al. (2021); Purwanto et al. (2021) Organizational culture also encourages employee performance to be further improved. Culture is important for organizations because all activities in the organization must be regulated by certain norms which are then used as a reference in work, as well as a character that distinguishes an organization from other organizations. High performance is one manifestation of a good organizational culture. Organizational cultural values for Indonesian conditions can be measured by the presence of togetherness and openness. In it there is an aspect of humanizing humans, which can shape the attitudes,

expectations, and commitment of employees to work wholeheartedly so that their contribution to the organization will also be positive. It is an alternative educational institution that can be one of the educational solutions for Indonesian children. A flexible teaching and learning process allows students to develop their respective talents and interests, this is certainly demanding employees to continue to improve their skills in order to provide educational services the best for students. To support this, of course, it takes hard work from all elements of the organization, and human resources play an important role in it. The success rate of Homeschooling in providing educational facilities is highly dependent on the performance of all members of the organization. Shrestha et al. (2020); Sheeraz et al.(2020); Supriyanto et al. (2020) The provision of appropriate and appropriate compensation, as well as a high work discipline attitude is expected to trigger morale and minimize low employee work behavior, such as frequent absences, late arrivals, lazy work, many complaints, all of which will have an impact on the success rate organization in achieving goals. The dominant factor is determined by the ability to transform organizational culture and the work system that has been designed. Because there are still employees who come late and lack enthusiasm for work even though all the rules have been mutually agreed upon. It is feared that this will have an impact on hampering the organization in achieving its goals.

According to Donglong et al. (2020); Fayzhall et al. (2020) states

that performance is a function of motivation and ability. This implies that performance will increase if employees have good abilities as well as high motivation. High performance improvement will be increasingly realized (reinforced) when the leader is able to treat his subordinates according to their needs, increasing his confidence as well as the motivation of his subordinates to work harder because with increased performance it will get an award. This is in accordance with the expectancy theory. that effort (effort, motivation) is influenced by the size of the expectation. Performance is a means to earn rewards. Thus leadership transformational is a variable that strengthens (moderates) the influence of self-confidence towards performance and motivation towards performance. So it's interesting to examine how the role of transformational leadership in strengthening the effect of self-efficacy and motivation on performance.

LITERATURE REVIEW

Performance

Performance is the result of work achieved by a person based on the requirements profession. According to Ugroho et al. (2020); Pio et al. (2020) There are five factors in measuring employee performance, namely:

1. Number of Jobs

The number of jobs produced by individuals or groups as requirements that become the standard of work.

2. Quality of work

Every employee in the company must meet certain

requirements to produce work according to the quality required by a particular job.

3. Punctuality

Each job has different characteristics, for certain types of work must be completed in a timely manner, because it has dependence on other jobs.

4. Presence

A certain type of work requires the presence of employees in doing it according to the specified time.

5. Cooperation Ability

Not all jobs can be completed by one person alone.

Self Efficacy

According to Donglong et al. (2020); Fayzhall et al. (2020); Kadiyono et al. (2020); According to Motalebi, P., & Marşap, A. (2020) Self-efficacy or self-efficacy is a belief about one's ability to carry out tasks or complete work on existing opportunities (Sigit, 2010). 2003).

For employees, self-efficacy means related to the process of carrying out their work such as the ability to understand work, the ability to complete various kinds of work problems, and the ability to carry out responsibilities in activities profession. Factors that affect self-efficacy are:

1. Proficiency in implementing

Gain experience relevant to the task or job. If individual able to carry out the task and succeeded in the past, then the individual will become more confident that individuals will also be able to do it in the future will come.

2. Modeling

Become more confident because individuals see others in carrying out their duties. Modeling will be more effective when the individual sees himself as the same as the person you are observing.

3. Persuasion

Become more confident because one ensures that the individual has the skills necessary to achieve success.

4. Stimulants

Stimulation leads to an excited state, so that it raises the spirit of the individual to do something better.

Motivation

According to Nugroho et al. (2020); Pio et al. (2020)) revealed that motivation is a process that describes a person's strength, direction, and persistence in an effort to achieve goals. According to Donglong et al. (2020); Fayzhall et al. (2020); Kadiyono et al. (2020) divide these human needs into five levels, namely:

a. Physiological Needs

Physiological needs are the most basic needs in human life. Humans in their lives prioritize physiological needs, because these needs are the most basic needs for human life. These physiological needs are often referred to as the first level, including the need for food, drink, shelter, sex and rest

b. Safety Needs

The need for safety is a human need to be free from the threat of danger. This is the need for safety and protection against physical harm. In a company, for example, there is a sense of

security for workers to do their work, for example insurance, health benefits and pension benefits.

c. Social Needs

Social needs are human needs to participate in community groups. Social needs include affection, belongingness, acceptance in certain groups and friendship.

d. Self-Esteem Needs

The need for self-esteem is the need for external respect. The need for self-esteem concerns self-respect factors such as self-esteem, autonomy and achievement and external respect factors such as status, recognition and attention. At this level, humans have maintained their image, because they feel that their self-esteem has increased from before.

e. Self-Actualization Needs.

Self-actualization needs are needs that encourage a person according to his ambitions which include growth, achievement of potential, and fulfillment of self-needs.

Transformational Leadership

Transformational leadership, defined as leaders who motivate and inspire their employees to develop individually and to achieve more than what is required of them, there are four components in transformational leadership According to Donglong et al. (2020); Fayzhall et al. (2020); Kadiyono et al. (2020); According to Motalebi, P., & Marşap, A. (2020); Nadeak et al. (2021); Nugroho et al. (2020); Pio et al. (2020) namely:

1. Idealized Influence

Leaders try, through vision, to influence subordinates by emphasizing the importance of values and beliefs, it is necessary to have the determination to achieve goals, it is necessary to pay attention to the moral and ethical consequences of decisions made taken.

2. Inspirational Motivation

Leaders are able to inspire their subordinates, among others, by setting high standards, providing confidence that goals can be achieved.

3. Intellectual Stimulation

Subordinates feel that the leader encourages them to rethink the way they work, to look for new ways of carrying out tasks, feel that they get a new way of perceiving their tasks.

4. Individualized Considerations

Subordinates feel cared for and treated specifically by their leaders. The leader treats each subordinate as a person with the skills, needs, each wish.

Hypothesis Development

Effect of self-efficacy on performance

Self-efficacy or self-efficacy is a belief about one's ability to carry out tasks or complete work on the available opportunities. According to Donglong et al. (2020); Fayzhall et al. (2020); Kadiyono et al. (2020) self-efficacy is a self-assessment of one's ability to organize and carry out the actions needed to achieve the specified performance. Individuals who have high self-efficacy will produce good and maximum performance, while individuals who

do not have self-efficacy will produce less than optimal performance. Some research results show that self-efficacy has a positive effect on performance by Motalebi, P., & Marşap, A. (2020); Nadeak et al. (2021); Nugroho et al. (2020); Pio et al. (2020). Based on the theory and the results of previous research, it is formulated

H1: Self-efficacy has a positive effect on performance The effect of motivation on performance.

A person's motivation to do work is because of a life need that must be met. Strength shows how hard a person tries to fulfill his needs. Strength will not provide optimal performance if it is not directed at achieving it organizational performance. Perseverance shows how long a person maintains his efforts. One of the theories of needs is Maslow's theory, known as Theory of Needs

Hierarchy of Needs. Based on this need a person will direct all his strength to be able to achieve his work goals so that he can improve organizational performance which in turn has an impact on the fulfillment of one's needs. The results of research on the influence of motivation on performance are shown by motivation having a positive and significant effect on performance, among others, by Setiawan (2015), Rijanti et al (2015) and Nizam & Bao (2015). Based on theory and research results before then formulated

H2: Motivation has a positive effect on performance Transformational Leadership on performance.

Leaders try, through vision, to influence subordinates by

emphasizing the importance of values and beliefs, it is necessary to have the determination to achieve goals, it is necessary to pay attention to the moral and ethical consequences of the decisions taken. Leaders are able to inspire their subordinates, among others by setting high standards, provide confidence that goals can be achieved. Subordinates feel that the leader encourages them to rethink their way of working, to look for new ways of carrying out tasks, feel that they have found new ways of perceiving their tasks. Several research results show that transformational leadership has a significant effect on self-efficacy by Asgari et al. (2020); Choi et al. (2020); Da'as et al. (2020); Djaelani et al. (2021). On the other hand, transformational leadership also affects performance.

H3: Leadership has a positive effect on performance

METHOD

This research method is quantitative with data processing tools using SPSS software. Data were obtained through the distribution of online questionnaires to 212 homeschooling teachers in Tangerang who were selected using the simple random sampling method.

The hypotheses of this research are:

H1: Transformational leadership has a positive effect on the head of homeschooling performance

H2: Motivation has a positive effect on the head of homeschooling performance

H3: Self efficacy has a positive effect on the head of homeschooling performance

H4: Transformational leadership, motivation and self-efficacy have a

simultaneous positive effect on the head of homeschooling performance

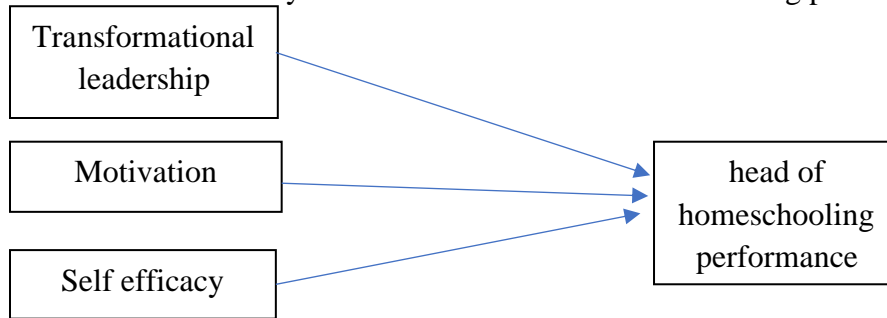


Fig 1. Research Model

RESULT AND DISCUSSION

Validity test

Based on the results of the sample adequacy test, it is known that the KMO value of all studied variables has met the sample adequacy requirements because the KMO value is > 0.5 and based on the results of factor analysis, it is known that all items of the studied variables are valid because the factor loading value is > 0.4.

Reliability Test.

The results of the reliability test on all the variables studied showed that each of the variables studied had a Cronbach alpha value greater than

0.7 so that all variables were reliable. The model testing was carried out using the coefficient of determination (Adjusted R Square) covering the ability of the independent variable to explain the dependent variable and the F test was carried out to test the suitability of the model used for analysis.

F Uji test

The results of the transformational leadership, motivation and self-efficacy regression test on the head of homeschooling performance are as follows:

Table 1. F Test Results (Anova)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12,912	2	6,434	55,612	,000 ^b
Residual	11,412	99	,112		
Total	24,424	101			

Based on Table 1, it is known that the value of sig. on the F (Anova) test of 0.000 indicating a significance level less than 0.05, it can be concluded that the regression model used meets the requirements of Goodness of Fit. transformational leadership, motivation and self-efficacy variables have a

simultaneous effect on the head of homeschooling performance.

Determination Test

The results of the regression test for the effect of transformational leadership, motivation and self-efficacy on the head of homeschooling performance are as follows:

Table 2 Determination Test Results (Adjusted R Square)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,745 ^a	,540	,522	,34123

Based on table 2, the Adjusted R Square value of the transformational leadership, motivation and self-efficacy determination test for the head of homeschooling performance is 0.54 which means 54. % changes in the head of homeschooling performance variable can be explained by the transformational leadership, motivation and self-efficacy variables

in the model, while the remaining 48% is explained by other variables or factors outside the model.

Hypothesis Test (t Test)

The results of the regression analysis of the effect of transformational leadership, motivation and self-efficacy on the head of homeschooling performance are as follows:

Table 3: Hypothesis Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Ket.
	B	Std. Error	Beta			
1. transformational leadership -> head of homeschooling performance	,565	,087	,540	6,471	0,000	Supported
2. motivation -> head of homeschooling performance	,242	,075	0,270	3,238	0,000	Supported
3. self efficacy -> head of homeschooling performance	,386	,153	0,286	2,515	0,000	Supported

After doing a regression analysis based on table 3, the results of the hypothesis test are as follows:

H1: Transformational leadership has a positive effect on the head of homeschooling performance

The regression results show that the beta value of transformational leadership on the head of homeschooling performance is 0.540 and the significance level of 0.000 is

less than 0.05, so it can be concluded that the transformational leadership hypothesis has a positive effect on the head of homeschooling performance in elementary school teachers, which means that transformational leadership has a positive and significant effect. to the head of homeschooling performance. These results are in line with research by According to Albloush et al. (2020).

Alhashedi et al. (2021); Asgari et al. (2020) that Transformational leadership has a positive effect on the head of homeschooling performance and Da'as et al. (2020); Djaelani et al. (2021). that Transformational leadership has a positive effect on the head of homeschooling performance. An increase in the influential Transformational leadership variable will encourage a significant increase in the head of homeschooling performance variable and a significant decrease in the Transformational leadership variable will encourage a significant decrease in the head of homeschooling performance variable. One of the characteristics of leadership should be to increase the role of transformational leadership with the ability of subordinates to have the ability to carry out their duties. The results of this study indicate that transformational leadership strengthens the effect of self-efficacy on performance. The moderating role of transformational leadership on transformational relationships is inspiration motivation, namely leaders are able to inspire their subordinates, among others by setting high standards, providing confidence that goals can be achieved. Based on Path and Goal theory by Robert House in Robbins and Judge (2015), the task of the leader is to set goals and how to achieve the goals. Transformational leadership is a leader who has a vision and is able to convey the vision clearly so as to motivate followers to act according to their wishes and goals organization. Leaders can be used as role models through the behavior and examples given to their followers.

Characteristics of respondents with educational backgrounds that are dominated by Bachelors and have sufficient experience (judging by years of service) are able to use experience to be used as a basis for developing self-efficacy in the hope of achieving the expected rewards when their performance is good. This is in accordance with respondents' responses that they want to be rewarded for their work performance. The results of this study indicate that transformational leadership strengthens the effect of motivation on performance.

H2: Motivation has a positive effect on the head of homeschooling performance

The regression results show that the beta value of Motivation on the head of homeschooling performance is 0.270 and the significance level of 0.000 is smaller than 0.05, so it can be concluded that the hypothesis that the quality of work life has a positive effect on the head of homeschooling performance in elementary school teachers is accepted, meaning that motivation has a positive and significant effect. to the head of homeschooling performance. These results are in line with research by Asgari et al. (2020); Choi et al. (2020); Da'as et al. (2020); Djaelani et al. (2021). that motivation has a positive effect on the head of homeschooling performance and according to Albloush et al. (2020) that Motivation has a positive effect on the head of homeschooling performance. An increase in the influential Motivation variable will encourage a significant increase in the head of homeschooling performance

variable and a significant decrease in the Motivation variable will encourage a significant decrease in the head of homeschooling performance variable. The results of the motivational hypothesis test on performance show a positive influence. The meaning is that when employee motivation is getting better, the performance will increase. Based on content theory, what drives someone to do something is a need (Handoko, 1995). According to Maslow, there are five levels of needs that cause people to behave. The results of this study indicate that they want an award for the work that has been done. In this study, motivation has a positive and significant influence on employee performance. The results of this study support the previous findings by Albloush et al. (2020). Alhashedi et al. (2021); Asgari et al. (2020); Choi et al. (2020); Da'as et al. (2020); Djaelani et al. (2021).

H3: Self efficacy has a positive effect on the head of homeschooling performance

The regression results show that the beta value of the influence of Self efficacy on Organizational Citizenship Behavior is 0.286 and the significance level is 0.000 less than 0.05, so it can be concluded that the self-efficacy hypothesis has a positive effect on Organizational Citizenship Behavior in elementary school teachers, meaning that Self-efficacy has a positive and significant effect against OCB. These results are in line with research by Purwanto et al. (2021); Shrestha et al. (2020); Sheeraz et al. (2020) that self-efficacy has a positive effect on the head of

homeschooling performance and Supriyanto et al. (2020); Tian et al. (2020); Waruwu, et al. (2020) that self-efficacy has a positive effect on the head of homeschooling performance. Increasing the influential self efficacy variable will encourage a significant increase in the head of homeschooling performance variable and a significant decrease in the influential self efficacy variable will encourage a significant decrease in the head of homeschooling performance variable. Several research results show that strong self-efficacy is correlated with success, control, overcoming difficulties, healing and loss of doubt (Sigit, 2003). Employees who have self-confidence that they are capable of doing the job will develop all the expertise and skills they have, learn from the experiences of others to achieve their life goals by realizing performance according to the demands of the job. This is a strategic element in developing self-efficacy to be realized in actual performance. The results of this study support previous findings by Suryoko and Oktavia (2015), Sembiring and Sebayang (2017) which state that self-efficacy has a positive and significant effect on performance.

H4: Transformational leadership, motivation and self-efficacy have a simultaneous positive effect on the head of homeschooling performance

The results of the F test of transformational leadership, motivation and self-efficacy simultaneously on the head of homeschooling performance show a significance value of 0.001 less than

0.05, it can be concluded that the hypothesis of transformational leadership, motivation and self-efficacy simultaneously affects the head of homeschooling performance is accepted, it means that transformational leadership, motivation and self-efficacy are simultaneously on the head of homeschooling performance. These results are in line with research by xxx that simultaneous transformational leadership, motivation and self-efficacy have a significant effect on the head of homeschooling performance and xxx transformational leadership, motivation and self-efficacy simultaneously have a significant effect on the head of homeschooling performance. Increased transformational leadership, motivation and self-efficacy variables Simultaneous efficacy will encourage a significant increase in the head of homeschooling performance variable and a decrease in transformational leadership, motivation and self-efficacy will simultaneously encourage a significant decrease in the head of homeschooling performance variable.

CONCLUSION

Based on the data analysis, it can be concluded that transformational leadership has a positive effect on the head of homeschooling performance, motivation has a positive effect on the head of homeschooling performance, self-efficacy has a positive effect on the head of homeschooling performance and transformational leadership, motivation and self-efficacy have a simultaneous influence on the head of

homeschooling performance. Transformational leadership is proven to play a role in strengthening the influence of both self-efficacy on performance and motivation on performance. Self-efficacy has been proven to have a dominant effect on improving employee performance. In future research, it would be better if the adjusted R square value was increased to close to one. So that in future research it is recommended to include other variables such as competence, compensation, work environment etc.

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