

## LAMPIRAN

### Lampiran 1. Kuesioner Penelitian

Yth. Bapak/Ibu Partisipan,

Perkenalkan saya Ardian Galih Prastowo, mahasiswa Program Studi Magister Ilmu Manajemen, Program Pascasarjana Universitas Pendidikan Ganesha (Undiksha). Saat ini saya sedang melaksanakan penelitian tesis dengan judul:

**"Pengaruh Lingkungan Kerja, Promosi Jabatan dan Motivasi Kerja terhadap Kinerja Fungsional Pemeriksa Pajak pada Kantor Pelayanan Pajak di Kanwil DJP Bali"**

Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja, promosi jabatan, dan motivasi kerja terhadap kinerja Fungsional Pemeriksa Pajak (FPP).

Kriteria responden:

1. Partisipan merupakan pegawai di Kantor Pelayanan Pajak di Kanwil DJP Bali;
2. Partisipan merupakan pegawai yang memiliki jabatan pada Fungsional Pemeriksa Pajak (FPP).

Waktu pengisian kuesioner 5–10 menit. Partisipasi Anda dalam penelitian ini sangat berharga, dan semua jawaban akan dijaga kerahasiaannya serta hanya digunakan untuk kepentingan akademik.

Terima kasih atas waktu, dukungan, dan partisipasi Anda.

Hormat saya,

Ardian Galih Prastowo

### ***Informed Consent***

Seluruh informasi yang Anda berikan bersifat rahasia dan hanya akan digunakan untuk kepentingan penelitian ini. Data yang dikumpulkan akan

diolah dan disajikan secara *agregat* (keseluruhan) tanpa menampilkan identitas individu responden dalam laporan penelitian.

Dengan mengisi kuesioner ini, Anda menyatakan telah memahami bahwa seluruh informasi yang diberikan akan digunakan semata-mata untuk tujuan akademik. Peneliti akan menjaga kerahasiaan data pribadi dan informasi yang diberikan, serta menghormati hak-hak responden sesuai dengan prinsip etika penelitian.



# Kuesioner Penelitian

Yth. Bapak/Ibu Partisipan,

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Hormat saya,  
Ardian Galih Prastowo

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\* Menunjukkan pertanyaan yang wajib diisi

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Dengan mengisi kuesioner ini, Anda menyatakan telah memahami bahwa seluruh informasi yang diberikan akan digunakan semata-mata untuk tujuan akademik. Peneliti akan menjaga kerahasiaan data pribadi dan informasi yang diberikan, serta menghormati hak-hak responden sesuai dengan prinsip etika penelitian.

1. Apakah Anda bersedia menjadi responden dalam survei ini? \*

Tandai satu oval saja.

- ☐ Ya  
☐ Tidak

Data Responden

2. Nama Lengkap \*

3. Jenis Kelamin \*

Tandai satu oval saja.

- ☐ Laki-laki  
☐ Perempuan

4. Usia \*

Tandai satu oval saja.

- ☐ <25 tahun  
☐ 25 - 30 tahun  
☐ 31 - 35 tahun  
☐ 36 -40 tahun  
☐ >40 tahun

5. Unit Kerja \*

Tandai satu oval saja.

- ☐ Kantor Wilayah DJP Bali
- ☐ 901 - KPP Pratama Denpasar Barat
- ☐ 902 - KPP Pratama Singaraja
- ☐ 903 - KPP Pratama Denpasar Timur
- ☐ 904 - KPP Madya Denpasar
- ☐ 905 - KPP Pratama Badung Selatan
- ☐ 906 - KPP Pratama Badung Utara
- ☐ 907 - KPP Pratama Gianyar
- ☐ 908 - KPP Pratama Tabanan

6. Lama Bekerja di Unit Kerja Sekarang \*

Tandai satu oval saja.

- ☐ <2 tahun
- ☐ 2 - 4 tahun
- ☐ >4 tahun

**Variabel: Lingkungan Kerja**

**Petunjuk Pengisian:**

Bacalah setiap pernyataan berikut dengan cermat, kemudian pilih salah satu jawaban yang paling menggambarkan pendapat atau pengalaman Anda selama bekerja di instansi ini.

Gunakan skala berikut:

- 1 = Sangat Tidak Setuju
- 2 = Tidak Setuju
- 3 = Netral
- 4 = Setuju
- 5 = Sangat Setuju

7. Ruang kerja saya memiliki pencahayaan yang memadai untuk mendukung pekerjaan pemeriksaan pajak. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

8. Suhu dan sirkulasi udara di ruang kerja membuat saya nyaman bekerja dalam waktu lama. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

9. Fasilitas kerja (meja, kursi, komputer) mendukung produktivitas kerja saya. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

10. Peralatan kerja yang saya gunakan berfungsi dengan baik dan jarang mengalami gangguan. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

11. Lingkungan kerja saya terjaga kebersihan dan kerapihannya. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

12. Sistem aplikasi dan teknologi yang digunakan mempermudah pekerjaan pemeriksaan. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

13. Hubungan saya dengan atasan dan rekan sesama pemeriksa pajak terjalin dengan baik. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

14. Atasan saya memberikan dukungan ketika saya mengalami kesulitan kerja. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

18. Sistem penilaian promosi jabatan menggunakan parameter terukur untuk menjamin objektivitas. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

19. Setiap pegawai memiliki kesempatan yang sama untuk mendapat promosi jabatan. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

20. Penilaian prestasi kerja menjadi pertimbangan utama dalam promosi jabatan. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

21. Kompetensi dan keahlian saya dinilai secara adil dalam proses promosi. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



22. Saya memahami jalur karir fungsional pemeriksa pajak dengan jelas. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

23. Adanya peluang promosi mendorong saya bekerja lebih baik. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

24. Adanya kesempatan promosi jabatan mendorong saya untuk melanjutkan pendidikan yang relevan dengan pekerjaan ke jenjang lebih tinggi \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

25. Promosi jabatan meningkatkan rasa tanggung jawab pegawai. \*

Tandai satu oval saja.

|                       |                                  |                       |                       |                       |
|-----------------------|----------------------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                                | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

26. Promosi jabatan membuat saya merasa dihargai oleh organisasi. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

27. Ketidakjelasan promosi jabatan dapat menurunkan kinerja pegawai. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**Variabel: Motivasi Kerja**

**Petunjuk Pengisian:**

Bacalah setiap pernyataan berikut dengan cermat, kemudian pilih salah satu jawaban yang paling menggambarkan pendapat atau pengalaman Anda selama bekerja di instansi ini.

Gunakan skala berikut:

1 = Sangat Tidak Setuju

2 = Tidak Setuju

3 = Netral

4 = Setuju

5 = Sangat Setuju

28. Saya merasa bangga menjalankan tugas sebagai pemeriksa pajak. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

29. Saya terdorong bekerja dengan baik karena kepuasan pribadi. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

30. Saya berusaha meningkatkan kualitas kerja tanpa harus diperintah. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

31. Target kinerja mendorong saya bekerja lebih giat. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

32. Sistem insentif dan penghargaan atas kinerja meningkatkan motivasi kerja saya. \*

Tandai satu oval saja.

|                                  |                                  |                                  |                       |                       |
|----------------------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|
| 1                                | 2                                | 3                                | 4                     | 5                     |
| <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |

33. Dukungan atasan meningkatkan semangat kerja saya. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

34. Saya memiliki kebebasan dalam mengatur cara menyelesaikan tugas. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

35. Saya merasa kompeten dan dipercaya dalam menjalankan tugas pemeriksaan. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

36. Saya mampu menyelesaikan beban kerja sesuai standar kualitas dan target yang ditetapkan. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

37. Saya mematuhi prosedur dan aturan pemeriksaan pajak. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

38. Saya aktif berkontribusi dan bertanggung jawab terhadap penyelesaian tugas dalam tim. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

39. Saya proaktif mencari solusi atas kendala pemeriksaan. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

40. Saya bersedia membantu rekan kerja dalam tugas pemeriksaan. \*

Tandai satu oval saja.

|                       |                                  |                       |                       |                       |
|-----------------------|----------------------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                                | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**Variabel: Kinerja Fungsional Pemeriksa Pajak**

**Petunjuk Pengisian:**

Bacalah setiap pernyataan berikut dengan cermat, kemudian pilih salah satu jawaban yang paling menggambarkan pendapat atau pengalaman Anda selama bekerja di instansi ini.

Gunakan skala berikut:

- 1 = Sangat Tidak Setuju
- 2 = Tidak Setuju
- 3 = Netral
- 4 = Setuju
- 5 = Sangat Setuju

41. Saya mampu menyelesaikan tugas pemeriksaan sesuai standar kualitas. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

42. Saya mampu menyelesaikan beban kerja sesuai target yang ditetapkan. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

43. Saya dapat mengelola beberapa tugas pemeriksaan secara efektif. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

44. Saya menyelesaikan tugas pemeriksaan tepat waktu. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

45. Saya mematuhi prosedur dan aturan pemeriksaan pajak. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

46. Saya hadir dan bekerja sesuai ketentuan jam kerja. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

47. Saya bertanggung jawab terhadap penyelesaian tugas. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

48. Saya proaktif mencari solusi atas kendala pemeriksaan. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

49. Saya bersedia membantu rekan kerja dalam tugas pemeriksaan. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

50. Saya aktif berkontribusi dalam diskusi tim. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

51. Saya mampu bekerja sama lintas unit kerja. \*

Tandai satu oval saja.

|                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



#### Apresiasi

Terima kasih yang sebesar-besarnya atas waktu dan kesediaan Anda untuk berpartisipasi dalam pengisian kuesioner ini. Jawaban Anda sangat membantu dalam penelitian saya mengenai pengaruh lingkungan kerja, promosi jabatan dan motivasi kerja terhadap Kinerja Fungsional Pemeriksa Pajak (FPP) pada Kantor Pelayanan Pajak di Kanwil DJP Bali

Setiap tanggapan Anda sangat berharga dan akan dijaga kerahasiaannya.  
Semoga hasil penelitian ini dapat memberikan kontribusi positif bagi peningkatan kinerja organisasi kita bersama.

Sekali lagi, terima kasih atas partisipasi dan dukungannya!

Salam hangat,  
Ardian Galih Prastowo

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## Lampiran 2. Karakteristik Responden Penelitian

| Karakteristik | Kategori      | Frekuensi | Persen (%) | Kumulatif (%) |
|---------------|---------------|-----------|------------|---------------|
| Jenis Kelamin | Laki-laki     | 71        | 78,9       | 78,9          |
|               | Perempuan     | 19        | 21,1       | 100,0         |
|               | Total         | 90        | 100,0      |               |
| Usia          | 25 – 30 tahun | 4         | 4,4        | 4,4           |
|               | 31 – 35 tahun | 22        | 24,4       | 28,9          |
|               | 36 – 40 tahun | 12        | 13,3       | 42,2          |
|               | > 40 tahun    | 52        | 57,8       | 100,0         |
|               | Total         | 90        | 100,0      |               |
| Lama Bekerja  | < 2 tahun     |           |            |               |
|               | 2 – 4 tahun   | 78        | 86,7       | 86,7          |
|               | > 4 tahun     | 12        | 13,3       | 100,0         |
|               | Total         | 90        | 100,0      |               |

## Lampiran 3. Tabulasi Data Penelitian

| Lingkungan Kerja (X1) |      |      |      |      |      |      |      |      |      |       |    |
|-----------------------|------|------|------|------|------|------|------|------|------|-------|----|
| Responden             | X1.1 | X1.2 | X1.3 | X1.4 | X1.5 | X1.6 | X1.7 | X1.8 | X1.9 | X1.10 | X1 |
| Responden 1           | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 50 |
| Responden 2           | 3    | 3    | 3    | 4    | 4    | 4    | 4    | 4    | 4    | 4     | 37 |
| Responden 3           | 5    | 5    | 5    | 5    | 5    | 4    | 5    | 5    | 5    | 5     | 49 |
| Responden 4           | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 50 |
| Responden 5           | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 50 |
| Responden 6           | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 50 |
| Responden 7           | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 50 |
| Responden 8           | 5    | 3    | 3    | 3    | 4    | 3    | 5    | 4    | 3    | 4     | 37 |
| Responden 9           | 5    | 4    | 5    | 4    | 4    | 4    | 5    | 5    | 5    | 5     | 46 |
| Responden 10          | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 50 |
| Responden 11          | 5    | 5    | 2    | 2    | 4    | 4    | 4    | 4    | 4    | 4     | 38 |
| Responden 12          | 3    | 3    | 3    | 3    | 4    | 3    | 5    | 5    | 5    | 5     | 39 |
| Responden 13          | 5    | 5    | 5    | 4    | 4    | 5    | 5    | 5    | 5    | 5     | 48 |
| Responden 14          | 4    | 4    | 2    | 4    | 4    | 4    | 5    | 5    | 5    | 5     | 42 |
| Responden 15          | 5    | 4    | 4    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 48 |
| Responden 16          | 4    | 4    | 3    | 3    | 4    | 4    | 4    | 4    | 4    | 4     | 38 |
| Responden 17          | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 50 |
| Responden 18          | 5    | 5    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4     | 42 |
| Responden 19          | 5    | 5    | 5    | 5    | 5    | 4    | 5    | 5    | 5    | 5     | 49 |
| Responden 20          | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 50 |
| Responden 21          | 4    | 3    | 4    | 4    | 4    | 4    | 5    | 5    | 5    | 4     | 42 |

|              |   |   |   |   |   |   |   |   |   |   |    |
|--------------|---|---|---|---|---|---|---|---|---|---|----|
| Responden 22 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 42 |
| Responden 23 | 5 | 5 | 5 | 5 | 5 | 5 | 2 | 2 | 4 | 2 | 40 |
| Responden 24 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |
| Responden 25 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 36 |
| Responden 26 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| Responden 27 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| Responden 28 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| Responden 29 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 30 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |
| Responden 31 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 45 |
| Responden 32 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 47 |
| Responden 33 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 44 |
| Responden 34 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 35 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 36 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 37 | 5 | 4 | 3 | 3 | 5 | 4 | 5 | 4 | 5 | 5 | 43 |
| Responden 38 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| Responden 39 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 43 |
| Responden 40 | 5 | 5 | 5 | 4 | 4 | 3 | 5 | 5 | 5 | 5 | 46 |
| Responden 41 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 42 | 4 | 4 | 4 | 3 | 4 | 3 | 5 | 5 | 5 | 5 | 42 |
| Responden 43 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| Responden 44 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 46 |
| Responden 45 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 46 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 49 |
| Responden 47 | 4 | 4 | 4 | 4 | 2 | 2 | 5 | 4 | 4 | 5 | 38 |
| Responden 48 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 44 |
| Responden 49 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 50 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| Responden 51 | 5 | 5 | 5 | 4 | 5 | 3 | 5 | 5 | 5 | 4 | 46 |
| Responden 52 | 4 | 4 | 4 | 3 | 4 | 5 | 5 | 5 | 4 | 4 | 42 |
| Responden 53 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 49 |
| Responden 54 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| Responden 55 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 42 |
| Responden 56 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 43 |
| Responden 57 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 47 |
| Responden 58 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 48 |
| Responden 59 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 47 |
| Responden 60 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 39 |
| Responden 61 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 45 |
| Responden 62 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| Responden 63 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 49 |
| Responden 64 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 42 |
| Responden 65 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 45 |
| Responden 66 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 67 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 44 |
| Responden 68 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 41 |
| Responden 69 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| Responden 70 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 44 |

|              |   |   |   |   |   |   |   |   |   |   |    |
|--------------|---|---|---|---|---|---|---|---|---|---|----|
| Responden 71 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 72 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 44 |
| Responden 73 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 74 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 41 |
| Responden 75 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 76 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 77 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 43 |
| Responden 78 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 79 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 80 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 44 |
| Responden 81 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 45 |
| Responden 82 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 83 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 84 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 85 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 86 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 87 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 45 |
| Responden 88 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 89 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 90 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |

| Promosi Jabatan (X2) |      |      |      |      |      |      |      |      |      |       |       |       |
|----------------------|------|------|------|------|------|------|------|------|------|-------|-------|-------|
| Responden            | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | X2.6 | X2.7 | X2.8 | X2.9 | X2.10 | X2.11 | X2.12 |
| Responden 1          | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 5     | 55    |
| Responden 2          | 3    | 3    | 3    | 3    | 4    | 4    | 4    | 4    | 4    | 4     | 5     | 41    |
| Responden 3          | 4    | 4    | 4    | 5    | 4    | 5    | 4    | 4    | 5    | 4     | 3     | 46    |
| Responden 4          | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 5     | 55    |
| Responden 5          | 4    | 4    | 4    | 5    | 4    | 5    | 5    | 5    | 5    | 5     | 5     | 51    |
| Responden 6          | 4    | 4    | 4    | 4    | 4    | 5    | 5    | 5    | 5    | 5     | 5     | 50    |
| Responden 7          | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 5     | 55    |
| Responden 8          | 3    | 3    | 3    | 3    | 3    | 3    | 3    | 3    | 3    | 3     | 3     | 33    |
| Responden 9          | 4    | 5    | 5    | 4    | 4    | 4    | 4    | 4    | 4    | 4     | 4     | 46    |
| Responden 10         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 5     | 55    |
| Responden 11         | 3    | 3    | 3    | 3    | 3    | 4    | 4    | 4    | 4    | 4     | 4     | 39    |
| Responden 12         | 3    | 3    | 3    | 3    | 3    | 4    | 3    | 3    | 4    | 4     | 5     | 38    |
| Responden 13         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 4     | 54    |
| Responden 14         | 3    | 3    | 3    | 3    | 4    | 4    | 3    | 3    | 4    | 4     | 3     | 37    |
| Responden 15         | 4    | 3    | 5    | 4    | 5    | 4    | 5    | 5    | 4    | 5     | 5     | 49    |
| Responden 16         | 3    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4     | 4     | 43    |
| Responden 17         | 3    | 3    | 2    | 2    | 2    | 3    | 3    | 3    | 5    | 5     | 5     | 36    |

|              |   |   |   |   |   |   |   |   |   |   |   |    |
|--------------|---|---|---|---|---|---|---|---|---|---|---|----|
| Responden 18 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 46 |
| Responden 19 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 44 |
| Responden 20 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55 |
| Responden 21 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 5 | 43 |
| Responden 22 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 44 |
| Responden 23 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 2 | 5 | 5 | 47 |
| Responden 24 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 50 |
| Responden 25 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| Responden 26 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 33 |
| Responden 27 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 47 |
| Responden 28 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 44 |
| Responden 29 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55 |
| Responden 30 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55 |
| Responden 31 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 52 |
| Responden 32 | 3 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 5 | 5 | 5 | 43 |
| Responden 33 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 45 |
| Responden 34 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 52 |
| Responden 35 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55 |
| Responden 36 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 33 |
| Responden 37 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 52 |
| Responden 38 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 44 |
| Responden 39 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 3 | 4 | 4 | 4 | 49 |
| Responden 40 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 42 |
| Responden 41 | 3 | 4 | 4 | 5 | 5 | 3 | 4 | 4 | 5 | 5 | 5 | 47 |
| Responden 42 | 3 | 3 | 3 | 4 | 3 | 3 | 5 | 4 | 5 | 5 | 5 | 43 |
| Responden 43 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| Responden 44 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 46 |

|              |   |   |   |   |   |   |   |   |   |   |   |    |
|--------------|---|---|---|---|---|---|---|---|---|---|---|----|
| Responden 45 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55 |
| Responden 46 | 3 | 3 | 5 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 43 |
| Responden 47 | 3 | 3 | 3 | 3 | 3 | 2 | 4 | 4 | 4 | 4 | 4 | 37 |
| Responden 48 | 3 | 3 | 3 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 45 |
| Responden 49 | 3 | 3 | 3 | 3 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 45 |
| Responden 50 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 44 |
| Responden 51 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 5 | 42 |
| Responden 52 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 44 |
| Responden 53 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 54 | 3 | 3 | 4 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 37 |
| Responden 55 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 44 |
| Responden 56 | 4 | 3 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 43 |
| Responden 57 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 47 |
| Responden 58 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 49 |
| Responden 59 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 46 |
| Responden 60 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 42 |
| Responden 61 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 50 |
| Responden 62 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 44 |
| Responden 63 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 46 |
| Responden 64 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 45 |
| Responden 65 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 46 |
| Responden 66 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 45 |
| Responden 67 | 4 | 3 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 48 |
| Responden 68 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 44 |
| Responden 69 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 70 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 45 |
| Responden 71 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55 |

|              |   |   |   |   |   |   |   |   |   |   |   |    |
|--------------|---|---|---|---|---|---|---|---|---|---|---|----|
| Responden 72 | 4 | 4 | 3 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 46 |
| Responden 73 | 4 | 3 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 44 |
| Responden 74 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 46 |
| Responden 75 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 44 |
| Responden 76 | 3 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 44 |
| Responden 77 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 46 |
| Responden 78 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 46 |
| Responden 79 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55 |
| Responden 80 | 4 | 3 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 44 |
| Responden 81 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 46 |
| Responden 82 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 45 |
| Responden 83 | 4 | 3 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 44 |
| Responden 84 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 44 |
| Responden 85 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 86 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55 |
| Responden 87 | 4 | 3 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| Responden 88 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 45 |
| Responden 89 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| Responden 90 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 46 |

| Motivasi Kerja (X3) |      |      |      |      |      |      |      |      |      |       |       |       |       |    |
|---------------------|------|------|------|------|------|------|------|------|------|-------|-------|-------|-------|----|
| Responden           | X3.1 | X3.2 | X3.3 | X3.4 | X3.5 | X3.6 | X3.7 | X3.8 | X3.9 | X3.10 | X3.11 | X3.12 | X3.13 | X3 |
| Responden 1         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 5     | 5     | 5     | 65 |
| Responden 2         | 4    | 4    | 4    | 4    | 4    | 4    | 5    | 4    | 4    | 4     | 4     | 4     | 4     | 53 |
| Responden 3         | 5    | 5    | 5    | 4    | 4    | 5    | 4    | 4    | 4    | 4     | 4     | 4     | 4     | 56 |
| Responden 4         | 5    | 5    | 5    | 4    | 5    | 5    | 5    | 5    | 5    | 5     | 5     | 5     | 5     | 64 |
| Responden 5         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5     | 5     | 5     | 5     | 65 |
| Responden 6         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 4    | 4    | 5     | 5     | 5     | 5     | 63 |

|              |   |   |   |   |   |   |   |   |   |   |   |   |   |    |
|--------------|---|---|---|---|---|---|---|---|---|---|---|---|---|----|
| Responden 7  | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 8  | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 5 | 4 | 4 | 4 | 44 |
| Responden 9  | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 58 |
| Responden 10 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 64 |
| Responden 11 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 50 |
| Responden 12 | 4 | 5 | 4 | 5 | 3 | 5 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 52 |
| Responden 13 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 14 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| Responden 15 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 16 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 53 |
| Responden 17 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 58 |
| Responden 18 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 54 |
| Responden 19 | 4 | 5 | 5 | 3 | 3 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 53 |
| Responden 20 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 21 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 51 |
| Responden 22 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| Responden 23 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 63 |
| Responden 24 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 60 |
| Responden 25 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| Responden 26 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| Responden 27 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 28 | 4 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| Responden 29 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 30 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 3 | 3 | 5 | 5 | 5 | 5 | 59 |
| Responden 31 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 32 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 57 |
| Responden 33 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 3 | 5 | 5 | 4 | 4 | 57 |



|              |   |   |   |   |   |   |   |   |   |   |   |   |   |    |
|--------------|---|---|---|---|---|---|---|---|---|---|---|---|---|----|
| Responden 34 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 35 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 36 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| Responden 37 | 5 | 5 | 5 | 3 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 61 |
| Responden 38 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| Responden 39 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 55 |
| Responden 40 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| Responden 41 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 42 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 3 | 3 | 5 | 54 |
| Responden 43 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 48 |
| Responden 44 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 63 |
| Responden 45 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 46 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 63 |
| Responden 47 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| Responden 48 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 59 |
| Responden 49 | 5 | 5 | 5 | 3 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 61 |
| Responden 50 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| Responden 51 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 61 |
| Responden 52 | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| Responden 53 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 54 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| Responden 55 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| Responden 56 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 60 |
| Responden 57 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 59 |
| Responden 58 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 61 |
| Responden 59 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 61 |
| Responden 60 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 63 |

|              |   |   |   |   |   |   |   |   |   |   |   |   |   |    |
|--------------|---|---|---|---|---|---|---|---|---|---|---|---|---|----|
| Responden 61 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 62 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 62 |
| Responden 63 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 64 |
| Responden 64 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 60 |
| Responden 65 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 62 |
| Responden 66 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 62 |
| Responden 67 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 68 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 61 |
| Responden 69 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 64 |
| Responden 70 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 64 |
| Responden 71 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 72 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 64 |
| Responden 73 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 64 |
| Responden 74 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 64 |
| Responden 75 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 64 |
| Responden 76 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 64 |
| Responden 77 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 64 |
| Responden 78 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 79 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 80 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 64 |
| Responden 81 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 82 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 83 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 84 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 62 |
| Responden 85 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 86 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 87 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |

|              |   |   |   |   |   |   |   |   |   |   |   |   |   |    |
|--------------|---|---|---|---|---|---|---|---|---|---|---|---|---|----|
| Responden 88 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 89 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| Responden 90 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |

| Kinerja Pegawai (Y) |     |     |     |     |     |     |     |     |     |      |      |    |  |
|---------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|----|--|
| Responden           | Y.1 | Y.2 | Y.3 | Y.4 | Y.5 | Y.6 | Y.7 | Y.8 | Y.9 | Y.10 | Y.11 | Y  |  |
| Responden 1         | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 55 |  |
| Responden 2         | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4    | 4    | 44 |  |
| Responden 3         | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 5    | 5    | 46 |  |
| Responden 4         | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 55 |  |
| Responden 5         | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 55 |  |
| Responden 6         | 4   | 4   | 4   | 4   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 51 |  |
| Responden 7         | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 55 |  |
| Responden 8         | 3   | 3   | 3   | 3   | 4   | 5   | 4   | 4   | 4   | 4    | 4    | 41 |  |
| Responden 9         | 4   | 4   | 4   | 5   | 5   | 4   | 5   | 5   | 5   | 5    | 5    | 51 |  |
| Responden 10        | 5   | 4   | 5   | 4   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 53 |  |
| Responden 11        | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4    | 4    | 44 |  |
| Responden 12        | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4    | 4    | 44 |  |
| Responden 13        | 4   | 4   | 5   | 4   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 52 |  |
| Responden 14        | 4   | 4   | 4   | 4   | 5   | 5   | 5   | 4   | 5   | 4    | 4    | 48 |  |
| Responden 15        | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 55 |  |
| Responden 16        | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4    | 4    | 44 |  |
| Responden 17        | 5   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4    | 4    | 45 |  |
| Responden 18        | 4   | 4   | 4   | 4   | 4   | 5   | 5   | 4   | 4   | 4    | 4    | 46 |  |
| Responden 19        | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4    | 4    | 44 |  |
| Responden 20        | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 55 |  |
| Responden 21        | 4   | 4   | 4   | 5   | 5   | 4   | 4   | 4   | 4   | 4    | 3    | 45 |  |
| Responden 22        | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4    | 4    | 44 |  |
| Responden 23        | 5   | 5   | 5   | 4   | 5   | 5   | 5   | 5   | 4   | 4    | 5    | 52 |  |
| Responden 24        | 5   | 4   | 4   | 4   | 5   | 4   | 5   | 4   | 4   | 5    | 4    | 48 |  |
| Responden 25        | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4    | 4    | 44 |  |
| Responden 26        | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4    | 4    | 44 |  |
| Responden 27        | 5   | 5   | 5   | 4   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 54 |  |
| Responden 28        | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4    | 4    | 44 |  |
| Responden 29        | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 55 |  |
| Responden 30        | 5   | 5   | 4   | 4   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 53 |  |
| Responden 31        | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 55 |  |
| Responden 32        | 4   | 4   | 4   | 4   | 4   | 4   | 5   | 5   | 5   | 4    | 4    | 47 |  |
| Responden 33        | 4   | 4   | 4   | 4   | 5   | 5   | 5   | 4   | 5   | 5    | 3    | 48 |  |
| Responden 34        | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 55 |  |
| Responden 35        | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 55 |  |
| Responden 36        | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4    | 4    | 44 |  |
| Responden 37        | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5   | 5    | 5    | 55 |  |
| Responden 38        | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 4    | 4    | 44 |  |

|              |   |   |   |   |   |   |   |   |   |   |   |      |
|--------------|---|---|---|---|---|---|---|---|---|---|---|------|
| Responden 39 | 4 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 44   |
| Responden 40 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 45   |
| Responden 41 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 42 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 3 | 4 | 44   |
| Responden 43 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 44   |
| Responden 44 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 45 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 46 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 51   |
| Responden 47 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41   |
| Responden 48 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 54   |
| Responden 49 | 5 | 4 | 4 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 1 47 |
| Responden 50 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 44   |
| Responden 51 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 52 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 43   |
| Responden 53 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 53   |
| Responden 54 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 43   |
| Responden 55 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 46   |
| Responden 56 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 54   |
| Responden 57 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 52   |
| Responden 58 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 59 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 54   |
| Responden 60 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 53   |
| Responden 61 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 54   |
| Responden 62 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 54   |
| Responden 63 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 53   |
| Responden 64 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 51   |
| Responden 65 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 53   |
| Responden 66 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 51   |
| Responden 67 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 68 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 69 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 54   |
| Responden 70 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 71 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 72 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 73 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 54   |
| Responden 74 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 75 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 54   |
| Responden 76 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 77 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 78 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 79 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 80 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 54   |
| Responden 81 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 82 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 83 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 84 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 85 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 86 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |
| Responden 87 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55   |

|              |   |   |   |   |   |   |   |   |   |   |   |    |
|--------------|---|---|---|---|---|---|---|---|---|---|---|----|
| Responden 88 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55 |
| Responden 89 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55 |
| Responden 90 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55 |

#### Lampiran 4. Uji Reliabilitas

| Variabel              | Cronbach's Alpha | Standar Minimum | N Items | Keterangan |
|-----------------------|------------------|-----------------|---------|------------|
| Lingkungan Kerja (X1) | .903             | 0,60            | 10      | Reliabel   |
| Promosi Jabatan (X2)  | .922             | 0,60            | 11      | Reliabel   |
| Motivasi Kerja (X3)   | .950             | 0,60            | 13      | Reliabel   |
| Kinerja Pegawai (Y)   | .956             | 0,60            | 11      | Reliabel   |

Kriteria: Cronbach's Alpha > 0,60 (Ghozali, 2018). Seluruh instrumen dinyatakan SANGAT RELIABEL.

#### Lampiran 5. Uji Validitas

| Item  | Konstruk | r Hitung | r Tabel (n=4,05; n=90) | Sig. (2-tailed) | Keterangan |
|-------|----------|----------|------------------------|-----------------|------------|
| X1.1  | X1       | .730     | 0,207                  | .000            | Valid      |
| X1.2  | X1       | .751     | 0,207                  | .000            | Valid      |
| X1.3  | X1       | .829     | 0,207                  | .000            | Valid      |
| X1.4  | X1       | .805     | 0,207                  | .000            | Valid      |
| X1.5  | X1       | .799     | 0,207                  | .000            | Valid      |
| X1.6  | X1       | .697     | 0,207                  | .000            | Valid      |
| X1.7  | X1       | .590     | 0,207                  | .000            | Valid      |
| X1.8  | X1       | .714     | 0,207                  | .000            | Valid      |
| X1.9  | X1       | .760     | 0,207                  | .000            | Valid      |
| X1.10 | X1       | .642     | 0,207                  | .000            | Valid      |
| X2.1  | X2       | .821     | 0,207                  | .000            | Valid      |
| X2.2  | X2       | .761     | 0,207                  | .000            | Valid      |
| X2.3  | X2       | .778     | 0,207                  | .000            | Valid      |
| X2.4  | X2       | .835     | 0,207                  | .000            | Valid      |
| X2.5  | X2       | .815     | 0,207                  | .000            | Valid      |
| X2.6  | X2       | .660     | 0,207                  | .000            | Valid      |
| X2.7  | X2       | .858     | 0,207                  | .000            | Valid      |
| X2.8  | X2       | .799     | 0,207                  | .000            | Valid      |
| X2.9  | X2       | .696     | 0,207                  | .000            | Valid      |
| X2.10 | X2       | .740     | 0,207                  | .000            | Valid      |
| X2.11 | X2       | .541     | 0,207                  | .000            | Valid      |
| X3.1  | X3       | .892     | 0,207                  | .000            | Valid      |
| X3.2  | X3       | .816     | 0,207                  | .000            | Valid      |

|       |    |      |       |      |       |
|-------|----|------|-------|------|-------|
| X3.3  | X3 | .884 | 0,207 | .000 | Valid |
| X3.4  | X3 | .598 | 0,207 | .000 | Valid |
| X3.5  | X3 | .751 | 0,207 | .000 | Valid |
| X3.6  | X3 | .725 | 0,207 | .000 | Valid |
| X3.7  | X3 | .717 | 0,207 | .000 | Valid |
| X3.8  | X3 | .822 | 0,207 | .000 | Valid |
| X3.9  | X3 | .799 | 0,207 | .000 | Valid |
| X3.10 | X3 | .787 | 0,207 | .000 | Valid |
| X3.11 | X3 | .860 | 0,207 | .000 | Valid |
| X3.12 | X3 | .856 | 0,207 | .000 | Valid |
| X3.13 | X3 | .831 | 0,207 | .000 | Valid |
| Y.1   | Y  | .854 | 0,207 | .000 | Valid |
| Y.2   | Y  | .906 | 0,207 | .000 | Valid |
| Y.3   | Y  | .904 | 0,207 | .000 | Valid |
| Y.4   | Y  | .825 | 0,207 | .000 | Valid |
| Y.5   | Y  | .877 | 0,207 | .000 | Valid |
| Y.6   | Y  | .810 | 0,207 | .000 | Valid |
| Y.7   | Y  | .884 | 0,207 | .000 | Valid |
| Y.8   | Y  | .900 | 0,207 | .000 | Valid |
| Y.9   | Y  | .822 | 0,207 | .000 | Valid |
| Y.10  | Y  | .849 | 0,207 | .000 | Valid |
| Y.11  | Y  | .654 | 0,207 | .000 | Valid |

Seluruh item (45 item) dinyatakan Valid karena  $r$ hitung  $>$   $r$  Tabel (0,207) dan  $p <$  0,001

## Lampiran 6. Uji Asumsi Klasik

| Keterangan                            | Unstandardized Residual                       |
|---------------------------------------|-----------------------------------------------|
| N                                     | 90                                            |
| Normal Parameters: Mean               | .0000000                                      |
| Normal Parameters: Std. Deviation     | 1,69476...                                    |
| Most Extreme Differences: Absolute    | .131                                          |
| Most Extreme Differences: Positive    | .066                                          |
| Most Extreme Differences: Negative    | -.131                                         |
| Test Statistic (Kolmogorov-Smirnov Z) | .131                                          |
| Asymp. Sig. (2-tailed)                | .084                                          |
| Kesimpulan                            | Data Berdistribusi Normal (Sig. 0,084 > 0,05) |

## Lampiran 7. Uji Multikolinearitas

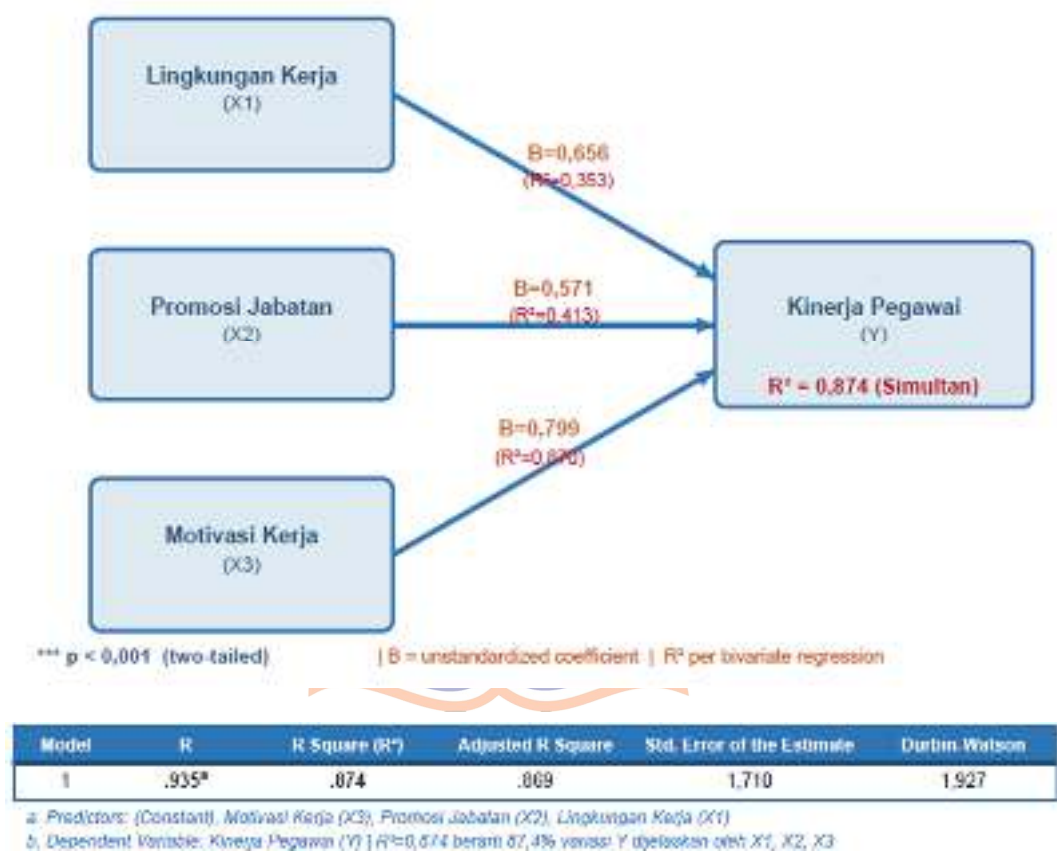
| Variabel Independen   | Tolerance | VIF   | Keterangan                      |
|-----------------------|-----------|-------|---------------------------------|
| Lingkungan Kerja (X1) | .518      | 1,931 | Tidak Terjadi Multikolinearitas |
| Promosi Jabatan (X2)  | .517      | 1,933 | Tidak Terjadi Multikolinearitas |
| Motivasi Kerja (X3)   | .401      | 2,494 | Tidak Terjadi Multikolinearitas |



## Lampiran 8. Uji Heteroskedastisitas

| Model                 | t Hitung | Sig. | Keterangan                        |
|-----------------------|----------|------|-----------------------------------|
| Konstanta             | 2,835    | .006 | —                                 |
| Lingkungan Kerja (X1) | -1,024   | .308 | Tidak Terjadi Heteroskedastisitas |
| Promosi Jabatan (X2)  | -0,943   | .340 | Tidak Terjadi Heteroskedastisitas |
| Motivasi Kerja (X3)   | -1,210   | .226 | Tidak Terjadi Heteroskedastisitas |

## Lampiran 9. Hasil Analisis Regresi Linear Berganda



## Uji Signifikansi Parsial (Uji T)

| Model                 | B (Unstd. Coeff.) | Std. Error | Beta (Std. Coeff.) | t Hitung | Sig. | t Tabel | Keterangan  |
|-----------------------|-------------------|------------|--------------------|----------|------|---------|-------------|
| 1 Konstanta           | 4,192             | 2,143      | —                  | 1,956    | .054 | 1,968   | —           |
| Lingkungan Kerja (X1) | -0,094            | .059       | -0,005             | -1,600   | .113 | 1,968   | H1 Ditolak* |
| Promosi Jabatan (X2)  | 0,023             | .047       | 0,026              | 0,479    | .633 | 1,968   | H2 Ditolak* |
| Motivasi Kerja (X3)   | 0,834             | .052       | 0,974              | 16,079   | .000 | 1,968   | H3 DITERIMA |

## Uji Signifikasi Simultan (Uji F)

| Model        | Sum of Squares | df | Mean Square | F Hitung | Sig.              |
|--------------|----------------|----|-------------|----------|-------------------|
| 1 Regression | 1741,263       | 3  | 580,421     | 198,136  | ,000 <sup>b</sup> |
| Residual     | 251,626        | 86 | 2,926       |          |                   |
| Total        | 1992,889       | 89 |             |          |                   |

## Lampiran 10. Statistik Deskriptif

| Variabel              | N  | Min | Max | Sum   | Mean   | Std. Deviation | Mean/Item |
|-----------------------|----|-----|-----|-------|--------|----------------|-----------|
| Lingkungan Kerja (X1) | 90 | 36  | 60  | 4.109 | 45,656 | 4,290          | 4,566     |
| Promosi Jabatan (X2)  | 90 | 33  | 56  | 4.151 | 46,122 | 5,333          | 4,193     |
| Motivasi Kerja (X3)   | 90 | 44  | 65  | 5.403 | 60,033 | 5,533          | 4,618     |
| Kinerja Pegawai (Y)   | 90 | 41  | 55  | 4.588 | 50,978 | 4,738          | 4,634     |
| Valid N (Listwise)    | 90 |     |     |       |        |                |           |

a. Skala Likert 1=0-21=Semangat Tidak Semangat; 0=Semangat Gelisah; 1=Kategori Semangat Baik; Mean = 4,20

