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## LAMPIRAN

### A. Kuesioner Penelitian

Dengan hormat,

Bapak/Ibu Karyawan Kantor Pusat PT. Asuransi MSIG Indonesia

Perkenalkan saya Safitri Wulan Sari, mahasiswi Program Studi Manajemen Fakultas Ekonomi dan Bisnis, Universitas Nasional. Dalam hal ini saya sedang melakukan penelitian dalam penyusunan Tugas Akhir yang berjudul **“Pengaruh Insentif, Motivasi Intrinsik, dan Disiplin Kerja terhadap Kinerja Karyawan Kantor Pusat PT. Asuransi MSIG Indonesia”**.

Sehubungan dengan maksud diatas, saya sangat mengharapkan bantuan Bapak/ibu untuk bersedia mengisi kuesioner penelitian ini sesuai dengan pendapat dan pengalaman yang dimiliki. Kuesioner dirancang sedemikian rupa sehingga tidak seorang pun dapat menelusuri sumber informasinya. Oleh karena itu Bapak/Ibu diharapkan dapat memberikan jawaban sejujur-jujurnya sesuai dengan keadaan sesungguhnya, dan jawaban tersebut tidak berpengaruh terhadap kondisi Bapak/Ibu.

Bantuan dan partisipasi Bapak/Ibu merupakan sumbangan yang sangat berharga bagi terselenggaranya Tugas Akhir ini. Dan untuk semua partisipasinya saya ucapkan Terima Kasih.

#### 1. Petunjuk Pengisian Daftar Pertanyaan:

- Jawablah pertanyaan yang diajukan dibawah ini dengan benar dan jujur.
- Pertanyaan/pernyataan harus dijawab semua jangan sampai ada yang terlewatkan, agar data dapat sepenuhnya diolah oleh peneliti.
- Pilihlah satu jawaban yang telah disediakan oleh peneliti.

**2. Kriteria Penilaian:**

1 = Sangat Tidak Setuju

2 = Tidak Setuju

3 = Cukup Setuju

4 = Setuju

5 = Sangat Setuju

**3. Isilah identitas Bapak/Ibu sebagai berikut:**

## 1. Usia

1) 20 – 25 Tahun

2) 26 – 35 Tahun

3) 36 – 45 Tahun

4) > 45 Tahun

## 2. Jenis Kelamin

1) Laki-laki

2) Perempuan

## 3. Masa Kerja

1) 1-5 Tahun

2) 5-10 Tahun

3) 10-15 Tahun

4) > 15 Tahun



#### 4. Lembar Kuesioner

- Insentif (X1)

| No.               | Pernyataan   | SS | S | N | TS | STS |
|-------------------|--|----|---|---|----|-----|
| <b>Kinerja</b>    |  |    |   |   |    |     |
| 1                 | Perusahaan memberikan insentif berdasarkan kinerja karyawan  |    |   |   |    |     |
| 2                 | Kinerja anda selama ini sudah cukup baik serta mempengaruhi insentif yang diterima                             |    |   |   |    |     |
| <b>Lama Kerja</b> |  |    |   |   |    |     |
| 3                 | Lama kerja karyawan mempengaruhi insentif yang diberikan   |    |   |   |    |     |
| 4                 | Perusahaan memberikan insentif berdasarkan lama kerja karyawan   |    |   |   |    |     |
| <b>Senioritas</b> |  |    |   |   |    |     |
| 5                 | Senioritas karyawan mempengaruhi insentif yang diberikan   |    |   |   |    |     |
| 6                 | Perusahaan memberikan insentif berdasarkan senioritas karyawan   |    |   |   |    |     |
| <b>Kebutuhan</b>  |  |    |   |   |    |     |
| 7                 | Insentif yang diberikan perusahaan cukup untuk memenuhi kebutuhan anda sehari-hari                             |    |   |   |    |     |
| 8                 | Anda akan bekerja lebih giat lagi untuk mendapatkan tambahan insentif sehingga segala kebutuhan anda terpenuhi |    |   |   |    |     |
| <b>Kelayakan</b>  |  |    |   |   |    |     |
| 9                 | Insentif yang diberikan perusahaan sudah cukup layak   |    |   |   |    |     |

- Motivasi Intrinsik (X2)

| No.                     | Pernyataan   | SS | S | N | TS | STS |
|-------------------------|--|----|---|---|----|-----|
| <b>Kebutuhan</b>        |  |    |   |   |    |     |
| 1                       | Gaji yang anda terima cukup untuk memenuhi kebutuhan tempat tinggal, makan, dan minum anda sehari-hari             |    |   |   |    |     |
| 2                       | Asuransi kesehatan dan tunjangan hari raya cukup untuk memenuhi kebutuhan anda                                     |    |   |   |    |     |
| <b>Desain Pekerjaan</b> |  |    |   |   |    |     |
| 3                       | Gaji yang diberikan sesuai dengan desain pekerjaan anda  |    |   |   |    |     |
| 4                       | Desain pekerjaan yang diberikan sesuai dengan kemampuan anda   |    |   |   |    |     |
| <b>Kepuasan</b>         |  |    |   |   |    |     |
| 5                       | Anda merasa puas dengan prestasi kerja yang telah dicapai selama ini   |    |   |   |    |     |
| 6                       | Anda mendapat pujian dari pemimpin atas hasil kerja yang memuaskan   |    |   |   |    |     |
| <b>Keadilan</b>         |  |    |   |   |    |     |
| 7                       | Pemimpin bersikap adil dengan memberikan kesempatan kepada anda untuk mengembangkan ketrampilan anda dalam bekerja |    |   |   |    |     |
| <b>Harapan</b>          |  |    |   |   |    |     |
| 8                       | Untuk dapat diterima dan disukai, saya menjadi seseorang yang sesuai dengan harapan orang lain                     |    |   |   |    |     |
| <b>Penetapan Tujuan</b> |  |    |   |   |    |     |
| 9                       | Dalam pekerjaan anda memiliki tujuan serta sasaran untuk mencapai tujuan   |    |   |   |    |     |

- **Disiplin Kerja (X3)**

| No.                         | Pernyataan   | SS | S | N | TS | STS |
|-----------------------------|--|----|---|---|----|-----|
| <b>Tujuan dan Kemampuan</b> |  |    |   |   |    |     |
| 1                           | Melaksanakan tugas sesuai dengan kemampuan yang dimiliki                     |    |   |   |    |     |
| <b>Teladan Pimpinan</b>     |  |    |   |   |    |     |
| 2                           | Pimpinan dapat dijadikan teladan dan panutan oleh para bawahannya            |    |   |   |    |     |
| <b>Balas Jasa</b>           |  |    |   |   |    |     |
| 3                           | Balas jasa yang diterima kurang memuaskan dapat mempengaruhi kedisiplinan    |    |   |   |    |     |
| <b>Waskat</b>               |  |    |   |   |    |     |
| 4                           | Pimpinan yang selalu mengawasi akan berdampak pada kedisiplinan para pegawai |    |   |   |    |     |
| <b>Sanksi Hukuman</b>       |  |    |   |   |    |     |
| 5                           | Sanksi hukuman yang diberikan sesuai dengan tingkat kesalahan yang dilanggar |    |   |   |    |     |
| <b>Ketegasan</b>            |  |    |   |   |    |     |
| 6                           | Ketegasan dalam mengambil keputusan berkaitan dengan pekerjaan               |    |   |   |    |     |

- **Kinerja Karyawan (Y)**

| No.                    | Pernyataan  | SS | S | N | TS | STS |
|------------------------|---|----|---|---|----|-----|
| <b>Kualitas</b>        |   |    |   |   |    |     |
| 1                      | Anda mengerjakan suatu pekerjaan dengan penuh perhitungan                                 |    |   |   |    |     |
| 2                      | Kualitas pekerjaan yang saya sudah sesuai dengan yang diharapkan perusahaan               |    |   |   |    |     |
| <b>Kuantitas</b>       |   |    |   |   |    |     |
| 3                      | Jumlah dari hasil pekerjaan yang anda jalani selalu memenuhi target yang telah ditetapkan |    |   |   |    |     |
| <b>Ketepatan Waktu</b> |   |    |   |   |    |     |
| 4                      | Anda selalu datang ke kantor tepat waktu  |    |   |   |    |     |
| 5                      | Anda selalu menyelesaikan pekerjaan tepat waktu   |    |   |   |    |     |
| <b>Efektivitas</b>     |   |    |   |   |    |     |
| 6                      | Saran yang ada membantu anda dalam menyelesaikan pekerjaan secara efektif                 |    |   |   |    |     |
| <b>Komitmen</b>        |   |    |   |   |    |     |
| 7                      | Anda memegang erat komitmen kerja anda terhadap perusahaan                                |    |   |   |    |     |

## 5. Data Tabulasi Penelitian

### a. Insentif (X1)

| No. Resp | X1.1 | X1.2 | X1.3 | X1.4 | X1.5 | X1.6 | X1.7 | X1.8 | X1.9 | TOTAL X1 |
|----------|------|------|------|------|------|------|------|------|------|----------|
| 1        | 5    | 3    | 5    | 3    | 3    | 3    | 5    | 3    | 3    | 38       |
| 2        | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 40       |
| 3        | 5    | 5    | 3    | 5    | 5    | 4    | 3    | 5    | 4    | 44       |
| 4        | 4    | 4    | 5    | 4    | 3    | 5    | 4    | 3    | 4    | 40       |
| 5        | 5    | 3    | 3    | 5    | 5    | 4    | 5    | 5    | 5    | 45       |
| 6        | 4    | 3    | 4    | 4    | 4    | 5    | 4    | 4    | 3    | 39       |
| 7        | 5    | 4    | 5    | 3    | 3    | 5    | 4    | 5    | 5    | 44       |
| 8        | 4    | 4    | 4    | 5    | 4    | 4    | 4    | 4    | 4    | 42       |
| 9        | 4    | 3    | 5    | 4    | 5    | 5    | 5    | 5    | 3    | 42       |
| 10       | 4    | 5    | 4    | 3    | 4    | 5    | 5    | 4    | 4    | 43       |
| 11       | 5    | 4    | 5    | 4    | 3    | 4    | 4    | 5    | 5    | 43       |
| 12       | 4    | 4    | 3    | 5    | 5    | 5    | 4    | 5    | 4    | 44       |
| 13       | 5    | 5    | 4    | 4    | 4    | 4    | 3    | 4    | 4    | 41       |
| 14       | 5    | 3    | 3    | 3    | 3    | 5    | 3    | 5    | 5    | 40       |
| 15       | 4    | 4    | 4    | 5    | 4    | 4    | 4    | 4    | 3    | 41       |
| 16       | 5    | 5    | 4    | 5    | 4    | 5    | 5    | 4    | 4    | 46       |
| 17       | 4    | 4    | 5    | 4    | 3    | 4    | 4    | 5    | 5    | 42       |
| 18       | 5    | 5    | 4    | 3    | 3    | 5    | 5    | 4    | 4    | 43       |
| 19       | 4    | 4    | 3    | 4    | 5    | 4    | 4    | 5    | 5    | 41       |
| 20       | 5    | 3    | 5    | 4    | 3    | 3    | 3    | 5    | 5    | 39       |
| 21       | 4    | 4    | 4    | 3    | 4    | 5    | 4    | 4    | 3    | 40       |
| 22       | 5    | 5    | 3    | 4    | 5    | 4    | 3    | 5    | 5    | 43       |
| 23       | 4    | 4    | 4    | 5    | 4    | 5    | 4    | 4    | 4    | 43       |
| 24       | 5    | 5    | 5    | 3    | 5    | 4    | 5    | 5    | 3    | 44       |
| 25       | 4    | 4    | 4    | 5    | 4    | 5    | 4    | 4    | 4    | 43       |
| 26       | 4    | 5    | 4    | 4    | 3    | 4    | 3    | 4    | 4    | 39       |
| 27       | 5    | 3    | 3    | 3    | 5    | 3    | 4    | 5    | 3    | 39       |
| 28       | 4    | 5    | 4    | 4    | 3    | 4    | 5    | 4    | 4    | 41       |
| 29       | 5    | 5    | 5    | 4    | 3    | 3    | 3    | 5    | 3    | 40       |
| 30       | 3    | 4    | 4    | 5    | 4    | 4    | 4    | 4    | 4    | 39       |
| 31       | 4    | 5    | 5    | 4    | 3    | 3    | 5    | 5    | 5    | 42       |
| 32       | 5    | 5    | 3    | 5    | 5    | 4    | 3    | 5    | 3    | 43       |
| 33       | 4    | 3    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 39       |
| 34       | 5    | 5    | 5    | 3    | 5    | 5    | 5    | 5    | 3    | 46       |
| 35       | 4    | 3    | 4    | 5    | 4    | 4    | 4    | 4    | 3    | 40       |
| 36       | 5    | 3    | 5    | 4    | 5    | 3    | 3    | 3    | 5    | 40       |
| 37       | 4    | 5    | 4    | 5    | 3    | 4    | 5    | 4    | 4    | 43       |
| 38       | 5    | 4    | 3    | 4    | 5    | 5    | 4    | 5    | 5    | 44       |
| 39       | 3    | 3    | 5    | 5    | 5    | 4    | 3    | 5    | 4    | 42       |
| 40       | 5    | 5    | 4    | 4    | 4    | 3    | 5    | 4    | 3    | 41       |
| 41       | 4    | 4    | 5    | 5    | 5    | 4    | 4    | 5    | 5    | 46       |
| 42       | 4    | 5    | 3    | 4    | 4    | 3    | 3    | 4    | 4    | 37       |
| 43       | 5    | 4    | 5    | 5    | 5    | 4    | 4    | 5    | 5    | 45       |
| 44       | 5    | 3    | 4    | 4    | 4    | 5    | 3    | 4    | 4    | 40       |
| 45       | 4    | 4    | 5    | 4    | 5    | 4    | 4    | 5    | 5    | 43       |
| 46       | 5    | 4    | 4    | 5    | 3    | 3    | 4    | 4    | 4    | 39       |
| 47       | 4    | 5    | 3    | 4    | 3    | 5    | 3    | 5    | 5    | 41       |
| 48       | 5    | 3    | 4    | 5    | 4    | 4    | 4    | 4    | 3    | 39       |
| 49       | 5    | 5    | 5    | 4    | 5    | 3    | 3    | 5    | 5    | 44       |



|     |   |   |   |   |   |   |   |   |   |    |
|-----|---|---|---|---|---|---|---|---|---|----|
| 50  | 3 | 4 | 5 | 5 | 5 | 3 | 4 | 5 | 5 | 44 |
| 51  | 4 | 4 | 3 | 4 | 5 | 5 | 4 | 5 | 4 | 42 |
| 52  | 5 | 3 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 41 |
| 53  | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 41 |
| 54  | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 47 |
| 55  | 4 | 5 | 4 | 5 | 3 | 3 | 3 | 3 | 4 | 37 |
| 56  | 3 | 3 | 4 | 4 | 4 | 3 | 5 | 4 | 3 | 37 |
| 57  | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 46 |
| 58  | 4 | 5 | 5 | 4 | 5 | 3 | 5 | 5 | 5 | 45 |
| 59  | 5 | 4 | 3 | 5 | 5 | 4 | 4 | 5 | 3 | 41 |
| 60  | 4 | 3 | 4 | 4 | 3 | 4 | 5 | 4 | 3 | 38 |
| 61  | 5 | 5 | 5 | 4 | 5 | 3 | 3 | 5 | 5 | 44 |
| 62  | 4 | 4 | 3 | 5 | 4 | 5 | 4 | 4 | 4 | 40 |
| 63  | 3 | 5 | 5 | 4 | 3 | 4 | 5 | 5 | 5 | 43 |
| 64  | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 44 |
| 65  | 5 | 3 | 5 | 4 | 5 | 5 | 4 | 5 | 3 | 43 |
| 66  | 4 | 5 | 4 | 5 | 3 | 3 | 5 | 4 | 4 | 40 |
| 67  | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 44 |
| 68  | 4 | 5 | 3 | 5 | 4 | 3 | 3 | 4 | 3 | 39 |
| 69  | 3 | 3 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 44 |
| 70  | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 41 |
| 71  | 5 | 5 | 5 | 4 | 3 | 4 | 5 | 5 | 5 | 45 |
| 72  | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 3 | 44 |
| 73  | 4 | 3 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 41 |
| 74  | 5 | 4 | 3 | 5 | 4 | 4 | 4 | 4 | 4 | 42 |
| 75  | 4 | 5 | 5 | 4 | 5 | 5 | 3 | 5 | 5 | 45 |
| 76  | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 44 |
| 77  | 3 | 3 | 5 | 4 | 3 | 5 | 4 | 5 | 5 | 40 |
| 78  | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 47 |
| 79  | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 80  | 4 | 5 | 3 | 3 | 3 | 5 | 3 | 5 | 5 | 41 |
| 81  | 5 | 5 | 3 | 5 | 4 | 3 | 5 | 4 | 3 | 42 |
| 82  | 4 | 4 | 5 | 4 | 3 | 5 | 4 | 5 | 5 | 43 |
| 83  | 5 | 3 | 5 | 5 | 3 | 5 | 5 | 5 | 5 | 46 |
| 84  | 4 | 5 | 4 | 3 | 4 | 4 | 3 | 4 | 3 | 37 |
| 85  | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 3 | 44 |
| 86  | 4 | 3 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 42 |
| 87  | 3 | 5 | 3 | 4 | 5 | 5 | 5 | 5 | 5 | 44 |
| 88  | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 40 |
| 89  | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 47 |
| 90  | 5 | 3 | 5 | 3 | 3 | 4 | 3 | 5 | 3 | 39 |
| 91  | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 3 | 42 |
| 92  | 4 | 5 | 5 | 3 | 3 | 5 | 5 | 5 | 5 | 44 |
| 93  | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 38 |
| 94  | 4 | 5 | 5 | 5 | 3 | 3 | 5 | 5 | 3 | 43 |
| 95  | 5 | 5 | 3 | 3 | 3 | 4 | 5 | 5 | 5 | 43 |
| 96  | 4 | 5 | 4 | 4 | 4 | 3 | 5 | 4 | 4 | 41 |
| 97  | 5 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 3 | 41 |
| 98  | 4 | 3 | 3 | 5 | 3 | 3 | 3 | 5 | 3 | 37 |
| 99  | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 44 |
| 100 | 3 | 4 | 4 | 5 | 3 | 5 | 4 | 4 | 4 | 41 |
| 101 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 39 |
| 102 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 3 | 46 |
| 103 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 45 |
| 104 | 5 | 4 | 5 | 3 | 5 | 4 | 4 | 5 | 3 | 43 |

|     |   |   |   |   |   |   |   |   |   |    |
|-----|---|---|---|---|---|---|---|---|---|----|
| 105 | 4 | 5 | 3 | 5 | 3 | 4 | 3 | 3 | 3 | 38 |
| 106 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 40 |
| 107 | 4 | 5 | 5 | 3 | 5 | 4 | 5 | 5 | 5 | 46 |
| 108 | 5 | 4 | 4 | 4 | 3 | 5 | 4 | 4 | 4 | 41 |
| 109 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 5 | 4 | 40 |
| 110 | 3 | 5 | 5 | 5 | 5 | 4 | 3 | 5 | 3 | 43 |
| 111 | 4 | 5 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 41 |

**b. Motivasi Intrinsik (X2)**

| No. Resp | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | X2.6 | X2.7 | X2.8 | X2.9 | TOTAL X2 |
|----------|------|------|------|------|------|------|------|------|------|----------|
| 1        | 5    | 4    | 5    | 4    | 3    | 4    | 5    | 4    | 5    | 39       |
| 2        | 4    | 4    | 3    | 4    | 3    | 4    | 4    | 4    | 4    | 34       |
| 3        | 3    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 43       |
| 4        | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 5    | 37       |
| 5        | 3    | 5    | 5    | 5    | 3    | 3    | 5    | 5    | 5    | 39       |
| 6        | 5    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 37       |
| 7        | 5    | 5    | 5    | 5    | 5    | 5    | 3    | 5    | 5    | 43       |
| 8        | 4    | 3    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 35       |
| 9        | 3    | 3    | 3    | 4    | 5    | 3    | 5    | 4    | 5    | 35       |
| 10       | 4    | 5    | 4    | 5    | 4    | 4    | 5    | 5    | 4    | 40       |
| 11       | 5    | 4    | 5    | 5    | 3    | 5    | 4    | 5    | 5    | 41       |
| 12       | 4    | 5    | 4    | 4    | 5    | 3    | 4    | 4    | 5    | 38       |
| 13       | 4    | 4    | 5    | 5    | 4    | 4    | 5    | 5    | 4    | 40       |
| 14       | 5    | 4    | 5    | 4    | 5    | 5    | 5    | 4    | 5    | 42       |
| 15       | 3    | 5    | 4    | 5    | 4    | 4    | 4    | 5    | 3    | 37       |
| 16       | 4    | 3    | 5    | 5    | 4    | 4    | 5    | 5    | 4    | 39       |
| 17       | 5    | 4    | 4    | 4    | 3    | 3    | 4    | 4    | 5    | 36       |
| 18       | 4    | 5    | 5    | 5    | 4    | 4    | 3    | 3    | 4    | 37       |
| 19       | 5    | 3    | 3    | 4    | 3    | 3    | 4    | 4    | 3    | 32       |
| 20       | 4    | 3    | 5    | 3    | 5    | 3    | 5    | 5    | 5    | 38       |
| 21       | 5    | 5    | 4    | 4    | 4    | 4    | 3    | 4    | 4    | 37       |
| 22       | 5    | 4    | 3    | 5    | 3    | 3    | 5    | 3    | 3    | 34       |
| 23       | 4    | 5    | 4    | 3    | 4    | 4    | 4    | 5    | 4    | 37       |
| 24       | 5    | 4    | 5    | 4    | 3    | 3    | 3    | 4    | 5    | 36       |
| 25       | 4    | 3    | 4    | 5    | 4    | 4    | 4    | 5    | 3    | 36       |
| 26       | 4    | 4    | 3    | 3    | 3    | 4    | 5    | 3    | 4    | 33       |
| 27       | 5    | 5    | 5    | 4    | 3    | 3    | 4    | 4    | 5    | 38       |
| 28       | 4    | 4    | 4    | 4    | 3    | 4    | 5    | 4    | 4    | 36       |
| 29       | 3    | 4    | 5    | 5    | 5    | 3    | 3    | 3    | 3    | 34       |
| 30       | 4    | 3    | 3    | 3    | 4    | 4    | 4    | 5    | 4    | 34       |
| 31       | 5    | 3    | 4    | 5    | 3    | 3    | 5    | 5    | 5    | 38       |
| 32       | 3    | 3    | 5    | 3    | 3    | 3    | 5    | 3    | 5    | 33       |
| 33       | 4    | 4    | 4    | 4    | 4    | 3    | 3    | 4    | 3    | 33       |
| 34       | 3    | 5    | 3    | 5    | 5    | 3    | 5    | 5    | 5    | 39       |
| 35       | 3    | 3    | 4    | 3    | 4    | 4    | 4    | 3    | 4    | 32       |
| 36       | 3    | 4    | 5    | 4    | 3    | 5    | 3    | 4    | 3    | 34       |
| 37       | 4    | 5    | 4    | 5    | 4    | 4    | 5    | 5    | 4    | 40       |
| 38       | 5    | 4    | 3    | 3    | 5    | 3    | 4    | 3    | 5    | 35       |
| 39       | 4    | 3    | 4    | 4    | 5    | 3    | 5    | 4    | 3    | 35       |
| 40       | 3    | 4    | 5    | 4    | 3    | 4    | 3    | 4    | 4    | 34       |
| 41       | 5    | 5    | 4    | 3    | 3    | 3    | 4    | 5    | 5    | 37       |
| 42       | 3    | 3    | 4    | 5    | 4    | 3    | 5    | 3    | 3    | 33       |

|    |   |   |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|---|---|----|
| 43 | 5 | 3 | 3 | 4 | 3 | 5 | 4 | 4 | 5 | 36 |
| 44 | 4 | 4 | 5 | 3 | 4 | 4 | 5 | 5 | 4 | 38 |
| 45 | 5 | 3 | 4 | 5 | 3 | 5 | 3 | 5 | 3 | 36 |
| 46 | 4 | 3 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 32 |
| 47 | 5 | 4 | 4 | 3 | 5 | 3 | 5 | 5 | 5 | 39 |
| 48 | 3 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 3 | 35 |
| 49 | 5 | 3 | 3 | 5 | 3 | 3 | 5 | 3 | 5 | 35 |
| 50 | 5 | 5 | 4 | 3 | 4 | 4 | 5 | 4 | 4 | 38 |
| 51 | 4 | 4 | 5 | 5 | 3 | 3 | 4 | 5 | 3 | 36 |
| 52 | 3 | 5 | 4 | 3 | 5 | 3 | 3 | 4 | 5 | 35 |
| 53 | 4 | 3 | 5 | 5 | 4 | 4 | 5 | 3 | 4 | 37 |
| 54 | 5 | 5 | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 35 |
| 55 | 4 | 5 | 3 | 5 | 5 | 3 | 4 | 5 | 5 | 39 |
| 56 | 3 | 4 | 4 | 3 | 4 | 3 | 3 | 5 | 4 | 33 |
| 57 | 5 | 3 | 5 | 4 | 4 | 4 | 5 | 3 | 3 | 36 |
| 58 | 5 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 5 | 34 |
| 59 | 3 | 5 | 4 | 3 | 4 | 3 | 3 | 5 | 5 | 35 |
| 60 | 3 | 4 | 5 | 4 | 5 | 5 | 4 | 3 | 3 | 36 |
| 61 | 5 | 3 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 39 |
| 62 | 4 | 5 | 3 | 3 | 3 | 3 | 3 | 4 | 5 | 33 |
| 63 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 39 |
| 64 | 3 | 3 | 3 | 4 | 5 | 3 | 5 | 3 | 3 | 32 |
| 65 | 3 | 4 | 4 | 3 | 3 | 4 | 5 | 5 | 4 | 35 |
| 66 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 41 |
| 67 | 5 | 3 | 4 | 5 | 4 | 4 | 5 | 3 | 4 | 37 |
| 68 | 3 | 5 | 5 | 4 | 5 | 3 | 4 | 4 | 5 | 38 |
| 69 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 3 | 3 | 38 |
| 70 | 4 | 4 | 5 | 4 | 3 | 3 | 4 | 4 | 5 | 36 |
| 71 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 39 |
| 72 | 3 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 41 |
| 73 | 4 | 4 | 5 | 5 | 5 | 3 | 4 | 3 | 3 | 36 |
| 74 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 38 |
| 75 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 40 |
| 76 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 41 |
| 77 | 5 | 3 | 4 | 5 | 4 | 4 | 5 | 3 | 4 | 37 |
| 78 | 3 | 5 | 5 | 4 | 5 | 3 | 4 | 4 | 5 | 38 |
| 79 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 3 | 3 | 37 |
| 80 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 41 |
| 81 | 3 | 5 | 4 | 4 | 5 | 3 | 5 | 4 | 3 | 36 |
| 82 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 3 | 4 | 39 |
| 83 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 41 |
| 84 | 3 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 41 |
| 85 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 40 |
| 86 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 41 |
| 87 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 40 |
| 88 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 44 |
| 89 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 37 |
| 90 | 5 | 5 | 4 | 5 | 3 | 3 | 5 | 5 | 5 | 40 |
| 91 | 3 | 5 | 5 | 4 | 5 | 3 | 5 | 4 | 5 | 39 |
| 92 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 39 |
| 93 | 4 | 3 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 39 |
| 94 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 41 |
| 95 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 42 |
| 96 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 42 |
| 97 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 38 |

|     |   |   |   |   |   |   |   |   |   |    |
|-----|---|---|---|---|---|---|---|---|---|----|
| 98  | 5 | 5 | 5 | 5 | 3 | 5 | 4 | 5 | 5 | 42 |
| 99  | 5 | 4 | 4 | 5 | 5 | 3 | 3 | 5 | 5 | 39 |
| 100 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 40 |
| 101 | 3 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 38 |
| 102 | 3 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 38 |
| 103 | 4 | 5 | 5 | 3 | 5 | 5 | 4 | 4 | 5 | 40 |
| 104 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 39 |
| 105 | 3 | 5 | 5 | 5 | 3 | 3 | 4 | 5 | 5 | 38 |
| 106 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 40 |
| 107 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 41 |
| 108 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 40 |
| 109 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 40 |
| 110 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 42 |
| 111 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 43 |

**c. Disiplin Kerja (X3)**

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

|    |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|----|
| 32 | 4 | 5 | 3 | 4 | 5 | 5 | 31 |
| 33 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 34 | 3 | 5 | 5 | 5 | 5 | 5 | 33 |
| 35 | 4 | 4 | 3 | 4 | 4 | 4 | 27 |
| 36 | 3 | 5 | 5 | 5 | 5 | 5 | 33 |
| 37 | 4 | 4 | 5 | 3 | 5 | 4 | 29 |
| 38 | 3 | 5 | 5 | 5 | 4 | 5 | 32 |
| 39 | 3 | 5 | 5 | 4 | 5 | 5 | 32 |
| 40 | 5 | 4 | 4 | 5 | 5 | 4 | 31 |
| 41 | 4 | 5 | 5 | 3 | 4 | 5 | 31 |
| 42 | 3 | 4 | 4 | 5 | 5 | 4 | 29 |
| 43 | 4 | 5 | 5 | 4 | 3 | 3 | 29 |
| 44 | 3 | 4 | 5 | 5 | 5 | 4 | 30 |
| 45 | 3 | 5 | 5 | 4 | 4 | 5 | 31 |
| 46 | 5 | 4 | 4 | 5 | 4 | 4 | 30 |
| 47 | 5 | 5 | 3 | 5 | 3 | 3 | 27 |
| 48 | 3 | 4 | 5 | 4 | 4 | 4 | 28 |
| 49 | 5 | 3 | 3 | 3 | 5 | 5 | 29 |
| 50 | 4 | 4 | 3 | 4 | 3 | 4 | 26 |
| 51 | 3 | 5 | 5 | 5 | 4 | 3 | 30 |
| 52 | 3 | 3 | 5 | 5 | 4 | 5 | 30 |
| 53 | 4 | 4 | 4 | 4 | 3 | 4 | 27 |
| 54 | 3 | 4 | 3 | 5 | 4 | 3 | 26 |
| 55 | 4 | 5 | 3 | 4 | 5 | 5 | 31 |
| 56 | 3 | 4 | 5 | 5 | 3 | 4 | 28 |
| 57 | 5 | 3 | 4 | 5 | 5 | 3 | 29 |
| 58 | 5 | 5 | 3 | 3 | 4 | 5 | 30 |
| 59 | 3 | 5 | 3 | 3 | 5 | 3 | 27 |
| 60 | 4 | 5 | 5 | 4 | 3 | 5 | 31 |
| 61 | 4 | 4 | 3 | 4 | 5 | 4 | 28 |
| 62 | 3 | 3 | 5 | 5 | 5 | 3 | 27 |
| 63 | 3 | 4 | 4 | 5 | 3 | 4 | 27 |
| 64 | 4 | 5 | 5 | 3 | 5 | 5 | 32 |
| 65 | 4 | 3 | 4 | 4 | 5 | 4 | 28 |
| 66 | 3 | 5 | 3 | 5 | 3 | 5 | 29 |
| 67 | 5 | 4 | 4 | 5 | 5 | 4 | 31 |
| 68 | 3 | 5 | 5 | 4 | 4 | 3 | 29 |
| 69 | 3 | 4 | 3 | 5 | 5 | 4 | 28 |
| 70 | 4 | 3 | 3 | 4 | 4 | 5 | 28 |
| 71 | 5 | 4 | 5 | 3 | 3 | 3 | 27 |
| 72 | 3 | 5 | 3 | 4 | 5 | 5 | 28 |
| 73 | 5 | 3 | 5 | 5 | 4 | 5 | 32 |
| 74 | 3 | 4 | 5 | 5 | 5 | 4 | 30 |
| 75 | 3 | 4 | 5 | 4 | 4 | 4 | 28 |
| 76 | 5 | 5 | 3 | 5 | 5 | 5 | 33 |
| 77 | 4 | 4 | 5 | 4 | 5 | 3 | 29 |
| 78 | 3 | 3 | 3 | 5 | 4 | 5 | 28 |
| 79 | 5 | 5 | 5 | 5 | 5 | 3 | 33 |
| 80 | 4 | 4 | 5 | 4 | 4 | 4 | 29 |
| 81 | 5 | 3 | 5 | 5 | 5 | 3 | 31 |

|     |   |   |   |   |   |   |    |
|-----|---|---|---|---|---|---|----|
| 82  | 3 | 4 | 3 | 4 | 5 | 4 | 27 |
| 83  | 3 | 5 | 5 | 5 | 4 | 5 | 32 |
| 84  | 5 | 3 | 3 | 5 | 5 | 5 | 29 |
| 85  | 3 | 4 | 5 | 4 | 5 | 4 | 29 |
| 86  | 3 | 5 | 3 | 5 | 4 | 5 | 30 |
| 87  | 4 | 4 | 3 | 4 | 5 | 4 | 28 |
| 88  | 3 | 3 | 5 | 5 | 5 | 3 | 29 |
| 89  | 4 | 4 | 5 | 4 | 4 | 4 | 29 |
| 90  | 5 | 5 | 5 | 5 | 5 | 5 | 35 |
| 91  | 3 | 3 | 3 | 4 | 5 | 5 | 26 |
| 92  | 5 | 4 | 3 | 5 | 4 | 4 | 29 |
| 93  | 5 | 5 | 5 | 5 | 5 | 5 | 35 |
| 94  | 3 | 4 | 5 | 4 | 4 | 4 | 28 |
| 95  | 3 | 3 | 5 | 3 | 5 | 3 | 27 |
| 96  | 3 | 5 | 5 | 4 | 5 | 5 | 32 |
| 97  | 4 | 4 | 5 | 3 | 5 | 3 | 28 |
| 98  | 4 | 5 | 5 | 4 | 4 | 5 | 32 |
| 99  | 5 | 3 | 5 | 5 | 3 | 3 | 27 |
| 100 | 3 | 5 | 5 | 4 | 4 | 5 | 31 |
| 101 | 5 | 4 | 4 | 5 | 4 | 4 | 30 |
| 102 | 3 | 4 | 4 | 4 | 5 | 3 | 27 |
| 103 | 5 | 5 | 3 | 5 | 4 | 5 | 32 |
| 104 | 5 | 4 | 4 | 5 | 5 | 4 | 31 |
| 105 | 4 | 5 | 5 | 4 | 4 | 3 | 30 |
| 106 | 4 | 5 | 5 | 4 | 5 | 5 | 33 |
| 107 | 5 | 4 | 4 | 5 | 4 | 4 | 30 |
| 108 | 4 | 5 | 5 | 4 | 5 | 5 | 33 |
| 109 | 5 | 4 | 5 | 5 | 4 | 4 | 31 |
| 110 | 3 | 3 | 5 | 4 | 5 | 5 | 30 |
| 111 | 3 | 5 | 5 | 4 | 5 | 5 | 32 |

d. Kinerja Karyawan (Y)

| No. Resp | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | Y7 | TOTAL Y |
|----------|----|----|----|----|----|----|----|---------|
| 1        | 3  | 5  | 2  | 5  | 5  | 5  | 3  | 28      |
| 2        | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 28      |
| 3        | 3  | 3  | 2  | 3  | 5  | 5  | 5  | 26      |
| 4        | 3  | 4  | 4  | 4  | 4  | 4  | 4  | 27      |
| 5        | 4  | 5  | 2  | 5  | 5  | 5  | 3  | 29      |
| 6        | 4  | 4  | 4  | 3  | 4  | 4  | 4  | 27      |
| 7        | 3  | 5  | 2  | 5  | 5  | 5  | 3  | 28      |
| 8        | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 28      |
| 9        | 3  | 3  | 4  | 3  | 4  | 4  | 3  | 24      |
| 10       | 4  | 3  | 3  | 4  | 4  | 5  | 4  | 27      |
| 11       | 5  | 5  | 2  | 5  | 5  | 5  | 3  | 30      |
| 12       | 3  | 4  | 2  | 4  | 4  | 4  | 4  | 25      |
| 13       | 4  | 3  | 3  | 3  | 5  | 5  | 3  | 26      |
| 14       | 5  | 4  | 2  | 4  | 5  | 4  | 5  | 29      |

|    |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|----|
| 15 | 3 | 4 | 3 | 3 | 4 | 5 | 4 | 26 |
| 16 | 4 | 5 | 4 | 4 | 5 | 5 | 3 | 30 |
| 17 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 28 |
| 18 | 4 | 5 | 3 | 4 | 5 | 5 | 4 | 30 |
| 19 | 3 | 3 | 4 | 5 | 4 | 4 | 3 | 26 |
| 20 | 3 | 5 | 3 | 3 | 5 | 5 | 4 | 28 |
| 21 | 4 | 4 | 2 | 4 | 4 | 4 | 3 | 25 |
| 22 | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 33 |
| 23 | 4 | 4 | 3 | 4 | 4 | 5 | 4 | 28 |
| 24 | 3 | 5 | 4 | 5 | 5 | 4 | 3 | 29 |
| 25 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 30 |
| 26 | 4 | 4 | 5 | 4 | 4 | 5 | 3 | 29 |
| 27 | 5 | 3 | 3 | 5 | 5 | 4 | 5 | 30 |
| 28 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 27 |
| 29 | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 33 |
| 30 | 3 | 5 | 2 | 4 | 5 | 5 | 4 | 28 |
| 31 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 33 |
| 32 | 3 | 3 | 5 | 5 | 5 | 5 | 3 | 29 |
| 33 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 26 |
| 34 | 3 | 3 | 3 | 5 | 3 | 5 | 3 | 25 |
| 35 | 4 | 4 | 5 | 4 | 4 | 5 | 3 | 29 |
| 36 | 5 | 5 | 4 | 5 | 2 | 4 | 5 | 30 |
| 37 | 3 | 4 | 2 | 3 | 4 | 5 | 3 | 24 |
| 38 | 5 | 5 | 5 | 5 | 3 | 5 | 5 | 33 |
| 39 | 3 | 4 | 3 | 5 | 4 | 4 | 5 | 28 |
| 40 | 4 | 3 | 4 | 4 | 2 | 4 | 3 | 24 |
| 41 | 3 | 4 | 5 | 5 | 3 | 5 | 5 | 30 |
| 42 | 4 | 3 | 5 | 4 | 4 | 5 | 4 | 29 |
| 43 | 5 | 5 | 4 | 5 | 5 | 4 | 3 | 31 |
| 44 | 3 | 5 | 5 | 4 | 2 | 5 | 4 | 28 |
| 45 | 5 | 4 | 5 | 5 | 4 | 5 | 3 | 31 |
| 46 | 3 | 5 | 2 | 3 | 5 | 4 | 4 | 26 |
| 47 | 5 | 4 | 5 | 5 | 3 | 5 | 5 | 32 |
| 48 | 3 | 5 | 4 | 4 | 5 | 4 | 4 | 29 |
| 49 | 5 | 3 | 5 | 5 | 2 | 5 | 3 | 28 |
| 50 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 51 | 3 | 3 | 5 | 5 | 5 | 5 | 5 | 31 |
| 52 | 3 | 4 | 3 | 5 | 3 | 4 | 5 | 27 |
| 53 | 4 | 5 | 5 | 4 | 5 | 5 | 3 | 31 |
| 54 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 26 |
| 55 | 3 | 5 | 2 | 5 | 5 | 5 | 5 | 30 |
| 56 | 4 | 4 | 5 | 3 | 4 | 5 | 4 | 29 |
| 57 | 4 | 5 | 5 | 4 | 3 | 5 | 4 | 30 |
| 58 | 3 | 3 | 4 | 5 | 5 | 4 | 5 | 29 |
| 59 | 5 | 4 | 2 | 5 | 2 | 5 | 4 | 27 |
| 60 | 5 | 3 | 5 | 5 | 5 | 5 | 5 | 33 |
| 61 | 4 | 4 | 5 | 4 | 3 | 5 | 3 | 28 |
| 62 | 3 | 3 | 4 | 5 | 5 | 4 | 5 | 29 |
| 63 | 4 | 4 | 5 | 4 | 2 | 5 | 4 | 28 |
| 64 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 33 |

|     |   |   |   |   |   |   |   |    |
|-----|---|---|---|---|---|---|---|----|
| 65  | 4 | 4 | 2 | 4 | 3 | 5 | 4 | 26 |
| 66  | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 33 |
| 67  | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 30 |
| 68  | 5 | 5 | 2 | 5 | 2 | 4 | 5 | 28 |
| 69  | 4 | 4 | 5 | 3 | 4 | 5 | 4 | 29 |
| 70  | 5 | 3 | 4 | 5 | 5 | 4 | 5 | 31 |
| 71  | 3 | 4 | 2 | 4 | 3 | 5 | 4 | 25 |
| 72  | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 33 |
| 73  | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 33 |
| 74  | 4 | 4 | 2 | 4 | 2 | 4 | 4 | 24 |
| 75  | 4 | 5 | 3 | 4 | 5 | 5 | 4 | 30 |
| 76  | 5 | 4 | 4 | 5 | 3 | 4 | 5 | 30 |
| 77  | 4 | 4 | 2 | 4 | 4 | 5 | 4 | 27 |
| 78  | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 33 |
| 79  | 5 | 4 | 4 | 5 | 2 | 4 | 4 | 28 |
| 80  | 3 | 3 | 2 | 3 | 5 | 5 | 3 | 24 |
| 81  | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 31 |
| 82  | 4 | 5 | 3 | 4 | 5 | 5 | 4 | 30 |
| 83  | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 31 |
| 84  | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 33 |
| 85  | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 30 |
| 86  | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 33 |
| 87  | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 30 |
| 88  | 5 | 3 | 3 | 5 | 5 | 5 | 5 | 31 |
| 89  | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 90  | 3 | 4 | 5 | 5 | 4 | 5 | 5 | 31 |
| 91  | 5 | 3 | 3 | 5 | 5 | 4 | 5 | 30 |
| 92  | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 30 |
| 93  | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 31 |
| 94  | 4 | 3 | 5 | 4 | 5 | 5 | 4 | 30 |
| 95  | 5 | 4 | 4 | 5 | 4 | 4 | 3 | 29 |
| 96  | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 33 |
| 97  | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 27 |
| 98  | 5 | 3 | 3 | 5 | 5 | 5 | 5 | 31 |
| 99  | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 33 |
| 100 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 31 |
| 101 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 32 |
| 102 | 4 | 4 | 5 | 4 | 4 | 5 | 3 | 29 |
| 103 | 5 | 3 | 4 | 5 | 5 | 4 | 5 | 31 |
| 104 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 105 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 35 |
| 106 | 3 | 4 | 4 | 5 | 4 | 4 | 5 | 29 |
| 107 | 4 | 3 | 3 | 4 | 5 | 5 | 4 | 28 |
| 108 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 31 |
| 109 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 32 |
| 110 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 31 |
| 111 | 5 | 3 | 5 | 5 | 5 | 5 | 5 | 33 |





|          |                     |        |       |        |       |        |       |        |         |         |        |
|----------|---------------------|--------|-------|--------|-------|--------|-------|--------|---------|---------|--------|
|          | Sig. (2-tailed)     | .783   | .000  | .697   | .736  | .697   | .736  |        | .854    | .854    | .000   |
|          | N                   | 111    | 111   | 111    | 111   | 111    | 111   | 111    | 111     | 111     | 111    |
| X1.8     | Pearson Correlation | .264** | .018  | .982** | -.071 | .982** | .074  | .018   | 1       | 1.000** | .807** |
|          | Sig. (2-tailed)     | .005   | .854  | .000   | .458  | .000   | .438  | .854   | .000    | .000    | .000   |
|          | N                   | 111    | 111   | 111    | 111   | 111    | 111   | 111    | 111     | 111     | 111    |
| X1.9     | Pearson Correlation | .264** | .018  | .982** | -.071 | .982** | .074  | .018   | 1.000** | 1       | .807** |
|          | Sig. (2-tailed)     | .005   | .854  | .000   | .458  | .000   | .438  | .854   | .000    | .000    | .000   |
|          | N                   | 111    | 111   | 111    | 111   | 111    | 111   | 111    | 111     | 111     | 111    |
| Insentif | Pearson Correlation | .402** | .383* | .808** | .301* | .808** | .196* | .383** | .807**  | .807**  | 1      |
|          | Sig. (2-tailed)     | .000   | .000  | .000   | .001  | .000   | .039  | .000   | .000    | .000    | .000   |
|          | N                   | 111    | 111   | 111    | 111   | 111    | 111   | 111    | 111     | 111     | 111    |

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

\* . Correlation is significant at the 0.05 level (2-tailed).





|        |                 |        |        |        |        |        |        |        |        |        |     |
|--------|-----------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----|
| Motiva | Pearson         | .810** | .248** | .489** | .268** | .810** | .810** | .266** | .268** | .810** | 1   |
| si     | Correlation     |        |        |        |        |        |        |        |        |        |     |
|        | Sig. (2-tailed) | .000   | .009   | .000   | .005   | .000   | .000   | .005   | .005   | .000   |     |
|        | N               | 111    | 111    | 111    | 111    | 111    | 111    | 111    | 111    | 111    | 111 |

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

\* . Correlation is significant at the 0.05 level (2-tailed).



## c. Disiplin Kerja (X3)

## Correlations

|                |                     | X3.1    | X3.2    | X3.3    | X3.4    | X3.5  | X3.6    | Disiplin_Kerja |
|----------------|---------------------|---------|---------|---------|---------|-------|---------|----------------|
| X3.1           | Pearson Correlation | 1       | .058    | .058    | 1.000** | -.032 | .058    | .470**         |
|                | Sig. (2-tailed)     |         | .544    | .544    | .000    | .741  | .544    | .000           |
|                | N                   | 111     | 111     | 111     | 111     | 111   | 111     | 111            |
| X3.2           | Pearson Correlation | .058    | 1       | 1.000** | .058    | .034  | 1.000** | .882**         |
|                | Sig. (2-tailed)     | .544    |         | .000    | .544    | .724  | .000    | .000           |
|                | N                   | 111     | 111     | 111     | 111     | 111   | 111     | 111            |
| X3.3           | Pearson Correlation | .058    | 1.000** | 1       | .058    | .034  | 1.000** | .882**         |
|                | Sig. (2-tailed)     | .544    | .000    |         | .544    | .724  | .000    | .000           |
|                | N                   | 111     | 111     | 111     | 111     | 111   | 111     | 111            |
| X3.4           | Pearson Correlation | 1.000** | .058    | .058    | 1       | -.032 | .058    | .470**         |
|                | Sig. (2-tailed)     | .000    | .544    | .544    |         | .741  | .544    | .000           |
|                | N                   | 111     | 111     | 111     | 111     | 111   | 111     | 111            |
| X3.5           | Pearson Correlation | -.032   | .034    | .034    | -.032   | 1     | .034    | .228*          |
|                | Sig. (2-tailed)     | .741    | .724    | .724    | .741    |       | .724    | .016           |
|                | N                   | 111     | 111     | 111     | 111     | 111   | 111     | 111            |
| X3.6           | Pearson Correlation | .058    | 1.000** | 1.000** | .058    | .034  | 1       | .882**         |
|                | Sig. (2-tailed)     | .544    | .000    | .000    | .544    | .724  |         | .000           |
|                | N                   | 111     | 111     | 111     | 111     | 111   | 111     | 111            |
| Disiplin_Kerja | Pearson Correlation | .470**  | .882**  | .882**  | .470**  | .228* | .882**  | 1              |
|                | Sig. (2-tailed)     | .000    | .000    | .000    | .000    | .016  | .000    |                |
|                | N                   | 111     | 111     | 111     | 111     | 111   | 111     | 111            |

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

\* . Correlation is significant at the 0.05 level (2-tailed).

**d. Kinerja Karyawan (Y)**

**Correlations**

|                  |                     | Y1      | Y2      | Y3      | Y4      | Y5      | Y6      | Y7      | Kinerja_Karyawan |
|------------------|---------------------|---------|---------|---------|---------|---------|---------|---------|------------------|
| Y1               | Pearson Correlation | 1       | .264**  | -.242*  | 1.000** | .264**  | -.242*  | 1.000** | .707**           |
|                  | Sig. (2-tailed)     |         | .005    | .010    | .000    | .005    | .010    | .000    | .000             |
|                  | N                   | 111     | 111     | 111     | 111     | 111     | 111     | 111     | 111              |
|                  |                     |         |         |         |         |         |         |         |                  |
| Y2               | Pearson Correlation | .264**  | 1       | .155    | .264**  | 1.000** | .155    | .264**  | .723**           |
|                  | Sig. (2-tailed)     | .005    |         | .104    | .005    | .000    | .104    | .005    | .000             |
|                  | N                   | 111     | 111     | 111     | 111     | 111     | 111     | 111     | 111              |
|                  |                     |         |         |         |         |         |         |         |                  |
| Y3               | Pearson Correlation | -.242*  | .155    | 1       | -.242*  | .155    | 1.000** | -.242*  | .368**           |
|                  | Sig. (2-tailed)     | .010    | .104    |         | .010    | .104    | .000    | .010    | .000             |
|                  | N                   | 111     | 111     | 111     | 111     | 111     | 111     | 111     | 111              |
|                  |                     |         |         |         |         |         |         |         |                  |
| Y4               | Pearson Correlation | 1.000** | .264**  | -.242*  | 1       | .264**  | -.242*  | 1.000** | .707**           |
|                  | Sig. (2-tailed)     | .000    | .005    | .010    |         | .005    | .010    | .000    | .000             |
|                  | N                   | 111     | 111     | 111     | 111     | 111     | 111     | 111     | 111              |
|                  |                     |         |         |         |         |         |         |         |                  |
| Y5               | Pearson Correlation | .264**  | 1.000** | .155    | .264**  | 1       | .155    | .264**  | .723**           |
|                  | Sig. (2-tailed)     | .005    | .000    | .104    | .005    |         | .104    | .005    | .000             |
|                  | N                   | 111     | 111     | 111     | 111     | 111     | 111     | 111     | 111              |
|                  |                     |         |         |         |         |         |         |         |                  |
| Y6               | Pearson Correlation | -.242*  | .155    | 1.000** | -.242*  | .155    | 1       | -.242*  | .368**           |
|                  | Sig. (2-tailed)     | .010    | .104    | .000    | .010    | .104    |         | .010    | .000             |
|                  | N                   | 111     | 111     | 111     | 111     | 111     | 111     | 111     | 111              |
|                  |                     |         |         |         |         |         |         |         |                  |
| Y7               | Pearson Correlation | 1.000** | .264**  | -.242*  | 1.000** | .264**  | -.242*  | 1       | .707**           |
|                  | Sig. (2-tailed)     | .000    | .005    | .010    | .000    | .005    | .010    |         | .000             |
|                  | N                   | 111     | 111     | 111     | 111     | 111     | 111     | 111     | 111              |
|                  |                     |         |         |         |         |         |         |         |                  |
| Kinerja_Karyawan | Pearson Correlation | .707**  | .723**  | .368**  | .707**  | .723**  | .368**  | .707**  | 1                |
|                  | Sig. (2-tailed)     | .000    | .000    | .000    | .000    | .000    | .000    | .000    |                  |
|                  | N                   | 111     | 111     | 111     | 111     | 111     | 111     | 111     | 111              |
|                  |                     |         |         |         |         |         |         |         |                  |

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

\* . Correlation is significant at the 0.05 level (2-tailed).

## 2. Uji Reliabilitas

### a. Insentif

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| .674                   | 9          |

### b. Motivasi Intrinsik

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| .681                   | 9          |

### c. Disiplin Kerja

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| .753                   | 6          |

### d. Kinerja Karyawan

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| .726                   | 7          |

## C. Lampiran Uji Asumsi Klasik

### 1. Uji Normalitas

|                                  |                | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N                                |                | 111                     |
| Normal Parameters <sup>a,b</sup> | Mean           | .0000000                |
|                                  | Std. Deviation | .59358514               |
| Most Extreme Differences         | Absolute       | .047                    |
|                                  | Positive       | .047                    |
|                                  | Negative       | -.082                   |
| Test Statistic                   |                | .034                    |
| Asymp. Sig. (2-tailed)           |                | .165 <sup>c</sup>       |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

### 2. Uji Multikolonieritas

| Model              | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | Collinearity Statistics |       |
|--------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
|                    | B                           | Std. Error | Beta                      |        |      | Tolerance               | VIF   |
| 1 (Constant)       | .161                        | .732       |                           | .197   | .742 |                         |       |
| Insentif           | .590                        | .026       | .783                      | 15.692 | .000 | .846                    | 1.004 |
| Motivasi Intrinsik | .172                        | .057       | .191                      | 3.040  | .003 | .265                    | 3.777 |
| Disiplin_Kerja     | .128                        | .043       | .107                      | 3.780  | .000 | .242                    | 3.526 |

a. Dependent Variable: Kinerja\_Karyawan



### 3. Uji Heterokedastisitas

**Coefficients<sup>a</sup>**

| Model |                    | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | Collinearity Statistics |       |
|-------|--------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
|       |                    | B                           | Std. Error | Beta                      |        |      | Tolerance               | VIF   |
| 1     | (Constant)         | .746                        | .632       |                           | 1.118  | .193 |                         |       |
|       | Insentif           | .003                        | .024       | .039                      | .452   | .493 | .846                    | 1.004 |
|       | Motivasi Intrinsik | -.027                       | .026       | -.199                     | -1.068 | .288 | .265                    | 3.777 |
|       | Disiplin_Kerj a    | .009                        | .015       | .101                      | .576   | .498 | .242                    | 3.526 |

a. Dependent Variable: Abs\_Res

### 4. Uji Autokorelasi

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | .690 <sup>a</sup> | .543     | .582              | 1.24135                    | 2.076         |

a. Predictors: (Constant), Disiplin\_Kerja, Insentif, Motivasi Intrinsik

b. Dependent Variable: Kinerja\_Karyawan

### D. Lampiran Regresi Linier Berganda

**Coefficients<sup>a</sup>**

| Model |                    | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|--------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                    | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)         | .161                        | .732       |                           | .197   | .742 |
|       | Insentif           | .590                        | .026       | .783                      | 15.692 | .000 |
|       | Motivasi Intrinsik | .172                        | .057       | .191                      | 3.040  | .003 |
|       | Disiplin_Kerja     | .128                        | .043       | .107                      | 3.780  | .000 |

a. Dependent Variable: Kinerja\_Karyawan

## E. Lampiran Uji Kelayakan Model

### 1. Uji F

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | Df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 489.582        | 3   | 163.194     | 78.124 | .000 <sup>b</sup> |
|       | Residual   | 19.228         | 107 | .180        |        |                   |
|       | Total      | 508.811        | 110 |             |        |                   |

a. Dependent Variable: Kinerja\_Karyawan

b. Predictors: (Constant), Disiplin\_Kerja, Insentif, Motivasi Intrinsik

### 2. Uji R<sup>2</sup>

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .690 <sup>a</sup> | .543     | .582              | 1.24135                    |

a. Predictors: (Constant), Disiplin\_Kerja, Insentif, Motivasi Intrinsik

## F. Lampiran Uji Hipotesis

### 1. Uji t

**Coefficients<sup>a</sup>**

| Model |                    | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig. |
|-------|--------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                    | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)         | .161                        | .732       |                           | .197   | .742 |
|       | Insentif           | .590                        | .026       | .783                      | 15.692 | .000 |
|       | Motivasi Intrinsik | .172                        | .057       | .191                      | 3.040  | .003 |
|       | Disiplin_Kerja     | .128                        | .043       | .107                      | 3.780  | .000 |

a. Dependent Variable: Kinerja\_Karyawan

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