Effect of Servant, Digital and Green Leadership toward Business Performance: Evidence from Indonesian Manufacturing

Milawati Lusiani[1], Zaenal Abidin[2], Dwi Fitrianingsih[3], Erny Yusnita[4], Djaka Adiwinata[5], Dini Rachmaniah[6], Mukhlasin[7], Anis Fauzi[8], Agus Purwanto[9]*

[1,4,5,6,7]Universitas Faletehan, Indonesia
[2]Sekolah Tinggi Ilmu Administrasi Banten, Indonesia
[3]Sekolah Tinggi Ilmu Ekonomi Banten, Indonesia
[4]UIN Sultan Maulana Hasanuddin Banten, Indonesia
[9]Pelita Harapan University, Indonesia

Corresponding Author: Agus Purwanto   **Email**: aguspurwanto.prof@gmail.com

ABSTRACT

The purpose of this study was to analyze the influence of green leadership, servant leadeship and digital leadership toward business performance. This research method is a quantitative method with data processing tools using the SmartPLS version 3.0 program. The research data were obtained from an online electronic questionnaire distributed online using a snowball sampling system. The respondents of this study were 200 managers if manufacturing in Banten. The results of data analysis show that servant leadership, digital leadeship and green Leadership significantly influence business performance. The novelty of this study is the first leadership research model with servant, digital and green variables on manufacturing performance.

INTRODUCTION

According to Pramono (2020); Dezky (2020); Asbari (2020); In the era of the industrial revolution 4.0, the development of industrial technology developed rapidly and progressed. Technology assists humans in completing work on a large scale which results in meeting the increasing demands and needs of users. Many new thoughts that have not been understood from industry 4.0 are leading to a reduction in the role of humans and a shift to technology. With the development of this industrial revolution, it can further elevate the product image of small and medium-sized companies to be recognized by the outside world with the role of technology. The industrial revolution 4.0 has a direct impact on business behavior in Indonesia. The phenomenon of the industrial revolution 4.0 is marked by changes in people's lifestyles and the emergence of the online shopping phenomenon which has reduced competitiveness in manufacturing, thus affecting the decline in manufacturing competitiveness. The world is currently facing the 4th industry change or what is known as Industry 4.0. Based on the Mckinsey Global Institute analysis, Industry 4.0 has a very large and broad impact, especially in the employment sector, where robots and machines will eliminate many jobs in the world. For this reason, the industrial revolution era must be addressed by industry players wisely and carefully. On the one hand, this industrial era through its connectivity and digitalisation has been able to increase the efficiency of the manufacturing chain and product quality. However, on the other hand, this industrial revolution will also eliminate 800 million jobs worldwide until 2030 due to being taken over by robots. This could be a threat to Indonesia as a country that has a high enough workforce and unemployment rate. For this reason, the government needs to respond to these changes appropriately through

the formulation of strategies that are able to increase the competitiveness of national industries while creating wider employment opportunities. The era of the fourth Industrial Revolution was marked by artificial intelligence, super computers, genetic engineering, nanotechnology, automatic cars and innovation. According to Asbari (2020); Wibowo (2020); Nugroho (2020) and Purwanto (2020) These changes occur at an exponential rate that will impact the economy, industry, government and politics. In this era, the world has become a global village. Industry 4.0 is a term that was first coined in Germany in 2011 which was marked by a digital revolution. This industry is a digitally connected industrial process that includes various types of technology, from 3D printing to robotics that are believed to be able to increase productivity. This industrial revolution 4.0 gave birth to super computers, driverless vehicles, smart robots, the development of neurotechnology and other fully automated digital worlds. Currently, the reality in the world can be connected to the virtual world through the help of the internet. This is what causes various changes in human life, especially in the business world. The technological advances in it make the face of the world industry change drastically. For various companies, the era of the industrial revolution 4.0 is an absolute and unavoidable phenomenon. Companies must have a strategy that is capable of transformation and innovation to deal with it. This is done so that companies and businesses that have been built are not crushed by the times and their development is hampered. The company must already have an integrated travel map so that the direction of business development is clearly visible. At this time the Indonesian government has also come up with a strategy that paves the way to the Indonesian industrial revolution 4.0. If it is related to the company, the strategy

map issued is predicted to be a solution to accelerate the development of the national industry in this digital age.

Based on the map issued by the government, here are the strategies that companies can do in the era of industrial revolution 4.0: 1. Improving the flow of goods and materials, improving the flow of goods and materials is an effort launched by the government to help companies in Indonesia. This improvement effort aims to reduce imports of raw materials and various production components in the industry. Besides being able to save money, this utilization is also expected to spur Indonesia's natural resources to be of higher value. Local production from the upstream and middle sectors is increasingly being increased, which is accompanied by increased capacity and accelerated technology adoption. 2. Improving the Quality of Human Resources, With the incessant changes in lines of life to become completely digital, it is not impossible that robots will replace human jobs. However, the domination of robots will not occur in all sectors. Robots are still not able to take over jobs related to human interaction and knowledge. Therefore, companies need to prepare reliable human resources in order to continue to achieve success. Employees should be encouraged to continue learning and increase their knowledge of technology. Because it is the workforce that is able to apply and control technology today who is able to keep moving forward. This is also supported by the government which plans to overhaul the education curriculum in Indonesia. Later Indonesian education will emphasize more on Science, Technology, Engineering, the Arts, and Mathematics (STEAM), and improve the quality of vocational schools.3. Use of Digital Technology, as expected by the government, companies are able to use digital technology such as Big Data, Autonomous Robots, Cybersecurity, Cloud, and Augmented Reality. The use of digital technology is the embodiment of three smart solutions in the face of the 4.0 industrial revolution, namely smart foundation, smart process, and smart connectivity. Companies must have a strategy to build a smart IT foundation, build intelligent IT processes and also build an intelligent IT connectivity system. If all these things are successfully done, it will be very helpful to increase work efficiency within the company. Even with the application of this technology the company will be able to save costs around 12 to 15%. 4. Harmonization of Rules & Policies. In a company there are many processes that are passed to finally produce a product. And in each of these processes there are its own rules and policies. Both the rules and policies aimed at goods and services produced, employees, management and office holders. Harmonization is also needed in the making and application of these rules and policies so as not to backfire on the company itself. Especially in the era of the industrial revolution where various lines within the company also changed. Rules and policies in raw material supply, employee protection, division of labor, business competition, and many more must be clearly drawn up so as not to harm either party. Apart from within the company, the government also helps by harmonizing rules and policies to support industrial competitiveness and ensure good coordination with policy makers.
5. Attracting Foreign Investors' Interest. A business needs investor to support the company's development. Like a new business, companies that are entering the industrial era 4.0 also need investors to help. Not only from a material perspective, but these investors can also be used for technology transfer. Especially foreign investors who have largely undergone revolutionary changes long before local companies even knew them. The presence of foreign investors is very helpful for developing countries like Indonesia, which still have less technology application. To increase investment, the Indonesian government will also actively involve global manufacturing companies. The government will later select the world's top 100 manufacturing companies as prime candidates and offer attractive incentives. Another way to take is dialogue with foreign governments for collaboration at the national level. This effort is expected to influence the transformation process of industrial economic activities in Indonesia. 6. Expand Business Network. Efforts to expand business networks can be done in various ways. Not only targeting investors but also consumers. Expand the company's network among consumers by providing quality products and satisfying services. With the satisfaction obtained, it is not impossible that the customer himself who paved the way for your company to be known by many parties. It is also assisted by conducting promotions and getting closer to consumers which are the most effective solutions to retaining consumers. Because if consumers have trusted in your company, changes in consumption patterns and methods as a result of the industrial revolution will not affect them too much.

According to Vizano (2020); Pramono (2020) and Dezky (2020) Those are some of the strategies that companies can take to be able to face the era of the industrial revolution 4.0 where all changes can occur. The conclusion is that the company must be able to create a sustainable innovation climate. Because companies that continue to innovate will find ways to stay relevant and lead the competition in this era of industrial revolution 4.0. Apart from the several points above, one other important thing that must be managed properly by a company to survive is administration and finance. In the era of the industrial revolution 4.0, the administrative and financial regulatory system has also changed. Because the company must have increased technology-based economic activities. That is why financial processing no longer uses conventional methods but uses web-based technology. In the era of industrial revolution 4.0, the most prominent technology in business today is information technology (IT) with digital technology and the internet will be the basis for revolutionary change in all industries (K. Jung et.al, 2018; Borges, et.al 2009). Technology accompanied by innovation is very important in creating an integrated corporate value chain to create high-quality services, so that to make it happen, companies must always innovate. Technology and innovation are very important for retail because they play an important role in helping to improve their business and are able to provide the best service for customers (Y Mun and Yazdanifard, 2013; Pantano and G. Laria, 2012). Service quality and innovation are two elements that can build competitive advantage, service quality as an adequate infrastructure in providing services, while innovation is implemented because consumers want updates in services that are felt by consumers, so that the end result of quality service is accompanied by service innovation. it will create competitive advantage.

According to Cahyono (2020) and Fahmi (2020) the values of the core elements of servant leadership are based on the value of humility and respect for others with a focus on trust, respect for others and empowerment.

Servant leadership is a leadership style that is more effective because it reflects the best use of a leader's strength through serving styles, with the findings that a leader "hears" and "empathizes" and is an inspiratory and balance guardian of an organization rather than just a controller and an instructor. The purpose of this study was to analyze the influence of ecology leadership, servant leadeship and digital eadership toward universities performance

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Green Leadership Style

According to Asbari (2020) the leadership style will determine the company's response to its environment. The leadership style shows a different attitude of environmental concern. According to Slamet (2020) transformational leader who has green values, then he will have an influence on the green behavior of his subordinates, where he will motivate subordinates to overcome obstacles by paying more attention to things that are beneficial to the organizational environment, thinking about sustainable organizational development, and solving problems. environment in more innovative ways. In addition, it also increases the subordinates' concerns about environmental issues by building good relationships with them and then increasing the green values of their subordinates. The role of the business 's green leadership in the formation of an environmentally cultured school, namely: (1) educator; (2) manager; (3) innovators; (4) motivator; and (5) figures. Leadership role green school principal as educator, indicated by the process of providing value education environmental care, which is carried out through three models, namely: (a) awareness (through socialization and posters with the theme of environment and health); (b) habituation (through the application of school culture steadily to form a habit in students); and (c) strengthening (through giving oral and written appreciation). According to Asbari (2020); Bernarto (2020) and Sartika (2020) the green leadership role of the principal as manager is shown in the form of: (a) environmentally friendly school policy formulation; (b) student empowerment to become environmental cadres as well as some school personnel to oversee the policy; and (c) delegated the task of making an MoU on cross-sectoral cooperation to several business personnel. According to Vizano (2020); Pramono (2020) and Dezky (2020) the role of the principal's green leadership as an innovator is manifested in form creation of innovative environmentally friendly supporting facilities. The green leadership role of the principal as a motivator, indicated by the provision of motivation to school members to actively implementing environment-based school activities and maintaining a school-based culture environment. Meanwhile, the role of the principal's green leadership as a figure is indicated by There is an exemplary attitude of caring for the environment, so that the principal is imprinted as a role model business for cultured environment.

Servant Leadership Style

According to Cahyono (2020) and Fahmi (2020) important characteristics of a servant leader are described as follows: 1) Listening: In servant leadership, a manager must have communication skills to make decisions. A servant leader has the motivation to listen intently to his fruit and support them in identifying decisions. 2) Empathy: A servant leader seeks to understand and empathize with others. A worker can be treated not only as an employee, but also as a person who needs respect and appreciation for their personal development. 3) Healing: A great strength of servant leaders is the ability to heal others and oneself. According to Kartika (2020) and Asbari (2020) a servant leader tries to help people solve their problems and conflicts that occur, because he wants to develop each individual's skills. This leads to the formation of a corporate business culture, in which the work environment will portray an atmosphere that is pleasant, dynamic and there is no fear of failure. 4) Persuasion: A servant leader does not take advantage of the power of his status by forcing his men to obey; but rather try to convince them to do something 5) Conceptualization: A servant leader thinks far beyond everyday reality. That means he has the ability to see beyond the boundaries of the operating business and also focus on the long-term goals of the company. According to Suheny (2020); Supriadi (2020) and Kadiyono (2020) a leader develops a personal vision which only he can develop by thinking about it. It will produce specific goals and implementation strategies that need to be implemented. Leaders must have the ability to communicate the vision not only at a verbal level but also integrated into visible and consistent behavior; Honesty and integrity, have similarities in understanding with an integral part and describe good leadership character related to ethics and moral content. Leaders who are honest and with integrity as a picture of a good leader with credibility (trustworthy, have good habits, adhere to values, have character and competence) generate trust and commitment from their followers; Trust, is the root of leadership as a significant factor affecting the relationship between leaders and members, so that leadership becomes effective and productive. According to Vizano (2020) ; Pramono (2020) and Dezky (2020) a leader must pay attention to efforts to demonstrate or demonstrate the practice of personal integrity in organizational duties and loyalty in order to build the trust of followers, as well as competence in the form of knowledge and abilities; Service, is the basic motivation of a leader with a desire to serve and choose to put personal interests aside. Serving leaders fulfill the resources needed to achieve success or organizational goals and give meaning to work; The work to take care of is a fundamental part of service and it is carried out by members of the organization and leaders; Model, is a form that appears and is shown as an example or role model of a leader who is important in servant leadership. Servant leaders draw followers into commitment, dedication, discipline and excellence. Leaders are expected to demonstrate visible behavior (visibility) in interactions with followers; Pioneers, positioning the demands for leaders to be extraordinary initiators and agents of change, capable of making good decisions, dare to take risks, dare to face challenges, and display courage.

Digital Leadership Style

A digital leader is someone who is able to utilize information technology to achieve common goals in an organization. Therefore, to carry out digital transformation in the public sector in order to increase the effectiveness of public services amid the current corona pandemic, it is important for ASN to have the ability of a digital leader. Digital is also known as e-leadership or electronic leadership introduced by Avolio, Kahai, and Dodge which is featured in the scientific article E-leadership Implications for Theory, Research, and

Practice. According to the article, e-leadership occurs in the context of e-environment where work is carried out through information technology, especially the use of the internet. According to Asbari (2020); Bernarto (2020) and Sartika (2020) there are characteristics of e-ledership that distinguish it from ordinary leadership or traditional leadership. First, in terms of e-leadership communication it requires the use of electronic media to communicate with other members. The use of social networks such as line, facebook, instagram, twitter, and so on can be used as a medium of communication. Second, an e-leader must have the ability to think and cooperate without the constraints of time, space, and cultural barriers where supervision and face-to-face interactions are unnecessary. Communication through information technology makes it possible for leaders to communicate with many employees effectively and efficiently. Third, digital leaders have the ability to monitor and manage virtual work effectively. A public sector leader must have the capability to manage and monitor virtual work performed by employees. This is to ensure whether employees are performing their duties and functions properly and whether employees understand the directions given and ensure that the targets set can be achieved. besides being flexible in the use of time, an e-leader can adapt to changing technological environments. According to Vizano (2020) ; Pramono (2020) and Dezky (2020) the rapid development of technology requires leaders and employees to adapt to changes in order to achieve organizational goals. Not only that, but digital leaders must also be formed with a mindset and the ability to solve problems and be able to maintain relationships between members and between teams. Digital leadership can form leaders in the future who can bring success to organizations in the era of technological development. E-leader is also suitable for being applied to a leader who has a transformational leadership style. According to Kartika (2020) and Asbari (2020) one of the characteristics of a transformational leader is idealized influence, where the behavior of the leader who provides the vision and mission, earns respect and trust from subordinates and creates a sense of pride. physical space. From there, the role of digital leadership is needed to gain the trust of lecturers

Based on the study of existing theories and previous research, the following hypotheses were developed:

Hypothesis 1 (H1) Green leadership style influence Business performance

Hypothesis 2 (H2) Servant leadership style influence Business performance

Hypothesis 3 (H3) Digital leadership Style influence Business performance

METHODS

The method used in this research is quantitative method. Data collection by distributing questionnaires to 200 managers of manufacturing in Banten. The electronic questionnaire was distributed online using the snowball sampling technique. Each closed question / statement item is given five answer options, namely: strongly agree (SS) score 5, agree (S) score 4, neutral / doubtful (N) score 3, disagree (TS) score 2, and strongly disagree. agree (STS) score 1. The method for processing and analyzing data is by using PLS and using SmartPLS version 3.0 software. Hypothesis testing in this study uses the Partial Least Square (PLS) method. PLS is an alternative method of analysis with variance-based Structural Equation Modeling (SEM). The advantage of this method is that it does not require assumptions and can be estimated with a relatively small number of samples. The results of the frequency descriptive data processing for the characteristics of the respondents provide an overview of the respondents who are sampled and answer the questionnaire. This method also used by research conducted by Cahyono (2020); Fahmi (2020); Vizano (2020); Pramono (2020); Dezky (2020); Asbari (2020); Bernarto (2020); Sartika (2020); Suheny (2020); Supriadi (2020); Kadiyono (2020); Zena (2020); Cahyono (2020); Kartika (2020); Asbari (2020); Wibowo (2020); Nugroho (2020) and Purwanto (2020).

The characteristics of the respondents are presented the following in table 1.:

Table 1. Respondent Descriptive Information

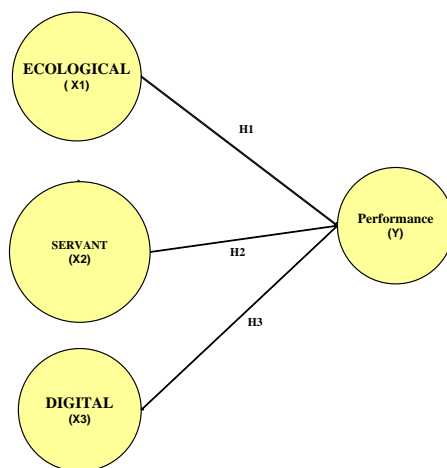| Criteria		Total
Age	< 30 Years	70
	30 - 40 Years	60
	> 40 Years	70
Working Periode	< 5 Years	80
	5-10 Years	60
	> 10 Years	60
Gender	Male	120
	Female	80

Figure 1. Research Model

Based on the study of existing theories and previous research, the following hypotheses were developed:
Hypothesis 1 (H1) Green leadership style influence business performance
Hypothesis 2 (H2) Servant leadership style influence business performance
Hypothesis 3 (H3) Digital leadership Style influence business performance

Indicators of business performance variable has 7 sub variables, namely 7 accreditation standards: a. Vision, mission, goals and strategies for achievement; b. Governance, leadership, management & quality assurance systems; c. Students and graduates, d. Human Resources; e. Curriculum, learning and academic atmosphere; f. Funding, facilities and information systems g. Research, community service and cooperation

RESULT AND DISCUSSION
Convergent Validity Test
Convergent validity is the extent to which a measure is positively correlated with alternative measures of the same construct. To evaluate the convergent validity of the reflective constructs, we consider the outer loadings of the indicator and the average variance extracted (AVE). A high outer loading in the construct indicates that the related indicators have many similarities, which are captured by the construct. At a minimum, the outer loadings of all indicators must be statistically significant. The general

rule is that the standard outer loadings must be 0.7 or higher. Consideration removes outer loadings. Rather than automatically removing the indicator when the outer loadings are below 0.70, researchers should carefully examine the effect of item deletion on composite reliability, as well as on the validity of the construct content. In general, indicators with outer loadings between 0.40 and 0.70 should be considered for removal from the scale only when removing the indicator leads to an increase in composite reliability (or average variance extracted) above the recommended threshold value. Another consideration in the decision whether to remove indicators is the extent to which their removal affects the validity of the content. Indicators with weaker outer loadings are sometimes maintained based on their contribution to content validity. Indicators with very low outer loadings (below 0.40) should, however, always be omitted from the construct (Hair et al., 2011). For AVE values, AVE 0.50> or higher indicates that, on average, the construct explains more than half the variance of its indicator. In contrast, an AVE of less than 0.50 indicates that, on average, more variants remain in the item error than in the variance described by the construct.
This analysis step also used by research conducted by Cahyono (2020); Fahmi (2020); Vizano (2020); Pramono (2020); Dezky (2020); Asbari (2020); Bernarto (2020); Sartika (2020); Suheny (2020); Supriadi (2020); Kadiyono (2020); Zena (2020); Cahyono (2020); Kartika (2020); Asbari (2020); Wibowo (2020); Nugroho (2020) and Purwanto (2020)

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

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Green Leadership (X1)	X11	0.656	0.818	0.723	0.815
	X12	0.612			
	X13	0.832			
Servant Leadership (X2)	X21	0.667	0.718	0.887	0.721
	X22	0.621			
	X23	0.715			
Digital Leadership (X3)	X31	0.667	0.823	0.911	0.809
	X32	0.511			
	X33	0.614			
Business Performance *(Y)*	Y1	0.776	0.723	0.808	0.707
	Y2	0.612			
	Y3	0.734			

Discriminant Validity Test

Discriminant validity is the extent to which a construct is completely different from another by empirical standards. Thus, establishing discriminant validity implies that a construct is unique and captures phenomena that are not represented by other constructs in the model. Traditionally, researchers have relied on two measures of discriminant validity. Cross-loadings are usually the first approach to assessing the discriminant validity of indicators. In particular, the outer loadings of the indicator on the associated construct must be greater than any cross-loadings (i.e., the correlation) of the other constructs.

Table 3. Discriminant Validity

Variables	E	S	D	P
Green Leadership	0.931			
Servant Leadership	0.718	0.815		
Digital Leadership	0.632	0.745	0.931	
Business Performance	0.523	0.645	0.621	0.911

The results of the discriminant validity test in table 3 above can conclude that the model meets the discriminant validity show by all constructs that have AVE square root values above the correlation value with other latent constructs. The Fornell-Larcker criterion is a second approach to assessing discriminant validity. It compares the square root of the AVE value with the latent variable correlation. In particular, the square root of each AVE construct must be greater than the highest correlation with the other constructs. An alternative approach to evaluating the Fornell-Larcker criterion results is to determine whether the AVE is greater than the squared correlation with other constructs. The logic of the Fornell-Larcker method is based on the idea that constructs share more variance with related indicators than with other constructs.

Tabel 4. Collinearity Statistics (VIF)

Variables	Market Performance (P)
Green Leadership	1.109
Servant Leadership	1.309
Digital Leadership	1.108

Based on the test results in Table 4, all VIF scores for all variables are less than 5, meaning that this model does not have a collinearity problem. Hypothesis testing in PLS includes the direct effect significance test. The effect test is carried out using the t-statistical test in the partial least squared (PLS) analysis model using the SmartPLS 3.0 software. With the boothstrapping technique, the R Square value and the significance test value were obtained as shown in the Table below:

Table 5. R Square Velue

	R Square	R Square Adjusted
Business Performance	0.888	0.686

According to Table 4 above, the R Square markets' performance (TP) value of 0.873 which means that the business performance variable (TP) can be explained by green, servant and digital leadership variable by 88.8 %, while other variables explain the remaining 11.2% (not discussed in this research). While Table 5 displays the effect between the research variables that have been mentioned are showed the T Statistics and P-Values .

Hypothesis Test

Internal consistency reliability: composite reliability should be higher than 0.70 (in exploratory research, 0.60 to 0.70 is considered acceptable). Consider Cronbach's alpha as the lower bound and composite reliability as the upper limit of internal consistency reliability. Indicator reliability: the outer loadings of the indicator must be higher than 0.70. Indicators with outer loadings between 0.40 and 0.70 should be considered for removal only if deletion causes an increase in composite reliability and AVE above the threshold value of 0. 5.. The t-statistic test in the partial least squared (PLS) analysis model using the help of SmartPLS 3.0 software perform using the direct effect test.

This analysis step also used by research conducted by Cahyono (2020); Fahmi (2020); Vizano (2020); Pramono (2020); Dezky (2020); Asbari (2020); Bernarto (2020); Sartika (2020); Suheny (2020); Supriadi (2020); Kadiyono (2020); Zena (2020); Cahyono (2020); Kartika (2020); Asbari (2020); Wibowo (2020); Nugroho (2020) and Purwanto (2020) The table below obtain the bootstrapping technique, R Square values, and significance test values:

Table 6 shows t-statistics and p-values that show the influence between variable variables

Table 6. Hypotheses Testing

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	X1->Y	0.613	0.015	3.238	0.001	*Supported*
H2	X2->Y	0.511	0.167	6.325	0.000	*Supported*
H3	X3->Y	0.611	0.123	2.261	0.001	*Supported*

Based on the statistical calculations summarized in Table 6 above, it is concluded that all variables green leadership, digital leadership and servant leadership are positive and significant. Evidenced by the t-statistics value is greater than 1.96 and the p-value is smaller than 0.05. meaning that all hypotheses are accepted.

DISCUSSION
The influence of Green leadership on business performance
Based on statistical calculations with PLS in Table 6 above, it can be concluded that the variable green leadership positively and significantly affects the business performance variable. This is evidenced by the t-statistics value of 3.238 greater than 1.96 and the p-value of 0.001 less than 0.05. That is, the hypothesis is accepted. These findings are in line with and in accordance with the results of previous studies by Cahyono (2020); Kartika (2020); Fahmi (2020); Sartika (2020) and Vizano (2020) which states that green leadership has a positive and significant effect on business performance, meaning that green leadership will encourage an increase in business performance.

The influence of servant leadership on business performance
Based on statistical calculations using PLS in Table 6 above, it can be concluded that the servant leadership variable positively and significantly affects the business performance variable. This is evidenced by the t-statistics value of 6.325 which is greater than 1.96 and the p-value of 0.000 which is smaller than 0.05. That is, the hypothesis is accepted. These findings are in line with and in accordance with the results of previous studies by Zena (2020); Nugroho (2020); Dezky (2020); Asbari (2020); Bernarto (2020); Pramono (2020) which states that servant leadership has a positive and significant effect on business performance, meaning that servant leadership will encourage an increase in business performance

The influence of digital leadership on Market Performance
Based on statistical calculations using PLS in Table 6 above, it can be concluded that the digital leadership variable positively and significantly affects the business performance variable. This is evidenced by the t-statistics value of 2.261 which is greater than 1.96 and the p-value of 0.002 is smaller than 0.05. That is, the hypothesis is accepted. These findings are in line with and in accordance with the results of previous studies by Sartika (2020) and Vizano (2020) ; Zena (2020); Nugroho (2020) and Dezky (2020); which state that digital leadership has a positive and significant effect on business performance, meaning that digital leadership will encourage increased business performance

Discussion
Virtual leaders must communicate with people through electronic media effectively. Whereas without face-to-face communication, it is very difficult to trust someone. So, building trust with followers in virtual communication is a big challenge for leaders because face-to-face communication does not occur between them. It is also very difficult for a leader to inspire people, motivate and inspire them to do a good job in virtual situations because he or she cannot see their reactions and expressions about his direction and guidance.

Even if virtual communication can be carried out effectively, the virtual leader still has to make great efforts to direct and guide people remotely. This creates a huge challenge for leaders to create a collaborative virtual culture. It is a culture that helps him to be heard by all followers so that they can coordinate with him to achieve common goals. Build a social climate through ICTs so that followers coordinate with each other and work in a more socially responsible manner keeping in mind the others.

An in-depth study of e-leadership shows that there are five different principles from traditional leadership that have an impact on the need for specific skills or abilities.

First is the type of communication. In traditional leadership face-to-face communication takes place between the leader and his followers but in the case of e-leadership communication, communication occurs via electronic media such as the internet, between the leader and his followers. Such communication media can be relatively 'traditional' such as email, it can also use WhatsApp (WA) and LINE applications, or even direct messages in the Instagram application. Therefore, virtual leaders must have good communication skills. E-leadership requires the use of electronic media to communicate with followers. Email is mostly used by virtual leaders so they must have written communication skills to complete the work of their followers according to their directions.

The virtual leader must also have social networking skills. Social sites such as Facebook, Twitter, Instagram, LINE, etc. can also be used by leaders to lead their followers so they must have the skills to use these sites effectively to achieve their organizational goals. The second difference is in terms of members. In the case of traditional leadership leaders and their followers are the main members but in the case of e-leadership leaders are called virtual leaders and followers are called virtual followers. Because they are virtual, the emotional and psychological responses between followers and leaders are difficult to capture. Virtual leaders need to be sensitive to the mindset of followers. Here it is also important to understand that followers come from different social and economic backgrounds so that virtual leaders must be able to understand the mindset and values of followers. The third

difference is the quality aspect. The qualities of both are the same but members in e-leadership must have knowledge of new and modern information and communication technology (ICT), something that is not required in the case of traditional leadership. Virtual leaders certainly have the ability to use ICT well. He or she must have the latest knowledge of ICTs to guide people through electronic media as this is the foundation of e-leadership. Then he has the ability to convince others about the benefits of the new technology, because he must be able to convince others that communication via electronic media provides various benefits such as helping to remove the barriers of time and distance. Apart from that he must be innovative enough to use new technology in his leadership to reap the benefits of modern technology. The fourth difference is the need for space. In traditional leadership, a certain office or place is required to do the work by the leader and his followers. But in e-leadership, offices in certain locations are not needed, they can communicate with each other even from one place to another, from one country to another. E-leaders must also have knowledge of how to think and work across time boundaries, spatial boundaries, and cultural barriers where direct supervision and interaction is not possible. With information and communication technology, leaders can communicate with not only hundreds but thousands of people at the same time at the touch of a button.

Virtual leaders need to have a global and multicultural mindset. Virtual leaders operate from a distance, they can guide people from an organization working outside the boundaries of cities, provinces, even countries, involving employees from different cultures, in this case it is important for virtual leaders to have a mindset and attitude to guide them properly. Virtual leaders should have the ability to effectively monitor and manage virtual work. It must have the qualities to effectively monitor and manage virtual jobs to find out whether they are functioning properly or not, whether electronic communication is working or not, whether followers understand the direction or not. The final difference is the availability of members. In the case of traditional leadership all members are only available during office hours, but e-leadership members are available even outside of working hours, 24 hours a day 7 days a week. Therefore, virtual leaders need to be on a 24x7 orientation - they must be able to work any time 24 hours a day and 7 days a week. However, the e-leader must be flexible enough to deal with changes in the business environment, changes in the technological environment, so that he can do the work to achieve organizational goals keeping in mind the changes in the business environment. Looking at the difference between traditional leadership approaches and e-leadership, there are two things can be done for (prospective) e-leaders in order to lead effectively. First, get the right training. Namely training to provide knowledge about the latest information and communication technology because ICT is the basis for e-leadership. Without knowledge of the latest information technology, e-leadership cannot be successfully used by companies. In addition, training on traditional leadership approaches and e-leadership itself is proven to greatly influence the effectiveness of e-leadership in companies or organizations in general. Second, keep using face-to-face communication in e-leadership. It is true that face-to-face communication is not required for a virtual leader to guide followers. But without face-to-face interactions, it can be difficult for e-leaders to see followers' expressions and

reactions about their instructions. It may be difficult for e-leaders to inspire and motivate followers in a better way. So video calls or tele-conferences can be used to conduct face-to-face communication between e-leaders and their followers. Finally, we need to realize that even though using electronic media does not mean that e-leadership only fits into a task-oriented autocratic leadership style. Virtual leaders, in fact, need to be people-oriented and at the same time have a strong technical orientation (technically minded).

A leader with a serving leadership style (Servant Leadership), can be identified through the following characteristics: a. Listening, the servant leader tries to clearly identify and understand the will of the group. They try to listen responsively to what is said (and not said). Listening to and understanding what the body, soul and mind are communicating. B. Acceptance of others and empathy, Servant leaders strive to understand and give empathy to others. People need to be accepted and recognized as a special and unique individual. Every individual does not want his presence in an organization / company to be rejected by other people around him. The most successful servant leaders are those who are capable of being empathetic listeners. C. The ability to predict, the ability to take into account conditions that have occurred or predict the possible outcome of a situation is difficult to define, but easy to recognize. The ability to predict is a characteristic that enables servant leaders to understand lessons from the past, present realities and the possible consequences of decisions for the future. This takes the heart of the matter deep into the intuitive mind. Build persuasive strength. Another hallmark of servant leadership is relying on the ability to convince others, rather than authority because of the position of decision making in the organization. The servant leader tries to convince others, not insist on obedience. e. Conceptualization, servant leaders try to nurture their ability to have big dreams. The ability to look at a problem (or an organization) from a conceptualized perspective means that people have to think beyond reality from day to day. Servant leaders must strike a delicate balance between conceptualization and everyday focus. f. Ability to Heal, learn to heal is a powerful force for change and integration. One of the great strengths of servant leadership is the ability to heal oneself and others. Ability to serve, ability to serve (stewardship) is to hold something with the trust of others. Servant leadership is committed to serving the needs of others. This of course emphasizes openness and honesty, not control or supervision. Committed to Human Growth, Servant leaders are deeply committed to the personal, professional and spiritual growth of every individual in the organization. In practice, by carrying out personal and professional development, paying personal attention to the ideas and suggestions of employees or members, giving encouragement to worker involvement in decision making, being tolerant of mistakes and so on. I. Building a community / community at work. Building this community includes building a good community between employees, between leaders and subordinates and building community and customers. It is hoped that a conducive work environment internally and externally will increase the organization's performance maximally. The servant leader's ability to create an atmosphere of mutual trust will form intelligent cooperation in a work team.

Green industry or environmentally friendly, known as

green industry as a growing and diverse sector, includes all types of services and technologies that help reduce negative environmental impacts and consumption of resources. Green industry as an activity that measures, limits, minimizes or repairs environmental damage to both water, air and soil, as well as problems related to waste due to the production of products in the form of goods or services. What is developing in the company today is not only the aspect of natural resources which is integrated according to the green industry concept, but also develops more broadly into human resources as well. One form is the adjustment of employee behavior at the company with the concept of employee green behavior. Supply chain management (information flow) is a team-based approach that continues to make improvements in the system. The first and foremost purpose of this system is to add value and eliminate non-value-added communication factors from a system. Organizational culture includes values that have the same meaning and beliefs for its members, as well as certain behaviors that are expected to be shown to all members of the organization or company. Organizational culture can have an impact on the criteria employees use in doing their job. Employee green behavior is the behavior or behavior of employees in carrying out their activities while still paying attention to environmental sustainability. An example of employee green behavior in a company is saving electricity use by turning off work equipment when not in use, saving water use, paper less, and so on.

CONCLUSION

Based on statistical calculations with PLS, it can be concluded that the green leadership have positively and significantly affects the Business Performance. digital leadership have positively and significantly influenced Business Performance variable. Servant leadership positively and significantly affects Business Performance. A leader with a serving leadership style (Servant Leadership), can be identified through the following characteristics: a. Listening, the servant leader tries to clearly identify and understand the will of the group. They try to listen responsively to what is said (and not said). Listening to and understanding what the body, soul and mind are communicating. B. Acceptance of others and empathy, Servant leaders strive to understand and give empathy to others. People need to be accepted and recognized as a special and unique individual. Every individual does not want his presence in an organization / company to be rejected by other people around him. The most successful servant leaders are those who are capable of being empathetic listeners. C. The ability to predict, the ability to take into account conditions that have occurred or predict the possible outcome of a situation is difficult to define, but easy to recognize. The ability to predict is a characteristic that enables servant leaders to understand lessons from the past, present realities and the possible consequences of decisions for the future. This takes the heart of the matter deep into the intuitive mind. Build persuasive strength. Another hallmark of servant leadership is relying on the ability to convince others, rather than authority because of the position of decision making in the organization. The servant leader tries to convince others, not insist on obedience. e. Conceptualization, servant leaders try to nurture their ability to have big dreams. The ability to look at a problem (or an organization) from a conceptualized perspective means that people have to think beyond reality from day

to day. Servant leaders must strike a delicate balance between conceptualization and everyday focus. f. Ability to Heal, learn to heal is a powerful force for change and integration. One of the great strengths of servant leadership is the ability to heal oneself and others. Ability to serve, ability to serve (stewardship) is to hold something with the trust of others. Servant leadership is committed to serving the needs of others. This of course emphasizes openness and honesty, not control or supervision. Committed to Human Growth, Servant leaders are deeply committed to the personal, professional and spiritual growth of every individual in the organization. In practice, by carrying out personal and professional development, paying personal attention to the ideas and suggestions of employees or members, giving encouragement to employee involvement in Leadership is a factor that can provide direction for employees in the company to be motivated, do the same thing with perceptions and unify their vision and mission. Leadership plays a role in motivating subordinates and of course giving enthusiasm to behave well. In other words, the higher the motivation experienced by employees, it can affect the improvement in the implementation of organizational culture. Better supply chain (information flow) management system experienced by employees, affects the increase in the implementation of organizational culture. This means that organizational culture has an effect in mediating the relationship between motivation, leadership and supply chain (information flow) on employee green behavior.

REFERENCES

1. Allen, N.J. dan Meyer, J.P. 1990. "The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to Organization". Jurnal of Occupational Psychology, volume 63, PP. 1-18
2. Abidina, Z., Heddyb., Astutic. Y. G. A., Adhad. S., Asrorie. K., Subrotof. D. E., Zaharag. V. M., Kahpih. H. S., Purwantoi. A., Julyantoj. O. &Azizik. E. (2020) Effect of Transformational and Transactional Leadership TowardIso 22000:2018 Food Safety Certified Company Performance. Systematic Reviews in Pharmacy, 11 (7), 529-538. doi:10.31838/srp.2020.7.77
3. Achmadi, H., Antonio. F., Pramono. R., Bernarto. I. & Purwanto. A. (2020) Identification of The Positive and Negative Emotions that Appeared among High School Students When Selecting Business at Jakarta and Surrounding Area. Systematic Reviews in Pharmacy, 11 (9), 759-766. doi:10.31838/srp.2020.9.107
4. Asbari, M. Wijayanti, L. Hyun, C.C, Purwanto, A, Santoso, P. B. (2020). How to Build Innovation Capability in the RAC Industry to Face Industrial Revolution 4.0? International Journal of Psychosocial Rehabilitation. 24(6). 2008-2027. DOI: 10.37200/IJPR/V24I6/PR260192
5. Asbari, Innocentius Bernarto, Rudy Pramono, Agus Purwanto, DylmoonHidayat, ArdianSopa, VirzaUtamaAlamsyah, Pierre Senjaya, MiyvFayzhall, 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. Retrieved from http://sersc.org/journals/index.php/IJAST/article/view/7325

6. Basri., Wibowo. T. S., Abdillah. A., Kharis. A., Jaenudin., Purwanto. A., Mufid. A., Maharani. S., Badi`ati. A. Q., Fahlevi. M. &Sumartiningsih. S. (2020) Democratic, Authocratic, Bureaucratic and Charismatic Leadership Style: Which Influence School Teachers Performance in Education 4.0 Era? Systematic Reviews in Pharmacy, 11 (9), 277-286. doi:10.31838/srp.2020.9.45

7. BahdinNurTanjunga, YurniRahmanb, Budiyantoc, Badawid, Aep Tata Suryanae, Warni Tune Sumarf, Abdul Mufidg, Agus Purwantoh, Wartoi (2020) The Influence of Transformational Leadership, Job Satisfaction and Organizational Citizenship Behavior on the Performance of Islamic School Teachers. Systematic Reviews in Pharmacy, 11 (7), 539-546. doi:10.31838/srp.2020.7.78

8. Bernardin, H. John, and Joyce, E. A. Russel. 1993. Human Resoure Management AnExpreriential Approach. New York: McGraw – Hill. Series in Management

9. Bernarto, Diana Bachtiar, NikoSudibjo, Ian NurpatriaSuryawan, Agus Purwanto, MasdukiAsbari. (2020). Effect of Transformational Leadership, Perceived Organizational Support, Job Satisfaction Toward Life Satisfaction: Evidence from Indonesian Teachers. International Journal of Advanced Science and Technology.29(3). 5495 -5503

10. Christine, W.S., Oktorina, Megawati, danMula, Indah. 2010. "PengaruhKonflikPekerjaandanKonflikKeluargasebagaiInterverningVariabel (Studipada Dual Career. Couple di Jabotabek)". JurnalManagemendanKewirausahaan, Volume 12 No. 2. Hal 121-132 Jakarta Selatan: UniversitasKatolik Indonesia Atina Jaya

11. Cahyono, Y., Jihadi. M., Arifin. Z., Purnamasari. W., Musnaini., Wijoyo. H., Fitriaty., Putra. R. S., Putri. R. A., Muliansyah. D., Suryani. P. & Purwanto. A. (2020) Do Servant Leadership Influence Market Performance? Evidence from Indonesian Pharmacy Industries. Systematic Reviews in Pharmacy, 11 (9), 439-451. doi:10.31838/srp.2020.9.62

12. Suheny. E., Arum. M., Wandi. D., Rahmat. A., kurnianingsih. A., Haerani. A., Dasmaran. V., Taryanto., Adha. S. & Purwanto. A. (2020) Develop Leadership Style Model for Indonesian SMEs Leaders During Covid-19 Pandemic. Systematic Reviews in Pharmacy, 11 (8), 576-586. doi:10.31838/srp.2020.8.82

13. Pramono, R. Kristianti, T., Purwanto, A. (2020). Character Development Training for Adults (A Case Study of Heartmaster Program in Jakarta). Test Engineering & Management. 83. 5809 -581. http://www.testmagzine.biz/index.php/testmagzine/article/view/4556

14. Supriadi, O., Musthan. Z., Saodah., Nurjehan. R., Haryanti. Y. D., Marwal. M. R., Purwanto. A., Mufid. A., Yulianto. R. A., Farhan. M., Fitri. A. A., Fahlevi. M. &Sumartiningsih. S. (2020) Did Transformational, Transactional Leadership Style and Organizational Learning Influence Innovation Capabilities of School Teachers during Covid-19 Pandemic? Systematic Reviews in Pharmacy, 11 (9), 299-311. doi:10.31838/srp.2020.9.47

15. Kadiyono, A. L., Sulistiobudi. R. A., Haris. I., Wahab. M. K. A., Ramdani. I., Purwanto. A., Mufid. A., Muqtada. M. R., Gufron. M., Nuryansah. M., Ficayuma. L. A., Fahlevi. M. &Sumartiningsih. S. (2020) Develop Leadership Style Model for Indonesian Teachers Performance in Education 4.0 Era. Systematic Reviews in Pharmacy, 11 (9), 363-373.doi:10.31838/srp.2020.9.52

16. TeguhSetiawanWibowoa, AlfiQonitaBadiatib, ArnaAsnaAnnisac, MohdKhaidir Abdul Wahabd, M. RifaJamaludine, MuhamadRozikanf, Abdul Mufidg, KhaerulFahmih, Agus Purwantoi, AkhmadMuhainij (2020) Effect of Hard Skills, Soft Skills, Organizational Learning and Innovation Capability on Islamic Business Lecturers' Performance. Systematic Reviews in Pharmacy, 11 (7), 556-569. doi:10.31838/srp.2020.7.80

17. N. E., Roswandi. I., Rahim. A., Naro. A., Izzati. T., Munita. A. A., Junaedi. D., Suprihatiningsih. W., Purwanto. A. &Bakti. C. S. (2020) Six Sigma Benefit for Indonesian Pharmaceutical Industries Performance: A Quantitative Methods Approach. Systematic Reviews in Pharmacy, 11 (9), 466-473. doi:10.31838/srp.2020.9.66

18. Cahyono, Y., Jihadi. M., Arifin. Z., Purnamasari. W., Musnaini., Wijoyo. H., Fitriaty., Putra. R. S., Putri. R. A., Muliansyah. D., Suryani. P. & Purwanto. A. (2020) Do Servant Leadership Influence Market Performance? Evidence from Indonesian Pharmacy Industries. Systematic Reviews in Pharmacy, 11 (9), 439-451. doi:10.31838/srp.2020.9.62

19. Kartika, H., Norita. D., Triana. N. E., Roswandi. I., Rahim. A., Naro. A., Izzati. T., Munita. A. A., Junaedi. D., Suprihatiningsih. W., Purwanto. A. & Bakti. C. S. (2020) Six Sigma Benefit for Indonesian Pharmaceutical Industries Performance: A Quantitative Methods Approach. Systematic Reviews in Pharmacy, 11 (9), 466-473. doi:10.31838/srp.2020.9.66

20. Fahmi, K., Kurniawan. T., Cahyono. Y., Sena. A., Suhadarliyah., Suryani. P., Sugianto. A., Amelia. D., Musnaini., Amin. S., Hasbullah. H., Jihadi. M., Wijoyo. H. & Purwanto. A. (2020) Did Servant, Digital and Green Leadership Influence Market Performance? Evidence from Indonesian Pharmaceutical Industry. Systematic Reviews in Pharmacy, 11 (9), 642-653. doi:10.31838/srp.2020.9.95

21. Jannah, M., Fahlevi. M., Paulina. J., Nugroho. B. S., Purwanto. A., Subarkah. M. A., Kurniati. E., Wibowo. T. S., Kasbuntoro., Kalbuana. N. & Cahyono. Y. (2020) Effect of ISO 9001, ISO 45001 and ISO 14000 toward Financial Performance of Indonesian Manufacturing. Systematic Reviews in Pharmacy, 11 (10), 894-902. doi:10.31838/srp.2020.10.134

22. Nelvitia Purba, Ali Mukti Tanjung, Sri Sulistyawati, Rudy Pramono and Agus Purwanto. (2020). Death Penalty and Human Rights in Indonesia, International Journal of Criminology and Sociology, 9(2020), 1356-1362, DOI: https://doi.org/10.6000/1929-4409.2020.09.156

23. Sartika. N. S., Subroto. D. E., Mauladaniyati. R., Rosdianwinata. E., Rifai. R., Sujana. A., Abidin. Z., Priadi. M. D., Setiawati. E., Yanti. D. & Purwanto. A. (2020) Effect of Pedagogic, Professional Competency, and Work Motivation Toward Indonesian Primary School Teachers Performance. Systematic Reviews in Pharmacy, 11 (9), 617-626. doi:10.31838/srp.2020.9.91

24. Vizano, N. A., Utami. W., Johanes. S., Herawati. A., Aima. H., Sutawijaya. A. H., Purwanto. A., Supono. J., Rahayu. P., Setiyani. A., Widayati. C. C. & Elmi. F.

(2020) Effect of Career, Organizational Commitment on Turnover Intention through Mediation of Organizational Culture: Evidence from Indonesian Companies. Systematic Reviews in Pharmacy, 11 (9), 931-937. doi:10.31838/srp.2020.9.136

25. Sena, A., Cahyono. Y. & Purwanto. A. (2020) The Influence of Organizational Culture, Job Satisfaction, and Professional Commitment on Innovative Behavior of Flight Instructors at the Civil Flight School in Indonesia. Systematic Reviews in Pharmacy, 11 (9), 938-952. doi:10.31838/srp.2020.9.137

26. Nugroho, B. S., Widdah. M. E., Hakim. L., Nashirudin. M., Nurlaeli. A., Purnomo. J. H., Aziz. M., Adinugraha. H. H., Sartika. M., Fikri. M. K., Mufid. A., Purwanto. A. & Fahlevi. M. (2020) Effect of Organizational Citizenship Behavior, Work Satisfaction and Organizational Commitment toward Indonesian School Performance. Systematic Reviews in Pharmacy, 11 (9), 962-971. doi:10.31838/srp.2020.9.140

27. Nugroho, B. S., Suheri., Hakim. L., Irawan. B., Sholehuddin. M. S., Ibrahim. T., Ridlwan. M., Hidayati. L., Aji. G., Mufid. A., Ihsan. N., Purwanto. A. & Fahlevi. M. (2020) Effect of Knowledge Sharing dan Leader member Exchange (LMX) and Organizational Citizenship Behavior (OCB) to Indonesian Lectures' Performance. Systematic Reviews in Pharmacy, 11 (9), 972-981. doi:10.31838/srp.2020.9.141

28. Nico Alexander Vizano, Anis Fittria, Mohamad Nuryansah, Muhammad Rikza Muqtada, Gufron, Moh Farhan, Agus Purwanto (2020). HALAL MEDICINE PURCHASE INTENTION AMONG SOUTH EAST ASIAN CONSUMERS. European Journal of Molecular & Clinical Medicine, 7(7), 58-77.

29. Edna Maryani, Agus Purwanto, Hayu Kartika, Moch Haris, Nur Ihsan, Kemas Muhammat Abdul Fatah, Rudy Pramono (2020). DO GEMBA KAIZEN AND 5S REINFORCE MEDICAL EQUIPMENT MANUFACTURING PERFORMANCE? European Journal of Molecular & Clinical Medicine, 7(7), 41-57.

30. Enji Azizi, Sri Ndaru Arthawati, Sri Hastari, Muhammad Rikza Muqtada, Nur Ihsan Saefulah, Agus Purwanto (2020). IMPACT OF GREEN LEADERSHIP AND ECO EFFICIENCY TOWARD WORK PERFORMANCE: EVIDENCE FROM INDONESIAN PUBLICT HEALTH CENTER. European Journal of Molecular & Clinical Medicine, 7(7), 28-40.

31. Akhyar Zuniawan, Sri Mukti Wirawati, Saefulah, Mochammad Fahlevi, Agus Purwanto, Nico Alexander Vizano, Rudy Pramono (2020). Did Seiri Seiton Seiso Seiketsu And Shitsuke Affected Medical Health Industry Business Performance? European Journal of Molecular & Clinical Medicine, 7(7), 97-114.

32. Fatoni, Irawan, Suhroji Adha, Fairus Sintawati, Octoberry Julyanto, Mukhlasin, Ratih Ayu Wulandari, Agus Purwanto (2020). Leadership Style for Indonesian Public Health Center: Charismatic, Bureaucratic, Transactional, Transformational, Autocratic or Democratic? European Journal of Molecular & Clinical Medicine, 7(7), 115-124.

33. Riza Primahendra Tri Adi Sumbogo Reney Aquino Lensun, Agus Purwanto (2020). Handling Corona Virus Pandemic in The Indonesian Political Context: A Grounded Theory Study. European Journal of Molecular & Clinical Medicine, 7(8), 113-129.

34. Desky, H., Mukhtasar., Istan. M., Ariesa. Y., Dewi. I. B. M., Fahlevi. M., Abdi. M. N., Noviantoro. R. & Purwanto. A. (2020) Did Trilogy Leadership Style, Organizational Citizenship Behaviour (OCB) and Organizational Commitment (OCO) Influence Financial Performance? Evidence from Pharmacy Industries. Systematic Reviews in Pharmacy, 11 (10), 297-305. doi:10.31838/srp.2020.10.50

35. Sudibjo, N., & Sutarji, T. (2020). The roles of job satisfaction, well-being, and emotional intelligence in enhancing the teachers' em- ployee engagements. Management Science Letters, 10, 2477–2482. https://doi.org/10.5267/j.msl.2020.4.002

36. Sudibjo, N., & Suwarli, M. B. N. (2020). Job Embeddedness and Job Satisfaction as a Mediator between Work-Life Balance and Intention to Stay. International Journal of Innovation, Creativity and Change, 11(8), 311–331.

37. Vizano, N. A., Utami. W., Johanes. S., Herawati. A., Aima. H., Sutawijaya. A. H., Purwanto. A., Supono. J., Rahayu. P., Setiyani. A. &Widayati. C. C. (2020) Effect of Compensation and Organization Commitment on Tournover Intention with Work Satisfaction as Intervening Variable in Indonesian Industries. Systematic Reviews in Pharmacy, 11 (9), 287-298. doi:10.31838/srp.2020.9.46

38. Yunita Noor Azizaha, Muhammad KhairulRijalb, Rumainurc, UmiNuriyaturRohmahd, SyatriaAdymasPranajayae, ZulaechaNgiuf, Abdul Mufidg, Agus Purwantoh, Dahlia HaliahMa`ui (2020) Transformational or Transactional Leadership Style: Which Affects Work Satisfaction and Performance of Islamic Business Lecturers During COVID-19 Pandemic? Systematic Reviews in Pharmacy, 11 (7), 577-588. doi:10.31838/srp.2020.7.82