

The Impact of Organizational Culture, Compensation on Job Satisfaction, and Work Motivation on School Principal Performance in Indonesia: Mediating Role of Supply Chain Practices

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Abstract- The prime aim related to the existing research is to examine the impact of organizational culture, work motivation, compensation on job satisfaction on school principal performance in the Indonesian school system. The secondary aim associated with this literature is to investigate the mediating role of supply chain practices (SCP) among the links of organizational culture and performance of school principal, compensation on job satisfaction and performance of school principal and work motivation and performance of school principal. For analysis purposes data were gathered from the private schools that are currently operating in Indonesia and PLS-SEM was employed to test the hypotheses that are purposed by the research. The results indicated that positive links among the organizational culture, work motivation, compensation on job satisfaction and school principal performance. The outcomes also indicated that SCP has positively mediated among the nexus of organizational culture and performance of school principal, compensation on job satisfaction and performance of school principal and work motivation and performance of school principal. The research gives insight to the regulators that they expand their focus on the organizational culture along with the work motivation and job satisfaction that enhance the performance of the principal in the school.

Keywords- *Organizational Culture, Job Satisfaction, Work Motivation, Supply Chain Practices*

1. Introduction

Assessing educational institute value presentation is together and needed. It is the need because value presentation assessments present districts an extra device to make sure the liability for the outcome and support the benefits of the powerful guidance work. After all, educational institute values are the second to the class teacher as the most powerful, institute level in researcher success. Values presentation assessments also give mid workplace administrators and values, themselves, in order with which to perform expert knowledge ideas and plan expert increase. These easements are also testing because values, works and

power on teaching are at the time not gladly clear. In the earlier five years, there are many provinces having validated events in total assessments of learner value skill as a root for qualification decisions [1]. These events may be emotional volume but regularly cannot be old for seminal presentation assessments or the expert performed planning. Towards used as a seminal presentation assessment, check outcomes should have to disapproval, and their constructs would necessary to make them clear to the reader. In extra, analytic and managerial mange should have to transfer to the narrow teacher.

The main level educational institute is only the public academic government that goal to give primary skills providing for students to build their life's as a person, group of the member, national and a part of them being the human competition that has the preparation to come behind other academic in the low level high educational institute. Appropriately, the main level educational institute is considered to bring out its purpose as the base of the individual betterment of the kid to become a better subject, the base of the primary skills of the kids, primary education gives to consistence readiness for other academic at a low level high educational institute. This judgment is like Mauling province that guidance to build the government strongly, and conversely guidance is less strong to build the government failed to show the mission, path and the aim, which without as guidance, an government will some be an apparatus and the only the big population of the peoples. Malays also describe that educational institute guidance is only the control sectors that can describe all sources to be intelligent to see the educational institute mission, path and the goals of the institute by the plan are determined in a slow and arrange method. A spread province that the main is on the majority mid-level of the educational institute life, the crash and victory of the educational institute is a suitable show presentation depends on the educational institute guidance. Crash or victory of the culture and the knowledge in the educational institute is subjective by the skills of the main to control both parts of the educational institute [2]. The principle must be capable to take in and built all the possibilities obtainable in the educational institute, adding the bailment of the

researcher to be a well-informed human being, empowering supervisor that to be a full of knowledge who capable to do jobs with more and more

knowledge. The performance of the educational institutions is given below in Table 1 and Figure 1.

Table 1. Percentage Performance of Educational Institution in Indonesia

Years	Elementary School (%)		Secondary School (%)	
	Male	Female	Male	Female
1999-2000	88	12	59	41
2015-16	89	11	64	36

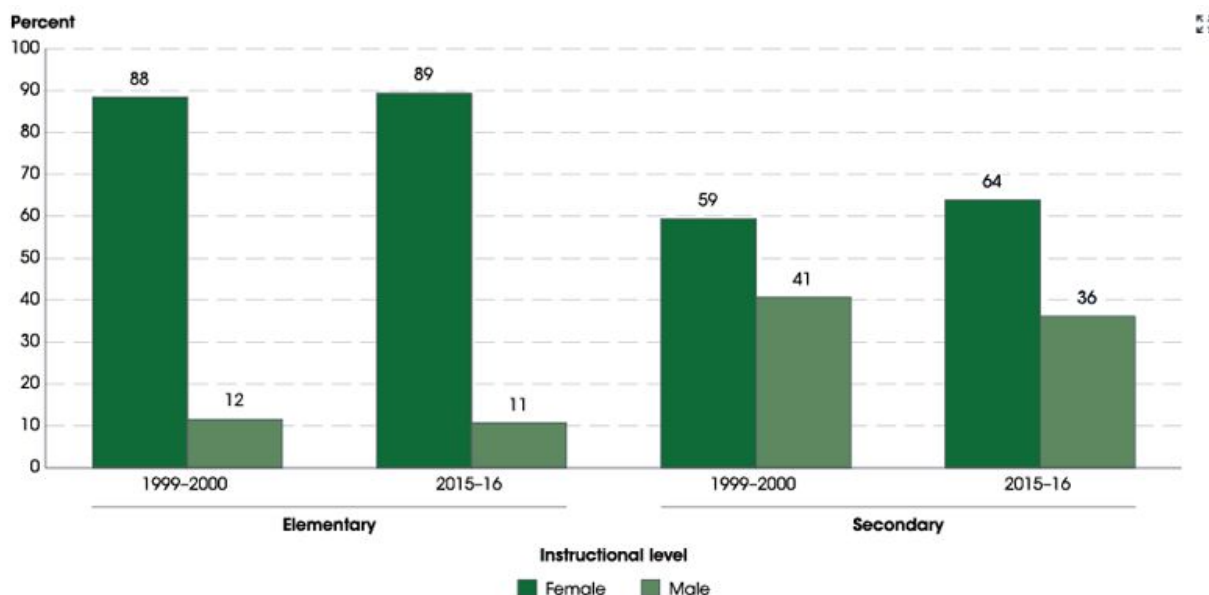


Figure 1. Percentage Performance of Educational Institution in Indonesia

So, a powerful government promise of main is the leading issue causing educational institutes to do sustainable and optimally betterment. In agreement with the environment of the governmental promise as show in the top, governmental promise model basic educational institute key is a powerful wish to stay as the part of the government, the wish to struggle as performed basic educational institute its leads the government to get educational institute aims capable and successfully, as much as the getting of the aims and principle of the government [3]. So, the value must have the powerful governmental promise to struggle outfits in describing the governmental objective, paths and aims of the educational institute. Relation to the weight of the government promise to the values, the manager of the educational institute suggests that promise to the realization of the functions and jobs is a mirror image of the individual skills and social skills that should be obsessed value [13]. So, the value has the very leading position in the formative the leading of the educational institute, thus they should have the vital skill, social skill, individual skill, executive skill, leading skill and the industrial skill. A verity of the attempts contain ready by the organization to make expert value, namely: learning and teaching in the hardship and control to betterment management skill, executive skill and industrial skills, learning and teaching of the educational job to betterment social skill, individual skill, educational and expert skill, rider of expert allowance for persons who raise work drive

and approval and is bent job group value and care value to raise the experiment of the value in moving out its functions and deities [18]. Hard work to raise the expert of the values shown in the top is likely to make the basic educational institute head are capable to performs best interpersonal massage in the guidance, has a powerful governmental culture, work approval is tall, tall drive, and powerful governmental promise [4]. So, the basic educational institute value is likely to get better the value of the schools at the organization he leads, thus as to make former students who contain bust skills rider in the other learning at a low level high educational institute. The academic copy explains that work approval, drive, pressure, justice, faith, moral result and learning making change government skills [14].

Milian and Quirke [10] suggest more than a few levels may vary government skill, that is expert and social, social skill and individual skills which add the message and the inner condition of the government, the basic personality of the work. They also suggested more than a few levels that decide an individual point of the skills to the government, the chance to work somewhere else, the culture and the condition of the government [6].

2. Literature Review

The governmental educational institute gives us the wisdom that the skill of the value is a moving account of the value in person by a part to the educational institute., suggested that the government skill was the

powerful wish to carry as the part of any picky government, the wish to struggle outfit the government, and contain receiving and the idea of the aims and principle of the government. So, one value that has a powerful skill to the government he leads a force to want to stay as a part of the government, struggle in agreement with the aims of the educational institute where he serves, and admit the principle and aims of the governmental institute. They also described the skill as a culture to each: the amount to which workers trust in and admit the governmental aims and wish to contain with the government. Governmental skill is a level of belief values to admit the aims of the government and required to contain in the government. Some other value who has power governmental skill to the educational institute where he gives, no wish to quit the institute because he thought that the governmental principals in guidance with its principle. Governmental skills also know the strongest of the personal participation in a government. This knowledge's that the governmental skill is not the gage of faith only to the government, but it is the part of the government also spoken fair to the victory and happiness of the government. In extra, participation and faith in a government cannot be divided from the victory and wealth of those skills in the government. Base in a little of the upper think can describe the self of the worker who has the powerful governmental skill, such as, a wish to contain a part of the government where she job, and job hard in guidance with the best skill to get the government aims [17]. Opinions spread more and more full black and stress. They declared that worker who has governmental skill can be alive see as of the follow personality: the survival of the powerful faith and approval of the aims and principle of the government, the readiness to perform my best in fever of the betterment of the government, and a powerful wish to turn in to the part of the government. This mental participation will be alive reflected in the part of the action of an individual to a government and used for the profit of the government. Lufthansa dividesthe promise boundary of the three unlike size, such as a powerful wish to stay a part of a picky government. The height looked skills in the background of the value faith toward hid work [16].

So, the value that has the powerful skill to contain is looking to like the expert even describe the job was not capable to raise his life, skill as a wish to build a powerful level of the shot in his job. The height view skill as an inner power that is valuable to set up a usual presentation in arrange to butter his own presentation, skill as a block of faith objective and guidance of the principle of the work. This work shows the skills as a motion in the guidance of the principle and aims of the job others prove that these are three sizes of actualizes and jobs into an important attitude. The same report also confirmed Judge and Robbins other verify that these are three sizes of the governmental skill, such as best binder, ongoing skill and the skill of the normative or the usual. Based on the report of the academic upper can be resize that governmental skill basic institute value is a form of the part emotional educational

institute government where he give benefits by the trust and approval of the principle of the schools as the benefits of the basic knowledge and a powerful wish to stay its survival and feel grateful to contain job in the government of the educational institute [7].

They also said links are the course of getting and darning a letter from one individual to the other, both indirectly and directly, verbal, non-verbal and readable words. They also describe the links as the content of giving the emotions, aims, idea and the information through thru images, words, symbols, graphics, figures and other skills and masks. Links are the show of knowledge from the individual to the reviser person by using the usual symbols. So links are the method of sad of the kind in the type of the dreams or knowledge from the sender to the receiver. The wisdom of dislocation involves other than now symbols that are oral, but facial words, tone and vocal branch level, and go on. The meaning of non-individual links is more personal, the aim in the links receiving and prefer to give personal links elements [8]. As showed Feinberg that links are described as the links program contain out by the person with the group directly. Moreover, interpersonal links emphasize the removal of the knowledge from the sender to the receiver.

Interpersonal links serve as connections between values and the teachers, students, principals, parents and other ones with the realization of the jobs of the teachers. These are the three levels that must alive be owned by the talker in the interpersonal links in the order to do best ideas, such as, the capability to make a letter will easily deliver of idea silent on the outcome of the letter inner in the links. As showed Feinberg that links are described such as the links program contain out by the personal or individual with the group directly. With the competition of the talker to three food uppers, the interpersonal link can job can usually. Also argued that interspersion link has some self, such as, has an exact reason; interspersion links have anytime and anywhere, making a connection. Talking about and perform interpersonal links can tell the variation in useful and useful links [9].

Based on the top of the report of the knowledge upper, can be describe that interpersonal links the attitude of the value split knowledge contained in the value jobs through the indicators: the welcome and rider of the knowledge between the values with the students and the teachers; recitation and the realize the values with the learning staff, delivery and receipt of the idea between the parents and the values and the community situation. Civilization is the information and the job of a being attitude and common phenomena that point to the self and the picture of a culture. Norms and values, rituals and customs do not come into view bur build through growth and are unfair by politics, region, language, and religion and other parts of the culture. Thus based on these kinds of literature, the current study proposed the following hypothesis:

H1: Organizational culture has a positive link with the school principal performance in Indonesian private schools.

Most of the studies described that the governmental civilization as the method of principle, ideas or norms these contain long in power, fixed leading and follow by the parts of the government's codes of behavior and solve the issues of the government. Governmental civilization is a model of usual assumptions that developed or start except a set. Somewhere the usual assumption that has to leave valid and better, so, to be skilled to the fresh member as of the right method to see thinks, heartless in linking with the issues that it faces [18]. Connected to the national description upper, the outcomes Kosovo founded the governmental civilization openly power the drive and work approval. Another study outcome also starts that governmental civilization affects the governmental promise of workers. These study outcomes also finished that governmental civilization directly powers work approval and governmental promise. Based on the top the report of the upper education can synthesized governmental civilization basic educational institute is a group of principle, attitude, norms, assumptions and works or system in the basic educational institute, which put in order and shortest the attitude of the educators in an attempt to make a work in making the issue solvable by the way of the indicators: notice to derail, winning risks, result in compass reading, people compass reading, with the group work violence and the steadiness work linking is a motion that indicates only an individual to job, that is characterized in an emotion of the enjoyable and unenjoyable based on post among what was likely with what are obtain, work approval is a group of approving and unapproving emotions and felling with the worker sight reviews their job [1]. Thus based on these kinds of literature, the current study proposed the following hypothesis:

H2: Compensation of job satisfaction has a positive link with the school principal performance in Indonesian private schools.

This found that work approval as a group of in enjoyable and enjoyable toward their work. This view is able to interpret that work approval is unlike and like the outcome from the judgment of the work or job presentation. This found that work approval as a negative behavior and a positive behavior held by the person for their job. Judge and the Robbins' view and the opinion of Baron and the Greenberg gave a parallel detail is also on the subject of the nature of work approval that describes the emotion of the likely personal or unlikely toward his work. Create joy work approval, while the unlikely job generates displeasure. Based on reason present are the five-level of the work approval, such as level of success of principle, mismatching levels, and copy equation, and the part equations, and the part level, inherit. Based on the academic research and the upper outcomes can synthesized these work approval basic educational Institute is a group of the likely emotions and unlikely to job as a basic educational institute value is based going on the post among what was likely by what was get from the work with the indicators: the job itself as value, income, the ability of help control and co-value [4]. Work drive is the rule of the personals to further

than, to victory at hard work and perform it improved than others. This view supported by the McClelland provinces that citizens with the high drive will be required more a lot and first result in his individual issues than citizens whose drive is low.

Motivation to job to each other in the value or among the values, the public will bring worker victory. Connection within the job part hard to get best, above all in the ground of the educational institute. The connection within the educators, values and researcher and the public provides the best emotional victory among the educational institute administers educators. Motivation two levels conjecture of the Herzberg explain that work approval is resulting from the life of the basic motivators and work displeasure come as of the lack of the extrinsic levels. This is a set of the setting extrinsic which contain income, work safety, working situation, organization actions, class manage, status, the value of the interpersonal within following superiors, co-jobbers and the and subordinates whose life is not all the time forced, but absence causes worker disapproval. Levels built in the extrinsic situation can be named hygiene levels. This is a set of situations built-in which take in approval and found a power drive to create a good presentation. Levels built-in the upper situation named intrinsic level pleasing or moving level [14]. The self of the public who have power drive to job is: ready to get and stand the danger, have power factors of the individual job, have a sensible aim, and has a full job and struggle to take in the aim, using in the advice real in all behavior undertake, and for the opportunity to take in the police that contain program. Research linked to job drive within other: the outcomes of the study Siberian done that based on the text assess on the top as well study purpose to beget, then know how to declared study hypothesis such as educational institute civilization have a better direct result on the job drive of the basic educational value, interpersonal links contain a best direct result on the work approval of the basic school value, work approvals contain governmental community of the educational institute values and the job approval value of government of the basic educational institute principle [15]. The request of the best provide chain origination is to get hold the best presentation. These studies suggest a powerful connection between providing series on the firm presentation, the research by the Craighead described that the provide series can guide the greater the use of the firm economic presentation. The goal of this study was to describe the power of the ecological doubt on the presentation, both the presentation of the shopper and the provider in the pharmaceutical business in Indonesia. Thus based on these kinds of literature, the current study proposed the following hypothesis:

H3: Work motivation has a positive link with the school principal performance in Indonesian private schools.

Planned provider organization is centered on the butter connection in the middle of the parts of the provide series creates a winning answer for each other shopper and provider. Thus, it has to famous that this strategic

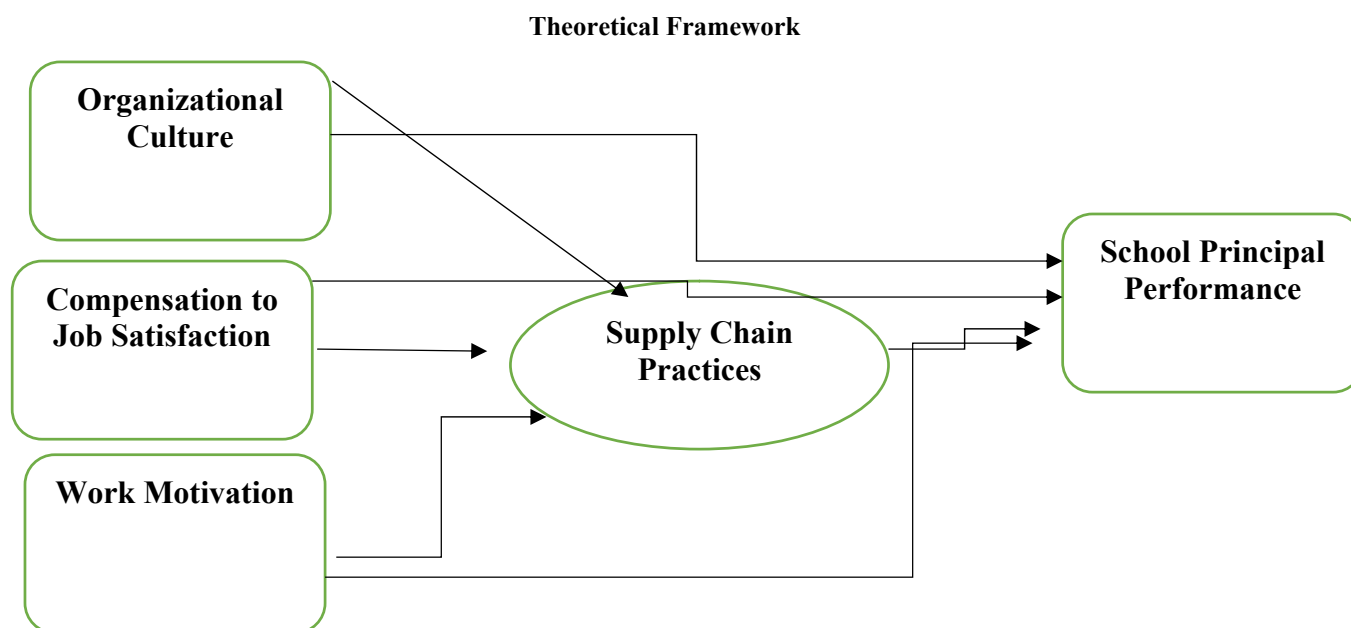
connection is not at all times the top other in all cases. The incident comes up to the provide series running broad belief that the best income will obtain if the food is formed using big group efforts [18]. The links between the shopper and the provider are vital in the strategic running of the provider side. Some research in the meadow of the strategic provides running forces on the top of the connection between shopper and the provider using quite a few levels within the big-term connections directions connection inter-government, cross-governmental groups. "Some studies in the field of strategic supply management focuses on the relationship between supplier and buyer using several factors including strategic purchasing, long-term relationship orientation, and provider additional cousins" [13]. Thus based on these kinds of literature, the current study proposed the following hypothesis:

H4: Supply chain practices have positive mediation among the organizational culture and school principal performance in Indonesian private schools.

H5: Supply chain practices have positive mediation among the compensation of job satisfaction and school principal performance in Indonesian private schools.

H6: Supply chain practices have positive mediation among work motivation and school principal performance in Indonesian private schools.

3. Research Methods



4. Findings

This section is about the findings that are extracted by employing the Smart PLS. the findings include convergent validity along with the discriminant

The aim related to prevailing research is to inspect the impact of organizational culture, work motivation, compensation on job satisfaction on school principal performance along with the aim regarding the investigation of mediating role of SCP among the links of organizational culture and performance of school principal, compensation on job satisfaction and performance of school principal and work motivation and performance of school principal. For analysis purposes data were gathered from the private schools that are currently operating in Indonesia and PLS-SEM was employed to test the hypotheses that are purposed by the research. A survey questionnaire was used to gather data from the respondents. After receiving formal approval, around 745 surveys were sent to the respondent out of which only 471 were received after two weeks that is approximately 63.22 percent response rate.

Measures

The main variable namely school principal performance (SPP) has 8 items for measurement, while predictors such as compensation to job performance (CJP) have 10 items, organizational culture (OC) has twelve items and work motivation has six items. Moreover, the mediating variable namely supply chain practices (SCP) has 10 items.

validity and path analysis for hypotheses testing. Firstly, the findings show the convergent validity and the outcomes indicated that items are highly correlated because all the criteria full-filled such as AVE values are more than loadings are more than 0.50, composite reliability (CR) values are higher than 0.70 and Alpha values are also more than 0.70 and proved the convergent validity of the constructs. Table 2 given below show the convergent validity.

Table 2. Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE				
Compensation to Job Satisfaction	CJS1	0.883	0.917	0.933	0.637				
	CJS10	0.718							
	CJS2	0.865							
	CJS3	0.731							
	CJS4	0.648							
	CJS6	0.811							
	CJS7	0.780							
	CJS9	0.910							
	Organizational Culture	OC1				0.793	0.928	0.938	0.583
OC10		0.760							
OC12		0.788							
OC2		0.861							
OC3		0.554							
OC4		0.783							
OC5		0.697							
OC6		0.727							
OC7		0.827							
Supply Chain Practices	SCP1	0.745	0.857	0.893	0.582				
	SCP10	0.767							
	SCP2	0.735							
	SCP4	0.776							
	SCP6	0.800							
	SCP9	0.752							
	School Principal Performance	SPP1				0.705	0.849	0.884	0.523
		SPP2				0.821			
		SPP3				0.632			
SPP5		0.627							
SPP6		0.679							
SPP7		0.789							
SPP8		0.782							
Work Motivation		WM1	0.880	0.806	0.862	0.558			
	WM2	0.780							
	WM4	0.704							
	WM5	0.671							
	WM6	0.679							

Secondly, the outcomes indicated the discriminant validity that shows the correlation among the constructs. There is three-way to verify the discriminant validity such as Fornell Larcker criterion, cross-loadings and Heterotrait and Monotrait ratio (HTMT). The first criteria namely Fornell Larcker show

that no high correlation among the variables because the value of the construct itself is higher than other variable values that means the link of variables itself is more stronger than the other and proved the discriminant validity. Table 3 given below shows the Fornell Larcker criterion.

Table 3. Fornell Larcker

	CJS	OC	SCP	SPP	WM
CJS	0.798				
OC	0.398	0.764			
SCP	0.666	0.497	0.763		
SPP	0.570	0.535	0.721	0.723	
WM	0.463	0.498	0.711	0.670	0.747

The second criterion of checking the discriminant validity is cross-loadings that show no high correlation among the variables because the values of the construct

itself are higher than other variable values that means the link of variables itself is more stronger than the other and proved the discriminant validity. Table 4 given below shows the cross-loadings.

Table 4. Cross Loadings

	CJS	OC	SCP	SPP	WM
CJS1	0.883	0.286	0.504	0.439	0.325
CJS10	0.718	0.377	0.417	0.395	0.290
CJS2	0.865	0.284	0.494	0.392	0.339
CJS3	0.731	0.287	0.603	0.511	0.446
CJS4	0.648	0.316	0.513	0.430	0.417
CJS6	0.811	0.224	0.400	0.336	0.255
CJS7	0.780	0.380	0.662	0.559	0.428
CJS9	0.910	0.339	0.532	0.471	0.365
OC1	0.190	0.793	0.237	0.351	0.281
OC10	0.249	0.760	0.298	0.351	0.332
OC12	0.354	0.788	0.384	0.408	0.446
OC2	0.428	0.861	0.483	0.504	0.470

OC3	0.244	0.554	0.274	0.246	0.252
OC4	0.365	0.783	0.479	0.478	0.452
OC5	0.389	0.697	0.464	0.437	0.392
OC6	0.298	0.727	0.462	0.438	0.380
OC7	0.263	0.827	0.359	0.424	0.410
OC8	0.233	0.799	0.305	0.410	0.370
OC9	0.180	0.768	0.236	0.302	0.257
SCP1	0.647	0.354	0.745	0.497	0.438
SCP10	0.415	0.377	0.767	0.589	0.804
SCP2	0.417	0.437	0.735	0.634	0.653
SCP4	0.622	0.391	0.776	0.508	0.413
SCP6	0.649	0.357	0.800	0.532	0.489
SCP9	0.343	0.352	0.752	0.518	0.757
SPP1	0.452	0.293	0.390	0.705	0.358
SPP2	0.326	0.386	0.481	0.821	0.415
SPP3	0.367	0.295	0.340	0.632	0.307
SPP5	0.366	0.405	0.427	0.627	0.315
SPP6	0.466	0.439	0.613	0.679	0.627
SPP7	0.452	0.467	0.686	0.789	0.715
SPP8	0.422	0.359	0.558	0.782	0.453
WM1	0.436	0.495	0.735	0.394	0.880
WM2	0.361	0.533	0.590	0.338	0.780
WM4	0.312	0.248	0.659	0.398	0.704
WM5	0.247	0.202	0.407	0.289	0.671
WM6	0.338	0.275	0.485	0.335	0.679

The third criterion of checking the discriminant validity is the HTMT ratio that shows no high correlation among the variables because the values are

less than 0.90 which means the link of variables itself is stronger than the other and proved the discriminant validity. Table 5 given below shows the HTMT ratio.

Table 5. Heterotrait Monotrait Ratio (HTMT)

	CJS	OC	SCP	SPP	WM
CJS					
OC	0.408				
SCP	0.742	0.532			
SPP	0.623	0.569	0.803		
WM	0.512	0.522	0.706	0.713	

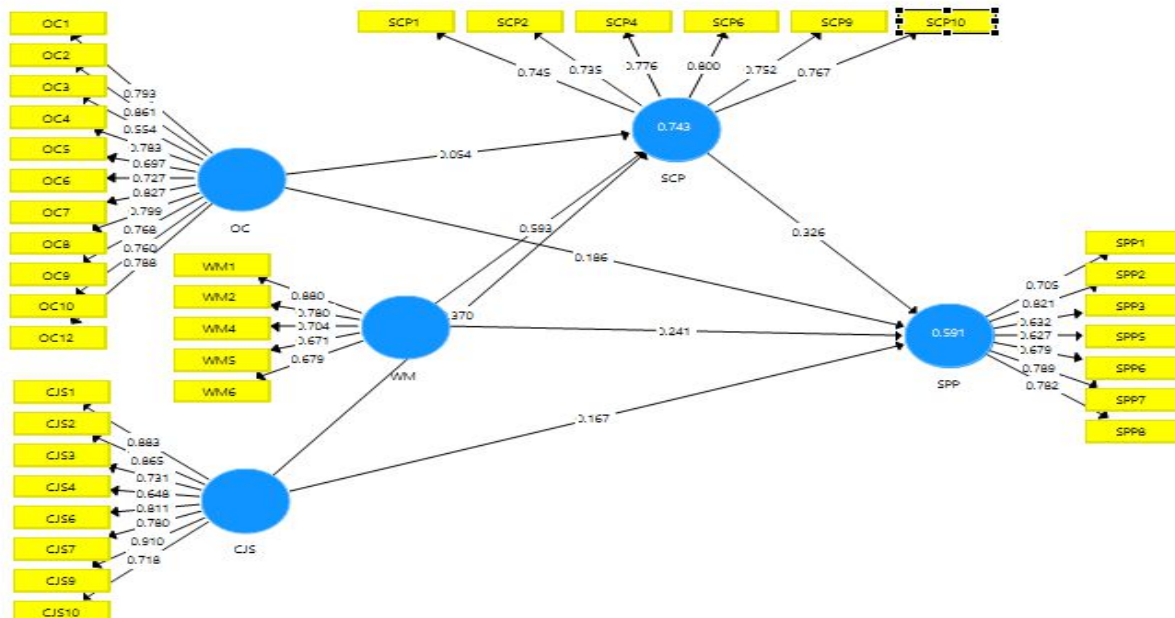


Figure 2. Measurement Model Assessment

The findings indicated that the organizational culture, compensation of job satisfaction and work motivation have a positive link with the performance of the school principal because all the beta has shown a positive

sign. In addition, results also indicated that the organizational culture, compensation of job satisfaction and work motivation have a significant link with the performance of school principals because p-values, as well as t-values, are meet the standards and accept the

hypotheses 1, 2 and 3. Table 6 given below shows the direct links among the understudy variables.

Table 6. Path Analysis (Direct Relationship)

	Beta	S.D.	t-values	p-values	L.L.	U.L.
CJS -> SCP	0.370	0.039	9.477	0.000	0.306	0.434
CJS -> SPP	0.167	0.058	2.856	0.002	0.080	0.265
OC -> SCP	0.054	0.041	1.323	0.093	-0.019	0.117
OC -> SPP	0.186	0.052	3.596	0.000	0.097	0.266
SCP -> SPP	0.326	0.092	3.545	0.000	0.159	0.467
WM -> SCP	0.593	0.035	17.012	0.000	0.538	0.655
WM -> SPP	0.241	0.070	3.458	0.000	0.131	0.362

The findings indicated that the SCP has positively and significantly mediates among the links of organizational culture and performance of school principal, compensation on job satisfaction and performance of school principal and work motivation

and performance of school principal because all the beta shown positive sign and p-values, as well as t-values, are meet the standards and accept the H4, H5 and H6. Table 7 given below shows the indirect links among the understudy variables.

Table 7. Path Analysis (Indirect Relationship)

	Beta	S.D.	t-values	p-values	L.L.	U.L.
CJS -> SCP -> SPP	0.121	0.036	3.316	0.000	0.061	0.179
OC -> SCP -> SPP	0.118	0.016	7.375	0.000	0.005	0.047
WM -> SCP -> SPP	0.194	0.053	3.660	0.000	0.098	0.280

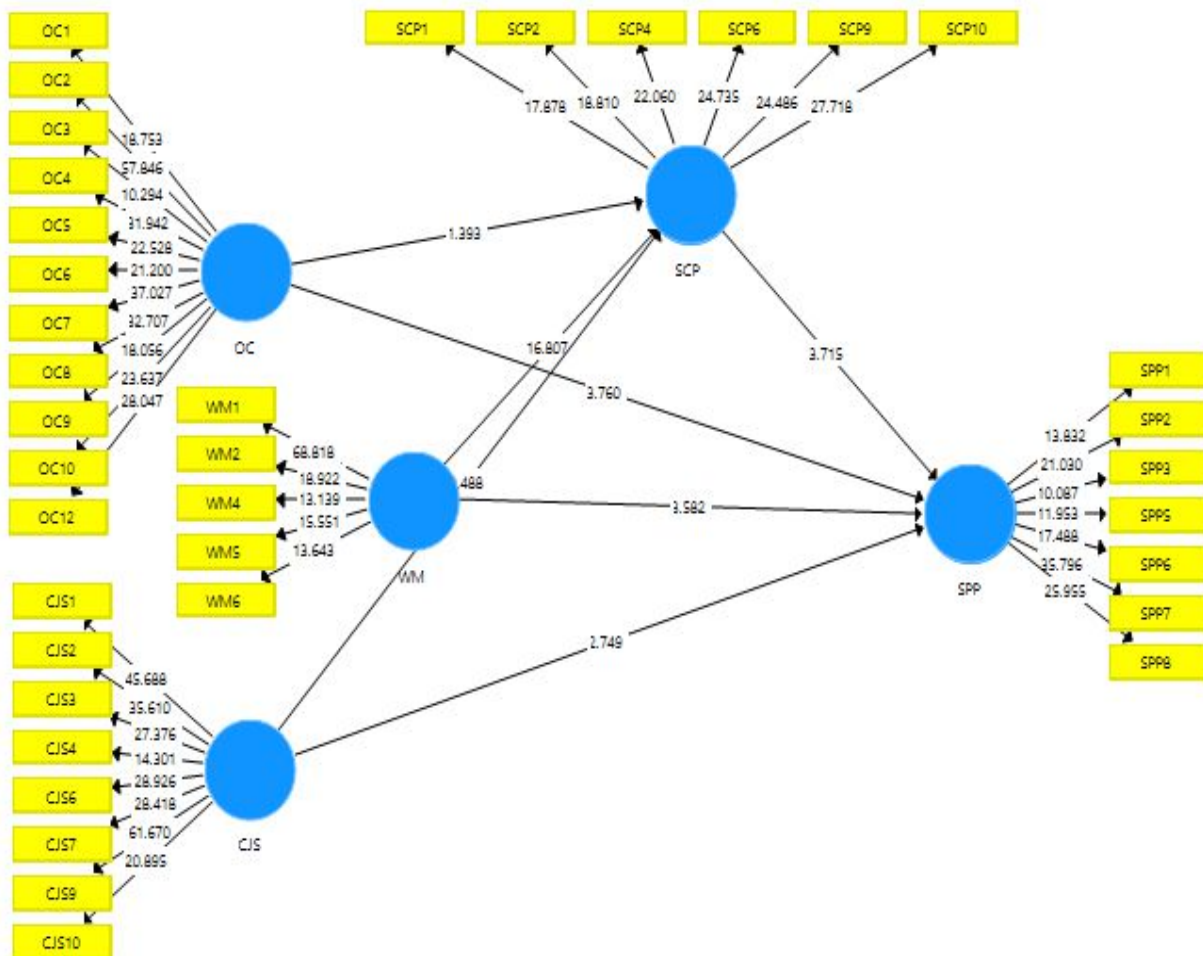


Figure 3. Structural Model Assessment

Discussions

The findings exposed that the Indonesian schools' culture is very much organized that enhances the performance of the principal in the school. This is similar to Dubey et al. [5] who found positive nexus among the organizational culture and performance. In addition, results show that work motivation and job satisfaction in the Indonesian private schools are at a peak that also enhances the performance of the school principal that is similar to the outcomes of Sehar and Alwi. [15] Moreover, the outcomes indicated that the SCP is also well managed in the Indonesian school that enhances the links of organizational culture and performance of school principal, compensation on job satisfaction and performance of school principal and work motivation and performance of school principal.

Conclusion

This study reached the conclusion that the school of the Indonesian has a well developed organizational culture and also work motivation and job satisfaction on the peak that enhances the performance of the principal of the private schools. In addition, the conclusion includes that the SCP is also well managed by the private schools of Indonesia that enhance the association among the organizational culture and performance of school principal, compensation on job satisfaction and performance of school principal and work motivation and performance of school principal.

Limitations and Future Directions

This study has many limitations that are the future directions for the upcoming kinds of literature. The current study results are generalized only in the private school and future study should include the public sector in their evaluations. In addition, the present study takes only three predictors and upcoming studies should add more predictors in their analysis.

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