

## LAMPIRAN

### Lampiran 1. Kuesioner Penelitian

Yth. Bapak/Ibu Pegawai Fakultas Kedokteran  
Universitas Pendidikan Ganesha

Dengan hormat,

Saya yang bertanda tangan di bawah ini:

Nama : Ni Dwi Fefiyani Subawa  
Institusi : Universitas Pendidikan Ganesha  
Judul Penelitian : Pengaruh Motivasi, Budaya Kerja, Dan Kepemimpinan Terhadap Disiplin Kerja Pegawai di Fakultas Kedokteran Universitas Pendidikan Ganesha

Dengan ini memohon izin dan kerja sama untuk melakukan pengumpulan data terkait disiplin kerja Bapak/Ibu. Data ini akan digunakan untuk keperluan penyusunan tesis yang saya lakukan.

Saya sangat menghargai kesediaan dan waktu yang diberikan dalam mengisi formulir survei terlampir. Seluruh data yang dikumpulkan akan dijaga kerahasiaannya dan hanya digunakan untuk kepentingan ilmiah.

Atas perhatian dan kerja samanya, saya ucapkan terima kasih.

Hormat kami,

Ni Dwi Fefiyani Subawa

## 1. IDENTITAS RESPONDEN

Nama : .....

Usia : ..... tahun

Jenis Kelamin :  Laki-laki  Perempuan Pendidikan  
Terakhir : .....

Lama Bekerja : .....tahun

Unit Kerja : Fakultas Kedokteran

## 2. PETUNJUK PENGISIAN

1. Bacalah tiap-tiap pernyataan dengan cermat sebelum anda menjawab
2. Pilihlah salah satu jawaban dengan memberikan tanda (X) pada kotak jawaban yang anda anggap paling sesuai dengan keterangan sebagai berikut:

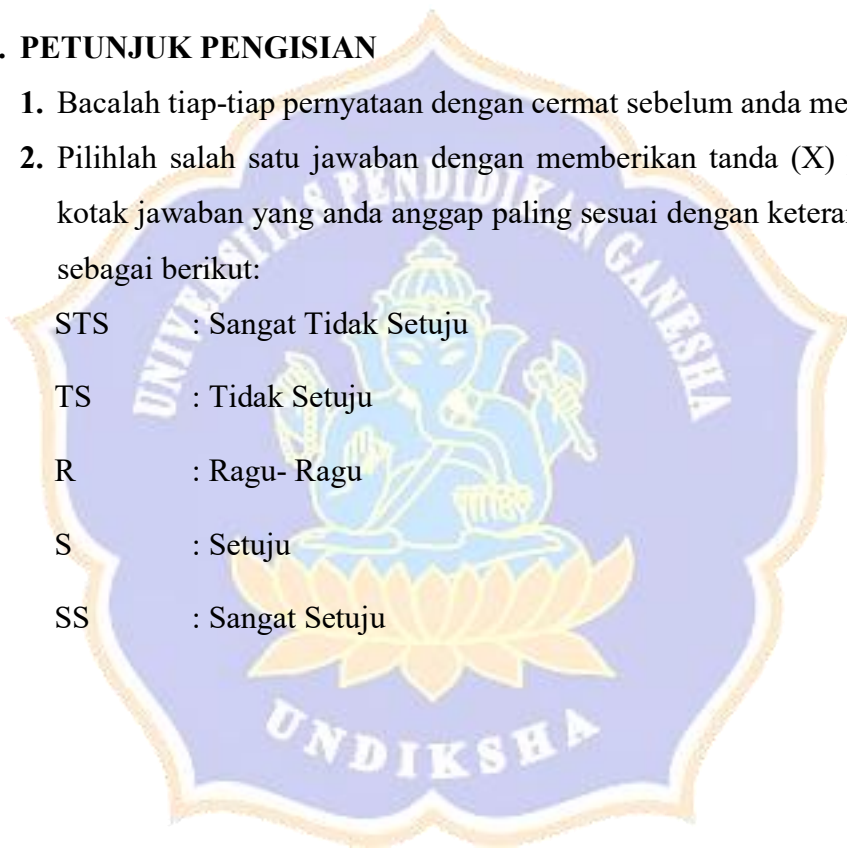
STS : Sangat Tidak Setuju

TS : Tidak Setuju

R : Ragu- Ragu

S : Setuju

SS : Sangat Setuju



### Disiplin Kerja (Y)

| No                                      | Pernyataan   | Jawaban |    |   |   |    |
|---|--|---------|----|---|---|----|
|   |  | STS     | TS | R | S | SS |
| Datang bekerja tepat waktu              |  |         |    |   |   |    |
| 1                                       | Pegawai sudah datang dan pulang kantor tepat waktu sesuai dengan jadwal yang ditetapkan. (Y.1) |         |    |   |   |    |
| 2                                       | Pegawai tidak sering meninggalkan kantor sebelum jam kerja berakhir tanpa izin atasan. (Y.2)   |         |    |   |   |    |
| Pemanfaatan sarana dan prasarana        |  |         |    |   |   |    |
| 3                                       | Pegawai menggunakan peralatan kantor dengan hati-hati untuk menghindari kerusakan. (Y.3)       |         |    |   |   |    |
| 4                                       | Pegawai sudah memelihara kebersihan dan kerapian fasilitas kerja. (Y.4)                        |         |    |   |   |    |
| Menghasilkan pekerjaan yang berkualitas |  |         |    |   |   |    |
| 5                                       | Pegawai menyelesaikan pekerjaan sesuai dengan prosedur dan target waktu yang ditetapkan. (Y.5) |         |    |   |   |    |
| 6                                       | Pegawai bertanggung jawab atas hasil pekerjaan yang telah dilakukan. (Y.6)                     |         |    |   |   |    |
| Berpakaian rapi saat bekerja            |  |         |    |   |   |    |
| 7                                       | Pegawai sudah mengenakan pakaian kerja sesuai dengan ketentuan yang berlaku. (Y.7)             |         |    |   |   |    |
| 8                                       | Pegawai menjaga kerapian dan kebersihan pakaian kerja selama menjalankan tugas. (Y.8)          |         |    |   |   |    |

### Motivasi (X1)

| No   | Pernyataan                                     | Jawaban |    |   |   |    |
|--|--|---------|----|---|---|----|
|  |  | STS     | TS | R | S | SS |
| Need for Achievement (Kebutuhan akan Prestasi) |  |         |    |   |   |    |
| 1  | Pegawai berusaha untuk mencapai prestasi kerja |         |    |   |   |    |

|   |   |  |  |  |  |  |
|---|---|--|--|--|--|--|
|   | terbaik dalam setiap tugas yang diberikan. (X1.1)   |  |  |  |  |  |
| 2   | Pegawai merasa puas jika berhasil menyelesaikan pekerjaan dengan hasil yang maksimal. (X1.2)                                  |  |  |  |  |  |
| Need for Power (Kebutuhan akan Kekuasaan atau Pengaruh) |   |  |  |  |  |  |
| 3   | Pegawai menunjukkan peningkatan kinerja sebagai upaya untuk membangun dan mempertahankan kepercayaan pimpinan. (X1.3)         |  |  |  |  |  |
| 4   | Pegawai secara konsisten menunjukkan kemampuan kerja untuk dapat dipercayakan dengan tanggung jawab yang lebih tinggi. (X1.4) |  |  |  |  |  |
| Need for Affiliation (Kebutuhan akan Hubungan Sosial)   |   |  |  |  |  |  |
| 5   | Pegawai menjaga hubungan kerja yang baik untuk memastikan suasana kerja tetap harmonis. (X1.5)                                |  |  |  |  |  |
| 6   | Pegawai berupaya bekerja sama dengan rekan kerja untuk mencapai tujuan bersama. (X1.6)  |  |  |  |  |  |

### Budaya Kerja (X2)

| No                     | Pernyataan  | Jawaban |    |   |   |    |
|------------------------|---|---------|----|---|---|----|
|                        |   | STS     | TS | R | S | SS |
| Berorientasi Pelayanan |   |         |    |   |   |    |
| 1                      | Pegawai sudah memberikan pelayanan terbaik kepada setiap pengguna layanan. (X2.1)             |         |    |   |   |    |
| Akuntabel              |   |         |    |   |   |    |
| 2                      | Pegawai bertanggung jawab terhadap hasil kerja yang dilakukan. (X2.2)                         |         |    |   |   |    |
| Kompeten               |   |         |    |   |   |    |
| 3                      | Pegawai berinisiatif meningkatkan kompetensi yang bertujuan untuk peningkatan kinerja. (X2.3) |         |    |   |   |    |

|             |   |  |  |  |  |  |
|-------------|---|--|--|--|--|--|
| Harmonis    |   |  |  |  |  |  |
| 4           | Pegawai menjaga hubungan kerja yang harmonis dan saling menghargai dengan seluruh pihak di lingkungan kerja. (X2.4) |  |  |  |  |  |
| Loyal       |   |  |  |  |  |  |
| 5           | Pegawai sudah mematuhi seluruh peraturan dan ketentuan yang berlaku di instansi tempat bekerja. (X2.5)              |  |  |  |  |  |
| Adaptif     |   |  |  |  |  |  |
| 6           | Pegawai mampu beradaptasi terhadap perubahan sistem dalam lingkungan kerja. (X2.6)                                  |  |  |  |  |  |
| Kolaboratif |   |  |  |  |  |  |
| 7           | Pegawai sudah bekerja sama dalam tim untuk mencapai tujuan organisasi. (X2.7)                                       |  |  |  |  |  |

### Kepemimpinan (X3)

| No                              | Pernyataan   | Jawaban |    |   |   |    |
|---------------------------------|--|---------|----|---|---|----|
|                                 |  | STS     | TS | R | S | SS |
| Kemampuan mengambil keputusan   |  |         |    |   |   |    |
| 1                               | Pimpinan mampu mengambil keputusan yang tepat dan adil dalam menyelesaikan masalah. (X3.1) |         |    |   |   |    |
| Kemampuan motivasi              |  |         |    |   |   |    |
| 2                               | Pimpinan mampu memberikan dorongan agar pegawai lebih bersemangat dalam bekerja. (X3.2)    |         |    |   |   |    |
| Kemampuan komunikasi            |  |         |    |   |   |    |
| 3                               | Pimpinan menyampaikan informasi dan instruksi kerja dengan jelas dan terbuka. (X3.3)       |         |    |   |   |    |
| Kemampuan mengendalikan bawahan |  |         |    |   |   |    |
| 4                               | Pimpinan menegakkan kedisiplinan pegawai dengan cara yang tegas dan bijaksana. (X3.4)      |         |    |   |   |    |

|                |  |  |  |  |  |  |
|----------------|--|--|--|--|--|--|
| Tanggung jawab |  |  |  |  |  |  |
| 5              | Pimpinan menjadi teladan dalam hal tanggung jawab dan kedisiplinan kerja. (X3.5) |  |  |  |  |  |



## Lampiran 2. Tabulasi Data Responden Penelitian

### Lampiran 2.1 Tabulasi Data untuk Uji Validitas dan Uji Reliabilitas

| No  | Responden Uji Validitas & Uji Reliabilitas | Usia (Th) | Jenis Kelamin | Pendidikan Terakhir | Lama Bekerja       | Unit Kerja |
|-----|--|-----------|---------------|---------------------|--------------------|------------|
| 1.  | Responden 1                                | 37        | Perempuan     | S1/ Sederajat       | > 10 Tahun         | LPMPP      |
| 2.  | Responden 2                                | 29        | Perempuan     | S1/ Sederajat       | 5 Tahun - 10 Tahun | LPMPP      |
| 3.  | Responden 3                                | 39        | Perempuan     | S1/ Sederajat       | > 10 Tahun         | LPMPP      |
| 4.  | Responden 4                                | 37        | Perempuan     | S1/ Sederajat       | > 10 Tahun         | LPMPP      |
| 5.  | Responden 5                                | 43        | Laki - laki   | S1/ Sederajat       | > 10 Tahun         | LPPM       |
| 6.  | Responden 6                                | 56        | Laki - laki   | S1/ Sederajat       | > 10 Tahun         | LPPM       |
| 7.  | Responden 7                                | 27        | Perempuan     | S2                  | < 5 tahun          | LPMPP      |
| 8.  | Responden 8                                | 33        | Perempuan     | S1/ Sederajat       | > 10 Tahun         | LPMPP      |
| 9.  | Responden 9                                | 45        | Laki - laki   | S2                  | > 10 Tahun         | LPMPP      |
| 10. | Responden 10                               | 33        | Laki - laki   | S1/ Sederajat       | < 5 tahun          | LPMPP      |
| 11. | Responden 11                               | 28        | Laki - laki   | S2                  | 5 Tahun - 10 Tahun | LPMPP      |
| 12. | Responden 12                               | 52        | Laki - laki   | S2                  | > 10 Tahun         | LPMPP      |
| 13. | Responden 13                               | 37        | Perempuan     | S1/ Sederajat       | > 10 Tahun         | LPMPP      |
| 14. | Responden 14                               | 37        | Perempuan     | S1/ Sederajat       | 5 Tahun - 10 Tahun | LPMPP      |
| 15. | Responden 15                               | 42        | Perempuan     | S2                  | > 10 Tahun         | LPMPP      |
| 16. | Responden 16                               | 56        | Laki - laki   | SLTA/ Sederajat     | > 10 Tahun         | LPMPP      |

|     |              |    |             |                 |                    |                      |
|-----|--------------|----|-------------|-----------------|--------------------|----------------------|
| 17. | Responden 17 | 35 | Laki - laki | S1/ Sederajat   | 5 Tahun - 10 Tahun | LPMPP                |
| 18. | Responden 18 | 51 | Laki - laki | S2              | > 10 Tahun         | LPMPP                |
| 19. | Responden 19 | 49 | Laki - laki | S1/ Sederajat   | > 10 Tahun         | LPPM                 |
| 20. | Responden 20 | 39 | Perempuan   | S1/ Sederajat   | 5 Tahun - 10 Tahun | Rektorat             |
| 21. | Responden 21 | 45 | Laki - laki | S1/ Sederajat   | > 10 Tahun         | Perencanaan Rektorat |
| 22. | Responden 22 | 44 | Perempuan   | S1/ Sederajat   | > 10 Tahun         | Keuangan Rektorat    |
| 23. | Responden 23 | 45 | Laki - laki | S1/ Sederajat   | > 10 Tahun         | Pascasarjana         |
| 24. | Responden 24 | 39 | Laki - laki | S1/ Sederajat   | > 10 Tahun         | Perencanaan Rektorat |
| 25. | Responden 25 | 43 | Laki - laki | S1/ Sederajat   | > 10 Tahun         | Perencanaan Rektorat |
| 26. | Responden 26 | 42 | Laki - laki | S1/ Sederajat   | > 10 Tahun         | FIP Undiksha         |
| 27. | Responden 27 | 44 | Perempuan   | S1/ Sederajat   | > 10 Tahun         | Keuangan Rektorat    |
| 28. | Responden 28 | 37 | Perempuan   | S1/ Sederajat   | 5 Tahun - 10 Tahun | FIP Undiksha         |
| 29. | Responden 29 | 50 | Laki - laki | SLTA/ Sederajat | > 10 Tahun         | FIP Undiksha         |
| 30. | Responden 30 | 43 | Perempuan   | S1/ Sederajat   | > 10 Tahun         | FIP Undiksha         |
| 31. | Responden 31 | 44 | Perempuan   | S1/ Sederajat   | > 10 Tahun         | Perpustakaan         |

**Lampiran 2.2 Tabulasi Data Responden untuk Penelitian Tesis**

| <b>No</b> | <b>Responden Penelitian</b> | <b>Usia (Th)</b> | <b>JK</b> | <b>Pend</b> | <b>Lama Bekerja (Th)</b> | <b>Unit Kerja</b> |
|-----------|-----------------------------|------------------|-----------|-------------|--------------------------|-------------------|
| 1         | Responden 1                 | 42               | P         | S1          | 17                       | FK                |
| 2         | Responden 2                 | 52               | L         | S1          | 33                       | FK                |
| 3         | Responden 3                 | 48               | L         | S1          | 18                       | FK                |
| 4         | Responden 4                 | 45               | L         | S2          | 20                       | FK                |
| 5         | Responden 5                 | 42               | P         | S1          | 23                       | FK                |
| 6         | Responden 6                 | 38               | P         | S2          | 14                       | FK                |
| 7         | Responden 7                 | 50               | L         | S1          | 18                       | FK                |
| 8         | Responden 8                 | 45               | L         | SMKK        | 23                       | FK                |
| 9         | Responden 9                 | 43               | P         | S2          | 14                       | FK                |
| 10        | Responden 10                | 35               | L         | S1          | 15                       | FK                |
| 11        | Responden 11                | 42               | P         | S2          | 19                       | FK                |
| 12        | Responden 12                | 43               | P         | S2          | 18                       | FK                |
| 13        | Responden 13                | 45               | P         | S1          | 22                       | FK                |
| 14        | Responden 14                | 50               | P         | SMKK        | 16                       | FK                |
| 15        | Responden 15                | 56               | P         | SMA         | 16                       | FK                |
| 16        | Responden 16                | 48               | L         | SMA         | 20                       | FK                |
| 17        | Responden 17                | 27               | P         | S1          | 4                        | FK                |
| 18        | Responden 18                | 29               | P         | S1          | 6                        | FK                |
| 19        | Responden 19                | 34               | P         | S1          | 7                        | FK                |
| 20        | Responden 20                | 32               | P         | S1          | 7                        | FK                |
| 21        | Responden 21                | 33               | P         | S1          | 11                       | FK                |
| 22        | Responden 22                | 33               | L         | S2          | 7                        | FK                |
| 23        | Responden 23                | 47               | L         | SLTA        | 20                       | FK                |
| 24        | Responden 24                | 31               | L         | S1          | 7                        | FK                |

|    |              |    |   |     |    |    |
|----|--------------|----|---|-----|----|----|
| 25 | Responden 25 | 30 | L | S1  | 7  | FK |
| 26 | Responden 26 | 39 | L | DIV | 6  | FK |
| 27 | Responden 27 | 29 | L | S1  | 7  | FK |
| 28 | Responden 28 | 29 | L | S1  | 5  | FK |
| 29 | Responden 29 | 41 | P | D2  | 15 | FK |
| 30 | Responden 30 | 30 | P | D3  | 7  | FK |
| 31 | Responden 31 | 28 | L | S1  | 5  | FK |
| 32 | Responden 32 | 29 | P | S1  | 6  | FK |
| 33 | Responden 33 | 28 | L | S1  | 3  | FK |
| 34 | Responden 34 | 27 | P | D3  | 3  | FK |
| 35 | Responden 35 | 29 | P | S1  | 3  | FK |
| 36 | Responden 36 | 55 | P | S1  | 13 | FK |
| 37 | Responden 37 | 33 | P | S1  | 10 | FK |
| 38 | Responden 38 | 33 | P | S1  | 9  | FK |
| 39 | Responden 39 | 27 | P | S2  | 4  | FK |
| 40 | Responden 40 | 30 | P | D3  | 4  | FK |
| 41 | Responden 41 | 36 | P | S1  | 12 | FK |
| 42 | Responden 42 | 28 | P | S2  | 2  | FK |
| 43 | Responden 43 | 35 | P | S1  | 12 | FK |
| 44 | Responden 44 | 47 | L | S1  | 13 | FK |
| 45 | Responden 45 | 49 | L | SMU | 20 | FK |

### Lampiran 3. Tabulasi Variabel Penelitian

Lampiran 3.1 Tabulasi Variabel Penelitian (Y dan X1) untuk Uji Validitas dan Reliabilitas

| No Res | Y.1 | Y.2 | Y.3 | Y.4 | Y.5 | Y.6 | Y.7 | Y.8 | Total Y | X1.1 | X1.2 | X1.3 | X1.4 | X1.5 | X1.6 | Total X1 |
|--------|-----|-----|-----|-----|-----|-----|-----|-----|---------|------|------|------|------|------|------|----------|
| 1      | 5   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 33      | 4    | 4    | 4    | 4    | 4    | 4    | 24       |
| 2      | 4   | 5   | 4   | 5   | 4   | 4   | 4   | 5   | 35      | 5    | 5    | 5    | 5    | 5    | 5    | 30       |
| 3      | 5   | 4   | 4   | 4   | 4   | 4   | 4   | 5   | 34      | 5    | 5    | 4    | 4    | 4    | 4    | 26       |
| 4      | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 40      | 5    | 5    | 5    | 5    | 5    | 5    | 30       |
| 5      | 5   | 4   | 5   | 5   | 5   | 5   | 5   | 5   | 39      | 5    | 5    | 5    | 4    | 5    | 5    | 29       |
| 6      | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 40      | 5    | 5    | 4    | 4    | 5    | 5    | 28       |
| 7      | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 40      | 5    | 5    | 5    | 5    | 5    | 5    | 30       |
| 8      | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 40      | 4    | 5    | 5    | 5    | 5    | 5    | 29       |
| 9      | 4   | 4   | 4   | 4   | 4   | 3   | 4   | 4   | 31      | 4    | 4    | 4    | 4    | 4    | 4    | 24       |
| 10     | 4   | 3   | 4   | 4   | 5   | 4   | 3   | 5   | 32      | 3    | 4    | 4    | 4    | 3    | 4    | 22       |
| 11     | 5   | 5   | 4   | 4   | 4   | 4   | 3   | 4   | 33      | 4    | 5    | 4    | 4    | 5    | 5    | 27       |
| 12     | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 40      | 5    | 5    | 5    | 4    | 5    | 5    | 29       |
| 13     | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 32      | 4    | 4    | 4    | 4    | 4    | 4    | 24       |
| 14     | 4   | 2   | 4   | 4   | 4   | 5   | 4   | 5   | 32      | 4    | 3    | 4    | 4    | 5    | 5    | 25       |
| 15     | 4   | 4   | 5   | 5   | 5   | 5   | 4   | 5   | 37      | 5    | 5    | 5    | 5    | 5    | 5    | 30       |
| 16     | 4   | 4   | 4   | 5   | 4   | 4   | 5   | 4   | 34      | 4    | 5    | 4    | 4    | 5    | 4    | 26       |
| 17     | 1   | 1   | 1   | 1   | 1   | 2   | 2   | 1   | 10      | 1    | 1    | 1    | 1    | 1    | 2    | 7        |
| 18     | 5   | 4   | 4   | 4   | 5   | 4   | 4   | 5   | 35      | 5    | 5    | 5    | 5    | 5    | 5    | 30       |
| 19     | 4   | 3   | 4   | 4   | 4   | 4   | 4   | 4   | 31      | 3    | 4    | 4    | 3    | 4    | 4    | 22       |
| 20     | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 40      | 5    | 4    | 5    | 5    | 5    | 5    | 29       |
| 21     | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 40      | 5    | 5    | 5    | 5    | 5    | 5    | 30       |
| 22     | 4   | 4   | 4   | 4   | 4   | 5   | 4   | 5   | 34      | 4    | 4    | 4    | 4    | 5    | 5    | 26       |
| 23     | 4   | 4   | 5   | 5   | 5   | 5   | 5   | 5   | 38      | 5    | 5    | 5    | 5    | 5    | 5    | 30       |
| 24     | 5   | 4   | 4   | 5   | 5   | 5   | 4   | 5   | 37      | 5    | 5    | 5    | 5    | 5    | 5    | 30       |
| 25     | 5   | 4   | 4   | 5   | 5   | 5   | 4   | 5   | 37      | 5    | 5    | 5    | 5    | 5    | 5    | 30       |
| 26     | 3   | 3   | 4   | 2   | 3   | 3   | 3   | 3   | 24      | 3    | 4    | 4    | 4    | 4    | 4    | 23       |
| 27     | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 32      | 4    | 4    | 4    | 4    | 4    | 4    | 24       |
| 28     | 4   | 4   | 5   | 5   | 5   | 5   | 4   | 5   | 37      | 5    | 4    | 5    | 5    | 5    | 5    | 29       |
| 29     | 4   | 4   | 5   | 4   | 4   | 5   | 5   | 5   | 36      | 4    | 5    | 4    | 4    | 5    | 4    | 26       |
| 30     | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 40      | 5    | 5    | 5    | 5    | 5    | 5    | 30       |
| 31     | 5   | 4   | 5   | 4   | 5   | 5   | 4   | 4   | 36      | 4    | 5    | 4    | 4    | 4    | 4    | 25       |

**Lampiran 3.2 Tabulasi Variabel Penelitian (X2 dan X3) untuk Uji Validitas dan Reliabilitas**

| No Res | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | X2.6 | X2.7 | Total X2 | X3.1 | X3.2 | X3.3 | X3.4 | X3.5 | Total X3 |
|--------|------|------|------|------|------|------|------|----------|------|------|------|------|------|----------|
| 1      | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28       | 4    | 4    | 4    | 4    | 4    | 20       |
| 2      | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28       | 4    | 5    | 4    | 4    | 5    | 22       |
| 3      | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28       | 4    | 4    | 4    | 4    | 4    | 20       |
| 4      | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 35       | 4    | 4    | 4    | 4    | 4    | 20       |
| 5      | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 35       | 5    | 5    | 5    | 5    | 5    | 25       |
| 6      | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 35       | 4    | 4    | 5    | 5    | 5    | 23       |
| 7      | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 35       | 5    | 5    | 5    | 5    | 5    | 25       |
| 8      | 5    | 5    | 4    | 4    | 5    | 5    | 5    | 33       | 5    | 5    | 5    | 5    | 5    | 25       |
| 9      | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28       | 4    | 4    | 4    | 4    | 4    | 20       |
| 10     | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28       | 3    | 3    | 3    | 4    | 4    | 17       |
| 11     | 4    | 4    | 4    | 5    | 4    | 4    | 5    | 30       | 4    | 3    | 4    | 4    | 4    | 19       |
| 12     | 4    | 4    | 4    | 5    | 5    | 5    | 5    | 32       | 5    | 5    | 5    | 5    | 5    | 25       |
| 13     | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28       | 4    | 4    | 4    | 4    | 4    | 20       |
| 14     | 5    | 4    | 4    | 4    | 4    | 4    | 4    | 29       | 5    | 5    | 4    | 4    | 4    | 22       |
| 15     | 4    | 4    | 5    | 5    | 4    | 5    | 5    | 32       | 5    | 5    | 5    | 5    | 5    | 25       |
| 16     | 4    | 5    | 4    | 4    | 5    | 4    | 5    | 31       | 4    | 4    | 4    | 5    | 5    | 22       |
| 17     | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 7        | 2    | 2    | 2    | 2    | 2    | 10       |
| 18     | 5    | 4    | 5    | 5    | 5    | 5    | 5    | 34       | 5    | 5    | 5    | 5    | 5    | 25       |
| 19     | 4    | 4    | 4    | 4    | 4    | 3    | 4    | 27       | 4    | 4    | 4    | 4    | 3    | 19       |
| 20     | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 35       | 4    | 4    | 4    | 4    | 4    | 20       |
| 21     | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 35       | 5    | 5    | 5    | 5    | 5    | 25       |
| 22     | 4    | 4    | 4    | 5    | 4    | 4    | 4    | 29       | 4    | 4    | 4    | 4    | 5    | 21       |
| 23     | 4    | 5    | 5    | 5    | 5    | 4    | 5    | 33       | 5    | 5    | 5    | 5    | 5    | 25       |
| 24     | 4    | 5    | 4    | 5    | 4    | 4    | 5    | 31       | 4    | 5    | 5    | 4    | 5    | 23       |
| 25     | 4    | 5    | 5    | 5    | 5    | 5    | 5    | 34       | 5    | 5    | 5    | 5    | 5    | 25       |
| 26     | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28       | 4    | 3    | 3    | 3    | 2    | 15       |
| 27     | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28       | 4    | 4    | 4    | 4    | 4    | 20       |
| 28     | 5    | 5    | 5    | 5    | 5    | 5    | 4    | 34       | 4    | 4    | 4    | 4    | 4    | 20       |
| 29     | 5    | 5    | 5    | 5    | 4    | 4    | 4    | 32       | 5    | 5    | 4    | 4    | 5    | 23       |
| 30     | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 35       | 5    | 5    | 5    | 5    | 5    | 25       |
| 31     | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28       | 4    | 4    | 4    | 4    | 4    | 20       |

### Lampiran 3.3 Tabulasi Variabel Penelitian Tesis (Y dan X1)

| No Res | Y.1 | Y.2 | Y.3 | Y.4 | Y.5 | Y.6 | Y.7 | Y.8 | Y  | X1.1 | X1.2 | X1.3 | X1.4 | X1.5 | X1.6 | X1 |
|--------|-----|-----|-----|-----|-----|-----|-----|-----|----|------|------|------|------|------|------|----|
| 1      | 5   | 5   | 4   | 4   | 4   | 4   | 4   | 5   | 35 | 4    | 4    | 4    | 4    | 5    | 5    | 26 |
| 2      | 5   | 4   | 5   | 5   | 5   | 5   | 4   | 5   | 38 | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| 3      | 5   | 4   | 5   | 4   | 4   | 4   | 4   | 5   | 35 | 4    | 4    | 4    | 4    | 5    | 4    | 25 |
| 4      | 5   | 4   | 5   | 5   | 4   | 5   | 5   | 5   | 38 | 5    | 5    | 4    | 4    | 4    | 4    | 26 |
| 5      | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 32 | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| 6      | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 32 | 4    | 4    | 4    | 4    | 5    | 5    | 26 |
| 7      | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 40 | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| 8      | 4   | 4   | 4   | 5   | 4   | 4   | 4   | 4   | 33 | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| 9      | 5   | 5   | 5   | 4   | 4   | 4   | 4   | 5   | 36 | 4    | 5    | 4    | 4    | 4    | 4    | 25 |
| 10     | 5   | 5   | 5   | 4   | 5   | 5   | 4   | 5   | 38 | 4    | 5    | 5    | 4    | 4    | 5    | 27 |
| 11     | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 5   | 33 | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| 12     | 5   | 4   | 5   | 5   | 4   | 4   | 3   | 4   | 34 | 5    | 5    | 4    | 4    | 4    | 4    | 26 |
| 13     | 5   | 5   | 5   | 5   | 5   | 5   | 4   | 5   | 39 | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| 14     | 5   | 4   | 4   | 5   | 5   | 4   | 4   | 5   | 36 | 4    | 5    | 4    | 4    | 4    | 4    | 25 |
| 15     | 5   | 4   | 4   | 4   | 5   | 4   | 4   | 5   | 35 | 4    | 5    | 4    | 4    | 5    | 5    | 27 |
| 16     | 4   | 5   | 4   | 5   | 4   | 5   | 4   | 5   | 36 | 5    | 4    | 5    | 4    | 4    | 5    | 27 |
| 17     | 4   | 4   | 4   | 4   | 4   | 5   | 5   | 5   | 35 | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| 18     | 4   | 4   | 4   | 4   | 4   | 4   | 3   | 4   | 31 | 4    | 4    | 4    | 4    | 5    | 4    | 25 |
| 19     | 5   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 33 | 4    | 5    | 4    | 4    | 4    | 4    | 25 |
| 20     | 4   | 5   | 5   | 5   | 4   | 5   | 4   | 4   | 36 | 4    | 4    | 5    | 4    | 5    | 5    | 27 |
| 21     | 4   | 4   | 4   | 4   | 5   | 5   | 4   | 5   | 35 | 5    | 5    | 4    | 4    | 5    | 5    | 28 |
| 22     | 5   | 5   | 5   | 5   | 5   | 5   | 4   | 5   | 39 | 5    | 5    | 5    | 5    | 5    | 4    | 29 |
| 23     | 5   | 4   | 4   | 4   | 5   | 5   | 4   | 4   | 35 | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| 24     | 5   | 5   | 4   | 5   | 5   | 4   | 4   | 5   | 37 | 5    | 4    | 4    | 4    | 4    | 4    | 25 |
| 25     | 5   | 4   | 4   | 5   | 4   | 5   | 3   | 5   | 35 | 4    | 4    | 4    | 4    | 4    | 5    | 25 |
| 26     | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 32 | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| 27     | 5   | 4   | 5   | 4   | 5   | 4   | 3   | 4   | 34 | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| 28     | 4   | 4   | 4   | 4   | 4   | 3   | 4   | 3   | 30 | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| 29     | 4   | 5   | 5   | 4   | 4   | 5   | 4   | 5   | 36 | 4    | 4    | 5    | 4    | 5    | 4    | 26 |
| 30     | 5   | 4   | 5   | 5   | 4   | 4   | 5   | 5   | 37 | 4    | 5    | 5    | 4    | 5    | 5    | 28 |
| 31     | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 32 | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| 32     | 5   | 4   | 4   | 5   | 5   | 4   | 4   | 5   | 36 | 4    | 4    | 4    | 5    | 5    | 5    | 27 |
| 33     | 4   | 4   | 5   | 5   | 4   | 4   | 4   | 4   | 34 | 4    | 4    | 4    | 4    | 5    | 4    | 25 |
| 34     | 5   | 5   | 5   | 5   | 5   | 5   | 4   | 5   | 39 | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| 35     | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 32 | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| 36     | 5   | 5   | 4   | 5   | 4   | 5   | 5   | 4   | 37 | 5    | 5    | 5    | 4    | 5    | 5    | 29 |
| 37     | 4   | 4   | 4   | 4   | 4   | 4   | 3   | 4   | 31 | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| 38     | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 32 | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| 39     | 5   | 4   | 5   | 5   | 5   | 5   | 4   | 4   | 37 | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| 40     | 5   | 5   | 4   | 4   | 4   | 4   | 4   | 4   | 34 | 4    | 5    | 4    | 4    | 5    | 5    | 27 |
| 41     | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 32 | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| 42     | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 32 | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| 43     | 4   | 4   | 4   | 3   | 4   | 2   | 4   | 3   | 28 | 4    | 3    | 4    | 4    | 4    | 4    | 23 |
| 44     | 4   | 5   | 4   | 4   | 4   | 4   | 4   | 4   | 33 | 4    | 4    | 4    | 3    | 4    | 4    | 23 |

|        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 45     | 4      | 4      | 4      | 4      | 4      | 4      | 4      | 4      | 32     | 4      | 4      | 4      | 4      | 4      | 4      | 24     |
| Jumlah | 203    | 194    | 196    | 197    | 194    | 193    | 180    | 199    |        | 194    | 198    | 194    | 188    | 201    | 199    |        |
| Mean   | 4,51   | 4,31   | 4,36   | 4,38   | 4,31   | 4,29   | 4,00   | 4,42   | 4,32   | 4,31   | 4,40   | 4,31   | 4,18   | 4,47   | 4,42   | 4,35   |
| Persen | 90,22% | 86,22% | 87,11% | 87,56% | 86,22% | 85,78% | 80,00% | 88,44% | 86,44% | 86,22% | 88,00% | 86,22% | 83,56% | 89,33% | 88,44% | 86,96% |

### Lampiran 3.4 Tabulasi Variabel Penelitian Tesis (X2 dan X3)

| No Res | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | X2.6 | X2.7 | X2 | X3.1 | X3.2 | X3.3 | X3.4 | X3.5 | X3 |
|--------|------|------|------|------|------|------|------|----|------|------|------|------|------|----|
| 1      | 5    | 5    | 4    | 5    | 5    | 5    | 5    | 34 | 4    | 4    | 4    | 4    | 4    | 20 |
| 2      | 5    | 5    | 4    | 5    | 4    | 5    | 5    | 33 | 5    | 5    | 5    | 5    | 5    | 25 |
| 3      | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28 | 4    | 4    | 4    | 4    | 4    | 20 |
| 4      | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 35 | 4    | 5    | 5    | 4    | 4    | 22 |
| 5      | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28 | 4    | 4    | 4    | 4    | 4    | 20 |
| 6      | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28 | 5    | 4    | 5    | 4    | 5    | 23 |
| 7      | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 35 | 5    | 5    | 5    | 5    | 5    | 25 |
| 8      | 5    | 5    | 4    | 4    | 4    | 4    | 4    | 30 | 4    | 4    | 4    | 4    | 4    | 20 |
| 9      | 4    | 4    | 4    | 5    | 4    | 4    | 4    | 29 | 4    | 4    | 4    | 4    | 4    | 20 |
| 10     | 5    | 5    | 5    | 4    | 5    | 5    | 4    | 33 | 4    | 4    | 4    | 5    | 5    | 22 |
| 11     | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 35 | 4    | 5    | 5    | 4    | 5    | 23 |
| 12     | 5    | 5    | 5    | 5    | 5    | 4    | 4    | 33 | 4    | 5    | 5    | 5    | 4    | 23 |
| 13     | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 35 | 5    | 5    | 5    | 5    | 5    | 25 |
| 14     | 5    | 4    | 5    | 5    | 5    | 5    | 4    | 33 | 5    | 5    | 5    | 4    | 5    | 24 |
| 15     | 4    | 4    | 5    | 5    | 4    | 4    | 4    | 30 | 4    | 4    | 4    | 4    | 4    | 20 |
| 16     | 5    | 5    | 5    | 4    | 4    | 5    | 5    | 33 | 4    | 4    | 5    | 4    | 5    | 22 |
| 17     | 5    | 5    | 4    | 5    | 5    | 4    | 5    | 33 | 5    | 5    | 5    | 5    | 4    | 24 |
| 18     | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28 | 4    | 4    | 4    | 4    | 4    | 20 |
| 19     | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28 | 5    | 4    | 5    | 4    | 4    | 22 |
| 20     | 5    | 5    | 4    | 4    | 4    | 4    | 4    | 30 | 5    | 4    | 4    | 4    | 4    | 21 |
| 21     | 5    | 5    | 4    | 5    | 5    | 4    | 4    | 32 | 4    | 4    | 4    | 4    | 4    | 20 |
| 22     | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 35 | 4    | 4    | 4    | 5    | 5    | 22 |
| 23     | 5    | 4    | 3    | 5    | 5    | 4    | 4    | 30 | 4    | 5    | 5    | 4    | 5    | 23 |
| 24     | 5    | 4    | 5    | 5    | 5    | 4    | 5    | 33 | 4    | 5    | 5    | 5    | 4    | 23 |
| 25     | 5    | 5    | 5    | 5    | 5    | 4    | 4    | 33 | 4    | 5    | 5    | 5    | 5    | 24 |
| 26     | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28 | 4    | 4    | 4    | 4    | 4    | 20 |
| 27     | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 35 | 4    | 5    | 4    | 5    | 4    | 22 |
| 28     | 4    | 4    | 3    | 4    | 4    | 4    | 4    | 27 | 4    | 4    | 4    | 4    | 4    | 20 |
| 29     | 4    | 4    | 4    | 5    | 4    | 4    | 4    | 29 | 4    | 5    | 4    | 4    | 5    | 22 |
| 30     | 5    | 5    | 4    | 5    | 5    | 5    | 5    | 34 | 5    | 5    | 5    | 4    | 5    | 24 |
| 31     | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28 | 4    | 4    | 4    | 4    | 4    | 20 |
| 32     | 5    | 5    | 4    | 5    | 5    | 4    | 5    | 33 | 5    | 5    | 5    | 5    | 5    | 25 |
| 33     | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28 | 4    | 4    | 4    | 4    | 5    | 21 |
| 34     | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 35 | 5    | 5    | 5    | 5    | 5    | 25 |
| 35     | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 28 | 4    | 4    | 4    | 4    | 4    | 20 |
| 36     | 5    | 5    | 5    | 4    | 5    | 4    | 4    | 32 | 5    | 4    | 5    | 5    | 4    | 23 |
| 37     | 4    | 4    | 4    | 4    | 3    | 4    | 4    | 27 | 4    | 4    | 4    | 4    | 4    | 20 |

|        |        |        |        |        |        |        |        |               |        |        |        |        |        |               |
|--------|--------|--------|--------|--------|--------|--------|--------|---------------|--------|--------|--------|--------|--------|---------------|
| 38     | 4      | 4      | 4      | 4      | 4      | 4      | 4      | 28            | 4      | 4      | 4      | 4      | 4      | 20            |
| 39     | 5      | 5      | 5      | 5      | 5      | 5      | 5      | 35            | 4      | 5      | 5      | 5      | 5      | 24            |
| 40     | 5      | 5      | 5      | 5      | 4      | 5      | 4      | 33            | 5      | 5      | 5      | 5      | 5      | 25            |
| 41     | 4      | 4      | 4      | 4      | 4      | 4      | 4      | 28            | 4      | 4      | 4      | 4      | 4      | 20            |
| 42     | 4      | 4      | 4      | 4      | 4      | 4      | 4      | 28            | 4      | 4      | 4      | 4      | 4      | 20            |
| 43     | 3      | 4      | 3      | 4      | 4      | 4      | 3      | 25            | 4      | 4      | 4      | 4      | 4      | 20            |
| 44     | 4      | 4      | 4      | 4      | 3      | 3      | 4      | 26            | 3      | 3      | 4      | 3      | 3      | 16            |
| 45     | 4      | 4      | 4      | 4      | 4      | 4      | 4      | 28            | 4      | 4      | 4      | 4      | 4      | 20            |
| Jumlah | 204    | 202    | 194    | 203    | 198    | 194    | 194    |               | 192    | 197    | 200    | 194    | 197    |               |
| Mean   | 4,53   | 4,49   | 4,31   | 4,51   | 4,40   | 4,31   | 4,31   | <b>4,41</b>   | 4,27   | 4,38   | 4,44   | 4,31   | 4,38   | <b>4,36</b>   |
| Persen | 90,67% | 89,78% | 86,22% | 90,22% | 88,00% | 86,22% | 86,22% | <b>88,19%</b> | 85,33% | 87,56% | 88,89% | 86,22% | 87,56% | <b>87,11%</b> |



## Lampiran 4. Olah Data

### 4.1 Uji Validitas dan Uji Reliabilitas

#### a. Uji Validitas dan Reliabilitas Variabel Disiplin Kerja (Y)

|         |                     | <b>Correlations</b> |        |        |        |        |        |        |        |        |
|---------|---------------------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|
|         |                     | Y.1                 | Y.2    | Y.3    | Y.4    | Y.5    | Y.6    | Y.7    | Y.8    | TotalY |
| Y.1     | Pearson Correlation | 1                   | .775** | .730** | .766** | .838** | .699** | .637** | .763** | .877** |
|         | Sig. (2-tailed)     |                     | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |
|         | N                   | 31                  | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31     |
| Y.2     | Pearson Correlation | .775**              | 1      | .733** | .757** | .684** | .566** | .685** | .629** | .827** |
|         | Sig. (2-tailed)     | .000                |        | .000   | .000   | .000   | .001   | .000   | .000   | .000   |
|         | N                   | 31                  | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31     |
| Y.3     | Pearson Correlation | .730**              | .733** | 1      | .781** | .857** | .818** | .796** | .785** | .912** |
|         | Sig. (2-tailed)     | .000                | .000   |        | .000   | .000   | .000   | .000   | .000   | .000   |
|         | N                   | 31                  | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31     |
| Y.4     | Pearson Correlation | .766**              | .757** | .781** | 1      | .877** | .809** | .790** | .856** | .936** |
|         | Sig. (2-tailed)     | .000                | .000   | .000   |        | .000   | .000   | .000   | .000   | .000   |
|         | N                   | 31                  | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31     |
| Y.5     | Pearson Correlation | .838**              | .684** | .857** | .877** | 1      | .826** | .674** | .873** | .933** |
|         | Sig. (2-tailed)     | .000                | .000   | .000   | .000   |        | .000   | .000   | .000   | .000   |
|         | N                   | 31                  | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31     |
| Y.6     | Pearson Correlation | .699**              | .566** | .818** | .809** | .826** | 1      | .732** | .834** | .879** |
|         | Sig. (2-tailed)     | .000                | .001   | .000   | .000   | .000   |        | .000   | .000   | .000   |
|         | N                   | 31                  | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31     |
| Y.7     | Pearson Correlation | .637**              | .685** | .796** | .790** | .674** | .732** | 1      | .677** | .839** |
|         | Sig. (2-tailed)     | .000                | .000   | .000   | .000   | .000   | .000   |        | .000   | .000   |
|         | N                   | 31                  | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31     |
| Y.8     | Pearson Correlation | .763**              | .629** | .785** | .856** | .873** | .834** | .677** | 1      | .903** |
|         | Sig. (2-tailed)     | .000                | .000   | .000   | .000   | .000   | .000   | .000   |        | .000   |
|         | N                   | 31                  | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31     |
| Total Y | Pearson Correlation | .877**              | .827** | .912** | .936** | .933** | .879** | .839** | .903** | 1      |
|         | Sig. (2-tailed)     | .000                | .000   | .000   | .000   | .000   | .000   | .000   | .000   |        |
|         | N                   | 31                  | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31     |

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

#### Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 31 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 31 | 100.0 |

## Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .961             | 8          |

a. Listwise deletion based on all variables in the procedure.

## Item-Total Statistics

|     | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-----|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Y.1 | 30.4194                    | 27.452                         | .837                             | .956                             |
| Y.2 | 30.7419                    | 27.265                         | .767                             | .961                             |
| Y.3 | 30.4516                    | 27.523                         | .884                             | .954                             |
| Y.4 | 30.4516                    | 26.189                         | .912                             | .952                             |
| Y.5 | 30.3871                    | 26.845                         | .911                             | .952                             |
| Y.6 | 30.3548                    | 28.103                         | .844                             | .956                             |
| Y.7 | 30.5806                    | 28.518                         | .794                             | .959                             |
| Y.8 | 30.2581                    | 27.131                         | .870                             | .954                             |

## b. Validitas dan Reliabilitas Variabel Motivasi (X1)

### Correlations

|         |                     | X1.1   | X1.2   | X1.3   | X1.4   | X1.5   | X1.6   | TotalX1 |
|---------|---------------------|--------|--------|--------|--------|--------|--------|---------|
| X1.1    | Pearson Correlation | 1      | .783** | .874** | .850** | .842** | .843** | .938**  |
|         | Sig. (2-tailed)     |        | .000   | .000   | .000   | .000   | .000   | .000    |
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     | 31      |
| X1.2    | Pearson Correlation | .783** | 1      | .789** | .743** | .773** | .683** | .864**  |
|         | Sig. (2-tailed)     | .000   |        | .000   | .000   | .000   | .000   | .000    |
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     | 31      |
| X1.3    | Pearson Correlation | .874** | .789** | 1      | .932** | .850** | .886** | .959**  |
|         | Sig. (2-tailed)     | .000   | .000   |        | .000   | .000   | .000   | .000    |
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     | 31      |
| X1.4    | Pearson Correlation | .850** | .743** | .932** | 1      | .812** | .842** | .932**  |
|         | Sig. (2-tailed)     | .000   | .000   | .000   |        | .000   | .000   | .000    |
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     | 31      |
| X1.5    | Pearson Correlation | .842** | .773** | .850** | .812** | 1      | .910** | .933**  |
|         | Sig. (2-tailed)     | .000   | .000   | .000   | .000   |        | .000   | .000    |
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     | 31      |
| X1.6    | Pearson Correlation | .843** | .683** | .886** | .842** | .910** | 1      | .925**  |
|         | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   |        | .000    |
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     | 31      |
| TotalX1 | Pearson Correlation | .938** | .864** | .959** | .932** | .933** | .925** | 1       |

|                 |      |      |      |      |      |      |      |
|-----------------|------|------|------|------|------|------|------|
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| N               | 31   | 31   | 31   | 31   | 31   | 31   | 31   |

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

### Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 31 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 31 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .964             | 6          |

### Item-Total Statistics

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X1.1 | 22.2581                    | 13.731                         | .905                             | .956                             |
| X1.2 | 22.0968                    | 14.690                         | .802                             | .967                             |
| X1.3 | 22.1935                    | 14.295                         | .940                             | .952                             |
| X1.4 | 22.2903                    | 14.346                         | .901                             | .956                             |
| X1.5 | 22.0323                    | 14.166                         | .901                             | .956                             |
| X1.6 | 22.0323                    | 15.432                         | .898                             | .959                             |

### c. Validitas dan Reliabilitas Variabel Budaya Kerja (X2)

#### Correlations

|      |                     | X2.1   | X2.2   | X2.3   | X2.4   | X2.5   | X2.6   | X2.7   | TotalX2 |
|------|---------------------|--------|--------|--------|--------|--------|--------|--------|---------|
| X2.1 | Pearson Correlation | 1      | .844** | .866** | .785** | .844** | .846** | .750** | .907**  |
|      | Sig. (2-tailed)     |        | .000   | .000   | .000   | .000   | .000   | .000   | .000    |
|      | N                   | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31      |
| X2.2 | Pearson Correlation | .844** | 1      | .869** | .827** | .895** | .801** | .848** | .930**  |
|      | Sig. (2-tailed)     | .000   |        | .000   | .000   | .000   | .000   | .000   | .000    |
|      | N                   | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31      |
| X2.3 | Pearson Correlation | .866** | .869** | 1      | .910** | .869** | .874** | .825** | .950**  |
|      | Sig. (2-tailed)     | .000   | .000   |        | .000   | .000   | .000   | .000   | .000    |
|      | N                   | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31      |
| X2.4 | Pearson Correlation | .785** | .827** | .910** | 1      | .827** | .846** | .873** | .929**  |
|      | Sig. (2-tailed)     | .000   | .000   | .000   |        | .000   | .000   | .000   | .000    |
|      | N                   | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31      |
| X2.5 | Pearson Correlation | .844** | .895** | .869** | .827** | 1      | .902** | .900** | .954**  |
|      | Sig. (2-tailed)     | .000   | .000   | .000   | .000   |        | .000   | .000   | .000    |

|         |                     |        |        |        |        |        |        |        |        |
|---------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31     |
| X2.6    | Pearson Correlation | .846** | .801** | .874** | .846** | .902** | 1      | .863** | .939** |
|         | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   |        | .000   | .000   |
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31     |
| X2.7    | Pearson Correlation | .750** | .848** | .825** | .873** | .900** | .863** | 1      | .928** |
|         | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   |        | .000   |
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31     |
| TotalX2 | Pearson Correlation | .907** | .930** | .950** | .929** | .954** | .939** | .928** | 1      |
|         | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   | .000   |        |
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     | 31     | 31     |

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

### Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 31 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 31 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .976             | 7          |

### Item-Total Statistics

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X2.1 | 26.1935                    | 20.628                         | .874                             | .974                             |
| X2.2 | 26.1290                    | 20.316                         | .904                             | .972                             |
| X2.3 | 26.1613                    | 20.206                         | .932                             | .970                             |
| X2.4 | 26.0323                    | 20.232                         | .902                             | .972                             |
| X2.5 | 26.1290                    | 20.116                         | .937                             | .970                             |
| X2.6 | 26.1935                    | 20.028                         | .915                             | .971                             |
| X2.7 | 26.0645                    | 20.262                         | .900                             | .972                             |

### d. Validitas dan Reliabilitas Variabel Kepemimpinan (X3)

#### Correlations

|      |                     | X3.1   | X3.2   | X3.3   | X3.4   | X3.5   | TotalX3 |
|------|---------------------|--------|--------|--------|--------|--------|---------|
| X3.1 | Pearson Correlation | 1      | .885** | .837** | .791** | .678** | .901**  |
|      | Sig. (2-tailed)     |        | .000   | .000   | .000   | .000   | .000    |
|      | N                   | 31     | 31     | 31     | 31     | 31     | 31      |
| X3.2 | Pearson Correlation | .885** | 1      | .857** | .762** | .803** | .933**  |
|      | Sig. (2-tailed)     | .000   |        | .000   | .000   | .000   | .000    |

|         |                     |        |        |        |        |        |        |
|---------|---------------------|--------|--------|--------|--------|--------|--------|
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     |
| X3.3    | Pearson Correlation | .837** | .857** | 1      | .903** | .827** | .955** |
|         | Sig. (2-tailed)     | .000   | .000   |        | .000   | .000   | .000   |
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     |
| X3.4    | Pearson Correlation | .791** | .762** | .903** | 1      | .850** | .929** |
|         | Sig. (2-tailed)     | .000   | .000   | .000   |        | .000   | .000   |
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     |
| X3.5    | Pearson Correlation | .678** | .803** | .827** | .850** | 1      | .906** |
|         | Sig. (2-tailed)     | .000   | .000   | .000   | .000   |        | .000   |
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     |
| TotalX3 | Pearson Correlation | .901** | .933** | .955** | .929** | .906** | 1      |
|         | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   |        |
|         | N                   | 31     | 31     | 31     | 31     | 31     | 31     |

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

### Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 31 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 31 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .956             | 5          |

### Item-Total Statistics

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X3.1 | 17.1935                    | 8.095                          | .850                             | .950                             |
| X3.2 | 17.1935                    | 7.495                          | .891                             | .943                             |
| X3.3 | 17.2258                    | 7.647                          | .929                             | .937                             |
| X3.4 | 17.1935                    | 7.961                          | .891                             | .944                             |
| X3.5 | 17.1290                    | 7.383                          | .842                             | .953                             |

## 4.2 Uji Asumsi Klasik

### a. Uji Normalitas

#### One-Sample Kolmogorov-Smirnov Test

|                                  |                | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N                                |                | 45                      |
| Normal Parameters <sup>a,b</sup> | Mean           | .0000000                |
|                                  | Std. Deviation | 1.55851160              |

|                          |          |                   |
|--------------------------|----------|-------------------|
| Most Extreme Differences | Absolute | .113              |
|                          | Positive | .085              |
|                          | Negative | -.113             |
| Test Statistic           |          | .113              |
| Asymp. Sig. (2-tailed)   |          | .180 <sup>c</sup> |

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

### b. Uji Multikolinieritas

| Model |              | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |       |
|-------|--------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
|       |              | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF   |
| 1     | (Constant)   | 9.644                       | 2.959      |                           | 3.259 | .002 |                         |       |
|       | Motivasi     | .379                        | .174       | .315                      | 2.183 | .035 | .389                    | 2.570 |
|       | Budaya Kerja | .497                        | .136       | .561                      | 3.651 | .001 | .343                    | 2.912 |
|       | Kepemimpinan | -.014                       | .186       | -.011                     | -.078 | .938 | .403                    | 2.482 |

a. Dependent Variable: Disiplin Kerja

### c. Uji Heterokedastisitas

| Model |              | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|--------------|-----------------------------|------------|---------------------------|-------|------|
|       |              | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)   | -.408                       | 1.756      |                           | -.232 | .817 |
|       | Motivasi     | .128                        | .103       | .301                      | 1.238 | .223 |
|       | Budaya Kerja | .014                        | .081       | .044                      | .169  | .866 |
|       | Kepemimpinan | -.098                       | .110       | -.212                     | -.886 | .381 |

a. Dependent Variable: Abs\_Res

## 4.3 Hasil Analisis Regresi Linier Berganda

### Variables Entered/Removed<sup>a</sup>

| Model | Variables Entered                                       | Variables Removed | Method |
|-------|---|-------------------|--------|
| 1     | Kepemimpinan,<br>Motivasi,<br>Budaya Kerja <sup>b</sup> | .                 | Enter  |

- a. Dependent Variable: Disiplin Kerja
- b. All requested variables entered.

### Model Summary<sup>b</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .817 <sup>a</sup> | .667     | .643              | 1.615                      |

a. Predictors: (Constant), Kepemimpinan, Motivasi, Budaya Kerja

b. Dependent Variable: Disiplin Kerja

### ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 214.104        | 3  | 71.368      | 27.379 | .000 <sup>b</sup> |
|       | Residual   | 106.874        | 41 | 2.607       |        |                   |
|       | Total      | 320.978        | 44 |             |        |                   |

a. Dependent Variable: Disiplin Kerja

b. Predictors: (Constant), Kepemimpinan, Motivasi, Budaya Kerja

### Coefficients<sup>a</sup>

| Model |              | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|--------------|-----------------------------|------------|---------------------------|-------|------|
|       |              | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)   | 9.644                       | 2.959      |                           | 3.259 | .002 |
|       | Motivasi     | .379                        | .174       | .315                      | 2.183 | .035 |
|       | Budaya Kerja | .497                        | .136       | .561                      | 3.651 | .001 |
|       | Kepemimpinan | -.014                       | .186       | -.011                     | -.078 | .938 |

a. Dependent Variable: Disiplin Kerja

## Lampiran 5. Data Apresiasi Responden

### Usia

|       |                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------------|-----------|---------|---------------|--------------------|
| Valid | Kurang dari 35 tahun | 21        | 46.7    | 46.7          | 46.7               |
|       | 35 tahun - 45 tahun  | 14        | 31.1    | 31.1          | 77.8               |
|       | Lebih dari 45 tahun  | 10        | 22.2    | 22.2          | 100.0              |
|       | Total                | 45        | 100.0   | 100.0         |                    |

### Jenis Kelamin

|       |             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------|-----------|---------|---------------|--------------------|
| Valid | Laki - laki | 18        | 40.0    | 40.0          | 40.0               |
|       | Perempuan   | 27        | 60.0    | 60.0          | 100.0              |
|       | Total       | 45        | 100.0   | 100.0         |                    |

### Pendidikan

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | SMA sederajat | 6         | 13.3    | 13.3          | 13.3               |
|       | S1 & Diploma  | 31        | 68.9    | 68.9          | 82.2               |
|       | S2            | 8         | 17.8    | 17.8          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

### Lama Bekerja

|       |                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------------|-----------|---------|---------------|--------------------|
| Valid | Kurang dari 10 tahun | 20        | 44.4    | 44.4          | 44.4               |
|       | 10 tahun - 20 tahun  | 21        | 46.7    | 46.7          | 91.1               |
|       | Lebih dari 20 tahun  | 4         | 8.9     | 8.9           | 100.0              |
|       | Total                | 45        | 100.0   | 100.0         |                    |

### Pegawai sudah datang dan pulang kantor tepat waktu waktu sesuai dengan jadwal yang ditetapkan. (Y.1)

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Setuju        | 22        | 48.9    | 48.9          | 48.9               |
|       | Sangat Setuju | 23        | 51.1    | 51.1          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

### Pegawai tidak sering meninggalkan kantor sebelum jam kerja berakhir tanpa izin atasan. (Y.2)

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Setuju        | 31        | 68.9    | 68.9          | 68.9               |
|       | Sangat Setuju | 14        | 31.1    | 31.1          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai menggunakan peralatan kantor dengan hati-hati untuk menghindari kerusakan. (Y.3)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Setuju        | 29        | 64.4    | 64.4          | 64.4               |
|       | Sangat Setuju | 16        | 35.6    | 35.6          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai sudah memelihara kebersihan dan kerapian fasilitas kerja. (Y.4)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Ragu - ragu   | 1         | 2.2     | 2.2           | 2.2                |
|       | Setuju        | 26        | 57.8    | 57.8          | 60.0               |
|       | Sangat Setuju | 18        | 40.0    | 40.0          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai menyelesaikan pekerjaan sesuai dengan prosedur dan target waktu yang ditetapkan. (Y.5)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Setuju        | 31        | 68.9    | 68.9          | 68.9               |
|       | Sangat Setuju | 14        | 31.1    | 31.1          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai bertanggung jawab atas hasil pekerjaan yang telah dilakukan. (Y.6)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Tidak Setuju  | 1         | 2.2     | 2.2           | 2.2                |
|       | Ragu - ragu   | 1         | 2.2     | 2.2           | 4.4                |
|       | Setuju        | 27        | 60.0    | 60.0          | 64.4               |
|       | Sangat Setuju | 16        | 35.6    | 35.6          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai sudah mengenakan pakaian kerja sesuai dengan ketentuan yang berlaku. (Y.7)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Ragu - ragu   | 5         | 11.1    | 11.1          | 11.1               |
|       | Setuju        | 35        | 77.8    | 77.8          | 88.9               |
|       | Sangat Setuju | 5         | 11.1    | 11.1          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai meminta izin kepada atasan apabila tidak masuk kerja.  
(Y.8)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Ragu - ragu   | 2         | 4.4     | 4.4           | 4.4                |
|       | Setuju        | 22        | 48.9    | 48.9          | 53.3               |
|       | Sangat Setuju | 21        | 46.7    | 46.7          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai berusaha untuk mencapai prestasi kerja terbaik dalam  
setiap tugas yang diberikan. (X1.1)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Setuju        | 31        | 68.9    | 68.9          | 68.9               |
|       | Sangat Setuju | 14        | 31.1    | 31.1          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai merasa puas jika berhasil menyelesaikan pekerjaan  
dengan hasil yang maksimal. (X1.2)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Ragu - ragu   | 1         | 2.2     | 2.2           | 2.2                |
|       | Setuju        | 25        | 55.6    | 55.6          | 57.8               |
|       | Sangat Setuju | 19        | 42.2    | 42.2          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai menunjukkan peningkatan kinerja sebagai upaya untuk  
membangun dan mempertahankan kepercayaan pimpinan. (X1.3)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Setuju        | 31        | 68.9    | 68.9          | 68.9               |
|       | Sangat Setuju | 14        | 31.1    | 31.1          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai secara konsisten menunjukkan kemampuan kerja untuk  
dapat dipercayai dengan tanggung jawab yang lebih tinggi. (X1.4)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Ragu - ragu   | 1         | 2.2     | 2.2           | 2.2                |
|       | Setuju        | 35        | 77.8    | 77.8          | 80.0               |
|       | Sangat Setuju | 9         | 20.0    | 20.0          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai menjaga hubungan kerja yang baik untuk memastikan suasana kerja tetap harmonis. (X1.5)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Setuju        | 24        | 53.3    | 53.3          | 53.3               |
|       | Sangat Setuju | 21        | 46.7    | 46.7          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai berupaya bekerja sama dengan rekan kerja untuk mencapai tujuan bersama. (X1.6)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Setuju        | 26        | 57.8    | 57.8          | 57.8               |
|       | Sangat Setuju | 19        | 42.2    | 42.2          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai sudah memberikan pelayanan terbaik kepada setiap pengguna layanan. (X2.1)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Ragu - ragu   | 1         | 2.2     | 2.2           | 2.2                |
|       | Setuju        | 19        | 42.2    | 42.2          | 44.4               |
|       | Sangat Setuju | 25        | 55.6    | 55.6          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai bertanggung jawab terhadap hasil kerja yang dilakukan. (X2.2)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Setuju        | 23        | 51.1    | 51.1          | 51.1               |
|       | Sangat Setuju | 22        | 48.9    | 48.9          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai berinisiatif meningkatkan kompetensi yang bertujuan untuk peningkatan kinerja. (X2.3)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Ragu - ragu   | 3         | 6.7     | 6.7           | 6.7                |
|       | Setuju        | 25        | 55.6    | 55.6          | 62.2               |
|       | Sangat Setuju | 17        | 37.8    | 37.8          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai menjaga hubungan kerja yang harmonis dan saling menghargai dengan seluruh pihak di lingkungan kerja. (X2.4)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Setuju        | 22        | 48.9    | 48.9          | 48.9               |
|       | Sangat Setuju | 23        | 51.1    | 51.1          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai sudah mematuhi seluruh peraturan dan ketentuan yang berlaku di instansi tempat bekerja. (X2.5)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Ragu - ragu   | 2         | 4.4     | 4.4           | 4.4                |
|       | Setuju        | 23        | 51.1    | 51.1          | 55.6               |
|       | Sangat Setuju | 20        | 44.4    | 44.4          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai mampu beradaptasi terhadap perubahan sistem dalam lingkungan kerja. (X2.6)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Ragu - ragu   | 1         | 2.2     | 2.2           | 2.2                |
|       | Setuju        | 29        | 64.4    | 64.4          | 66.7               |
|       | Sangat Setuju | 15        | 33.3    | 33.3          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pegawai sudah bekerja sama dalam tim untuk mencapai tujuan organisasi. (X2.7)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Ragu - ragu   | 1         | 2.2     | 2.2           | 2.2                |
|       | Setuju        | 29        | 64.4    | 64.4          | 66.7               |
|       | Sangat Setuju | 15        | 33.3    | 33.3          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pimpinan mampu mengambil keputusan yang tepat dan adil dalam menyelesaikan masalah. (X3.1)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Ragu - ragu   | 1         | 2.2     | 2.2           | 2.2                |
|       | Setuju        | 31        | 68.9    | 68.9          | 71.1               |
|       | Sangat Setuju | 13        | 28.9    | 28.9          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pimpinan mampu memberikan dorongan agar pegawai lebih bersemangat dalam bekerja. (X3.2)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Ragu - ragu   | 1         | 2.2     | 2.2           | 2.2                |
|       | Setuju        | 26        | 57.8    | 57.8          | 60.0               |
|       | Sangat Setuju | 18        | 40.0    | 40.0          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pimpinan menyampaikan informasi dan instruksi kerja dengan jelas dan terbuka. (X3.3)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Setuju        | 25        | 55.6    | 55.6          | 55.6               |
|       | Sangat Setuju | 20        | 44.4    | 44.4          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pimpinan menegakkan kedisiplinan pegawai dengan cara yang tegas dan bijaksana. (X3.4)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Ragu - ragu   | 1         | 2.2     | 2.2           | 2.2                |
|       | Setuju        | 29        | 64.4    | 64.4          | 66.7               |
|       | Sangat Setuju | 15        | 33.3    | 33.3          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

**Pimpinan menjadi teladan dalam hal tanggung jawab dan kedisiplinan kerja. (X3.5)**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Ragu - ragu   | 1         | 2.2     | 2.2           | 2.2                |
|       | Setuju        | 26        | 57.8    | 57.8          | 60.0               |
|       | Sangat Setuju | 18        | 40.0    | 40.0          | 100.0              |
|       | Total         | 45        | 100.0   | 100.0         |                    |

## Lampiran 6. Dokumentasi

