

LAMPIRAN

Lampiran 01. Surat Permohonan Penelitian



KEMENTERIAN PENDIDIKAN, KEBUDAYAAN,
RISET, DAN TEKNOLOGI
UNIVERSITAS PENDIDIKAN GANESHA
FAKULTAS EKONOMI

Jalan Udayana No. 11 Singaraja-Bali. Telepon : (0362) 26830
Website : <http://www.fe.undiksha.ac.id/>

Nomor : 975/UN48.13.1/DL/2024

Singaraja, 22 Mei 2024

Lamp. : -

Hal : *Permohonan Data dan Penelitian*

Kepada Yth. Personalia Agung Toyota Denpasar
di-
Tempat

Dengan Hormat,

Wakil Dekan I Fakultas Ekonomi Universitas Pendidikan Ganesha menerangkan bahwa mahasiswa/i tersebut dibawah ini :

Nama : Ni Made Risma Dwiyantri
NIM. : 2017041129
Fakultas : Ekonomi
Jurusan/Prodi. : Manajemen / S1 Manajemen

Bermaksud mengadakan penelitian lapangan untuk menempuh atau menyusun tugas akhir, skripsi dan melengkapi tugas lainnya. Sehubungan dengan hal tersebut, kami mohon izin agar mahasiswa kami dapat diterima dan diberikan data di tempat yang Bapak/Ibu/Sdr. Pimpin.

Demikian surat ini kami buat agar bisa digunakan sebagaimana mestinya. Atas perhatian dan kerjasamanya, kami sampaikan terima kasih.

a.n. Dekan,
Wakil Dekan I,



Dr. Dra. Ni Made Suci, M. Si.
NIP. 196810291993032001



Balai
Sertifikasi
Elektronik

Catatan :

- UU ITE No. 11 Tahun 2008 Pasal 5 ayat 1 "Informasi Elektronik dan/atau Dokumen Elektronik dan/atau hasil cetaknya merupakan alat bukti hukum yang sah"
- Dokumen ini tertanda ditandatangani secara elektronik menggunakan sertifikat elektronik yang diterbitkan BsE
- Surat ini dapat dibuktikan keasliannya dengan menggunakan *qr code* yang telah tersedia

Lampiran 02. Kuesioner Penelitian



**KUESIONER PENELITIAN
UNIVERSITAS PENDIDIKAN GANESHA
FAKULTAS EKONOMI
JURUSAN MANAJEMEN
PROGRAM STUDI MANAJEMEN**

Kepada: Yth Bapak/Ibu, Saudara/i Karyawan Agung Toyota Denpasar

Hal : Pengisian Kuisisioner

Dengan Hormat,

Sehubungan dengan penelitian yang saya lakukan untuk menyelesaikan studi di Universitas Pendidikan Ganesha, saya mohon dengan hormat kesediaannya meluangkan waktu untuk mengisi kuisisioner ini secara sukarela. Kuisisioner ini bertujuan memperoleh data yang digunakan untuk mengetahui ***“Pengaruh Pelatihan dan Pengembangan Karir Terhadap Kinerja Karyawan Pada Dealer Mobil Agung Toyota Denpasar”***. Data yang diperoleh hanya akan digunakan untuk tujuan akademik dan akan dipergunakan secara konfidensial. Diharapkan agar Bapak/Ibu, Saudara/i berkenan untuk menjawab seluruh pertanyaan yang ada dengan jujur. Atas kerjasama dan partisipasi yang diberikan saya ucapkan terima kasih.

Singaraja, 20 Mei 2024

Peneliti

Ni Made Risma Dwiyantri

Pengaruh Pelatihan dan Pengembangan Karir Terhadap Kinerja Karyawan Pada Dealer Mobil Agung Toyota Denpasar

1) Identitas Responden

Responden diharapkan menjawab pertanyaan-pertanyaan berikut dengan mengisi bagian yang kosong atau memberi tanda (✓) pada jawaban yang tersedia.

1. Nama Responden :
2. Jenis Kelamin : Laki-laki Perempuan
3. Usia :
4. Divisi Kerja :
5. Jabatan :
6. Jenjang Pendidikan : SMA/SMK Diploma S1 S2
7. Masa Kerja :

(Ket : Harap mengisi tanda *check list* (✓) pada salah satu jawaban yang bertanda)

2) Petunjuk Pengisian Kuisisioner

Silahkan Anda pilih jawaban yang menurut Anda paling sesuai dengan kondisi yang ada dengan memberikan tanda (✓) pada pilihan jawaban yang tersedia.

Keterangan:

1. Skor 5 diberikan kepada jawaban dengan pilihan Sangat Setuju (SS).
2. Skor 4 diberikan kepada jawaban dengan pilihan Setuju (S).
3. Skor 3 diberikan kepada jawaban dengan pilihan Netral (N).
4. Skor 2 diberikan kepada jawaban dengan pilihan Tidak Setuju (TS).
5. Skor 1 diberikan kepada jawaban dengan pilihan Sangat Tidak Setuju (STS).

DAFTAR PERTANYAAN

Variabel Pelatihan

| No | Pertanyaan | Alternatif Jawaban | | | | |
|----|--|--------------------|-----------|----------|----------|-----------|
| | | STS (1) | TS (2) | N (3) | S (4) | SS (5) |
| 1. | Setelah mengikuti pelatihan, saya mampu menyelesaikan pekerjaan dengan lebih mudah dan cepat | | | | | |
| 2. | Materi pelatihan mampu menunjang pekerjaan yang saya lakukan | | | | | |
| 3. | Metode yang digunakan sudah sesuai dengan jenis pelatihan yang diberikan | | | | | |
| 4. | Sasaran pelatihan yang ditetapkan sudah sesuai dengan ketentuan dan kriteria, yang dapat meningkatkan pengetahuan dan keterampilan dalam bekerja | | | | | |

Variabel Pengembangan Karir

| No | Pertanyaan | Alternatif Jawaban | | | | |
|----|---|--------------------|-----------|----------|----------|-----------|
| | | STS (1) | TS (2) | N (3) | S (4) | SS (5) |
| 1. | Berkesempatan mengikuti studi lanjut atas izin perusahaan | | | | | |
| 2. | Berkesempatan mengikuti pendidikan diluar pekerjaan | | | | | |
| 3. | Pernah mendapatkan penghargaan dari perusahaan atas prestasi kerja | | | | | |
| 4. | Pernah dipromosikan ke jenjang jabatan yang lebih tinggi selama bekerja | | | | | |
| 5. | Pernah mengalami rotasi pekerjaan dari pekerjaan satu ke pekerjaan yang lainnya | | | | | |

Variabel Kinerja Karyawan

| No | Pertanyaan | Alternatif Jawaban | | | | |
|----|---|--------------------|-----------|----------|----------|-----------|
| | | STS (1) | TS (2) | N (3) | S (4) | SS (5) |
| 1. | Mampu menyelesaikan pekerjaan sesuai dengan standar yang ditetapkan | | | | | |
| 2. | Mampu menyelesaikan berbagai pekerjaan untuk mencapai target perusahaan | | | | | |
| 3. | Mampu menyelesaikan pekerjaan sesuai dengan batas waktu yang telah ditentukan | | | | | |
| 4. | Mampu bekerja secara efektif dan efisien dalam pemanfaatan sumber daya untuk dapat meningkatkan hasil kerja | | | | | |
| 5. | Mampu menyelesaikan tugas yang menjadi tanggung jawab sendiri tanpa perlu bantuan atasan atau orang lain | | | | | |
| 6. | Menyelesaikan setiap pekerjaan dengan sungguh-sungguh untuk dapat mencapai tujuan perusahaan | | | | | |



Lampiran 03. Tabulasi Data Responden

| No. Res | Pelatihan (X1) | | | | Total X1 | Pengembangan Karir (X2) | | | | | Total X2 | Kinerja Karyawan (Y) | | | | | | Total Y |
|---------|----------------|------|------|------|----------|-------------------------|------|------|------|------|----------|----------------------|-----|-----|-----|-----|-----|---------|
| | X1.1 | X1.2 | X1.3 | X1.4 | | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | | Y.1 | Y.2 | Y.3 | Y.4 | Y.5 | Y.6 | |
| 1 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 4 | 5 | 5 | 5 | 29 |
| 2 | 4 | 5 | 4 | 4 | 17 | 4 | 4 | 4 | 4 | 4 | 20 | 4 | 5 | 4 | 4 | 4 | 4 | 25 |
| 3 | 5 | 4 | 4 | 5 | 18 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 4 | 5 | 3 | 4 | 26 |
| 4 | 4 | 5 | 4 | 5 | 18 | 4 | 4 | 4 | 4 | 3 | 19 | 4 | 5 | 5 | 5 | 5 | 5 | 29 |
| 5 | 4 | 4 | 4 | 4 | 16 | 4 | 4 | 3 | 3 | 4 | 18 | 4 | 4 | 4 | 4 | 3 | 4 | 23 |
| 6 | 4 | 4 | 4 | 4 | 16 | 4 | 4 | 4 | 2 | 4 | 18 | 4 | 4 | 4 | 4 | 3 | 4 | 23 |
| 7 | 5 | 5 | 5 | 5 | 20 | 4 | 5 | 4 | 4 | 3 | 20 | 4 | 4 | 3 | 4 | 4 | 4 | 23 |
| 8 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 9 | 5 | 5 | 4 | 5 | 19 | 4 | 5 | 4 | 3 | 4 | 20 | 4 | 5 | 4 | 5 | 4 | 4 | 26 |
| 10 | 4 | 4 | 4 | 5 | 17 | 4 | 4 | 5 | 4 | 5 | 22 | 4 | 5 | 2 | 3 | 4 | 4 | 22 |
| 11 | 4 | 5 | 4 | 5 | 18 | 5 | 4 | 4 | 3 | 4 | 20 | 5 | 5 | 4 | 5 | 3 | 4 | 26 |
| 12 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 13 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 14 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 15 | 4 | 4 | 4 | 4 | 16 | 4 | 5 | 4 | 3 | 5 | 21 | 4 | 5 | 3 | 4 | 4 | 4 | 24 |
| 16 | 4 | 4 | 4 | 4 | 16 | 5 | 4 | 4 | 4 | 4 | 21 | 4 | 4 | 4 | 4 | 4 | 4 | 24 |
| 17 | 4 | 4 | 4 | 5 | 17 | 4 | 4 | 5 | 3 | 4 | 20 | 5 | 5 | 4 | 4 | 4 | 5 | 27 |
| 18 | 4 | 4 | 4 | 4 | 16 | 5 | 5 | 4 | 4 | 4 | 22 | 5 | 5 | 4 | 4 | 4 | 5 | 27 |
| 19 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 20 | 4 | 5 | 4 | 5 | 18 | 4 | 4 | 5 | 5 | 2 | 20 | 5 | 5 | 5 | 5 | 2 | 5 | 27 |
| 21 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |

| No. Res | Pelatihan (X1) | | | | Total X1 | Pengembangan Karir (X2) | | | | | Total X2 | Kinerja Karyawan (Y) | | | | | | Total Y |
|------------|----------------|------|------|------|-------------|-------------------------|------|------|------|------|-------------|----------------------|-----|-----|-----|-----|-----|------------|
| | X1.1 | X1.2 | X1.3 | X1.4 | | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | | Y.1 | Y.2 | Y.3 | Y.4 | Y.5 | Y.6 | |
| 22 | 5 | 5 | 4 | 4 | 18 | 5 | 5 | 5 | 5 | 4 | 24 | 5 | 4 | 4 | 5 | 4 | 4 | 26 |
| 23 | 4 | 4 | 4 | 4 | 16 | 4 | 4 | 5 | 5 | 4 | 22 | 4 | 3 | 4 | 4 | 3 | 5 | 23 |
| 24 | 4 | 5 | 4 | 4 | 17 | 3 | 4 | 4 | 5 | 4 | 20 | 4 | 4 | 4 | 3 | 3 | 4 | 22 |
| 25 | 5 | 4 | 5 | 4 | 18 | 4 | 5 | 5 | 2 | 4 | 20 | 4 | 4 | 4 | 4 | 3 | 4 | 23 |
| 26 | 4 | 5 | 4 | 4 | 17 | 3 | 4 | 4 | 3 | 4 | 18 | 4 | 4 | 4 | 4 | 4 | 4 | 24 |
| 27 | 4 | 5 | 4 | 5 | 18 | 4 | 4 | 5 | 5 | 5 | 23 | 5 | 5 | 5 | 5 | 4 | 5 | 29 |
| 28 | 4 | 5 | 4 | 4 | 17 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 4 | 4 | 5 | 4 | 5 | 27 |
| 29 | 3 | 4 | 4 | 4 | 15 | 4 | 4 | 4 | 3 | 4 | 19 | 4 | 4 | 4 | 4 | 3 | 4 | 23 |
| 30 | 5 | 4 | 4 | 4 | 17 | 5 | 4 | 2 | 4 | 3 | 18 | 4 | 4 | 4 | 5 | 3 | 5 | 25 |
| 31 | 5 | 4 | 4 | 4 | 17 | 5 | 5 | 5 | 4 | 4 | 23 | 5 | 5 | 4 | 4 | 5 | 4 | 27 |
| 32 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 33 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 34 | 5 | 5 | 4 | 3 | 17 | 2 | 5 | 5 | 4 | 4 | 20 | 5 | 5 | 4 | 4 | 4 | 4 | 26 |
| 35 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 36 | 4 | 4 | 3 | 4 | 15 | 5 | 5 | 5 | 5 | 5 | 25 | 4 | 3 | 4 | 4 | 4 | 3 | 22 |
| 37 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 5 | 5 | 4 | 5 | 29 |
| 38 | 5 | 4 | 4 | 5 | 18 | 4 | 4 | 5 | 5 | 5 | 23 | 4 | 5 | 4 | 4 | 4 | 5 | 26 |
| 39 | 5 | 5 | 4 | 5 | 19 | 4 | 5 | 4 | 4 | 5 | 22 | 5 | 5 | 4 | 4 | 4 | 5 | 27 |
| 40 | 4 | 4 | 4 | 5 | 17 | 5 | 5 | 5 | 4 | 4 | 23 | 4 | 5 | 4 | 5 | 5 | 5 | 28 |
| 41 | 5 | 4 | 5 | 5 | 19 | 4 | 4 | 5 | 5 | 4 | 22 | 5 | 4 | 4 | 4 | 4 | 5 | 26 |
| 42 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 5 | 5 | 4 | 3 | 27 |
| 43 | 4 | 5 | 4 | 5 | 18 | 5 | 4 | 5 | 4 | 4 | 22 | 4 | 4 | 4 | 5 | 4 | 4 | 25 |

| No. Res | Pelatihan (X1) | | | | Total X1 | Pengembangan Karir (X2) | | | | | Total X2 | Kinerja Karyawan (Y) | | | | | | Total Y |
|------------|----------------|------|------|------|-------------|-------------------------|------|------|------|------|-------------|----------------------|-----|-----|-----|-----|-----|------------|
| | X1.1 | X1.2 | X1.3 | X1.4 | | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | | Y.1 | Y.2 | Y.3 | Y.4 | Y.5 | Y.6 | |
| 44 | 4 | 4 | 4 | 4 | 16 | 4 | 4 | 4 | 4 | 4 | 20 | 4 | 4 | 3 | 4 | 3 | 4 | 22 |
| 45 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 4 | 4 | 4 | 4 | 3 | 4 | 23 |
| 46 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 5 | 5 | 3 | 5 | 28 |
| 47 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 5 | 5 | 3 | 5 | 28 |
| 48 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 5 | 5 | 3 | 5 | 5 | 28 |



Lampiran 04. Daftar Responden

| No | Nama | L/P | Usia | Divisi Kerja | Jabatan | Masa Kerja |
|----|----------------|-----|----------|--------------|-----------------|------------|
| 1 | Wawan | L | 29 tahun | Service | PDS | 10 tahun |
| 2 | Agus Harta | L | 30 tahun | Service | Teknisi/Mekanik | 11 tahun |
| 3 | Sutrisno Hadi | L | 45 tahun | Service | Service Advisor | 24 tahun |
| 4 | Wira | L | 53 tahun | Service | BLA After Sales | 33 tahun |
| 5 | Yessi | P | 30 tahun | Service | Billing Service | 7 tahun |
| 6 | Kevin | L | 24 tahun | Service | Admin Service | 5 tahun |
| 7 | Sugeng | L | 31 tahun | Service | MRA | 10 tahun |
| 8 | Pande | L | 36 tahun | Service | FO THS | 14 tahun |
| 9 | Hanafi | L | 24 tahun | Service | Teknisi/Mekanik | 2 tahun |
| 10 | Ade Santika | L | 29 tahun | Service | Service Advisor | 11 tahun |
| 11 | Aji Ferdiyan | L | 21 tahun | Service | Teknisi/Mekanik | 2 tahun |
| 12 | Andhika | L | 24 tahun | Service | Teknisi/Mekanik | 2 tahun |
| 13 | Mahayasa | L | 30 tahun | Service | Partman | 9 tahun |
| 14 | Aan | L | 32 tahun | Service | Partman | 10 tahun |
| 15 | Alfreda Hafiz | L | 19 tahun | Service | Teknisi/Mekanik | 1 tahun |
| 16 | Budiasa | L | 39 tahun | Service | Valley Service | 13 tahun |
| 17 | Sudiarta | L | 51 tahun | Service | WSS | 29 tahun |
| 18 | Budi Irawan | L | 29 tahun | Service | MRA | 11 tahun |
| 19 | Dian | P | 37 tahun | Service | Service Advisor | 17 tahun |
| 20 | Ika Cahya | L | 32 tahun | Service | Service Advisor | 14 tahun |
| 21 | Danny Hutama | L | 31 tahun | Service | Partman | 11 tahun |
| 22 | Wiranata | L | 43 tahun | Service | Service Advisor | 24 tahun |
| 23 | Mulat Wiyasa | L | 39 tahun | Service | Service Advisor | 20 tahun |
| 24 | Bagus Suwirya | L | 32 tahun | Service | Service Advisor | 12 tahun |
| 25 | Ustadi | L | 29 tahun | Service | MRA | 10 tahun |
| 26 | Astrid Killala | P | 39 tahun | Service | MRA | 11 tahun |
| 27 | Suardiana | L | 39 tahun | Service | Service Advisor | 19 tahun |
| 28 | Sudiyasa | L | 51 tahun | Service | Service Advisor | 30 tahun |
| 29 | Dani Alwi K | L | 25 tahun | Service | Teknisi/Mekanik | 5 tahun |
| 30 | Bayu Astika | L | 23 tahun | Service | Teknisi/Mekanik | 1 tahun |
| 31 | Adhi K | L | 25 tahun | Service | Teknisi/Mekanik | 2 tahun |
| 32 | Adi Wibowo | L | 25 tahun | Service | Valley Service | 2 tahun |
| 33 | Muh. Fikri | L | 21 tahun | Service | Teknisi/Mekanik | 2 tahun |
| 34 | M. Fahmi | L | 20 tahun | Service | Teknisi/Mekanik | 3 tahun |
| 35 | Mykel lee | L | 24 tahun | Service | Teknisi/Mekanik | 4 tahun |
| 36 | Taufik Alvino | L | 18 tahun | Service | Teknisi/Mekanik | 1 tahun |
| 37 | Hafizd Putra | L | 22 tahun | Service | Teknisi/Mekanik | 3 tahun |
| 38 | Dewa Suardiana | L | 36 tahun | Service | Teknisi/Mekanik | 12 tahun |
| 39 | Khoerul | L | 22 tahun | Service | Teknisi/Mekanik | 1 tahun |
| 40 | Andika Putra | L | 27 tahun | Service | Teknisi/Mekanik | 8 tahun |
| 41 | Taufik Ardo | L | 25 tahun | Service | Teknisi/Mekanik | 7 tahun |
| 42 | Wayan Rizka | L | 26 tahun | Service | Teknisi/Mekanik | 6 tahun |
| 43 | Widarto | L | 39 tahun | Service | Service Advisor | 13 tahun |
| 44 | Adi | L | 38 tahun | Service | Service Advisor | 10 tahun |
| 45 | Putra Efendi | L | 23 tahun | Service | Teknisi/Mekanik | 2 tahun |
| 46 | Yogi Suardana | L | 20 tahun | Service | Teknisi/Mekanik | 1 tahun |
| 47 | Krisna Abi | L | 20 tahun | Service | Teknisi/Mekanik | 1 tahun |
| 48 | Dimas | L | 22 tahun | Service | Teknisi/Mekanik | 2 tahun |

Lampiran 05. Hasil *Output* SPSS

1. Hasil Frekuensi Jawaban Responden

Variabel Pelatihan (X1)

| <i>Statistics</i> | | | | | |
|-------------------|---------|------|------|------|------|
| | | X1.1 | X1.2 | X1.3 | X1.4 |
| N | Valid | 48 | 48 | 48 | 48 |
| | Missing | 0 | 0 | 0 | 0 |
| Mean | | 4.54 | 4.63 | 4.38 | 4.60 |
| Median | | 5.00 | 5.00 | 4.00 | 5.00 |
| Mode | | 5 | 5 | 4 | 5 |
| Sum | | 218 | 222 | 210 | 221 |

| X1.1 | | | | | |
|-------------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 3 | 1 | 2.1 | 2.1 | 2.1 |
| | 4 | 20 | 41.7 | 41.7 | 43.8 |
| | 5 | 27 | 56.3 | 56.3 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

| X1.2 | | | | | |
|-------------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 4 | 18 | 37.5 | 37.5 | 37.5 |
| | 5 | 30 | 62.5 | 62.5 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

| X1.3 | | | | | |
|-------------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 3 | 1 | 2.1 | 2.1 | 2.1 |
| | 4 | 28 | 58.3 | 58.3 | 60.4 |
| | 5 | 19 | 39.6 | 39.6 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

| X1.4 | | | | | |
|-------------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 3 | 1 | 2.1 | 2.1 | 2.1 |
| | 4 | 17 | 35.4 | 35.4 | 37.5 |
| | 5 | 30 | 62.5 | 62.5 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

Variabel Pengembangan Karir (X2)

| <i>Statistics</i> | | | | | | |
|-------------------|---------|------|------|------|------|------|
| | | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 |
| N | Valid | 48 | 48 | 48 | 48 | 48 |
| | Missing | 0 | 0 | 0 | 0 | 0 |
| Mean | | 4.48 | 4.60 | 4.60 | 4.31 | 4.40 |
| Median | | 5.00 | 5.00 | 5.00 | 5.00 | 4.50 |
| Mode | | 5 | 5 | 5 | 5 | 5 |
| Sum | | 215 | 221 | 221 | 207 | 211 |

| X2.1 | | | | | |
|-------------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 2 | 1 | 2.1 | 2.1 | 2.1 |
| | 3 | 2 | 4.2 | 4.2 | 6.3 |
| | 4 | 18 | 37.5 | 37.5 | 43.8 |
| | 5 | 27 | 56.3 | 56.3 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

| X2.2 | | | | | |
|-------------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 4 | 19 | 39.6 | 39.6 | 39.6 |
| | 5 | 29 | 60.4 | 60.4 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

| X2.3 | | | | | |
|-------------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 2 | 1 | 2.1 | 2.1 | 2.1 |
| | 3 | 1 | 2.1 | 2.1 | 4.2 |
| | 4 | 14 | 29.2 | 29.2 | 33.3 |
| | 5 | 32 | 66.7 | 66.7 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

| X2.4 | | | | | |
|-------------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 2 | 2 | 4.2 | 4.2 | 4.2 |
| | 3 | 7 | 14.6 | 14.6 | 18.8 |
| | 4 | 13 | 27.1 | 27.1 | 45.8 |
| | 5 | 26 | 54.2 | 54.2 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

| X2.5 | | | | | |
|-------------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 2 | 1 | 2.1 | 2.1 | 2.1 |
| | 3 | 3 | 6.3 | 6.3 | 8.3 |
| | 4 | 20 | 41.7 | 41.7 | 50.0 |
| | 5 | 24 | 50.0 | 50.0 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

Variabel Kinerja Karyawan (Y)

| Statistics | | | | | | | |
|-------------------|---------|------|------|------|------|------|------|
| | | Y.1 | Y.2 | Y.3 | Y.4 | Y.5 | Y.6 |
| N | Valid | 48 | 48 | 48 | 48 | 48 | 48 |
| | Missing | 0 | 0 | 0 | 0 | 0 | 0 |
| Mean | | 4.56 | 4.60 | 4.25 | 4.46 | 3.98 | 4.50 |
| Median | | 5.00 | 5.00 | 4.00 | 5.00 | 4.00 | 5.00 |
| Mode | | 5 | 5 | 4 | 5 | 4 | 5 |
| Sum | | 219 | 221 | 204 | 214 | 191 | 216 |

| Y.1 | | | | | |
|-------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 4 | 21 | 43.8 | 43.8 | 43.8 |
| | 5 | 27 | 56.3 | 56.3 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

| Y.2 | | | | | |
|-------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 3 | 2 | 4.2 | 4.2 | 4.2 |
| | 4 | 15 | 31.3 | 31.3 | 35.4 |
| | 5 | 31 | 64.6 | 64.6 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

| Y.3 | | | | | |
|-------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 2 | 1 | 2.1 | 2.1 | 2.1 |
| | 3 | 3 | 6.3 | 6.3 | 8.3 |
| | 4 | 27 | 56.3 | 56.3 | 64.6 |
| | 5 | 17 | 35.4 | 35.4 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

| Y.4 | | | | | |
|-------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 3 | 3 | 6.3 | 6.3 | 6.3 |
| | 4 | 20 | 41.7 | 41.7 | 47.9 |
| | 5 | 25 | 52.1 | 52.1 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

| Y.5 | | | | | |
|-------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 2 | 1 | 2.1 | 2.1 | 2.1 |
| | 3 | 13 | 27.1 | 27.1 | 29.2 |
| | 4 | 20 | 41.7 | 41.7 | 70.8 |
| | 5 | 14 | 29.2 | 29.2 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

| Y.6 | | | | | |
|-------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 3 | 2 | 4.2 | 4.2 | 4.2 |
| | 4 | 20 | 41.7 | 41.7 | 45.8 |
| | 5 | 26 | 54.2 | 54.2 | 100.0 |
| | Total | 48 | 100.0 | 100.0 | |

2. Hasil Uji Deskriptif

| <i>Descriptive Statistics</i> | | | | | |
|-------------------------------|----|---------|---------|-------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Pelatihan | 48 | 15 | 20 | 18.15 | 1.637 |
| Pengembangan Karir | 48 | 18 | 25 | 22.40 | 2.507 |
| Kinerja Karyawan | 48 | 22 | 30 | 26.35 | 2.686 |
| Valid N (listwise) | 48 | | | | |

3. Hasil Uji Validitas

Uji Validitas Variabel Pelatihan (X₁)

| <i>Correlations</i> | | | | | | |
|---------------------|---------------------|--------|--------|--------|--------|--------|
| | | X1.1 | X1.2 | X1.3 | X1.4 | X1 |
| X1.1 | Pearson Correlation | 1 | .380** | .681** | .386** | .793** |
| | Sig. (2-tailed) | | .008 | .000 | .007 | .000 |
| | N | 48 | 48 | 48 | 48 | 48 |
| X1.2 | Pearson Correlation | .380** | 1 | .471** | .396** | .707** |
| | Sig. (2-tailed) | .008 | | .001 | .005 | .000 |
| | N | 48 | 48 | 48 | 48 | 48 |
| X1.3 | Pearson Correlation | .681** | .471** | 1 | .533** | .866** |
| | Sig. (2-tailed) | .000 | .001 | | .000 | .000 |
| | N | 48 | 48 | 48 | 48 | 48 |
| X1.4 | Pearson Correlation | .386** | .396** | .533** | 1 | .747** |
| | Sig. (2-tailed) | .007 | .005 | .000 | | .000 |
| | N | 48 | 48 | 48 | 48 | 48 |
| X1 | Pearson Correlation | .793** | .707** | .866** | .747** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 48 | 48 | 48 | 48 | 48 |

** . Correlation is significant at the 0.01 level (2-tailed).

Uji Validitas Variabel Pengembangan Karir (X₂)

| <i>Correlations</i> | | | | | | | |
|--|---------------------|--------|--------|--------|--------|--------|--------|
| | | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | X2 |
| X2.1 | Pearson Correlation | 1 | .447** | .247 | .418** | .392** | .681** |
| | Sig. (2-tailed) | | .001 | .091 | .003 | .006 | .000 |
| | N | 48 | 48 | 48 | 48 | 48 | 48 |
| X2.2 | Pearson Correlation | .447** | 1 | .433** | .340* | .519** | .696** |
| | Sig. (2-tailed) | .001 | | .002 | .018 | .000 | .000 |
| | N | 48 | 48 | 48 | 48 | 48 | 48 |
| X2.3 | Pearson Correlation | .247 | .433** | 1 | .524** | .492** | .732** |
| | Sig. (2-tailed) | .091 | .002 | | .000 | .000 | .000 |
| | N | 48 | 48 | 48 | 48 | 48 | 48 |
| X2.4 | Pearson Correlation | .418** | .340* | .524** | 1 | .413** | .783** |
| | Sig. (2-tailed) | .003 | .018 | .000 | | .004 | .000 |
| | N | 48 | 48 | 48 | 48 | 48 | 48 |
| X2.5 | Pearson Correlation | .392** | .519** | .492** | .413** | 1 | .762** |
| | Sig. (2-tailed) | .006 | .000 | .000 | .004 | | .000 |
| | N | 48 | 48 | 48 | 48 | 48 | 48 |
| X2 | Pearson Correlation | .681** | .696** | .732** | .783** | .762** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | |
| | N | 48 | 48 | 48 | 48 | 48 | 48 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | |

Uji Validitas Variabel Kinerja Karyawan (Y)

| <i>Correlations</i> | | | | | | | | |
|---------------------|---------------------|--------|--------|--------|--------|--------|--------|--------|
| | | Y.1 | Y.2 | Y.3 | Y.4 | Y.5 | Y.6 | Y |
| Y.1 | Pearson Correlation | 1 | .569** | .587** | .455** | .343* | .473** | .765** |
| | Sig. (2-tailed) | | .000 | .000 | .001 | .017 | .001 | .000 |
| | N | 48 | 48 | 48 | 48 | 48 | 48 | 48 |
| Y.2 | Pearson Correlation | .569** | 1 | .374** | .343* | .439** | .413** | .714** |
| | Sig. (2-tailed) | .000 | | .009 | .017 | .002 | .004 | .000 |
| | N | 48 | 48 | 48 | 48 | 48 | 48 | 48 |
| Y.3 | Pearson Correlation | .587** | .374** | 1 | .593** | .323* | .491** | .779** |
| | Sig. (2-tailed) | .000 | .009 | | .000 | .025 | .000 | .000 |
| | N | 48 | 48 | 48 | 48 | 48 | 48 | 48 |
| Y.4 | Pearson Correlation | .455** | .343* | .593** | 1 | .232 | .354* | .683** |
| | Sig. (2-tailed) | .001 | .017 | .000 | | .113 | .013 | .000 |
| | N | 48 | 48 | 48 | 48 | 48 | 48 | 48 |

| | | | | | | | | |
|--|---------------------|--------|--------|--------|--------|--------|--------|--------|
| Y.5 | Pearson Correlation | .343* | .439** | .323* | .232 | 1 | .337* | .667** |
| | Sig. (2-tailed) | .017 | .002 | .025 | .113 | | .019 | .000 |
| | N | 48 | 48 | 48 | 48 | 48 | 48 | 48 |
| Y.6 | Pearson Correlation | .473** | .413** | .491** | .354* | .337* | 1 | .699** |
| | Sig. (2-tailed) | .001 | .004 | .000 | .013 | .019 | | .000 |
| | N | 48 | 48 | 48 | 48 | 48 | 48 | 48 |
| Y | Pearson Correlation | .765** | .714** | .779** | .683** | .667** | .699** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | |
| | N | 48 | 48 | 48 | 48 | 48 | 48 | 48 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | | |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | | |

4. Hasil Uji Reliabilitas

Uji Reliabilitas Variabel Pelatihan (X₁)

| <i>Reliability Statistics</i> | |
|-------------------------------|------------|
| Cronbach's Alpha | N of Items |
| .784 | 4 |

Uji Reliabilitas Variabel Pengembangan Karir (X₂)

| <i>Reliability Statistics</i> | |
|-------------------------------|------------|
| Cronbach's Alpha | N of Items |
| .773 | 5 |

Uji Reliabilitas Variabel Kinerja Karyawan (Y)

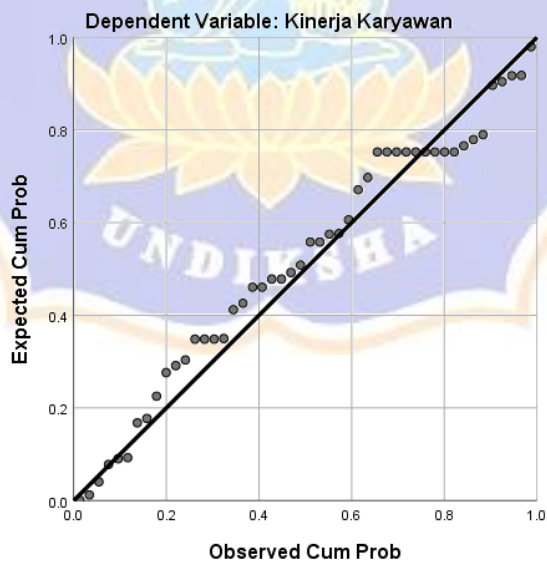
| <i>Reliability Statistics</i> | |
|-------------------------------|------------|
| Cronbach's Alpha | N of Items |
| .799 | 6 |

5. Hasil Uji Asumsi Klasik

1. Uji Normalitas

| <i>One-Sample Kolmogorov-Smirnov Test</i> | | |
|---|----------------|-------------------------|
| | | Unstandardized Residual |
| N | | 48 |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | 1.82576713 |
| | | |
| Most Extreme Differences | Absolute | .111 |
| | Positive | .101 |
| | Negative | -.111 |
| Test Statistic | | .111 |
| Asymp. Sig. (2-tailed) | | .181 ^c |
| a. Test distribution is Normal. | | |
| b. Calculated from data. | | |
| c. Lilliefors Significance Correction. | | |

Normal P-P Plot of Regression Standardized Residual

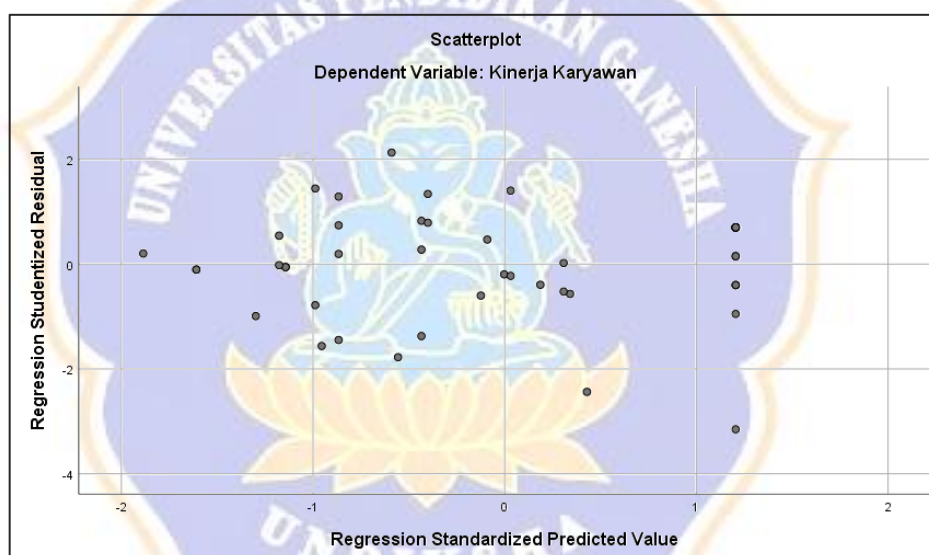


2. Uji Multikolinieritas

| <i>Coefficients^a</i> | | | | | | | | |
|---------------------------------|--------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 4.074 | 3.102 | | 1.313 | .196 | | |
| | Pelatihan | .851 | .215 | .519 | 3.959 | .000 | .599 | 1.670 |
| | Pengembangan Karir | .306 | .140 | .285 | 2.178 | .035 | .599 | 1.670 |

a. Dependent Variable: Kinerja Karyawan

3. Uji Heteroskedastisitas



6. Hasil Analisis Regresi Linear Berganda

| <i>Descriptive Statistics</i> | | | |
|-------------------------------|-------|----------------|----|
| | Mean | Std. Deviation | N |
| Kinerja Karyawan | 26.35 | 2.686 | 48 |
| Pelatihan | 18.15 | 1.637 | 48 |
| Pengembangan Karir | 22.40 | 2.507 | 48 |

| <i>Correlations</i> | | | | |
|---------------------|--------------------|------------------|-----------|--------------------|
| | | Kinerja Karyawan | Pelatihan | Pengembangan Karir |
| Pearson Correlation | Kinerja Karyawan | 1.000 | .699 | .614 |
| | Pelatihan | .699 | 1.000 | .634 |
| | Pengembangan Karir | .614 | .634 | 1.000 |
| Sig. (1-tailed) | Kinerja Karyawan | . | .000 | .000 |
| | Pelatihan | .000 | . | .000 |
| | Pengembangan Karir | .000 | .000 | . |
| N | Kinerja Karyawan | 48 | 48 | 48 |
| | Pelatihan | 48 | 48 | 48 |
| | Pengembangan Karir | 48 | 48 | 48 |

| <i>Variables Entered/Removed^a</i> | | | |
|--|--|-------------------|--------|
| Model | Variables Entered | Variables Removed | Method |
| 1 | Pengembangan Karir, Pelatihan ^b | . | Enter |
| a. Dependent Variable: Kinerja Karyawan | | | |
| b. All requested variables entered. | | | |

| <i>Model Summary^b</i> | | | | | | | | | |
|--|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .733 ^a | .538 | .517 | 1.866 | .538 | 26.182 | 2 | 45 | .000 |
| a. Predictors: (Constant), Pengembangan Karir, Pelatihan | | | | | | | | | |
| b. Dependent Variable: Kinerja Karyawan | | | | | | | | | |

| <i>ANOVA^a</i> | | | | | | |
|--|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 182.308 | 2 | 91.154 | 26.182 | .000 ^b |
| | Residual | 156.671 | 45 | 3.482 | | |
| | Total | 338.979 | 47 | | | |
| a. Dependent Variable: Kinerja Karyawan | | | | | | |
| b. Predictors: (Constant), Pengembangan Karir, Pelatihan | | | | | | |

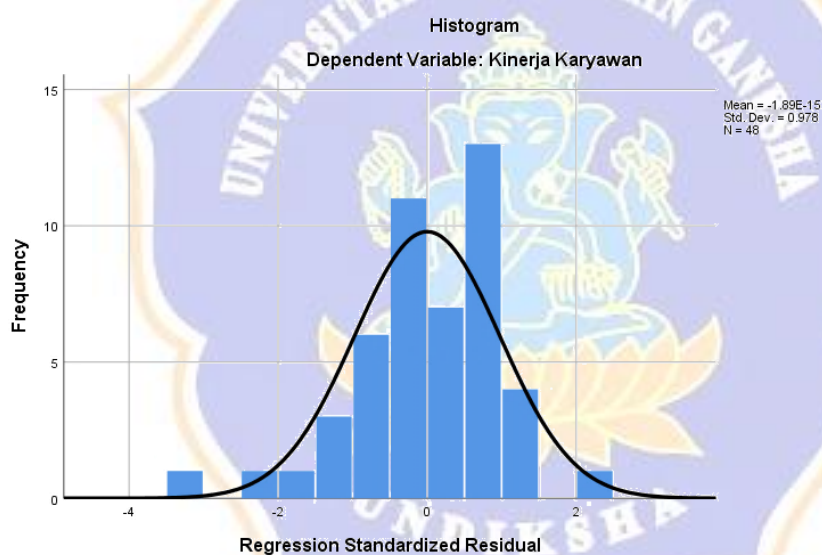
| <i>Coefficients^a</i> | | | | | | |
|---|--------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 4.074 | 3.102 | | 1.313 | .196 |
| | Pelatihan | .851 | .215 | .519 | 3.959 | .000 |
| | Pengembangan Karir | .306 | .140 | .285 | 2.178 | .035 |
| a. Dependent Variable: Kinerja Karyawan | | | | | | |

| <i>Coefficient Correlations^a</i> | | | | |
|---|--------------|--------------------|--------------------|-----------|
| Model | | | Pengembangan Karir | Pelatihan |
| 1 | Correlations | Pengembangan Karir | 1.000 | -.634 |
| | | Pelatihan | -.634 | 1.000 |
| | Covariances | Pengembangan Karir | .020 | -.019 |
| | | Pelatihan | -.019 | .046 |
| a. Dependent Variable: Kinerja Karyawan | | | | |

| <i>Residuals Statistics^a</i> | | | | | |
|---|---------|---------|-------|----------------|----|
| | Minimum | Maximum | Mean | Std. Deviation | N |
| Predicted Value | 22.64 | 28.73 | 26.35 | 1.969 | 48 |
| Std. Predicted Value | -1.886 | 1.205 | .000 | 1.000 | 48 |
| Standard Error of Predicted Value | .273 | .988 | .452 | .117 | 48 |

| | | | | | |
|--------------------------|--------|--------|-------|-------|----|
| Adjusted Predicted Value | 22.60 | 29.04 | 26.38 | 1.971 | 48 |
| Residual | -5.727 | 3.808 | .000 | 1.826 | 48 |
| Std. Residual | -3.069 | 2.041 | .000 | .978 | 48 |
| Stud. Residual | -3.152 | 2.128 | -.005 | 1.018 | 48 |
| Deleted Residual | -6.040 | 4.143 | -.022 | 1.980 | 48 |
| Stud. Deleted Residual | -3.531 | 2.219 | -.016 | 1.059 | 48 |
| Mahal. Distance | .025 | 12.193 | 1.958 | 1.873 | 48 |
| Cook's Distance | .000 | .343 | .029 | .071 | 48 |
| Centered Leverage Value | .001 | .259 | .042 | .040 | 48 |

a. Dependent Variable: Kinerja Karyawan



Lampiran 06. Dokumentasi Penyebaran Kuesioner



RIWAYAT HIDUP



Ni Made Risma Dwiyantri salah satu mahasiswa jurusan manajemen Universitas Pendidikan Ganesha. Penulis lahir di Tabanan pada tanggal 23 Juli 2002. Penulis lahir sebagai anak kedua dari pasangan bapak I Ketut Wisnantara dan ibu Ni Putu Suini. Penulis memiliki satu kakak laki-laki yang bernama I Gede Putu Mega Putra Sutrisna. Penulis berasal dari Banjar Pemenang, Desa Banjar Anyar, Kecamatan Kediri, Kabupaten Tabanan, Provinsi Bali. Penulis berkebangsaan Indonesia dan beragama Hindu. Penulis menyelesaikan pendidikan sekolah dasar di SDN 3 Banjar Anyar dan lulus pada tahun 2014. Kemudian penulis melanjutkan pendidikan di SMP Negeri 2 Marga dan lulus pada tahun 2017. Pada tahun 2020, penulis lulus dari SMA Negeri 1 Kediri dengan jurusan Ilmu Pengetahuan Sosial (IPS) dan melanjutkan kuliah di Universitas Pendidikan Ganesha (Undiksha) Singaraja dengan mengambil jurusan S1 Manajemen. Pada tahun 2024 penulis telah menyelesaikan skripsi yang berjudul “Pengaruh Pelatihan dan Pengembangan Karir Terhadap Kinerja Karyawan Pada *Dealer* Mobil Agung Toyota Denpasar”.