

The Effect Of Organizational Culture, Work Competency and Discipline on Work Spirit That Impact on Employee Performance at The Business of Transportation in West Jakarta

Ibnu Sina¹, Denok Sunarsi²

^{1,2} University of Pamulang, South Tangerang, Banten, Indonesia

Email: ibnu.sina@unpam.ac.id

(Received: January 10-2021; revised: February 10-2021; published: February 14-2021)

ABSTRACT

This study aims to determine the effect of organizational culture, competence and work discipline on work morale which has an impact on employee performance at the West Jakarta Transportation Agency. The method used is explanatory research with a sample of 125 respondents. The analysis technique uses statistical analysis with regression testing, coefficient of determination and hypothesis testing. The results of this study that organizational culture has a significant effect on work morale by 25.9%, hypothesis testing obtained a significance of $0.000 < 0.05$. Competence has a significant effect on work morale by 39.0%, hypothesis testing obtained a significance of $0.000 < 0.05$. Work discipline has a significant effect on work morale by 26.7%, hypothesis testing obtained a significance of $0.000 < 0.05$. Organizational culture, competence and work discipline simultaneously have a significant effect on work morale by 48.9%, hypothesis testing is obtained a significance of $0.000 < 0.05$. Work enthusiasm has a significant effect on employee performance by 38.8%, hypothesis testing obtained a significance of $0.000 < 0.05$.

Keywords: Organizational Culture; Competence; Work Discipline; Work Spirit; Employee Performance.

INTRODUCTION

Human resources have a very strategic role in organizing and running a business in an organization (Snell et al., 2015). the role of employees is very important because the human element plays an important role in carrying out the activities of institutions/agencies and plays an active role in policies and achieving organizational goals (Bowen, 2016; Farooq et al., 2014; Wolf, 2013). With reliable human resources, the operational activities of the institution/agencies will run smoothly (Fatai, 2011; Herman, 2013; Rosmaini et al., 2018).

Employee work performance is needed in an organization to achieve predetermined goals (Ho et al., 2011). Performance is the most important thing at work, because work performance is the result of employee performance that can be used to measure the quality of employee work (Daoanis, 2012; Dapu, 2015). Every employee is not necessarily willing to mobilize their work performance optimally, so there is still a need for incentives so that someone wants to use all their potential to work (Chimhutu et al., 2014; Maslen & Hopkins, 2014). This driving force is commonly called motivation, one of which is carried out through supervision of employees at work, so that supervision will encourage an employee to carry out an activity by using all his abilities to achieve goals (Hoff et al., 2019).

Organizational culture is important for every institution / agency, because it is the habits that occur in the organizational hierarchy that represent behavioral norms followed by members of the organization. A productive culture is a culture that can make the organization strong and

the goals of the institution/institution can be accommodated. This is in line with the opinion of where it is stated that "Organizational culture is a set of values, principles, traditions, and ways of working that are shared by members of the organization and affect the way they act".

A good assessment of organizational culture will be able to encourage employees to work better and in the end be able to improve employee performance in the West Jakarta Transportation Agency, both individually and in organizations. Employees who already understand the overall values of the organization will make these values a personality of the organization. These values and beliefs will be manifested into their daily behavior at work so that they will become individuals who are able to carry out their duties and functions to the fullest.

Today, the problem of work ethic has been re-expressed. The things that have been discussed in the past are reviewed again, such as the inaccuracy of entering working hours into "rubber hours". Lateness on official occasions, often not on time from the specified invitation. Time doesn't seem to be an important thing anymore, we like to underestimate it, especially if the meeting method is boring. Discipline wears off, resulting in other things, namely the abuse of authority and misappropriation of state money (Hoff et al., 2019).

Competence in an employee can affect the service in general. Awareness of the need for quality human resources needs to be followed up with various strategies that can improve employee performance. One of the strategies to face challenges that are not easy, every organization must redesign its organizational planning, management of performance management and human utilization. In this case, it means that human resources are able and willing to cooperate optimally in order to achieve organizational goals.

Based on preliminary research at the West Jakarta Transportation Service office on employee performance, employee performance is still not as expected, this can be seen from employees who have not been able to do the tasks assigned to them properly, so it seems that employees work leisurely without the burden of work and seem to delay -postponed his work and found several other problems that occurred, namely the low level of discipline of the employees.

This can be seen from the fact that there are still employees who do not have a morning call and do not come to work without a clear explanation. In addition, there are still employees who leave their duties during working hours without valid information. It can be seen that the room is often quiet during working hours. There are still employees who are negligent in carrying out the duties and work that are their responsibility, in the sense that they are not punctual in carrying out the tasks or work assigned to the employee. This of course will affect the low satisfaction of the people who ask for personnel services at the West Jakarta Transportation Service.

Enforcing discipline is important for institutions/agencies, because discipline contains rules that must be obeyed by employees. Work discipline can be seen as something that has great benefits, both for the benefit of the organization and for employees. For organizations, the existence of work discipline will ensure the maintenance of order and the smooth implementation of tasks, so that optimal results are obtained. As for employees, a pleasant working atmosphere will be obtained so that it will increase morale in carrying out their work.

Employees must also have a high sense of responsibility showing our discipline at work, such as doing the assigned tasks and completing them on time. Disciplined workers not only always accept assigned tasks, completing tasks perfectly is also a form of responsibility towards work.

It is also important for institutions/agencies to socialize all provisions and regulations of institutions/agencies so that they can be understood by employees and supervised, properly controlled so that there are no obstacles that can slow down the achievement of the goals of the institution/institution. Thus, employees can carry out their duties with full awareness and can develop their energy and mind as much as possible for the realization of organizational goals. Work discipline is a form of employee effort that seeks to improve and shape employee knowledge, attitudes and behavior so that employee behavior voluntarily tries to work cooperatively with other employees and improve performance.

Every organization expects that its employees can perform well. Information on employee performance is obtained through performance appraisal. From the results of the employee performance evaluation, it can be seen whether an employee can work well or not, which is seen from the category of assessment that is compared between the benchmarks for evaluating organizational performance and employee performance. So that it can be interpreted that the higher the assessment is an indication that the employee's performance is able to meet the expectations of organizational performance.

Morale or in foreign terms called morale is something that must be owned by every employee so that their work productivity increases, therefore every agency should always try to increase employee morale. With high morale, it can be expected that the agency's activities can run well so that the company's goals can be achieved.

Every agency wants every employee to have high morale, this work spirit is needed so that agency activities in achieving goals can run smoothly. Morale is a trait that must be possessed by every employee so that the work done is not only completed quickly but the quality is also good. The results of the performance evaluation become feedback for the next planning stage. Thus, performance management is needed so that efforts to improve performance are well organized in an uninterrupted cycle of work stages, so as to build organizational performance that is oriented towards optimal processes and results.

Based on the description above, the authors are interested in conducting a study entitled "The Influence of Organizational Culture, Competence and Discipline on Work Spirits That Have an Impact on Employee Performance in the West Jakarta Transportation Agency".

According to Sugiyono (2018) "The hypothesis is a temporary answer to problems, because it is temporary, it needs to be proven true through the empirical data collected". The formulation of the proposed hypothesis is as follows:

- H1: There is a significant influence of organizational culture on work morale at the West Jakarta Transportation Agency.
- H2: There is a significant effect of competence on work morale at the West Jakarta Transportation Agency.
- H3: There is a significant effect of work discipline on work morale at the West Jakarta Transportation Agency.
- H4: There is a significant influence of organizational culture, competence and work discipline simultaneously on work morale at the West Jakarta Transportation Agency.

H5: There is a significant effect of work morale on employee performance at the West Jakarta Transportation Agency.

METHOD

The population in this study amounted to 125 respondents from the West Jakarta Transportation Service. The sampling technique used in this study is a saturated sample, where all members of the population are used as samples (Etikan et al., 2016; Sharma, 2017; Taherdoost, 2016). Thus the sample in this study amounted to 125 respondents. The type of research used is associative, where the aim is to find out the relationship between. In analyzing the data used instrument test, classical assumption test, regression, coefficient of determination and hypothesis testing.

RESULT AND DISCUSSION

Instrument Test Results

- From the test results, it was obtained that all questionnaire items on organizational culture variables obtained a 2-tailed significance value of $0.000 < 0.05$, thus the instrument was valid.
- From the test results, it was obtained that all items of the competency variable questionnaire obtained a 2-tailed significance value of $0.000 < 0.05$, thus the instrument was valid.
- From the test results, it was obtained that all questionnaire items on the work discipline variable obtained a 2-tailed significance value of $0.000 < 0.05$, thus the instrument was valid.
- From the test results, it was obtained that all questionnaire items on the morale variable obtained a 2-tailed significance value of $0.000 < 0.05$, thus the instrument was valid.
- From the test results, all questionnaire items on employee performance variables obtained a 2-tailed significance value of $0.000 < 0.05$, thus the instrument is valid.
- From the results of reliability testing, the following results were obtained:

Table 1
Reliability Test Results

Variable	Cronbach's Alpha	Alpha Critical Standard	Information
Organizational Culture (X1)	0.623	0.600	Reliable
Competence (X2)	0.620	0.600	Reliable
Work Discipline (X3)	0.668	0.600	Reliable
Work Spirit (Y)	0.605	0.600	Reliable
Employee Performance (Z)	0.616	0.600	Reliable

Based on the results of the above examination, the overall variables of organizational culture (X1), competence (X2), work discipline (X3), morale (Y) and employee performance (Z) obtained a *cronbach alpha* value greater than 0.600. Thus declared reliable.

Classic Assumption Test Results

a. Normality test

The results of the normality test using the *Kolmogorov-Smirnov Test* are as follows:

Table 2
Kolmogorov-Smirnov Test . Normality Results

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
Work Spirit (Y)	.077	125	.068	.973	125	.012

a. Lilliefors Significance Correction

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
Work Spirit (Y)	.070	126	.200 *	.971	126	.008

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Based on the test results in the table above, a significance value of 0.068 is obtained where the value is greater than the value of = 0.050 or (0.068 > 0.050). Thus, the assumption of the distribution of equations in this test is normal.

b. Multicollinearity Test

Multicollinearity test was carried out by looking at the *Tolerance Value* and *Variance Inflation Factor* (VIF). The test results are as follows:

Table 3
Multicollinearity Test Results with Collinearity Statistics .

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	6,838	2,996			
	Organizational culture (X1)	.221	.069	.239	.757	1.321
	Competence (X2)	.406	.082	.396	.653	1,531
	Work Discipline (X3)	.216	.070	.233	.731	1.368

a. Dependent Variable: Morale (Y)

Based on the test results in the table above, the *tolerance* value of each independent variable is < 1.0 and the *Variance Inflation Factor* (VIF) < 10, thus this regression model does not occur multicollinearity.

c. Autocorrelation Test

The test was carried out with the *Darbin-Watson test (DW test)*. The test results are as follows:

Table 4
Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.699 ^a	.489	.477	2,510	1,560

a. Predictors: (Constant), Work discipline (X3), Organizational culture (X1), Competence (X2)

b. Dependent Variable: Morale (Y)

The test results in the table above obtained the *Durbin-Watson* value of 1,560, the value is between the interval 1,550 – 2,460. Thus, the regression model stated that there was no autocorrelation disorder.

d. Heteroscedasticity Test

The test was carried out with the *Glejser Test Model* test tool . The test results are as follows:

Table 5
Heteroscedasticity Test Results with Glejser Test Model

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.509	1,783		1,407	.162
	Organizational culture (X1)	-.015	.041	-.038	-.367	.714
	Competence (X2)	.016	.049	.036	.321	.749
	Work Discipline (X3)	-.015	.042	-.037	-.351	.727

a. Dependent Variable: RES2

The results of the test using the *glejser* test obtained the value of Sig. > 0.05. Thus, the *regression model* has no heteroscedasticity disorder.

Descriptive Analysis

In this test, it is used to determine the minimum and maximum scores, the highest scores, the rating scores and the standard deviation of each variable. The results are as follows:

Table 6
Results of Descriptive Statistics Analisis Analysis

Descriptive Statistics

	N	Minimum	Maximum	mean	Std. Deviation
Organizational culture (X1)	125	29	46	37.61	3,754
Competence (X2)	125	31	46	38.21	3.382
Work Discipline (X3)	125	30	46	38.18	3,747
Work Spirit (Y)	125	32	46	38.89	3.469
Employee Performance (Z)	125	31	50	39.21	3.511
Valid N (listwise)	125				

Organizational culture obtained a minimum variance of 29 and a maximum variance of 46 with a rating score of 3.761 with a standard deviation of 3.754.

Competence obtained a minimum variance of 31 and a maximum variance of 46 with a rating score of 3.821 with a standard deviation of 3.382.

Work discipline obtained a minimum variance of 30 and a maximum variance of 46 with a rating score of 3.818 with a standard deviation of 3.747.

Morale obtained a minimum variance of 32 and a maximum variance of 46 with a rating score of 3,889 with a standard deviation of 3,469.

Employee performance obtained a minimum variance of 31 and a maximum variance of 50 with a rating score of 3.921 with a standard deviation of 3.511.

Quantitative Analysis.

This analysis is intended to determine the effect of the independent variable on the dependent variable. The test results are as follows:

a. Multiple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes. The test results are as follows:

Table 7
Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,838	2,996		2.282	.024
Organizational culture (X1)	.221	.069	.239	3.198	.002
Competence (X2)	.406	.082	.396	4.924	.000
Work Discipline (X3)	.216	.070	.233	3.067	.003

a. Dependent Variable: Morale (Y)

Based on the test results in the table above, the regression equation $Y = 6.838 + 0.221X1 + 0.406X2 + 0.216X3$. From these equations it is explained as follows:

1) A constant of 6.838 means that if the organizational culture, competence and work discipline do not exist, then there is a morale value of 6.838 points.

- 2) The regression coefficient of organizational culture is 0.221, this number is positive, meaning that every time there is an increase in organizational culture of 0.221 points, morale will also increase by 0.221 points.
- 3) The competency regression coefficient is 0.406, this number is positive, meaning that every time there is an increase in competence of 0.406 points, the morale will also increase by 0.406 points.
- 4) The regression coefficient of work discipline is 0.216, this number is positive, meaning that every time there is an increase in work discipline of 0.216 points, work morale will also increase by 0.216 points.

b. Coefficient of Determination Analysis

The analysis of the coefficient of determination is intended to determine the percentage of the influence of the independent variable on the dependent variable either partially or simultaneously. The test results are as follows:

Table 8
Results of Testing the Coefficient of Determination of Organizational Culture on Work Morale.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.509 ^a	.259	.253	2,998

a. Predictors: (Constant), Organizational culture (X1)

Based on the test results obtained a determination value of 0.259, meaning that organizational culture has a contribution of 25.9% influence on work morale.

Table 9
Results of Testing the Coefficient of Competence Determination on Work Morale.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625 ^a	.390	.385	2,720

a. Predictors: (Constant), Competence (X2)

Based on the test results obtained a determination value of 0.390, meaning that competence has a contribution of 39.0% influence on work morale.

Table 10
Results of the Coefficient of Determination of Work Discipline on Work Morale.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.517 ^a	.267	.261	2,983

a. Predictors: (Constant), Work discipline (X3)

Based on the test results, the determination value is 0.267, meaning that work discipline has an influence contribution of 26.7% on work morale.

Table 11

Results of Testing the Coefficient of Determination of Organizational Culture, Competence and Work Discipline Simultaneously Against Work Spirit.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699 ^a	.489	.477	2,510

a. Predictors: (Constant), Work discipline (X3), Organizational culture (X1), Competence (X2)

Based on the test results obtained a determination value of 0.489, meaning that organizational culture, competence and work discipline simultaneously have a contribution of 48.9% influence on work morale, while the remaining 51.1% is influenced by other factors.

Table 12

Results of Testing the Coefficient of Determination of Morale on Employee Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.623 ^a	.388	.383	2,758

a. Predictors: (Constant), Morale (Y)

Based on the test results obtained a determination value of 0.388, meaning that work enthusiasm has a contribution of 38.8% influence on employee performance.

Hypothesis testing

a. Partial hypothesis test (t test)

Hypothesis testing with t test is used to determine which partial hypothesis is accepted. The test results are as follows:

Table 13
Hypothesis Test Results Organizational Culture on Work Morale.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	21,190	2,710		7.819	.000
Organizational culture (X1)	.471	.072	.509	6.563	.000

a. Dependent Variable: Morale (Y)

Based on the test results in the table above, the value of t arithmetic > t table or (6.563 > 1.980), thus the proposed hypothesis that there is a significant influence between organizational culture on morale is accepted.

Table 14. Results of Competency Hypothesis Testing on Work Morale.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14,408	2,770		5.201	.000
Competence (X2)	.641	.072	.625	8.872	.000

a. Dependent Variable: Morale (Y)

Based on the test results in the table above, the value of t count > t table or (8.872 > 1.980), thus the proposed hypothesis that there is a significant influence between competence on morale is accepted.

Table 15
Hypothesis Test Results of Work Discipline on Work Morale.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20,625	2,743		7,520	.000
Work Discipline (X3)	.478	.071	.517	6.690	.000

a. Dependent Variable: Morale (Y)

Based on the test results in the table above, the value of t count > t table or (6,690 > 1,980), thus the hypothesis proposed that there is a significant influence between work discipline on work morale is accepted.

Table 16
Results of Hypothesis Testing of Work Morale on Employee Performance.

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	14,691	2,787		5,271	.000
	Work Spirit (Y)	.630	.071	.623	8.832	.000

a. Dependent Variable: Employee Performance (Z)

Based on the test results in the table above, the value of t count > t table or (8.832 > 1.980), thus the proposed hypothesis that there is a significant influence between work morale on employee performance is accepted.

Simultaneous Hypothesis Testing (F Test)

Hypothesis testing with the F test is used to determine which simultaneous hypothesis is accepted.

The fourth hypothesis There is a significant influence between organizational culture, competence and work discipline on morale.

Table 17. Hypothesis Test Results Organizational Culture, Competence and Work Discipline Simultaneously Against Work Spirit.

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	730,153	3	243.384	38,633	.000 ^b
	Residual	762,279	121	6,300		
	Total	1492,432	124			

a. Dependent Variable: Morale (Y)

b. Predictors: (Constant), Work discipline (X3), Organizational culture (X1), Competence (X2)

Based on the test results in the table above, the calculated F value > F table or (38,633 > 2,680), thus the fourth hypothesis proposed that there is a significant influence between organizational culture, competence and work discipline on work morale is accepted.

Discussion

1. The Influence of Organizational Culture on Work Morale

Organizational culture has a significant effect on work morale with a coefficient of determination of 25.9%. Testing the hypothesis obtained the value of t arithmetic > t table or (6.563 > 1.980). Thus the hypothesis proposed that there is a significant effect between organizational culture on morale is accepted.

2. The Influence of Competence on Work Morale

Competence has a significant effect on work morale with a coefficient of determination of 39.0%. Testing the hypothesis obtained the value of t arithmetic > t table or (8.872 >

1.980). Thus the hypothesis proposed that there is a significant effect between competence on morale is accepted.

3. The Influence of Work Discipline on Work Morale

Work discipline has a significant effect on work morale with a coefficient of determination of 26.7%. Testing the hypothesis obtained the value of t count $>$ t table or (6,690 $>$ 1,980). Thus the hypothesis proposed that there is a significant effect between competence on morale is accepted.

4. The Influence of Organizational Culture, Competence and Work Discipline on Work Morale

Organizational culture, competence and work discipline have a significant effect on work morale with the regression equation $Y = 6.838 + 0.221X_1 + 0.406X_2 + 0.216X_3$, with a coefficient of determination of 48.9% while the remaining 51.1% is influenced by other factors. Hypothesis testing is obtained by the calculated F value $>$ F table or (38.633 $>$ 2.680). Thus the hypothesis proposed that there is a significant effect between organizational culture, competence and work discipline on work morale is accepted.

5. The Influence of Work Morale on Employee Performance

Morale has a significant effect on employee performance with a coefficient of determination of 38.8%. Testing the hypothesis obtained the value of t arithmetic $>$ t table or (8.832 $>$ 1.980). Thus the hypothesis proposed that there is a significant effect between morale on employee performance is accepted.

CONCLUSION

Organizational culture has a significant effect on work morale with a contribution of 25.9%. Hypothesis test obtained value of t arithmetic $>$ t table or (6.563 $>$ 1.980). Competence has a significant effect on work morale with a contribution of 39.0%. Hypothesis test obtained value of t count $>$ t table or (8,872 $>$ 1,980). Work discipline has a significant effect on work morale with a contribution of 26.7%. Hypothesis test obtained value of t count $>$ t table or (6,690 $>$ 1,980). Organizational culture, competence and work discipline have a significant effect on work morale with a contribution of 48.9% influence while the remaining 51.1% is influenced by other factors. Hypothesis testing is obtained by the calculated F value $>$ F table or (38,633 $>$ 2,680). Morale has a significant effect on employee performance with a contribution of 38.8%. Hypothesis test obtained value of t count $>$ t table or (8,832 $>$ 1,980).

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