



The Effect of Work Motivation, Work Environment, Work Discipline on Employee Satisfaction and Public Health Center Performance

Suprpti¹, Jannah Puji Astuti², Noor Sa'adah³, Salis Diah Rahmawati⁴, Rulyta Yuli Astuti⁵

^{1,2,3,4,5}Universitas Stikubank Semarang, Indonesia

Corresponding author : suprpti.unisbank@gmail.com

ABSTRACT

The pupose of this study is to analyze the effect of work motivation on employee satisfaction, effect of work environment on employee satisfaction, effect of work discipline on employee satisfaction effect of work motivation on public health center Performance, effect of work environment on public health center Performance, effect of work discipline on public health center Performance, effect of employee satisfaction on public health center performance. The method used in this research is quantitative method. Data was collected by distributing questionnaires to 80 permanent employees of public health center . For questions / statements about the identity of respondents designed in the form of a semi-open questionnaire in addition to a closed questionnaire. Data collection technique is using questionnaire with Likert Scale. Analysis from this study is using SEM (Structural Equation Model) with SmartPLS version 3.0 as a statistic tools. Based on the results of data analysis through a questionnaire distributed to respondents, found several conclusions as follows There is a significant effect of work motivation on employee satisfaction, there is a significant effect of work environment on employee satisfaction, there is a significant effect of work discipline on employee satisfaction,there is a significant effect of work motivation on public health center Performance, there is a significant effect of work environment on public health center Performance,there is a significant effect of work discipline on public health center Performance,there is a significant effect of employee satisfaction on public health center performance.

Keywords: Work motivation, environment, discipline, employee satisfaction, performance

1. INTRODUCTION

Public health center (Public Health Center) is one of the health service units that greatly contributes in providing comprehensive and integrated services to people who need it. In other words, the public health center has the authority and responsibility for public health maintenance in its working area. That is the important role of the public health center in providing health services to the community, encouraging all stakeholders involved in the public health center to always improve their performance and quality of service optimally and professionally. the success of an organization is greatly influenced by the performance of all its employees. Performance is a work performance, namely the comparison



between real work results and the set work standards (Asbari, 2020). One of the important factors that strongly supports the provision of good health services to the community is the human resource factor, namely (medical / non-medical personnel) in an organization, especially in Public health center. Low employee performance can be influenced by many factors such as motivation, satisfaction, work, leadership, work climate, organizational culture, work discipline and employee abilities (education and training) (Purwanto, 1998). There are three things that are the focus of this research, namely organizational culture, motivation, and job satisfaction factors related to employee performance. The success of an organization in achieving its goals cannot be separated from the factor of its human resources. Human resources are very strategic things in organizations, meaning that humans play an important role in carrying out activities to achieve goals. For this reason, the existence of human resources in the organization is very strong. Humans always play an active role in every organizational activity because humans become planners, actors, and determinants of the realization of organizational goals. The goal is impossible to achieve without the active role of employees even though the tools owned by an organization are so modern. Thus the success of an organization does not only depend on the existing facilities but also depends on the human resource factors that are owned. So that an organization needs potential human resources, both leaders and employees who can make good contributions and carry out tasks optimally to achieve goals. Because all public health center activities will involve the actions of human resources in it. The success of an organization is influenced by the performance of its employees, an organization will seek to improve the performance of its employees in the hope that organizational goals can be achieved. Performance is basically what employees do or don't do. Employee performance is what influences how much they contribute to the organization, including the quantity of output, quality of output, duration of output, workplace attendance and cooperative attitude (Asbari, 2020). Performance is the result or the overall success rate of a person during a certain period in carrying out the task compared with various possible standards of work results, targets or targets or criteria that have been determined in advance and have been mutually agreed upon (Santoso, 2019). Therefore, employee performance will run effectively if it is supported by work motivation, work discipline and a good work environment. Work motivation is someone's desire that causes that person to act. People act for one reason, namely to achieve goals. So, work motivation is a drive that is set by goals and rarely appears in a vacuum. Meanwhile, according to (Purwanto, 2020) work motivation is a condition in a person's personality that encourages the individual's desire to carry out certain activities achieving goals. Work discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team within an organization. Nitisemito (2001) suggests work discipline as an attitude, behavior and actions in accordance with the rules of the organization, both written and unwritten. Work discipline is a management action to encourage members of the organization to meet the demands of various conditions that must be obeyed by employees. Employee discipline is a form of training who try to improve and shape the knowledge, attitudes and behavior of employees so that employees can work cooperatively with other employees and improve their work performance (Sondang P. Siagian, 2002). In addition, the work environment in an organization has an important role for the smooth running of the activity process, the work environment is everything in the work environment that can affect him in carrying out assigned tasks. So that not only the employee satisfaction factor in implementing duties but also the influence of a person

Every organization has a different culture and each has a philosophy that has its own business principles. how to solve problems and make decisions on their own and have their own beliefs, behavior and patterns of thinking, business practices, and personality. In order to realize the organizational culture established by the organization, the support and participation of all members within the organization is needed. One way to foster and increase employee morale is by providing motivation. Therefore, to achieve a high level of work efficiency and effectiveness, an organization must be able to stimulate employee growth and development, seek a desire for achievement and know and meet employee needs. This motivation is different from one employee to another, this is due to differences in motives, goals and needs of each employee. Employee job satisfaction is an important



target in human resource management, because it will directly or indirectly affect work productivity. Human resource is one of the most important factors that must be considered in an organization. Human resources are the key to organizational success in the present and future. In an organization, a good leadership role is needed [Santoso, 2020]. Leadership can be used by everyone and does not only apply to organizations. Leadership affects human behavior, both individuals and groups to achieve certain goals (Wijayanti, 2019). A leader will play a very important role in the organization. With good leadership, it will increase employee motivation. Leaders must pay attention to the performance of their subordinates and provide a stimulus to improve performance in the form of giving motivation and rewards to health workers who have high work discipline (Asbari, 2019). Work motivation is related to age, years of service, work performance, recognition, development of individual potential, perception of salary, working conditions, policies and administration, interpersonal relationships and supervision (Hyun, 2019). A person's behavior is influenced and stimulated by wants, needs, goals and satisfaction. Stimulation arises from yourself and from outside. This stimulation will create motives and motivation that encourage people to work (Purwanto, 2020). The purpose of this study is to describe work motivation, work discipline, work environment, job satisfaction and performance of employees of Public health center Winong District, Pati district, Central Java, Indonesia. To find out how much influence work motivation, work discipline, work environment have on job satisfaction in Public health center employees, to find out how much influence work motivation, work discipline, work environment on performance of Public health center employees

II.METHOD

The method used in this study is quantitative method. Data was collected by distributing questionnaires to 80 permanent employees of public health center . For questions / statements about the identity of respondents designed in the form of a semi-open questionnaire in addition to a closed questionnaire. Five answer options, namely: strongly agree (SS) score 5, agree (S) score 4, neutral (N) score 3, disagree (TS) score 2, and strongly disagree (STS) score 1 is given to each item closed question / statement. PLS and SmartPLS software version 3.0 are used as a method for processing data.

Table 1. Sample Descriptive Information

Criteria		Amount
Age (per August 2020)	< 30 years	25
	30 - 40 years	35
	> 40 years	20
Working period as a permanent employee	< 5 years	10
	5-10 years	45
	> 10 years	25
Highest diploma	≥ Bachelor Deg.	20
	= Diploma Des.	26
	< Sehior High Sch.	34

The sample in this study were permanent employees of public health center 80 respondents. The questionnaire was distributed by simple random sampling technique. According to (Sekaran & Bougie, 2003) theoretical framework is the foundation on which all research projects are based. From a theoretical framework hypotheses can be drawn up that can be tested to find out whether formulated theory is valid or not. Then, it can be measured using appropriate statistical analysis. Referring to the theory and previous research,. The author constructs the research model as follows:

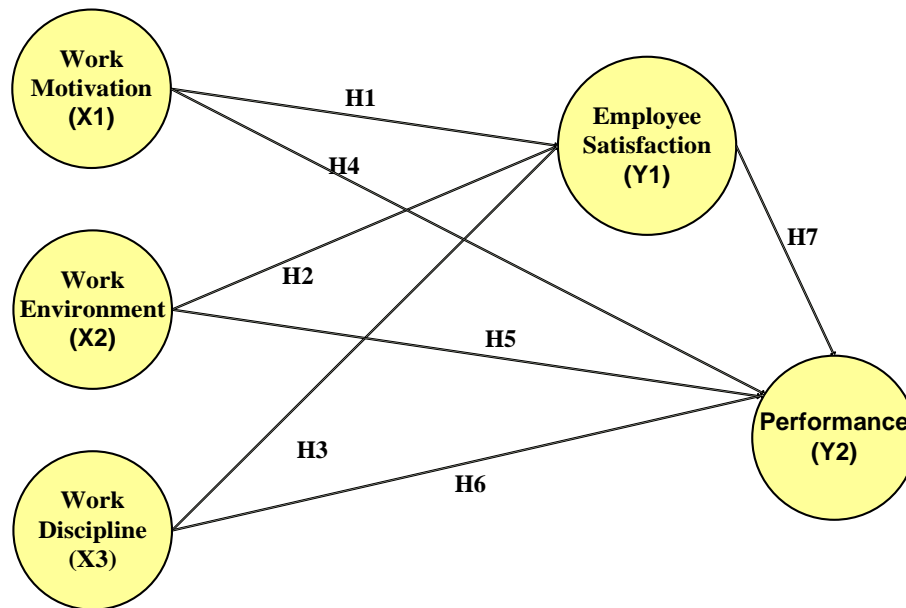


Figure 1. Research Model

- H1: There is a significant effect of work motivation on employee satisfaction
- H2: There is a significant effect of work environment on employee satisfaction
- H3: There is a significant effect of work discipline on employee satisfaction
- H4: There is a significant effect of work motivation on public health center Performance
- H5: There is a significant effect of work environment on public health center Performance
- H6: There is a significant effect of work discipline on public health center Performance
- H7: There is a significant effect of employee satisfaction on public health center performance

III.RESULTS AND DISCUSSION

1.1. Test Results Validity and Reliability of Research Indicators

Convergent validity testing, discriminant validity is the testing phase of measurement model. Meanwhile, to test construct reliability, Cronbach's alpha and composite reliability are used. Research hypothesis testing is conducted if all indicators in PLS model have met the requirements of convergent validity, discriminant validity and reliability testing can use the results of PLS analysis.

1.1.1. Convergent Validity Testing

By looking at the loading factor value of each indicator for the construct a convergent validity test is performed. Latent constructs are explained in most references, by looking at a factor weight of 0.5 or more considered to have sufficiently strong validation (Chin, 1998; Ghozali, 2014; Hair et al., 2010). AVE value of each construct > 0.5 is a requirement in this study with a minimum limit of loading factor size accepted is 0.5 (Ghozali, 2014). All indicators already have a loading factor value above 0.5 based on SmartPLS 3.0 processing results. So, the convergent validity of this research model has fulfilled the requirements. Table 2 shows the load value, cronbach's alpha, composite reliability and AVE each complete construct:

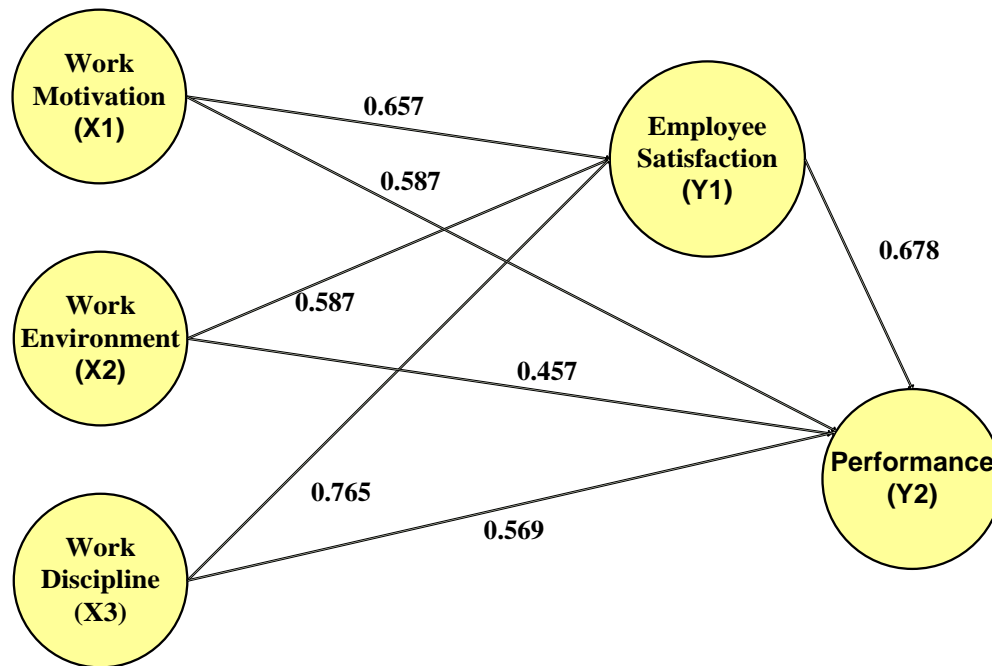


Figure 2. Research Model (Fit)

Table 2. Items Loadings, Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach’s Alpha	Composite Reliability	AVE
Work Motivation (X1)	X11	0.645	0.821	0.897	0.524
	X12	0.589			
	X13	0.654			
Work Environment (X2)	X21	0.745	0.823	0.934	0.589
	X22	0.623			
	X23	0.631			
Work Discipline (X3)	X31	0.567	0.675	0.912	0.501
	X32	0.537			
	X33	0.651			
Employee Satisfaction (Y1)	Y11	0.654	0.823	0.913	0.576
	Y22	0.731			
	Y33	0.734			
Public Health Performance (Y2)	Y21	0.672	0.732	0.912	0.673
	Y22	0.732			
	Y23	0.634			

1.1.2. Discriminant Validity Testing

To ensure that each concept of each latent variable is different from other latent variables discriminant validity is performed. If the AVE squared value of each exogenous construct (value on the diagonal) exceeds the correlation between the construct and other construct (values below the diagonal) indicated that the model has good discriminant validity (Ghozali, 2014). AVE squared values are used to determine the results of discriminant validity testing, namely by looking at the Fornell-Larcker Criterion Value (Fornell & Larcker, 1981b), obtained as follows:



Table 3. Discriminant Validity

Variables	Y2	Y1	X1	X2	X3
Public Health Performance	0.721				
Employee Satisfaction	0.532	0.718			
Work Motivation	0.387	0.389	0.725		
Work Environment	0.107	0.029	0.050	0.912	
Work Discipline	0.534	0.649	0.465	0.011	0.711

Table 4. Collinearity Statistics (VIF)

Variables	EP	JS
Public Health Performance (Y2)		
Employee Satisfaction (Y1)	1.743	
Work Motivation (X1)	1.738	1.208
Work Environment (X2)	1.004	1.004
Work Discipline (X3)	1.002	1.211

All constructs have AVE square root values above the correlation value with other latent constructs (through the Fornell-Larcker criteria) indicated by the results of discriminant validity test in table 3 above. Likewise, the cross-loading value of all items from one indicator is greater than the other indicator items as mentioned in Table 4, so it can be concluded that the model has met discriminant validity (Fornell & Larcker, 1981a).

Next, colinearity evaluation is carried out to find out whether there is colinearity in the model. To find collinearity, VIF calculation is needed for each construct. The model has collinearity if the VIF score is higher than 5 (Hair et al., 2014). Table 4 shows all VIF scores are less than 5, meaning that this model does not have collinearity.

1.1.3. Construction Reliability Testing

The value of Cronbach's alpha and composite reliability of each construct can assess construct reliability. The reliability of composite and recommended Cronbach's alpha value are more than 0.7 (Ghozali, 2014). All constructs have composite reliability and Cronbach's alpha value greater than 0.7 (> 0.7) is indicated by the reliability test results in table 2 above. In conclusion, the required reliability has been met by all constructions.

1.2. Hypotesis Test

The inner model test is the designation of hypothesis testing in PLS. This test includes a test of the significance of direct and indirect effects and measurement of the influence magnitude of exogenous on endogenous variables. SmartPLS 3.0 software is used to test the influence of using t-statistic test in the most squared partial analysis model (PLS).

- H1: There is a significant effect of work motivation on employee satisfaction
- H2: There is a significant effect of work environment on employee satisfaction
- H3: There is a significant effect of work discipline on employee satisfaction
- H4: There is a significant effect of work motivation on public health center Performance



- H5: There is a significant effect of work environment on public health center Performance
- H6: There is a significant effect of work discipline on public health center Performance
- H7: There is a significant effect of employee satisfaction on public health center performance

The table below obtained the R Square values and significance value of the test, with boothstrapping technique:

Table 5. R Square Value

	R Square	R Square Adjusted
Public Health Performance (Y2)	0.378	0.351
Employee Satisfaction (Y1)	0.489	0.461

Table 6. Hypotheses Testing

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	X1 -> Y1	0.567	0.110	3.211	0.001	Supported
H2	X2 -> Y1	0.587	0.120	2.321	0.002	Supported
H3	X3 -> Y1	0.765	0.112	9.439	0.000	Supported
H4	X1 -> Y2	0.587	0.108	3.567	0.001	Supported
H5	X2 -> Y2	0.457	0.105	2.341	0.003	Supported
H6	X3 -> Y2	0.569	0.111	2.675	0.000	Supported
H7	Y1 -> Y2	0.679	0.180	3.121	0.001	Supported

Based on Table 5 above, the value of R Square public health performance (Y2) is 0.378, which means that variable public health performance (Y2) variable can be explained by Employee Satisfaction (Y1) is 37.8 %, while remaining 62.8% is explained by other variables not discussed in this study. The value of R Square Employee Satisfaction (Y1) is 0.489 which means that Employee Satisfaction (Y1) can be explained by the variables of Work Motivation (X1), Work Environment (X2), Work Discipline (X3)variables of 48.9% while remaining 51.1% is explained by other variables not discussed in this study. T Statistics and P-Values which show the influence between research variables mentioned are shown in table 6.

Discussion

H1: There is a significant effect of work motivation on employee satisfaction

In the first hypothesis, test results show the value of t-statistics 0.311 and p-values of 0.756. Based on the above calculation, t-statistics value is 0.311 <1.96 and p-value is 0.756 > 0.05 so H1 is accepted. Therefore, it concludes that there is a significant effect of work motivation on employee satisfaction . The conclusion of this hypothesis is consistent and align with some previous studies. According to Asbari (2020) there is positive and significant effect of work motivation on work satisfaction, According to Santoso (2020) there is positive and significant effect of work motivation on work satisfaction, According to purwanto (2020) there is positive and significant effect of work motivation on work satisfaction, According to Wijayanti (2019) there is a significant effect of employee motivation on work satisfaction, According to Hyun (2019) there is positive and significant effect of motivation on work satisfaction.

**H2: There is a significant effect of work environment on employee satisfaction**

In the second hypothesis, test results show the value of t-statistics 2.321 and p-values of 0.002. Based on the above calculation, t-statistics value is $2.321 > 1.96$ and p-value is $0.002 < 0.05$ so H2 is accepted. Therefore, it concludes that There is a significant effect of work environment on employee satisfaction. The conclusion of this hypothesis is consistent and align with some previous studies. , According to Wijayanti (2019) there is a significant effect of work environment on employee satisfaction, According to Hyun (2019) there is positive and significant effect of work environment on employee satisfaction. According to Asbari (2020) there is positive and significant effect of work environment on employee satisfaction, According to Santoso (2020) there is positive and significant effect of work environment on employee satisfaction, According to purwanto (2020) there is positive and significant effect of work environment on employee satisfaction

H3: There is a significant effect of work discipline on employee satisfaction

In the third hypothesis, test results show the value of t-statistics 9.439 and p-values of 0.000. Based on the above calculation, t-statistics value is $9.439 > 1.96$ and p-value is $0.000 < 0.05$ so H3 is accepted. Therefore, it concludes that There is a significant effect of work discipline on employee satisfaction. The conclusion of this hypothesis is consistent and align with some previous studies. According to Asbari (2020) there is positive and significant effect of work discipline on employee satisfaction, According to Santoso (2020) there is positive and significant effect of work discipline on employee satisfaction. According to Wijayanti (2019) there is a significant effect of work discipline on employee satisfaction, According to Hyun (2019) there is positive and significant effect of work discipline on employee satisfaction. According to purwanto (2020) there is positive and significant effect of work discipline on employee satisfaction.

H4: There is a significant effect of work motivation on public health center Performance

In the fourth hypothesis, test results show the value of t-statistics 3.567 and p-values of 0.001. Based on the above calculation, t-statistics value is $3.567 > 1.96$ and p-value is $0.001 < 0.05$ so H4 is accepted. Therefore, it concludes that There is a significant effect of work motivation on public health center Performance. The conclusion of this hypothesis is consistent and align with some previous studies. According to Asbari (2020) there is positive and significant effect of work motivation on public health center Performance, According to Santoso (2020) there is positive and significant effect of work motivation on public health center Performance. According to Wijayanti (2019) there is a significant effect of work motivation on public health center Performance, According to Hyun (2019) there is positive and significant effect of work motivation on public health center Performance. According to purwanto (2020) there is positive and significant effect of work motivation on public health center Performance.

H5: There is a significant effect of work environment on public health center Performance

In the fifth hypothesis, test results show the value of t-statistics 2.341 and p-values of 0.003. Based on the above calculation, t-statistics value is $2.341 > 1.96$ and p-value is $0.003 < 0.05$ so H5 is accepted. Therefore, it concludes that There is a significant effect of work environment on public health center Performance. The conclusion of this hypothesis is consistent and align with some previous studies. According to Asbari (2020) there is positive and significant effect of work environment on public health center Performance, According to Santoso (2020) there is positive and significant effect of work environment on public health center Performance. According to Wijayanti (2019) there is a significant effect of work environment on public health center Performance, According to Hyun (2019) there is positive and significant effect of



work environment on public health center Performance. According to purwanto (2020) there is positive and significant effect of work environment on public health center Performance.

H6: There is a significant effect of work discipline on public health center Performance

In the sixth hypothesis, test results show the value of t-statistics 2.675 and p-values of 0.000. Based on the above calculation, t-statistics value is $2.675 > 1.96$ and p-value is $0.000 < 0.05$ so H6 is accepted. Therefore, it concludes that There is a significant effect of work discipline on public health center Performance. The conclusion of this hypothesis is consistent and align with some previous studies. According to Asbari (2020) there is positive and significant effect of work discipline on public health center Performance, According to Santoso (2020) there is positive and significant effect of work discipline on public health center Performance. According to Wijayanti (2019) there is a significant effect of work discipline on public health center Performance, According to Hyun (2019) there is positive and significant effect of work discipline on public health center Performance. According to purwanto (2020) there is positive and significant effect of work discipline on public health center Performance.

H7: There is a significant effect of employee satisfaction on public health center performance

In the seventh hypothesis, test results show the value of t-statistics 3.121 and p-values of 0.001. Based on the above calculation, t-statistics value is $3.121 > 1.96$ and p-value is $0.001 < 0.05$ so H7 is accepted. Therefore, it concludes that There is a significant effect of employee satisfaction on public health center performance. The conclusion of this hypothesis is consistent and align with some previous studies. According to Asbari (2020) there is positive and significant effect of employee satisfaction on public health center performance, According to Santoso (2020) there is positive and significant effect of employee satisfaction on public health center performance. According to Wijayanti (2019) there is a significant effect of employee satisfaction on public health center performance, According to Hyun (2019) there is positive and significant effect of employee satisfaction on public health center performance. According to purwanto (2020) there is positive and significant effect of employee satisfaction on public health center performance.

V.CONCLUSIONS

Based on the results of data analysis through a questionnaire distributed to respondents, found several conclusions as follows There is a significant effect of work motivation on employee satisfaction, there is a significant effect of work environment on employee satisfaction, there is a significant effect of work discipline on employee satisfaction, there is a significant effect of work motivation on public health center Performance, there is a significant effect of work environment on public health center Performance, there is a significant effect of work discipline on public health center Performance, there is a significant effect of employee satisfaction on public health center performance.

VI. REFERENCES

Asbari, M. (2019). Pengaruh kepemimpinan transformasional dan iklim organisasi terhadap kinerja



dosen. *JOCE IP*, 13(2), 172–186. <http://jurnal.ipem.ac.id/index.php/joce-ip/article/view/187>

Asbari, M., Bernarto, I., Pramono, R., Purwanto, A., Hidayat, D., Sopa, A., Alamsyah, V. U., Senjaya, P., Fayzhall, M., & Mustofa. (2020). The effect of work-family conflict on job satisfaction and performance: A study of Indonesian female employees. *International Journal of Advanced Science and Technology*, 29(3), 6724–6748.

<http://sersc.org/journals/index.php/IJAST/article/view/7325>

Asbari, M., Fayzhall, M., Goestjahjanti, F. S., Winanti, Yuwono, T., Hutagalung, D., Basuki, S., Maesaroh, S., Mustofa, Chidir, G., Yani, A., & Purwanto, A. (2020). Peran Kepemimpinan Transformasional Dan Organisasi Pembelajaran Terhadap Kapasitas Inovasi Sekolah. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 6724–6748. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/421>

Asbari, M., Purwanto, A., & Budi, P. (2020). Pengaruh Iklim Organisasi dan Kepemimpinan Transformasional Terhadap Produktivitas Kerja Inovatif Pada Industri Manufaktur di Pati Jawa Tengah. *Jurnal Produktivitas*, 7(1), 62–69. <https://doi.org/http://dx.doi.org/10.29406/jpr.v7i1.1797>

Asbari, M., Purwanto, A., & Santoso, P. B. (2019). Influence of Leadership, Motivation, Competence, Commitment and Culture on ISO 9001:2015 Performance in Packaging Industry. *Scholars Journal of Economics, Business and Management*, 8875, 577–582.

<https://doi.org/10.36347/sjebm.2019.v06i12.005>

Asbari, M., Santoso, P. B., & Purwanto, A. (2019). Pengaruh Kepemimpinan dan Budaya Organisasi Terhadap Perilaku Kerja Inovatif pada Industri 4.0. *Jim Upb*, 8(1), 7–15.

<http://ejournal.upbatam.ac.id/index.php/jim>

Bass, B., & Avolio, B. (2000). *Technical Report, Leader form, rater form, and Scoring Key of MLQ From 5x-Short*. Mind Garden, Inc.

Bayasgalan, T., & Gerelkhuu, T. (2016). THE IMPACTS OF ORGANIZATIONAL JUSTICE AND CULTURE, KNOWLEDGE MANAGEMENT AND EMPLOYEE ENGAGEMENT ON EMPLOYEE'S JOB SATISFACTION: THE CASE OF SUPPORTIVE SERVICE OFFICERS. *Mongolian Journal of Agricultural Sciences*, 19(3), 56–65.

<https://mongoliajol.info/index.php/MJAS/article/view/736>

Becerra – Fernandez, I., & Sabherwal. (2015). *Knowledge Management: Systems and Processes*. Routledge.

Bernardin, H., & Russel, J. (1993). *Human Resource Management: An Experimental Approach*. Mc Graw Hill Companies.

Bernarto, I., Bachtiar, D., Sudibjo, N., Suryawan, I. N., Purwanto, A., & Asbari, M. (2020). Effect of transformational leadership, perceived organizational support, job satisfaction toward life satisfaction: Evidences from Indonesian teachers. *International Journal of Advanced Science and Technology*, 29(3), 5495–5503. <http://sersc.org/journals/index.php/IJAST/article/view/6057>

Bogler, R. (2001). The influence of leadership style on teacher job satisfaction. *Educational Administration Quarterly*, 37(5), 662–683. <https://doi.org/10.1177/00131610121969460>

Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77(June 2018), 64–75. <https://doi.org/10.1016/j.ijhm.2018.06.014>

Burn, J. (1978). *Leadership*. Harper.

Cansoy, R. (2018). The Relationship between School Principals' Leadership Behaviours and Teachers' Job Satisfaction: A Systematic Review. *International Education Studies*, 12(1), 37. <https://doi.org/10.5539/ies.v12n1p37>



- Chin, W. (1998). *The Partial Least Squares Approach to Structural Equation Modeling* (E. Modern Methods for Business Research, In: G. A. Marcoulides (ed.)). Lawrence Erlbaum Associates Publisher.
- Choi, S. L., Goh, C. F., Adam, M. B. H., & Tan, O. K. (2016). Transformational leadership, empowerment, and job satisfaction: The mediating role of employee empowerment. *Human Resources for Health*, 14(1), 1–14. <https://doi.org/10.1186/s12960-016-0171-2>
- David, S., Armanu, & Afnan, T. E. (2017). The Effects of Transformational Leadership and Personality on Employee Performance in Nissan Malang Mediated by Organizational Commitment. *RJOAS*, 3(19), 197–210. <https://doi.org/https://doi.org/10.18551/rjoas.2017-01.21>
- Dessler, G. (2006). *Manajemen Sumber Daya Manusia* (10th ed.). Indeks Kelompok Gramedia.
- Dharmanegara, I., Sitiari, N., & Wirayudha, I. (2016). Job Competency and Work Environment : the effect on Job Satisfaction and Job Performance among SMEs Worker. *IOSR Journal of Business and Management (IOSR-JBM)*, 18(1), 19–26. <https://doi.org/10.9790/487X-18121926>
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Fayzhall, M., Asbari, M., Purwanto, A., Basuki, S., Hutagalung, D., Maesaroh, S., Chidir, G., Goestjahjanti, F. S., & Andriyani, Y. (2020). Pengaruh Gaya Kepemimpinan Terhadap Kapabilitas Inovasi Guru Dalam Perspektif Organizational Learning. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1). <https://ummaspul.e-journal.id/Edupsyscouns/article/view/413>
- Fayzhall, M., Asbari, M., Purwanto, A., Goestjahjanti, F. S., Yuwono, T., Radita, F. R., Yulia, Y., Cahyono, Y., & Suryani, P. (2020). Transformational versus Transactional Leadership: Manakah yang Mempengaruhi Kepuasan Kerja Guru? *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 256–275. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/463>
- Fornell, C., & Larcker, D. F. (1981a). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39. <https://doi.org/10.2307/3151312>
- Fornell, C., & Larcker, D. F. (1981b). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.1177/002224378101800104>
- Ghozali, I. (2014). *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)* (4th ed.). Badan Penerbit Universitas Diponegoro.
- Guritno, B., & Prabowo, H. (2016). Analisis Pengaruh Motivasi Intrinsik terhadap Kepuasan Kerja yang Berdampak pada Kinerja Karyawan di PT. Jhons GF Semarang. 02(02), 46–58.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis* (7th ed.). Pearson Prentice Hall.
- Hair, J. F., Hult, G. T., Ringle, C. M., & Sarstedt, M. (2014). *A primer partial least squares structural equation modeling (PLS-SEM)*. SAGE Publications.
- Hutagalung, D., Asbari, M., Fayzhall, M., Ariyanto, E., Agistiawati, E., Sudiyono, R. N., Waruwu, H., Goestjahjanti, F. S., Winanti, & Yuwono, T. (2020). Peran Religiusitas, Kepemimpinan Transformasional, Kepuasan Kerja dan Mediasi Organizational Citizenship Behavior terhadap Kinerja Guru. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 311–326. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/483>
- Imelda, D., Asbari, M., Purwanto, A., Sestri Goestjahjanti, F., & Mustikasiwi, A. (2020). The Effect



of Fairness of Performance Appraisal, Job Satisfaction and Commitment on Employees' Performance: Evidence from Indonesian Automotive Industry. *International Journal of Advanced Science and Technology*, 29(4), 2383–2396.

<https://doi.org/http://sersc.org/journals/index.php/IJAST/article/view/20519>

Jain, R., & Kaur, S. (2014). Impact of Work Environment on Job Satisfaction. *International Journal of Scientific and Research Publications*, 4(1), 547-. www.ijsrp.org

Kafui Agbozo, G. (2017). The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana. *Journal of Human Resource Management*, 5(1), 12.

<https://doi.org/10.11648/j.jhrm.20170501.12>

Khalifa Elgelal, K. S., & Noermijati, N. (2014). The Influences of Transformational Leaderships on Employees Performance (A Study of the Economics and Business Faculty Employee at University of Muhammadiyah Malang). *Asia Pacific Management and Business Application*, 3(1), 48–66.

<https://doi.org/10.21776/ub.apmba.2014.003.01.4>

Kheir-Faddul, N., & Dănăiață, D. (2019). The Influence of Leadership Style on Teachers' Job Motivation and Satisfaction in the Druze Sector of Israel. *Timisoara Journal of Economics and Business*, 12(1), 17–42. <https://doi.org/10.2478/tjeb-2019-0002>

Kianto, A., Vanhala, M., & Heilmann, P. (2016). The impact of knowledge management on job satisfaction. *Journal of Knowledge Management*, 20(4), 621–636. <https://doi.org/10.1108/JKM-10-2015-0398>

Lin, X. S., Qian, J., Li, M., & Chen, Z. X. (2018). How does growth need strength influence employee outcomes? The roles of hope, leadership, and cultural value. *International Journal of Human Resource Management*, 29(17), 2524–2551. <https://doi.org/10.1080/09585192.2016.1255901>

Luthans, F. (2002). *Organizations Behavior*. McGraw Hill International: John E. Biernat.

Luthans, F. (2005). *Perilaku Organisasi* (Edisi Kese). Penerbit ANDI.

Maesaroh, S., Asbari, M., Hutagalung, D., Agistiawati, E., Basuki, S., Radita, F. R., Nurashiah, Yulia, Y., Singgih, E., & Chidir, G. (2020). Pengaruh Religiusitas dan Kepemimpinan Transformasional terhadap Kinerja Guru melalui Mediasi Organizational Citizenship Behavior. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 276–290. <https://ummaspul.e-journal.id/Edupsycouns/article/view/473>

Makena, J. E. (2017). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Organisasi Melalui Pembelajaran Organisasi dan Inovasi Pada Hotel Prama Sanur Beach Bali.

JAGADHITA: Jurnal Ekonomi & Bisnis, 4(2), 76–88. <https://doi.org/10.22225/jj.4.2.135.76-88>

Manzoor, F., Wei, L., Nurunnabi, M., Subhan, Q. A., Shah, S. I. A., & Fallatah, S. (2019). The impact of transformational leadership on job performance and CSR as mediator in SMEs.

Sustainability (Switzerland), 11(2), 1–14. <https://doi.org/10.3390/su11020436>

Masa'deh, R. (2016). The Role of Knowledge Management Infrastructure in Enhancing Job Satisfaction at Aqaba Five Star Hotels in Jordan. *Communications and Network*, 8, 219–240.

<https://doi.org/10.4236/cn.2016.84021>

Monoyasa, M. W., Sularso, R. A., & Prihatini, D. (2017). Pengaruh Gaya Kepemimpinan Transformasional Kepala Sekolah Terhadap Kinerja Guru Sekolah Dasardengan Motivasi dan Inovasi Guru Sebagai Variabel Intervening Di Kota Administratif. *JURNAL RELASI STIE MANDALA JEMBER*, 13(2), 315–335. <http://jurnal.stie-mandala.ac.id/index.php/relasi/article/download/120/107>

Nam, K. A., & Park, S. (2019). Factors Influencing Job Performance: Organizational Learning Culture, Cultural Intelligence, and Transformational Leadership. *Performance Improvement Quarterly*, 32(2), 137–158. <https://doi.org/10.1002/piq.21292>



- Nugroho, Y. A., Asbari, M., Purwanto, A., Basuki, S., Sudiyono, R. N., Fikri, M. A. A., Hulu, P., Mustofa, Chidir, G., Suroso, & Xavir, Y. (2020). Transformational Leadership and Employees' Performance: the Mediating Role of Motivation and Work Environment. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 438–460. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/507>
- Prameswari, M., Asbari, M., Purwanto, A., Ong, F., Kusumaningsih, S. W., Mustikasiwi, A., Chidir, G., Winanti, & Sopa, A. (2020). The impacts of leadership and organizational culture on performance in Indonesian public health: The mediating effects of innovative work behavior. *International Journal of Control and Automation*, 13(2), 216–227. <http://sersc.org/journals/index.php/IJCA/article/view/7630>
- Purwanto, A., Asbari, M., & Santoso, P. B. (2019). Pengaruh Kompetensi, Motivasi, Kepemimpinan, Komitmen dan Budaya Kerja Sistem Manajemen Integrasi ISO 9001, ISO 14000 dan ISO 45001 pada Industri Otomotif. *Jurnal Produktivitas*, 6, 158–166. www.openjurnal.unmuhpnk.ac.id/index.php/jp
- Purwanto, A., & Asbari, M. (2020). Model Pengaruh Gaya Kepemimpinan Authentic, Authoritarian, Transformational, Transactional Berpengaruh Terhadap Kinerja: Studi Pada Kinerja Dosen Perguruan Tinggi di Jawa Tengah. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 227–245. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/441/257>
- Purwanto, A., Asbari, M., Budi Santoso, P., Mayesti Wijayanti, L., Chi Hyun, C., Berman Sihite, O., & Prameswari Saifuddin, M. (2020a). Pengaruh Gaya Kepemimpinan Partisipatif dan Otokratis Terhadap Kinerja Sistem Jaminan Halal HAS 23000 Pada Industri Makanan Kemasan. *Edumaspul - Jurnal Pendidikan*, 4(1). https://www.researchgate.net/publication/339470652_Pengaruh_Gaya_Kepemimpinan_Partisipatif_dan_Otokratis_Terdapat_Kinerja_Sistem_Jaminan_Halal_HAS_23000_Pada_Industri_Makanan_Kemasan
- Purwanto, A., Asbari, M., & Hadi, A. H. (2020a). Gaya Kepemimpinan Perguruan Tinggi Kesehatan: Authentic, Transformational, Authoritarian atau Transactional. *Surya Medika Jurnal Ilmiah Ilmu Keperawatan Dan Ilmu Kesehatan Masyarakat*, 15(1), 8–18. <https://doi.org/10.32504/sm.v15i1.163>
- Purwanto, A., Asbari, M., & Hadi, A. H. (2020b). Pengaruh Gaya Kepemimpinan Transformational, Authentic, Authoritarian, Transactional Terhadap Kinerja Guru Pesantren di Tangerang. *Dirasah*, 3(1). <https://ejournal.iaifa.ac.id/index.php/dirasah>
- Purwanto, A., Asbari, M., Prameswari, M., & Ramdan, M. (2020b). Gaya Kepemimpinan Di Madrasah Aliyah: Authentic, Transformational, Authoritarian Atau Transactional? *Nidhomul Haq*, 5, 15–31. <https://doi.org/10.31538/ndh.v5i1.544>
- Purwanto, A., Asbari, M., Prameswari, M., Ramdan, M., & Setiawan, S. (2020c). Dampak Kepemimpinan, Budaya Organisasi dan Perilaku Kerja Inovatif Terhadap Kinerja Pegawai Public health center. *Jurnal Ilmu Kesehatan Masyarakat*, 9(01), 19–27. <https://doi.org/10.33221/jikm.v9i01.473>
- Purwanto, A., Asbari, M., & Santoso, P. B. (2019). Influence of Transformational and Transactional Leadership Style toward Food Safety Management System ISO 22000:2018 Performance of Food Industry in Pati Central Java. *Inovbiz: Jurnal Inovasi Bisnis*, 7(2), 180. <https://doi.org/10.35314/inovbiz.v7i2.1213>
- Purwanto, A., Bernarto, I., Asbari, M., Mayesti Wijayanti, L., & Chi Hyun, C. (2020a). Effect of Transformational and Transactional Leadership Style on Public Health Centre Performance. *Journal of Research in Business, Economics, and Education*, 2(1), 304–314. <http://e-journal.stie-kusumanegara.ac.id>



Purwanto, Johannes Parlindungan Lumbantobing, Nanang S.Hadisaputra, Donny Setiawan, Johannes Bangun Suryono. (2020). Do ISO 9001:2015 Reinforce Company Performance? Answers from Indonesian Industries, *Management Science Letters*, 10(15). 3553–3560

http://www.growingscience.com/msl/Vol10/msl_2020_217.pdf

Nonot Yuliantoro,* Vasco Goeltom, Juliana, Innocentius Bernarto (2019). Repurchase intention and word of mouth factors in the millennial generation against various brands of Bobadrinks during the Covid 19 pandemic. *African Journal of Hospitality, Tourism and Leisure*, Volume 8 (2) - (2019). 1-11

Vasco Adato H. Goeltom, Yustisia Kristiana, Juliana, Rudy Pramono, Agus Purwanto. (2020). The influence of intrinsic, extrinsic, and consumer attitudes towards intention to stay at a Budget Hotel. *African Journal of Hospitality, Tourism and Leisure*, 8(2), 1-11.

https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_43_vol_8_2_2019_indonesia.pdf

Purwanto, A., Bernarto, I., Asbari, M., Wijayanti, L. M., Choi, &, & Hyun, C. (2020b). The Impacts of Leadership and Culture on Work Performance in Service Company and Innovative Work Behavior As Mediating Effects. *Journal of Research in Business, Economics, and Education*, 2(1), 283–291. <http://e-journal.stie-kusumanegara.ac.id>

Purwanto, A., Mayesti Wijayanti, L., Chi Hyun, C., & Asbari, M. (2019). the Effect of Transformational, Transactional, Authentic and Authoritarian Leadership Style Toward Lecture Performance of Private University in Tangerang. *DIJDBM*, 1(1), 29–42. <https://doi.org/10.31933/DIJDBM>

Purwanto, A., Pramono, R., Asbari, M., Senjaya, P., Hadi, A. H., & Andriyani, Y. (2020c). Pengaruh Kepemimpinan terhadap Kinerja Guru Sekolah Dasar dengan Keterlibatan Kerja dan Budaya Organisasi sebagai Mediator. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 50–63. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/412>

Purwanto, A., Wijayanti, L. M., Choi, C. H., & Asbari, M. (2019). the Effect of Transformational, Transactional, Authentic and Authoritarian Leadership Style Toward Lecture Performance of Private University in Tangerang. *DIJDBM*, 1(1), 29–42. <https://doi.org/10.31933/DIJDBM>

Putri, M. D., & Soedarsono, D. K. (2017). Pengaruh Kepemimpinan Transformasional Dan Employee Engagement Terhadap Kinerja Karyawan Direktorat Solution Operation Telkomsigma. *E-Proceeding of Management* :, 4(3), 2541–2546.

Rahman, A., & Hasan, N. (2017). Modeling Effects of KM and HRM Processes to the Organizational Performance and Employee's Job Satisfaction. *International Journal of Business and Management*, 12(7), 35. <https://doi.org/10.5539/ijbm.v12n7p35>

Ristiana, M. (2013). Pengaruh Komitmen Organisasi Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) Dan Kinerja Karyawan Rumah Sakit Bhayangkara Trijata Denpasar. *DIE, Jurnal Ilmu Ekonomi & Manajemen*, 9(1), 57–70.

Robbins, S. P. (2001). *Organizational Behavior: Concept, Controversies, Applications* (8th Editio). Indeks Kelompok Gramedia.

Sekaran, U., & Bougie, R. (2003). *Research Methods For Business: A Skill Building Approach* (Sixth

Sun, A., & Xia, J. (2018). Teacher-perceived distributed leadership, teacher self-efficacy and job satisfaction: A multilevel SEM approach using the 2013 TALIS data. *International Journal of Educational Research*, 92(September), 86–97. <https://doi.org/10.1016/j.ijer.2018.09.006>

Suryadi, I., & Efendi, S. (2018). Pengaruh Motivasi Intrinsik, Kepuasan Kerja Dan Budaya Organisasi Terhadap Kinerja Pegawai Biro Kepegawaian Di Badan Kepegawaian Negara (Bkn) Jakarta. *Jurnal Ilmu Manajemen*, 14(2), 109–124.

Torabi, M. H. R., Kyani, A., & Falakinia, H. (2016). An Investigation of the Impact of Knowledge



Management on Human Resource Performance in Management of Keshavarzi Bank Branches in Tehran. *Procedia - Social and Behavioral Sciences*, 230(May), 471–481.
<https://doi.org/10.1016/j.sbspro.2016.09.059>

Waruwu, H., Asbari, M., Purwanto, A., Nugroho, Y. A., Fikri, M. A. A., Fauji, A., Shobihi, A. W. I., Hulu, P., Sudiyono, R. N., Agistiawati, E., & Dewi, W. R. (2020). The Role of Transformational Leadership, Organizational Learning and Structure on Innovation Capacity: Evidence from Indonesian Private Schools. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 378–397. <https://ummaspul.e-journal.id/Edupsycouns/article/view/499>

Wexley, K. N., & Yukl, G. A. (1977). *Organizational Behavior and Personal Psychology*. Richard D. Irwin Inc.

Yanthy, E., Purwanto, A., Pramono, R., Cahyono, Y., & Asbari, M. (2020). Pengaruh Gaya Kepemimpinan Transformasional dan Transaksional Terhadap Kinerja Sistem Jaminan Halal HAS 23000. *Jurnal Bisnis Dan Manajemen Islam*, 8(1).
<https://doi.org/http://dx.doi.org/10.21043/bisnis.v8i1.7045>

Purwanto, A., Asbari, M., & Santoso, P.(2019). Does Culture, Motivation, Competence, Leadership, Commitment Influence Quality Performance?. *Jurnal Inovasi Bisnis*, 6(2), 201-205.
 DOI: <https://doi.org/10.35314/inovbiz.v7i2.1210>

Purwanto, A., Asbari, M., & Santoso, P.(2019).Influence of Transformational and Transactional Leadership Style toward Food Safety Management System ISO 22000:2018 Performance of Food Industry in Pati Central Java. *Jurnal Inovasi Bisnis*, 6(2), 180-185. DOI: <https://doi.org/10.35314/inovbiz.v7i2.1213>

Johan Jang, Agus Purwanto, Dian Purnamasari, Mohamad Ramdan, Leo Hutagalung, Stefy Falentino Akuba, Andi Sulistiyadi, Rudy Pramono, Innocentius Bernarto. (2020). Pendidikan Vokasi BTEC UK di Indonesia: Studi Fenomenologi Esensi Pengalaman Peserta Didik, urnal Kependidikan: Jurnal Hasil Penelitian dan Kajian Kepustakaan di Bidang Pendidikan, Pengajaran dan Pembelajaran, 6(1)
 DOI: <https://doi.org/10.33394/jk.v6i1.2319>

Masduki Asbari, Agus Purwanto, Laksmi Mayesti Wijayanti, Choi Chi Hyun, Sekundina Williana Kusumaningsih, Evy Yanthy, Firdaus Putra, Winanti Winanti, Donna Imelda, Rudy Pramono, Innocentius Bernarto.(2020) Pengaruh Hard Skills, Soft Skills dan Mediasi Budaya Sekolah Terhadap Kapabilitas Inovasi Guru di Jawa Barat
 : Studi Fenomenologi Esensi Pengalaman Peserta Didik, *Jurnal Kependidikan: Jurnal Hasil Penelitian dan Kajian Kepustakaan di Bidang Pendidikan, Pengajaran dan Pembelajaran*, 6(1)
<https://doi.org/10.33394/jk.v6i1.2320>

Purwanto, A. Asbari, M. Prameswari, M., Ramdan, M. Setiawan, S.T. (2020). Dampak Kepemimpinan, Budaya Organisasi dan Perilaku Kerja Inovatif Terhadap Kinerja Pegawai Public health center. *Jurnal Ilmu Kesehatan Masyarakat*. 9(1).19-27.
<https://doi.org/10.33221/jikm.v9i01.473>

PURWANTO, A., Primahendra, R., Sopa, A., Kusumaningsih, S., & Pramono, R. (2020). Pengaruh Gaya Kepemimpinan Transformasional, Authentic, Authoritarian, Transactional Terhadap Kinerja Guru Madrasah Aliyah di Tangerang. *EVALUASI: Jurnal Manajemen Pendidikan Islam*, 4(1), 20-44. doi:<http://dx.doi.org/10.32478/evaluasi.v4i1.342>

Purwanto, A., Asbari, M., Prameswari, M., & Ramdan, M. (2020). GAYA KEPEMIMPINAN DI MADRASAH ALIYAH: AUTHENTIC, TRANSFORMATIONAL, AUTHORITARIAN ATAU



TRANSACTIONAL?. Nidhomul Haq : Jurnal Manajemen Pendidikan Islam, 5(1), 16-31.
<https://doi.org/10.31538/ndh.v5i1.544>

Rudy Pramono, Sarliyani Sarliyani, Agus Purwanto.(2020). THE EVALUATION OF NARADA CUP SCHOOL SPORT PROGRAM USING CIPP EVALUATION MODEL. Jurnal pendidikan Jasmani dan Olah Raga. Vol 5, No 1 (2020). <https://doi.org/10.17509/jpjo.v5i1>

Agus Purwanto, Ardian Sopa, Riza Primahendra, Sekundina Williana Kusumaningsih, Rudy Pramono.(2020). PENGARUH GAYA KEPEMIMPINAN TRANSACTIONAL, TRANSFORMATIONAL, AUTHENTIC DAN AUTHORITARIAN TERHADAP KINERJA GURU MADRASAH TSANAWIYAH DI KUDUS. Al-Tanzim : Jurnal Manajemen Pendidikan Islam. Vol. 04 No. 01 (2020) : 70-80. <https://doi.org/10.33650/al-tanzim.v4i1.938>

Evy Yanthy, Agus Purwanto, Rudy Pramono, Yoyok Cahyono, Masduki Asbari.(2020). Pengaruh Gaya Kepemimpinan Transformasional dan Transaksional Terhadap Kinerja Sistem Jaminan Halal HAS 23000, BISNIS : Jurnal Bisnis dan Manajemen Islam, 8(1), DOI: <http://dx.doi.org/10.21043/bisnis.v8i1.7045>,

Yanthy, E., Sudiyono, R. N., Waruwu, H., Agistiawati, E., Purwanto, A., (2020). PENGARUH SOFT SKILLS DAN HARD SKILL TERHADAP INOVASI GURU SEKOLAH ISLAM. REFLEKSI EDUKATIKA : Jurnal Ilmiah Kependidikan ,10(2), 199-215. <https://jurnal.umk.ac.id/index.php/RE/article/view/4555>

Kamar, K., Asbari, M., Purwanto, A., Nurhayati, W., Agistiawati, E., & Sudiyono, R. (2020). MEMBANGUN KARAKTER SISWA SEKOLAH DASAR MELALUI PRAKTEK POLA ASUH ORANG TUA BERDASARKAN GENETIC PERSONALITY. *JINoP (Jurnal Inovasi Pembelajaran)*, 6(1). doi:<https://doi.org/10.22219/jinop.v6i1.10196>

Purwanto, A., Asbari, M., & Santoso, P.(2019). Can ISO 38200:2018 Wood and Wood Based Product Chain of Custody Increase Business Competitiveness of Wood Industries in West Java ?. *Jurnal Hutan dan Masyarakat*. 8 (2). 113-125. <http://dx.doi.org/10.24259/jhm.v11i2.8358>

Purwanto, A., Asbari, M., & Santoso, P. (2020). Effect of Integrated Management System of ISO 9001:2015 and ISO 22000:2018 Implementation To Packaging Industries Quality Performance at Banten Indonesia. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 4(1), 17-31. <https://doi.org/10.31955/mea.vol4.iss1.pp17-31>

Asbari, M., Nurhayati, W., & Purwanto, A. (2019). Pengaruh Parenting style dan Personality Genetic Terhadap Pengembangan Karakter Anak di Paud Islamic School. *JURNAL AUDI: Jurnal Ilmiah Kajian Ilmu Anak dan Media Informasi PAUD*, 4(2), 148-163. <http://ejurnal.unisri.ac.id/index.php/jpaud/article/view/3344>

Agus Purwanto, Mirza Prameswari, Fredson Kotamena, Masduki Asbari, Priyono Budi Santoso, Mohamad Ramdan, Andi Sulistiadi, Laksmi Mayesti Wijayanti, Choi Chi Hyun, Otto Berman Sihite.(2020).

Pengaruh Penerapan SVLK, FSC, PEFC Terhadap Daya Saing Industri Kertas di Jawa Tengah. *Jurnal Riset Inspirasi Manajemen dan Kewirausahaan*. 4(1). 49-57. DOI : <https://doi.org/10.35130/jrimk>



Purwanto,A.,Asbari,M.(2020).Pengaruh Gaya Kepemimpinan Tansformational, Authentic, Authoritarian, Transactional terhadap Kinerja Guru Pesantren di Tangerang. DIRASAH. 3(1).85-110. <https://doi.org/10.29062/dirasah.v3i1.84>

Asbari, M., Santoso, P., & Purwanto, A. (2019). Pengaruh Kepemimpinan dan Budaya Organisasi Terhadap Perilaku Kerja Inovatif Pada Industri 4.0. JIM UPB (Jurnal Ilmiah Manajemen Universitas Putera Batam), 8(1), 7-15. doi: <https://doi.org/10.33884/jimupb.v8i1.1562>

Purwanto, A., Asbari, M., & Santoso, P.(2019).Pengaruh Kompetensi, Motivasi, Kepemimpinan, Komitmen dan Budaya Kerja Sistem Manajemen Integrasi ISO 9001, ISO 14000 dan ISO 45001 Pada Industri Otomotif. Jurnal Produktivitas Universitas Muhammadiyah Pontianak, 6(2),158-166. DOI: <http://dx.doi.org/10.29406/jpr.v6i2.1798>

Asbari, M., Santoso, P., & Purwanto, A. (2019). Pengaruh Iklim Organisasi dan Kepemimpinan Transformasional Terhadap Produktivitas Kerja Inovatif Pada Industri Manufaktur di Pati Jawa Tengah. Jurnal Produktivitas Universitas Muhammadiyah Pontianak, 7(1 2020), 62-69. doi: DOI : 10.29406/jpr.v7i1.1797

Purwanto, A.,Hutagalung,L.,Yanthy,E.,(2020). FOOD SAFETY MANAGEMENT LEADERSHIP STYLE: TRANSFORMATIONAL OR TRANSACTIONAL?. Jurnal Ekonomi Manajemen.14(2).171-182. <https://doi.org/10.30650/jem.v14i1.1288>

AGUS PURWANTO, Yoyok Cahyono, Popong Suryani.(2020). DAMPAK SKEMA PEFC, FSC DAN ISO 38200 TERHADAP PENINGKATAN DAYA SAING INDUSTRI KAYU, JPIM JURNAL PENELITIAN ILMU MANAJEMEN, 5(2), 97-112, DOI: <http://dx.doi.org/10.30736%2Fjpim.v5i2.300>

Dewiana Novitasari, Masduki Asbari, AGUS PURWANTO, Joni Iskandar, Didi Sutardi, Nelson Silitonga, Arman Syah Putra.(2020). PERAN SOCIAL SUPPORT TERHADAP WORK CONFLICT, KEPUASAN DAN KINERJA. JPIM JURNAL PENELITIAN ILMU MANAJEMEN, 5(2), 187-202. <http://dx.doi.org/10.30736%2Fjpim.v5i2.350>

Virza Utama Alamsyah, Serlie Erna Putri, Rexsalvador Yana, AGUS PURWANTO.(2020). Analisa Pengaruh Entrepreneurial Education Terhadap Entrepreneurial Intention Dengan Menggunakan Fintech Adoption Sebagai Variabel Intervening pada Mahasiswa Jurusan Bisnis-Manajemen. JPEK (Jurnal Pendidikan Ekonomi dan Kewirausahaan).Vol. 3, No. 2, , Hal. 82-94 DOI: <http://dx.doi.org/10.29408>

PURWANTO, A., Asbari, M., & Budi Santoso, P. Wijayanti, L.M, Hyun. C.C (2020). ISO 38200:2018 Benefit and Timber Industries Competitiveness : Rethoric or Reality. *JEMA : Journal of Economic, Management and Accounting Adpertisi*, 1(1). <https://doi.org/10.4536/jr.v1i1.12>

Asbari, M., Wijayanti, L., Hyun, C., Imelda, D., yanthy, E., & PURWANTO, A. (2020). HARD SKILLS ATAU SOFT SKILLS: MANAKAH YANG LEBIH PENTING BAGI INOVASI GURU. *Edumaspul: Jurnal Pendidikan*, 4(1), 1-20. <https://doi.org/10.33487/edumaspul.v4i1.333>

Asbari, M., Nurhayati, W., Purwanto, A., & Putra, F. (2020). Pengaruh Genetic Personality dan Authoritative Parenting Style terhadap Pendidikan Karakter di Aya Sophia Islamic School. *Edumaspul: Jurnal Pendidikan*, 4(1), 142-155. <https://doi.org/10.33487/edumaspul.v4i1.341>



Purwanto, A., Asbari, M., Santoso, P., Wijayanti, L., Hyun, C., Sihite, O., & Saifuddin, M. (2020). Pengaruh Gaya Kepemimpinan Partisipatif dan Otokratis Terhadap Kinerja Sistem Jaminan Halal HAS 23000 Pada Industri Makanan Kemasan. *Edumaspul: Jurnal Pendidikan*, 4(1), 156-179. <https://doi.org/10.33487/edumaspul.v4i1.345>

Asbari, M., Pramono, R., Kotamena, F., Liem, J., Sihite, O., Alamsyah, V., Imelda, D., Setiawan, S., & Purwanto, A. (2020). Studi Fenomenologi Work-Family Conflict dalam Kehidupan Guru Honorer Wanita. *Edumaspul: Jurnal Pendidikan*, 4(1), 180-201. <https://doi.org/10.33487/edumaspul.v4i1.347>
<https://ummaspul.e-journal.id/maspuljr/article/view/348>

Purwanto, A., Pramono, R., Bernarto, I., Asbari, M., Santoso, P., Saifuddin, M., Hyun, C., Wijayanti, L., Ong, Freddy, & Kusumaningsih, W. (2020). Minat dan Hambatan Publikasi Artikel pada Jurnal Internasional Bereputasi: Studi Eksploratori pada Mahasiswa Doktoral di Sebuah Perguruan Tinggi Swasta di Jakarta. *Edumaspul: Jurnal Pendidikan*, 4(1), 219-228. <https://doi.org/10.33487/edumaspul.v4i1.348>

Pramono, R., Cornelia, J., Tiffany, T., Sastradi, Y., & Purwanto, A. (2020). Pengaruh Pembelajaran Variasi Menu, Harga, Lokasi dan Promosi pada Intensi Beli di Restoran XYZ Gading Serpong. *Edumaspul: Jurnal Pendidikan*, 4(1), 226-235. <https://doi.org/10.33487/edumaspul.v4i1.352>

Asbari, M., Pramono, R., Kotamena, F., Sihite, O., Liem, J., Imelda, D., Alamsyah, V., Imelda, D., Setiawan, S., & Purwanto, A. (2020). Bekerja Sambil Kuliah dalam Perspektif Self Management : Studi Etnografi pada karyawan Etnis Jawa di Kota Seribu Industri Tangerang. *Edumaspul: Jurnal Pendidikan*, 4(1), 253-263. <https://doi.org/10.33487/edumaspul.v4i1.363>

AGUS PURWANTO, Masduki Asbari, Agus Hari Hadi. (2020). Gaya Kepemimpinan Perguruan Tinggi Kesehatan: Authentic, Transformational, Authoritarian atau Transactional. *Surya Medika: Jurnal Ilmiah Ilmu Keperawatan dan Ilmu Kesehatan Masyarakat*. 5(1). 8-18. DOI : 10.32504/sm.v15i1.163

Purwanto, A., Pramono, R., Asbari, M., Hyun, C., Wijayanti, L., Putri, R., & Santoso, Priyono. (2020). Studi Eksploratif Dampak Pandemi COVID-19 Terhadap Proses Pembelajaran Online di Sekolah Dasar. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 1-12. Retrieved from <https://ummaspul.e-journal.id/Edupsyscouns/article/view/397>

Senjaya, P., Kotamena, F., Andika, C., & Purwanto, A. (2020). Studi Kasus: Pengaruh Pendidikan Karakter dan Tata Nilai terhadap Kecerdasan Emosi dan Kemandirian Siswa Sekolah Dasar di Serpong. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 22-39. Retrieved from <https://ummaspul.e-journal.id/Edupsyscouns/article/view/401>

Purwanto, A., Asbari, M., Pramono, R., Senjaya, P., Hadi, A., & Andriyani, Y. (2020). Pengaruh Kepemimpinan terhadap Kinerja Guru Sekolah Dasar dengan Keterlibatan Kerja dan Budaya Organisasi sebagai Mediator. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 50-63. Retrieved from <https://ummaspul.e-journal.id/Edupsyscouns/article/view/412>

Fayzhall, M., Purwanto, A., Asbari, M., Basuki, S., Mustofa, M., Hutagalung, D., Maesaroh, S., Winanti, W., Gusli Chidir, G., Goestjahjanti, F., & Andriyani, Y. (2020). Pengaruh Gaya Kepemimpinan Terhadap Kapabilitas Inovasi Guru dalam Perspektif Organizational



Learning. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 64-91. Retrieved from <https://ummaspul.e-journal.id/Edupsycouns/article/view/413>

Purwanto, A. (2020). Studi Eksplorasi Dampak Work From Home (WFH) Terhadap Kinerja Guru Selama Pandemi Covid-19. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 92-100. Retrieved from <https://ummaspul.e-journal.id/Edupsycouns/article/view/418>

Asbari, M., Purwanto, A., Ong, F., Mustikasiwi, A., Maesaroh, S., Mustofa, M., Hutagalung, D., & Andriyani, Y. (2020). Impact of Hard Skills, Soft Skills and Organizational Culture: Lecturer Innovation Competencies as Mediating. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 101-121. Retrieved from <https://ummaspul.e-journal.id/Edupsycouns/article/view/419>

Asbari, M., Purwanto, A., Fayzhall, M., Goestjahjanti, F., Winanti, W., Yuwono, T., Dhaniel Hutagalung, D., Basuki, S., Maesaroh, S., Mustofa, M., Gusli Chidir, G., & Yani, A. (2020). Peran Kepemimpinan Transformasional dan Organisasi Pembelajaran terhadap Kapasitas Inovasi Sekolah. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 122-145. Retrieved from <https://ummaspul.e-journal.id/Edupsycouns/article/view/421>

Basuki, S., Asbari, M., Purwanto, A., Agistiawati, E., Fayzhall, M., Radita, F., Maesaroh, S., Mustofa, M., Asnaini, S., Chidir, G., Winanti, W., Yani, A., Singgih, E., Sudiyono, R., Goestjahjanti, F., Yuwono, T., & Hutagalung, D. (2020). Pengaruh Organizational Culture terhadap Teacher Innovation Capability dalam Perspektif Knowledge Sharing: Studi Kasus Jabodetabek. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 171-192. Retrieved from <https://ummaspul.e-journal.id/Edupsycouns/article/view/432>

Goestjahjanti, F., Purwanto, A., Asbari, M., Wijayanti, L., Hyun, C., Agistiawati, E., Fayzhall, M., Radita, F., Maesaroh, S., Mustofa, M., Asnaini, S., Chidir, G., Winanti, W., Yani, A., Singgih, E., Sudiyono, R., Basuki, S., Yuwono, T., Hutagalung, D., & Dewi, W. (2020). Pengaruh Organizational Learning terhadap Peningkatan Hard Skills, Soft Skills dan Inovasi Guru. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 202-226. Retrieved from <https://ummaspul.e-journal.id/Edupsycouns/article/view/436>

Purwanto, A., & Asbari, M. (2020). Model Pengaruh Gaya Kepemimpinan Authentic, Authoritarian, Transformational, Transactional Berpengaruh Terhadap Kinerja : Studi Pada Kinerja Dosen Perguruan Tinggi di Jawa Tengah. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 227. Retrieved from <https://ummaspul.e-journal.id/Edupsycouns/article/view/441>

Fayzhall, M., Purwanto, A., Asbari, M., Goestjahjanti, F., Winanti, W., Yuwono, T., Radita, F., Nurasih, N., Yulia, Y., Cahyono, Y., & Suryani, P. (2020). Transformational versus Transactional Leadership: Manakah yang Mempengaruhi Kepuasan Kerja Guru?. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 256-275. Retrieved from <https://ummaspul.e-journal.id/Edupsycouns/article/view/463>

Waruwu, H., Asbari, M., Purwanto, A., Nugroho, Y., Fikri, M., Fauji, A., Shobihi, A., Hulu, P., Sudiyono, R., Agistiawati, E., & Dewi, W. (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. Retrieved from <https://ummaspul.e-journal.id/Edupsycouns/article/view/499>

Fikri, M., Asbari, M., Purwanto, A., Nugroho, Y., Waruwu, H., Fauji, A., Shobihi, A., Singgih, E., Sudiyono, R., Agistiawati, E., & Dewi, W. (2020). A Mediation Role of Organizational of



Learning on Relationship of Hard Skills, Soft Skills, Innovation and Performance: Evidence at Islamic School. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 398-43. Retrieved from <https://ummaspul.e-journal.id/Edupsyscouns/article/view/498>

Suryani, P., Cahyono, Y., & Utami, B. D. (2020). Pengaruh Motivasi Dan Gaya Kepemimpinan Terhadap Produktivitas Kerja Karyawan Produksi di PT Tuntex Garment Indonesia. *Journal of Industrial Engineering & Management Research*, 1(1), 70-82. <https://doi.org/10.7777/jiemar.v1i1.28>

Putri, K. A. S., Vania, A., & Fikriah, N. L. (2020). PENGARUH KUALITAS LAYANAN TERHADAP KEPUASAN PELANGGAN DENGAN KEPERCAYAAN PELANGGAN SEBAGAI VARIABEL MEDIASI PADA UKM KHARISMA SEJAHTERA. *Journal of Industrial Engineering & Management Research*, 1(2), 140-152. <https://doi.org/10.7777/jiemar.v1i2.48>

Suprpti, S., Asbari, M., Cahyono, Y., & Mufid, A. (2020). LEADERSHIP STYLE, ORGANIZATIONAL CULTURE AND INNOVATIVE BEHAVIOR ON PUBLIC HEALTH CENTER PERFORMANCE DURING PANDEMIC COVID-19. *Journal of Industrial Engineering & Management Research*, 1(2), 76-88. <https://doi.org/10.7777/jiemar.v1i2.42>

Juliana, J., Djakasaputra, A., & Pramono, R. (2020). GREEN PERCEIVED RISK, GREEN VIRAL COMMUNICATION, GREEN PERCEIVED VALUE AGAINST GREEN PURCHASE INTENTION THROUGH GREEN SATISFACTION. *Journal of Industrial Engineering & Management Research*, 1(2), 124-139. <https://doi.org/10.7777/jiemar.v1i2.46>

PURWANTO, Agus; SAIFUDDIN, Mirza Prameswari. APAKAH SISTEM MANAJEMEN FSC, PEFC DAN ISO 38200:2018 MEMPENGARUHI DAYA SAING BISNIS STUDI PADA INDUSTRI KAYU DI JAWA TENGAH. *Jurnal Ilmu Manajemen dan Akuntansi Terapan (JIMAT)*, [S.l.], v. 11, n. 1, p. 16 - 27, may 2020. ISSN 2656-4440. Available at: <http://jurnal.stietotalwin.ac.id/index.php/jimat/article/view/213>. Date accessed: 04 june 2020. doi: <http://dx.doi.org/10.36694/jimat.v11i1.213>.