THE EFFECT OF LEADERSHIP, MOTIVATION AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE IN PRATAMA TAX SERVICE OFFICE IN SAWANGAN DEPOK

Ahmad Junaidi
Rusli Affandi
Dian Wahyudin
As'ad
Syamsiah Badruddin
Paisal Halim

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Ahmad Junaidi, *Institut STIAMI Jakarta, Indonesia*
Email: ahmad.junaidi@stiami.ac.id

Rusli Affandi, *KPP Pratama Depok Sawangan, Indonesia*
Email: rucelle78@gmail.co

Dian Wahyudin, *Pascasarjana Institut STIAMI Jakarta, Indonesia*
Email: dian@stiami.ac.id

As'ad, *Pascasarjana Institut STIAMI Jakarta, Indonesia*
Email: asad@stiami.ac.id

Syamsiah Badruddin, *FISIP Universitas Nasional, Indonesia*
Email: syamsiah_badruddin@civitas.unas.ac.id

Paisal Halim, *Sekolah Pascasarjana Universitas Nasional, Indonesia*
Email: paisalhalim@civitas.unas.ac.id

ABSTRACT

This research analyses employees' accomplishments by looking at some factors: Leadership, Motivation, and Job Satisfaction at the Sawangan Depok Pratama Tax Service Office (KPP), using the theory of [1] and [2] as the basis.

This research is quantitative through questionnaires given at random to the KPP employees, executives in each section, account representatives, section heads, and functional examiners.

The results show that leadership, motivation, and job content partially or jointly positively impact employee achievements by 65%. At the same time, other factors cause the remaining 35% called epsilon, namely work climate, culture work, external environment, work discipline, coordination, supervision, communication, incentives,

planning, work ethic, employee capacity & competence, and facilities and infrastructure and so on.

Among the three variables, the work motivation variable is the most significant influence on employee performance. Therefore, work motivation needs to be strengthened with continuous socialization and internalization to be maintained or improved to support employee performance and organizational goals, especially at the KPP.

Keywords: Leadership, Work Motivation, Job Satisfaction and Performance

INTRODUCTION

The Sawangan Depok Pratama Tax Service Office (KPP) implements tax policies as a part of the tax administration. Since it was operated on October 5, 2015, under the Decree of the General Taxation Number KEP-31/PJ/2015, the target of tax revenue mandated to KPP has increased, amounting to Rp1,334,071,289,000,- in 2017, or grew 12.96% of the realized income in 2016.

Despite the increase, the organization's performance is still not optimal, as reflected by the overall non-achievement of KPP's targets. Optimizing employee performance continues to be pursued by conducting training, sharing knowledge, guidance, increasing synergy through ICV activities, etc. Many things affect employee performance, both internal and external factors. High motivation, adequate salary, sufficient ability and knowledge, good leadership, employee job satisfaction, a comfortable and conducive work environment, and other factors significantly affect employee performance.

Many factors affect the level of employee performance. However, the researchers focus on four aspects based on the background of the problems.

The researchers are interested in figuring out the object of Employee Performance at the KPP and the factors that influence it. So, the title of this thesis is: "The Influence of Leadership, Motivation and Job Satisfaction on Employee Performance at the Pratama Tax Office in Sawangan Depok."

The objectives are to find out the influence of:

1. Leadership on Employee Performance.
2. Work Motivation on Employee Performance.
3. Job Satisfaction on Employee Performance.
4. Leadership, Motivation and Job Satisfaction together on Employee Performance.

LITERATURE REVIEW

Literature Review

Leadership

[3] define leadership as influencing a group towards achieving a set vision or goal. Leadership is how to control other people to give their potential, time, energy, and thoughts, to work together to achieve organizational goals in conditions that other people have their hopes, dreams, desires, and goals, as stated by [4].

According to [5], there are three main characters that a leader must possess to become a leader worthy of being trusted, listened to, and followed by his directions. The three things are Integrity, Virtue, and Ability. [6] explains that some of the habits and attitudes of a leader are questioning the process, inspiring a collective vision, allowing others to act, adapting solutions, and invigorating.

Work Motivation

[7]concludes that encouragement is a willingness to work hard to achieve common goals, to meet personal needs. There are many theories of motivation and will continue to develop, as stated by [8]. It is because individuals often change their aspirations and needs. As a result, their motivation is different in every situation.

However, according to [9], the best motivation theory is the hierarchy of needs theory from Abraham Maslow. Maslow hypothesizes a hierarchy of five needs in every human being: physiological, security, social, appreciative, and self-actualization needs.

Work Satisfaction

[10] states that job satisfaction is an emotional feeling from performing the work. It is reached by combining morale, discipline, and performance. Job satisfaction is felt everywhere, where according to [11], it is the emotional reaction to various aspects of work. While [7] argues that it is the difference between the real and the expectation of awards received by the workers.

[1]explain several factors that affect job satisfaction, including the work itself, relationships with superiors, coworkers, promotions, and salaries or wages. The associations among them can be positive or negative, ranging from weak to vigorous. A strong relationship shows that superiors can significantly influence other variables by increasing job satisfaction.

Employee Performance

Performance is the accomplishment of a person or group under their respective authorities and responsibilities to achieve corporate goals following existing laws and regulations, morally and ethically. [12].

[13]argues that performance is achieved if a person does his duties under the standards and criteria set. Meanwhile, [14] explain three main types of behaviour that define performance: Task Performance, Citizenship, and Counterproductivity.

A. Framework of Thinking

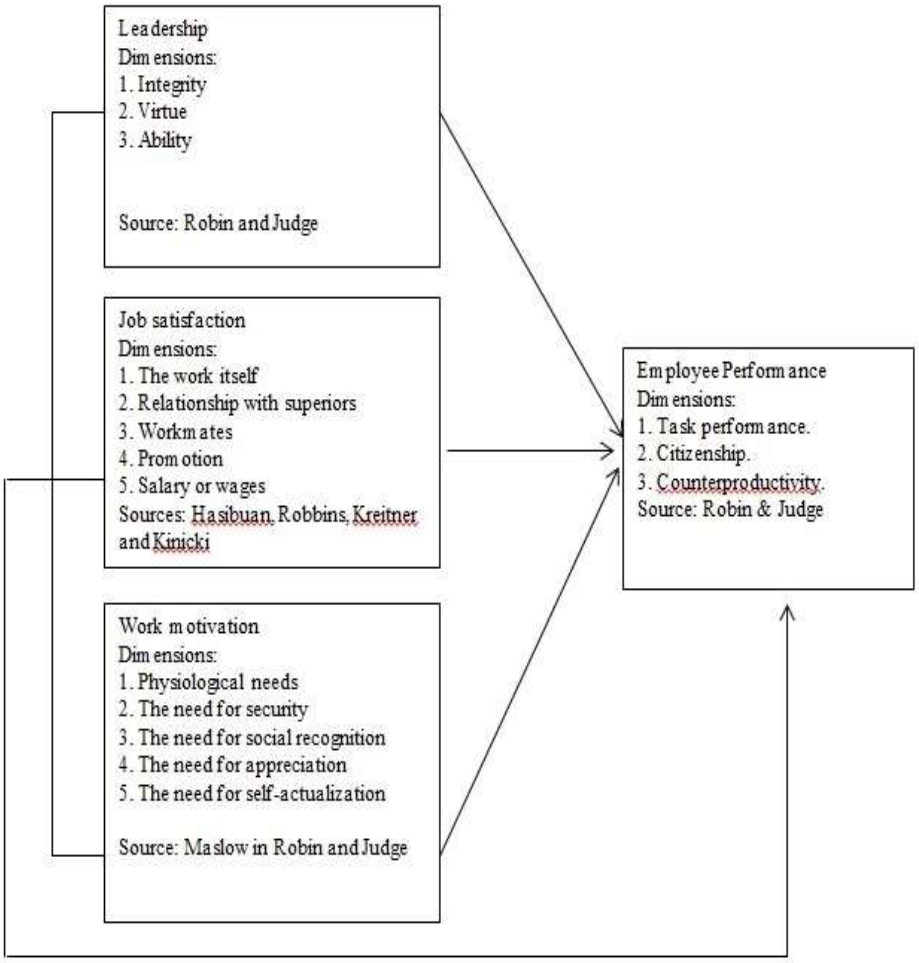


Figure 2.1 Diagram between Variables
Source: processed by the author, 2018

Hypotheses

The hypotheses are as follows:
1. Leadership significantly affects employee performance.
2. Work motivation considerably impacts employee accomplishment.
3. Job satisfaction has a positive correlation with employee achievement.
4. Leadership, work motivation, and job satisfaction have a positive and significant effect on employee performance.

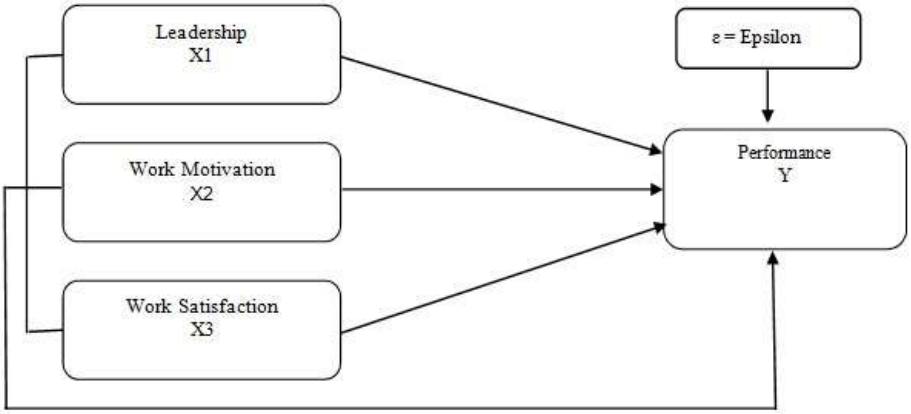
RESEARCH METHODOLOGY
Research Approach

The study is conducted using a quantitative approach using survey research, namely distributing questionnaires. The study results are based on numbers to obtain more accurate data so that the results obtained are more representative.

When viewed from the clarity of the relationship between variables, this study uses the associative method of a causal relationship. Meanwhile, in terms of data and analysis,

this study uses a combined approach (quantitative-qualitative), where the primary analysis is quantitative analysis, while qualitative research is only a compliment.

Figure 3.1 Research Design



Source: processed by the author, 2018

Variable Operations

The variable is the object of research or is the point of attention of a study [15]. In this study, the variables used are independent variables: Leadership (X1), Work Motivation (X2), and Job Satisfaction (X3), while the dependent variable is Employee Performance (Y).

Data

Data collection techniques used in this research are Questionnaire Techniques, Observation, and Literature Study. The structure of the questions and their answers uses the Likert Scale Format developed by Rensis Likert. [16] explain that the Likert Scale is designed to examine the strength of the agreement and disagreement of the subject and the statements on a five-point scale.

Sampling Technique

The population is 97 employees. [16] states that if we will only examine part of the population, the research is called sample research. The sample is part or representative of the population studied.

Determination of sample size is calculated using the Slovin formula, with the formula as stated by [17]:

$$n = \frac{N}{1+Ne^2}$$

where:
n= Sample size
N= Population size
e = Tolerable sampling error, which is set at 10% or 0.1.

Based on the calculation using the Slovin formula above, the number of samples is determined as follows:

$$n = \frac{97}{1 + 97\,(0,1)^2}$$

n = 49,23 is rounded to 49

Data Analysis Technique

Instrument Validity Test

Validity is the degree of accuracy of the measuring instrument. The analytical technique used is the Pearson Product Moment correlation, correlating the item score with the total score.

One of the analytical techniques for testing the instrument's validity with SPSS (Statistical Program for Social Science) is Alpha-Cronbach's analysis, which compares the calculated r-value with the Pearson Product Moment r table with n (items) and the specified significance level of 5%.

The test condition is that if the r count > the r table, the instrument is valid. It means that it is feasible to collect data, and vice versa if it is smaller. Then, the calculation results are matched with the Price Product Moment, with a significant level of 5%. If r XY > r table, then the item is good.

Instrument Reliability Test

Reliability testing compares the output of Alpha-Cronbach's with the r table, with a significance level of 5%. The condition of the test is that if the alpha value is more excellent, then the instrument is considered reliable.

Data processing to test the validity and reliability of the instrument is using SPSS (Statistic Package for Social Science). In general, reliability of less than 0.60 is considered inferior, which is in the range of 0.70, acceptable, and those above 0.80 are good [17].

Hypothesis Testing and Data Analysis

The researchers use two analytical methods to analyze the research data as follows:

a. Descriptive Statistical Analysis

Data Analysis is done by describing collected data to make conclusions for the public or generalizations. Researchers then figure out the associations of the two independent variables together and partially with the other variables.

b. Inferential Statistical Analysis

The data sample analysis is done so that the results can be applied to the population. This statistical analysis is suitable for use in this study because the population and sample are pretty straightforward.

Hypothesis Design

The researchers test the four hypotheses proposed to ascertain whether the independent variables (X1, X2, and X3) either partially or simultaneously affect the dependent variable (Y). Then the three hypotheses proposed are tested through the following steps:

a. Test the regression coefficients partially (partial test) for the coefficients b1, b2, and b3.

Partial tests are conducted to make inferences about the effect of X1, X2, and X3 on the dependent Y.

The steps of hypothesis testing analysis on the regression coefficient are:

1. Hypothesis Formulation

H0: b1/b2/b3 = 0: Independent variable X1 does not correlate with the dependent variable Y.

H1: b1/b2/b3 ≠ 0: Independent variable X1 influences the dependent variable Y.

2. Determination of Critical Value

   The critical value in testing the regression coefficient hypothesis can be determined using a standard distribution table by considering the significant level (α) and the number of samples used.

3. Determination of t value
4. Decision Making

   Decision-making compares the t count with the t table (critical value) for each significance level. If the t count < the t table, the decision is to accept the null hypothesis acceptance area (Ho).

   1. Conclusion

   b. Test all independent variables together on the value of the dependent variable (simultaneous test / F test).

The analytical steps are as follows:

1. Hypothesis Formulation

   H0 : b1 = b2 = b3 = 0: The independent variables together do not influence the dependent variable.

   H1 : b1 = b2 = b3 # 0: There is one independent variable that has an impact on Y.

2. Determination of Critical Value

   The test uses the F distribution by comparing the critical value with the calculated F value from the calculation results.

3. Measurement of the impacts of all independent variables

   The determination coefficient is a statistical value used to figure out the effect of the relationship between two variables.

4. Multiple Linear Regression

   Because there are three independent variables, the regression equation that will be formed is as follows: :

$$Y = a + b1X1 + b2X2 + b3X3 + e$$

where:

Y= Estimated value of dependent variable

a= Constant/The point of intersection of the curve with the Y axis

X1= Independent variable 1

X2= Independent variable 2

X3= Independent variable 3

e= Estimated error

b1, b2, b3 = Slope associated with variable X1, X2, X3

RESEARCH RESULTS AND DISCUSSION

Normality, Validity and Reliability

Table 4.1

Normality Test One-Sample

		Leadership	Work Motivation	Work Satisfaction	Employee Performance
N		49	49	49	49
Normal Mean		51.33	52.49	53.35	53.22
Parametersa,,b	Std.	14.072	13.458	13.473	12.603
Deviation					
Most Extreme	Absolute	.094	.121	.145	.166
Differences	Positive	.061	.110	.102	.121
Negative		-.094	-.121	-.145	-.166
Kolmogorov-Smirnov Z		.655	.847	1.016	1.165
Asymp. Sig. (2-tailed)		.785	.470	.253	.133

a. Test distribution is Normal.
b. Calculated from data.
Source: processed by the researchers, 2018.

The normality test results in the table above show that the significant value of the normality test results for each research variable has exceeded 0.05. It means that each research variable has been normally distributed.

Scale: ALL VARIABLES

Case Processing Summary

Table 4.2

Validity Test

		N	%
Cases	Valid	49	100.0
	Excludeda	0	.0
	Total	49	100.0

a. Listwise deletion based on all variables in the procedure.
Source: processed by the researchers, 2018.

Testing the validity of the questionnaire items is done by using the Product Moment Person Correlation test. Tests show that the results are valid.

Table 4.3

Reliability Test

Cronbach's Alpha	N of Items
.833	4

Source: processed by the researchers, 2018.

The above table shows the value of Alpha Cronbach's of 0,833 > 0,700. So, the questionnaire distributed is reliable [18].

B. *Research Data Analysis Results*

Table 4.4

Leadership Data Descriptive

N Valid	49
Missing	0
Mean	51.33
Std. Deviation	14.072
Variance	198.016
Range	59
Minimum	15
Maximum	74

Source: processed by the researchers, 2018.

The data above shows a minimum value of 15 and a maximum of 74. The range, which is the maximum minus the minimum value, is 59. At the same time, the average value is 51.33, with a standard deviation of 14.07.

Table 4.5

Descriptive Data on Work Motivation

N Valid	49
Missing	0
Mean	52.49
Std. Deviation	13.458
Variance	181.130
Range	52
Minimum	17
Maximum	69

Source: processed by the researchers, 2018.

The data above shows a minimum value of 17 and a maximum of 69. The range, which is the maximum minus the minimum value, is 52. At the same time, the average value is 52.49, with a standard deviation of 13.45.

Table 4.6

Descriptive Work Satisfaction Data

N Valid	49
Missing	0
Std. Deviation	53.35
Mean	13.473
Variance	181.523
Range	55
Minimum	17
Maximum	72

Source: processed by the researchers, 2018.

The data above shows a minimum value of 17 and a maximum of 72. The range, which is the maximum minus the minimum value, is 55. At the same time, the average value is 53.35, with a standard deviation of 13.47.

Table 4.7

Descriptive Employee Performance Data

N Valid	49
Missing	0
Mean	53.22
Std. Deviation	12.603
Variance	158.844
Range	54
Minimum	19
Maximum	73

Source: processed by the researchers, 2018.

The data above shows a minimum value of 19 and a maximum of 73. The range, which is the maximum minus the minimum value, is 54. At the same time, the average value is 53.22, with a standard deviation of 12.60.

C. Hypothesis Test

Table 4.8

Partial Test Coefficient of Leadership

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
Constant	21.745	5.063		4.295	0.000
Leadership	.613	0.95	.685	6.442	.0000

a. Dependent Variable: Performance
Source: processed by the researchers, 2018.

From the SPSS calculation, the t-count obtained for X1 is 6.442, with a significant value of 0.000. Because the significant value obtained is <0.05 and t count > t table (1.96), H0 is rejected, and H1 is accepted. It shows that the independent variable X1 has a positive and significant effect on the dependent variable Y. The magnitude of the product is 0.469 or 46.9%.

Table 4.9

Leadership Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.685a	.469	.458	9.282	.685

a. Predictors: (Constant), Leadership
b. Dependent Variable: Employee Performance
Source: processed by the researchers, 2018.

Table 4.10

Partial Test Coefficient of Motivation

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
Constant	17.933	5.149		3.483	0.001
Leadership	.672	0.95	.718	7.071	.0000

a. Dependent Variable: Employee Performance
Source: processed by the researchers, 2018.

From the SPSS calculation, the t-count obtained for X1 is 7.071, with a significant value of 0.000. Because the significant value obtained is < 0.05 and t count > t table (1.96), H0 is rejected, and H1 is accepted. It shows that the independent variable X2 has a positive and significant effect on the dependent variable Y. The magnitude of the product is 0.515 or 51.5%.

Table 4.11

Model Summary Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.718a	.515	.505	8.866	.587

a. Predictors: (Constant), Motivation
b. Dependent Variable: Employee Performance

Table 4.12

Partial Test Coefficient of Work Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.210	6.309		4.155	.000
Work Satisfaction		.506	.115	.541	4.414	.000

a. Dependent Variable: Employee Performance
Source: processed by the researchers, 2018.

From the SPSS calculation, the t-count obtained is 4.414 with a significant value of 0.000. Because the significant value obtained is <0.05 and t count > t table (1.96), H0 is rejected, and H1 is accepted. It shows that the independent variable X3 has a positive and significant effect on the dependent variable Y. The magnitude of the product is 0.293 or 29.3%.

Table 4.13

Summary Model of Work Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.541a	.293	.278	10.709	.421

a. Predictors: (Constant), Work satisfaction
b. Dependent Variable: Employee Performance
Source: processed by the researchers, 2018.

Tabel 4.14

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4954.487	3	1651.496	27.834	.000a
	Residual	2670.044	45	59.334		
	Total	7624.531	48			

a. Predictors: (Constant), Leadership, Motivation, Work Satisfaction
b. Dependent Variable: Employee performance
Source: processed by the researchers, 2018.

Research data processing with the help of the SPSS version 17 program shows the calculated F value (27.834) > F table (3.172), so H0 is rejected, and H1 is accepted.

Table 4.15

Summary Model of Leadership, Motivation, Work Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.806a	.650	.626	7.703	.598

a. Predictors: (Constant), Leadership, Motivation, Work Satisfaction
b. Dependent Variable: Employee Performance
Source: processed by the researchers, 2018.

The table above shows the R^2 value of 0.650 or 65.0%. It means that the influence of Leadership (X1), Work Motivation (X2), and Job Satisfaction (X3) together on Employee Performance (Y) is 65.0%. The remaining 35.0% is caused by another factor called epsilon.

Table 4.16

Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.115	5.507		.929	.358
Work Satisfaction	.288	.091	.308	3.168	.003
Leadership	.330	.115	.368	2.863	.006
Motivation	.301	.128	.321	2.354	.023

a. Dependent Variable: Employee Performance
Source: processed by the researchers, 2018.

Based on the above calculations, the equation is:
Y = 5,115 + 0,330 X1 + 0,301 X2 + 0,288 X3

The equation means that:

1. Each increase in the score of the Leadership variable (X1) affects the increase in the Employee Performance variable (Y) by 0.330. It is assumed that Work Motivation (X2) and Work Satisfaction (X3) are constant.
2. Each increase in the score of the Work Motivation variable (X2) affects the increase in the Employee Performance variable (Y) by 0.301. It is assumed that the variables of Leadership (X1) and Work Satisfaction (X3) are constant.
3. Every increase in 1 score of Work Satisfaction (X3) increases the Employee Performance variable (Y) by 0.288. It is assumed that Leadership (X1) and Work Motivation (X2) are constant.

CONCLUSIONS AND SUGGESTIONS

Conclusions

1. The analysis results show that leadership affects Employee Performance, where the value of t count (6.442) is more significant than the t table (1.960). It shows that the more influential the leadership, the more Employee Performance will increase. Each strengthening of 1 score of the Leadership variable affects increasing the Employee Performance variable by 0.330. The better the leadership, the higher the performance of employees in the agency, and vice versa. The magnitude of the influence is 46.9%.
2. The analysis results show that work motivation significantly affects employee performance, where the value of t count (7.071) is more significant than the t table (1.960). It shows that the higher the job motivation, the employee's achievement will increase. Each strengthening of 1 score of the work motivation variable affects increasing the employee performance variable by 0.301. The higher the employee's work motivation, the better the employee's performance in the agency, and vice versa. The magnitude of the influence is 51.5%.
3. The analysis results show that Work Satisfaction affects employee accomplishment but is not significant, where the t count (4.414) is more significant than the t table (1.960). It shows that the higher the work satisfaction, the higher the employee performance. Each strengthening of 1 variable score job content affects increasing the employee performance variable by 0.288. The higher the job satisfaction, the better the employee performance, and vice versa. The size of the influence is 29.3%.
4. The analysis results show that Leadership, Work Motivation, and Work Satisfaction significantly affect employee performance. The calculated F value (27.834) is greater than the F table (3.172). It shows that Work Satisfaction (X3), high Work Motivation (X2), and effective Leadership (X1) together will increase Employee Performance with the regression equation Y = 5.115 + 0.330 X1 + 0.301 X2 + 0.288 X3.

The value of the coefficient of determination R2 of 0.650 shows the influence of Leadership (X1), Work Motivation (X2), and Job Satisfaction (X3) together on Employee Performance (Y) of 65.0%. The remaining 35.0% is caused by another factor called epsilon.

B. Suggestions

From the conclusions above, the writer tries to give some suggestions, including:

1. Knowledge Aspect

The results show a significant influence between Leadership, Motivation, and Job Satisfaction on Employee Performance at the Pratama Tax Office in Sawangan Depok. The study results can be used as a basis for knowledge related to organizational management processes related to practical methods in improving employee performance.

2. Policy Aspects for the Depok Sawangan Primary Tax Service Office

The analysis results show that Leadership, Motivation, and job satisfaction significantly affect employee performance at the Pratama Tax Office in Sawangan Depok. It can be used as evaluation material for policymakers, especially those related to improving employee performance.

3. For further research

Future research is expected to add or test research variables that affect performance, especially those related to the bureaucratic reform process. This study indicates that there are still 35% variations in employee performance variables influenced by other factors outside of Leadership, Motivation, and Job Satisfaction.

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