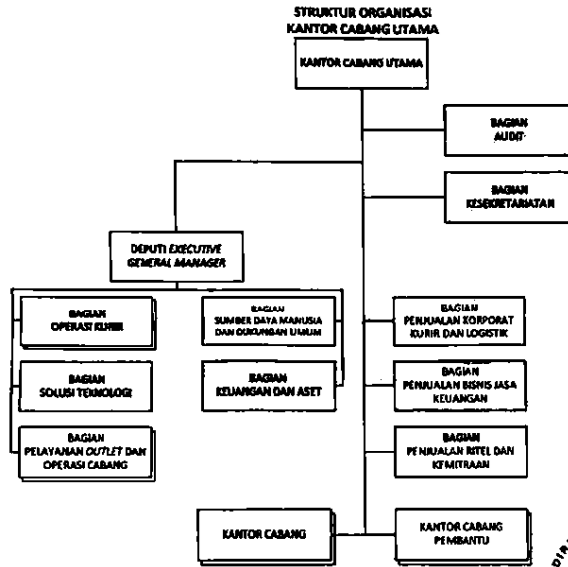


LAMPIRAN

1. Struktur Organisasi PT. Pos Indonesia KCU Bandar Lampung

VALID

LAMPIRAN III
KEPUTUSAN DIREKSI PT POS INDONESIA (PERSERO)
NOMOR : ED.037 /DIRUT/ 0721
TANGGAL : 01 Juli 2021



Ditetapkan di : Bandung
Pada Tanggal : 01 Juli 2021
A.N. DIREKSI PT POS INDONESIA (PERSERO)
DIREKTUR UTAMA

[Signature]
FARAL R. UJOEMADI
Pos Indonesia



[Handwritten mark]

2. Surat Izin Penelitian



Bandar Lampung, 12 Januari 2022

Nomor : Penelitian.033/DMJ/DEKAN/BAAK/I - 22
Lampiran : -
Perihal : Permohonan Izin Penelitian

Kepada Yth,
Kepala HRD PT. Pos Indonesia KCU Bandar Lampung
Di -

Jl. Kyai H. Ahmad Dahlan, Tanjung Karang Utara No.21, Pahoman, Enggal, Bandar Lampung

Dengan hormat,

Berdasarkan dengan peraturan Akademik Institut Bisnis dan Informatika (IBI) bahwa mahasiswa/i Strata Satu (S1) yang akan menyelesaikan studinya diwajibkan untuk memiliki pengalaman kerja dengan melaksanakan Penelitian dan membuat laporan yang waktunya sesuai dengan kalender Institut Bisnis dan Informatika (IBI) Darmajaya.

Untuk itu kami mohon kerja sama Bapak/Ibu agar kiranya dapat menerima mahasiswa/i untuk melakukan Penelitian, yang pelaksanaannya dimulai dari tanggal **14 Januari 2022 s.d 14 Februari 2022** (selama satu bulan)

Adapun mahasiswa/i tersebut adalah :

Nama : Ulfa Aulia
NPM : 1812110384
Jurusan : S1 Manajemen
Jenjang : Strata Satu (S1)

Demikian permohonan ini dibuat, atas perhatian dan kerjasama yang baik kami ucapkan terimakasih.

Dekan Fakultas Ekonomi dan Bisnis



Dr. Faurani / Santi Singagerda, SE.,M.Sc
NIK. 30040419

Tembusan
1 Jurusan S1 Manajemen
2 Arsip

3. Surat Balasan Penelitian



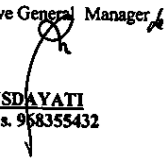
Bandarlampung, 22 Juni 2022

Nomor : 500/KcuBdl/Umum/SDM/0622
Lampiran : -
Perihal : Izin Penelitian

Kepada:
Yth. Dekan Fakultas
Ekonomi dan Bisnis
Institut Informatika dan
Bisnis Darmajaya
Di
Tempat

1. Menunjuk surat Saudara Nomor : Penelitian.033/DMJ/DEKAN/BAAK/I – 22 Perihal Permohonan Ijin Penelitian pada Tanggal 12 Januari 2022. Kami sampaikan bahwa pada prinsipnya kami mengijinkan penelitian yang akan dilakukan oleh Mahasiswi Sdr. yang bernama Ulfa Aulia NPM.1812110384, selama data yang diminta adalah data terbuka dan hanya digunakan untuk kepentingan ilmiah.
2. Diharapkan penelitian yang dilakukan dapat mempererat kerjasama antara PT Pos Indonesia (persero) dengan Institut Informatika dan Bisnis Darmajaya.
3. Demikian kami sampaikan. Atas perhatian dan kerjasamanya, diucapkan terima kasih.

Executive General Manager


RISDAYATI
Nippos. 958355432

4. Kuesioner Penelitian

KUESIONER

Pernyataan yang ada dalam kuesioner ini hanya untuk data penelitian dengan judul **“Pengaruh Budaya Organisasi dan Motivasi Kerja Berdasarkan Pendekatan Teori ERG Terhadap Kinerja Pegawai Di PT. Pos Indonesia KCU Bandar Lampung”**.

Form Pengisian Kuesioner

1. Jawab pertanyaan yang diajukan dibawah ini dengan benar dan jujur
2. Beri tanda (√) pada salah satu jawaban yang paling benar
3. Pertanyaan/pernyataan harus dijawab semua

I. Identitas Responden

1. Nama Responden : (Boleh Tidak di Isi)
2. Jenis Kelamin : Laki-Laki Perempuan
3. Usia :
 - a. 18 Tahun - 30 Tahun
 - b. 31 Tahun - 40 Tahun
 - c. 41 Tahun - 50 Tahun
 - d. 51 Tahun - 60 Tahun
4. Jabatan : (Wajib Di Isi)

II. Berilah tanda ceklis (√) pada kolom yang sesuai dengan keadaan dan situasi anda saat ini.

SS : Sangat Setuju

S : Setuju

CS : Cukup Setuju

TS : Tidak Setuju

STS : Sangat Tidak Setuju

**Berikut ini adalah pernyataan-pernyataan terkait tentang budaya organisasi
(X1)**

| Indikator | No | Pernyataan | SS | S | CS | TS | STS |
|--------------------------------|----|---|----|---|----|----|-----|
| Inovasi dan pengambilan resiko | 1 | Saya berani mengambil resiko yang menjadi bagian dari pekerjaan saya. | | | | | |
| | 2 | Saya sangat suka mencoba menggali potensi diri dengan melakukan inovasi-inovasi dalam pekerjaan saya. | | | | | |
| Perhatian pada detail | 3 | Saya sangat teliti dalam menyelesaikan pekerjaan saya. | | | | | |
| | 4 | Saya akan mengoreksi kembali pekerjaan saya apabila terjadi ketidaksesuaian hasil. | | | | | |
| Orientasi hasil | 5 | Perusahaan lebih mementingkan hasil yang akan di capai daripada proses untuk mencapai hasil tersebut. | | | | | |
| | 6 | Perusahaan memberikan kemampuan terbaik untuk mencapai hasil yang menjadi target perusahaan. | | | | | |
| Orientasi manusia/individu | 7 | Perusahaan melibatkan pegawai lainnya dalam hal pengambilan keputusan untuk perusahaan. | | | | | |

| | | | | | | | |
|---------------|----|---|--|--|--|--|--|
| | 8 | Perusahaan memberikan penghargaan kepada pegawai yang telah berhasil mencapai hasil yang diinginkan perusahaan. | | | | | |
| Orientasi tim | 9 | Perusahaan lebih menghargai kerjasama tim daripada pegawai yang hanya ingin kerja secara individu. | | | | | |
| | 10 | Saya dapat bekerjasama dalam tim kerja. | | | | | |
| Stabilitas | 11 | Perusahaan memberikan kebijakan yang sesuai aturan dalam mempertahankan status pegawai jika pegawai tersebut melakukan kesalahan. | | | | | |
| | 12 | Proses pemberhentian pegawai di perusahaan sudah sesuai dengan aturan yang berlaku. | | | | | |
| Agresivitas | 13 | Perusahaan memberikan reward bagi karyawan yang dapat mencapai target tertentu. | | | | | |
| | 14 | Perusahaan akan menghargai usaha yang pegawai lakukan secara individu tanpa melibatkan kerjasama antar pegawai. | | | | | |

**Berikut ini adalah pernyataan-pernyataan terkait tentang motivasi kerja
berdasarkan pendekatan Teori ERG (X2)**

| Indikator | No | Pernyataan | SS | S | CS | TS | STS |
|-------------------------|-----------|---|-----------|----------|-----------|-----------|------------|
| Kebutuhan Eksistensi | 1 | Gaji dan tunjangan yang diterima dari perusahaan sudah mencukupi kebutuhan hidup saat ini. | | | | | |
| | 2 | Bekerja di perusahaan ini dapat menjamain kehidupan saya di hari tua. | | | | | |
| | 3 | Kondisi ruangan, perlengkapan dan peralatan bekerja di perusahaan cukup aman dan memadai untuk digunakan. | | | | | |
| | 4 | Keselamatan kerja di perusahaan ini sudah diperhatikan dengan baik. | | | | | |
| Kebutuhan Keterhubungan | 5 | Saya dapat bersosialisasi dengan baik terhadap sesama rekan kerja di lingkungan perusahaan. | | | | | |
| | 6 | Hubungan kerja antara sesama rekan kerja di perusahaan ini cukup baik. | | | | | |
| | 7 | Atasan memberikan penghargaan bagi pegawai yang berprestasi bila mampu menyelesaikan pekerjaan dengan baik dan tepat waktu. | | | | | |

| | | | | | | | |
|--------------------------|----|---|--|--|--|--|--|
| | 8 | Dengan adanya pujian dari atasan maka saya lebih termotivasi untuk bisa bekerja lebih baik lagi bagi kemajuan perusahaan. | | | | | |
| Kebutuhan Pertumbuhan | 9 | Atasan memberikan pelatihan kepada karyawan untuk meningkatkan kemampuan dan keterampilan kerja. | | | | | |
| | 10 | Saya selalu mendapatkan kesempatan untuk ikut berpartisipasi dalam menentukan tujuan yang ingin dicapai oleh atasan. | | | | | |
| | 11 | Pekerjaan saya saat ini tidak sesuai dengan keterampilan dan latar belakang pendidikan yang saya miliki. | | | | | |
| | 12 | Saya memiliki peluang dan kesempatan untuk mengembangkan keterampilan dan kemampuan saya. | | | | | |

**Berikut ini adalah pernyataan-pernyataan terkait tentang kinerja pegawai
(Y)**

| Indikator | No | Penyataan | SS | S | CS | TS | STS |
|-----------------|----|--|----|---|----|----|-----|
| Kualitas Kerja | 1 | Saya melaksanakan tugas sesuai dengan prosedur yang berlaku. | | | | | |
| | 2 | Saya memahami dengan baik apa yang harus saya lakukan untuk menjaga kualitas kerja saya. | | | | | |
| | 3 | Saya berusaha mengeluarkan kemampuan terbaik saya dalam menyelesaikan setiap pekerjaan. | | | | | |
| Kuantitas Kerja | 4 | Jumlah pekerjaan yang diberikan dapat saya selesaikan sesuai dengan target perusahaan. | | | | | |
| | 5 | Saya cenderung menyelesaikan pekerjaan sebanyak-banyaknya daripada terjadi penumpukan kerja. | | | | | |
| | 6 | Sebagian besar waktu saya di kantor dipergunakan untuk bekerja. | | | | | |
| Tanggung Jawab | 7 | Saya merasa bertanggung jawab penuh atas hasil pekerjaan yang saya lakukan. | | | | | |
| | 8 | Saya merasa bersalah apabila pekerjaan yang saya kerjakan tidak sesuai target perusahaan. | | | | | |
| Kerjasama | 9 | Saya mampu bekerjasama dengan rekan kerja saya. | | | | | |

| | | | | | | | |
|-----------|----|---|--|--|--|--|--|
| | 10 | Saya selalu bersikap terbuka pada pendapat orang lain. | | | | | |
| | 11 | Saya selalu mendiskusikan pada rekan kerja maupun pimpinan terhadap hasil yang akan dicapai. | | | | | |
| Inisiatif | 12 | Saya dengan senang hati melatih karyawan baru walaupun itu bukan merupakan tanggung jawab saya. | | | | | |
| | 13 | Saya mempunyai rasa ingin tahu yang besar untuk mengetahui perkembangan dalam perusahaan. | | | | | |

| | | | | | | | | | | | | | | | |
|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----|
| 26 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 56 |
| 27 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 56 |
| 28 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 59 |
| 29 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 56 |
| 30 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 70 |
| 31 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 70 |
| 32 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 70 |
| 33 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 70 |
| 34 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 70 |
| 35 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 2 | 61 |
| 36 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 59 |
| 37 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 54 |
| 38 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 65 |
| 39 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 61 |
| 40 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 59 |
| 41 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 59 |
| 42 | 5 | 5 | 5 | 5 | 2 | 4 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 58 |
| 43 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 60 |
| 44 | 5 | 5 | 4 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 58 |
| 45 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 56 |
| 46 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 56 |
| 47 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 56 |
| 48 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 57 |
| 49 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 56 |
| 50 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 57 |
| 51 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 58 |
| 52 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 56 |
| 53 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 56 |
| Sco | 22 | 23 | 22 | 23 | 20 | 23 | 22 | 23 | 22 | 24 | 22 | 22 | 23 | 20 | |
| re | 7 | 2 | 7 | 0 | 5 | 1 | 1 | 4 | 7 | 0 | 6 | 1 | 0 | 8 | |

Variabel Motivasi Kerja Berdasarkan Pendekatan Teori ERG (X2)

| Respon | | | | | | | | | | | | | |
|-----------|----|----|----|----|----|----|----|----|----|-----|-----|-----|-------|
| Responden | P1 | P2 | P3 | P4 | P5 | P6 | P7 | P8 | P9 | P10 | P11 | P12 | Total |
| 1 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 50 |
| 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 49 |
| 3 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 51 |
| 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 53 |
| 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 49 |
| 6 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 50 |
| 7 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 51 |
| 8 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 49 |
| 9 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 51 |
| 10 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 49 |
| 11 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 52 |
| 12 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 49 |
| 13 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 14 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 50 |
| 15 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 51 |
| 16 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 50 |
| 17 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 18 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 59 |
| 19 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 53 |
| 20 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 54 |
| 21 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 55 |
| 22 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 23 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 47 |
| 24 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 49 |
| 25 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 49 |
| 26 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 27 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 49 |
| 28 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 53 |

| | | | | | | | | | | | | | |
|--------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|----|
| 29 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 30 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 |
| 31 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 |
| 32 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 |
| 33 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 |
| 34 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 |
| 35 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 51 |
| 36 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 51 |
| 37 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 51 |
| 38 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 39 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 50 |
| 40 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 49 |
| 41 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 42 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 51 |
| 43 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 44 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 45 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 46 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 50 |
| 47 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 50 |
| 48 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 49 |
| 49 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 50 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 49 |
| 51 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 49 |
| 52 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 53 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| Score | 220 | 220 | 220 | 223 | 230 | 231 | 228 | 228 | 230 | 221 | 218 | 227 | |

Variabel Kinerja Pegawai (Y)

| Respon | | | | | | | | | | | | | | |
|-----------|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-------|
| Responden | P1 | P2 | P3 | P4 | P5 | P6 | P7 | P8 | P9 | P10 | P11 | P12 | P13 | Total |
| 1 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 3 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 62 |
| 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 59 |
| 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 53 |
| 6 | 5 | 5 | 5 | 4 | 4 | 3 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 56 |
| 7 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 56 |
| 8 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 3 | 5 | 60 |
| 9 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 53 |
| 10 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 53 |
| 11 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| 12 | 5 | 5 | 5 | 3 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 59 |
| 13 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 48 |
| 14 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 60 |
| 15 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 16 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 17 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 18 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| 19 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 63 |
| 20 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 64 |
| 21 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 63 |
| 22 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 23 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 51 |
| 24 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 25 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 26 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 27 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 28 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 58 |

| | | | | | | | | | | | | | | |
|-------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|----|
| 29 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 30 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| 31 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| 32 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| 33 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| 34 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| 35 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 57 |
| 36 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 58 |
| 37 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 2 | 57 |
| 38 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 62 |
| 39 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 3 | 58 |
| 40 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 3 | 5 | 5 | 4 | 4 | 4 | 53 |
| 41 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 55 |
| 42 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 59 |
| 43 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 2 | 3 | 52 |
| 44 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 55 |
| 45 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 46 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 53 |
| 47 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 57 |
| 48 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 53 |
| 49 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 50 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 57 |
| 51 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 54 |
| 52 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 53 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| Score | 237 | 237 | 234 | 228 | 230 | 230 | 228 | 225 | 235 | 234 | 227 | 222 | 226 | |

| | | | | | | | | | | | | | | |
|----------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| X2.9 | Pearson Correlation | .338* | .544** | .441** | .388** | .303* | .196 | .688** | .447** | 1 | .387** | .345* | .483** | .656** |
| | Sig. (2-tailed) | .013 | .000 | .001 | .004 | .028 | .160 | .000 | .001 | | .004 | .012 | .000 | .000 |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| X2.10 | Pearson Correlation | .652** | .652** | .652** | .636** | .312* | .395** | .469** | .469** | .387** | 1 | .631** | .385** | .739** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .023 | .000 | .000 | .000 | .000 | | .000 | .004 | .000 |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| X2.11 | Pearson Correlation | .681** | .681** | .681** | .551** | .498** | .478** | .414** | .414** | .345** | .631** | 1 | .569** | .770** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .012 | .000 | | .000 | .000 |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| X2.12 | Pearson Correlation | .437** | .554** | .554** | .505** | .611** | .578** | .408** | .226 | .483** | .385** | .569** | 1 | .729** |
| | Sig. (2-tailed) | .001 | .000 | .000 | .000 | .000 | .000 | .002 | .104 | .000 | .004 | .000 | | .000 |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| Total X2 | Pearson Correlation | .773** | .875** | .831** | .751** | .676** | .625** | .751** | .603** | .656** | .739** | .770** | .729** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |

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

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

| Correlations | | | | | | | | | | | | | | | |
|--------------|---------------------|-----|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | | Y.1 | Y.2 | Y.3 | Y.4 | Y.5 | Y.6 | Y.7 | Y.8 | Y.9 | Y.10 | Y.11 | Y.12 | Y.13 | Total |
| Y.1 | Pearson Correlation | 1 | .773** | .661** | .527** | .488** | .405** | .495** | .513** | .469** | .585** | .495** | .345** | .330** | .759** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 | .003 | .000 | .000 | .000 | .000 | .000 | .012 | .016 | .000 |

| | | | | | | | | | | | | | | | |
|-----|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| Y.2 | Pearson Correlation | .773** | 1 | .585** | .597** | .481** | .407** | .429** | .448** | .545** | .585** | .353** | .342* | .268 | .728* |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 | .003 | .001 | .001 | .000 | .000 | .010 | .012 | .052 | .000 |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| Y.3 | Pearson Correlation | .661** | .585** | 1 | .598** | .488** | .488** | .495** | .436** | .576** | .534** | .564** | .449** | .321* | .772* |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 | .000 | .000 | .001 | .000 | .000 | .000 | .001 | .019 | .000 |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| Y.4 | Pearson Correlation | .527** | .597** | .598** | 1 | .659** | .521** | .444** | .430** | .431** | .527** | .433** | .120 | .272* | .702* |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 | .000 | .001 | .001 | .001 | .000 | .001 | .394 | .049 | .000 |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| Y.5 | Pearson Correlation | .481** | .481** | .488** | .659** | 1 | .640** | .555** | .673** | .609** | .414** | .482** | .290* | .491** | .787* |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | | .000 | .000 | .000 | .000 | .002 | .000 | .035 | .000 | |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| Y.6 | Pearson Correlation | .407** | .407** | .488** | .521** | .640** | 1 | .684** | .609** | .460** | .339* | .622** | .353** | .610** | .780* |
| | Sig. (2-tailed) | .003 | .003 | .000 | .000 | .000 | | .000 | .000 | .001 | .013 | .000 | .009 | .000 | |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| Y.7 | Pearson Correlation | .495** | .429** | .495** | .448** | .555** | .684** | 1 | .862** | .606** | .361** | .532** | .226 | .416** | .775* |
| | Sig. (2-tailed) | .000 | .001 | .000 | .001 | .000 | .000 | | .000 | .000 | .008 | .000 | .104 | .002 | |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| Y.8 | Pearson Correlation | .513** | .448** | .436** | .436** | .673** | .609** | .862** | 1 | .483** | .304* | .452** | .142 | .398** | .737* |
| | Sig. (2-tailed) | .000 | .001 | .001 | .001 | .000 | .000 | .000 | | .000 | .027 | .001 | .311 | .003 | |

| | | | | | | | | | | | | | | | |
|--|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| Y.9 | Pearson Correlation | .469** | .545** | .576** | .431** | .609** | .460** | .606** | .483** | 1 | .576** | .396** | .238 | .241 | .709* |
| | Sig. (2-tailed) | .000 | .000 | .000 | .001 | .000 | .001 | .000 | .000 | | .000 | .003 | .006 | .002 | .000 |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| Y.10 | Pearson Correlation | .585** | .585** | .534** | .527** | .414** | .339* | .361** | .304* | .576** | 1 | .419** | .318* | .135 | .647* |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .002 | .003 | .008 | .007 | .000 | | .002 | .000 | .004 | .000 |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| Y.11 | Pearson Correlation | .496** | .353** | .564** | .433** | .482** | .622** | .532** | .452** | .396** | .419** | 1 | .500** | .464** | .730* |
| | Sig. (2-tailed) | .000 | .001 | .000 | .000 | .000 | .000 | .000 | .001 | .003 | .002 | | .000 | .000 | .000 |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| Y.12 | Pearson Correlation | .342* | .342* | .449** | .120 | .290* | .353** | .226 | .142 | .238 | .318* | .500** | 1 | .384** | .516* |
| | Sig. (2-tailed) | .012 | .012 | .001 | .394 | .035 | .009 | .104 | .311 | .086 | .020 | .000 | | .005 | .000 |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| Y.13 | Pearson Correlation | .330* | .268 | .321* | .272* | .491** | .610** | .416** | .398** | .241 | .135 | .464** | .384** | 1 | .594* |
| | Sig. (2-tailed) | .016 | .052 | .019 | .049 | .000 | .000 | .002 | .003 | .082 | .334 | .000 | .005 | | .000 |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| Total | Pearson Correlation | .759** | .728** | .772** | .702** | .787** | .780** | .775** | .737** | .709** | .647** | .730** | .516** | .594** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | |
| | N | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 | 53 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | | | | | | | | | |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | | | | | | | | | |

7. *Output Uji Reabilitas*

Variabel Budaya Organisasi (X1)

| Reliability Statistics | |
|-------------------------------|------------|
| Cronbach's Alpha | N of Items |
| .882 | 14 |

Variabel Motivasi Kerja Berdasarkan Pendekatan Teori ERG (X2)

| Reliability Statistics | |
|-------------------------------|------------|
| Cronbach's Alpha | N of Items |
| .913 | 12 |

Variabel Kinerja Pegawai (Y)

| Reliability Statistics | |
|-------------------------------|------------|
| Cronbach's Alpha | N of Items |
| .916 | 13 |

8. Ouput Uji Linieritas

| ANOVA Table | | | | | | | |
|--|----------------|--------------------------|----------------|----|-------------|---------|------|
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Kinerja Pegawai * Budaya Organisasi | Between Groups | (Combined) | 1056.834 | 14 | 75.488 | 13.507 | .000 |
| | | Linierity | 992.877 | 1 | 992.877 | 177.656 | .000 |
| | | Deviation from Linierity | 63.958 | 13 | 4.920 | .880 | .579 |
| | Within Groups | | 212.373 | 38 | 5.589 | | |
| | Total | | 1269.208 | 52 | | | |

| ANOVA Table | | | | | | | |
|-------------------------------------|----------------|--------------------------|----------------|----|-------------|--------|------|
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Kinerja Pegawai * Motivasi Kerja | Between Groups | (Combined) | 911.404 | 10 | 91.140 | 10.698 | .000 |
| | | Linierity | 817.582 | 1 | 817.582 | 95.970 | .000 |
| | | Deviation from Linierity | 93.821 | 9 | 10.425 | 1.224 | .307 |
| | Within Groups | | 357.804 | 42 | 8.519 | | |
| | Total | | 1269.208 | 52 | | | |

9. Ouput Uji Multikolenieritas

| Coefficients ^a | | | | | | | | |
|---------------------------|-------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | ColLinierity Statistics | |
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | .039 | 4.444 | | .009 | .993 | | |
| | Budaya Organisasi | .725 | .121 | .722 | 5.990 | .000 | .285 | 3.506 |
| | Motivasi Kerja | .260 | .163 | .192 | 1.595 | .117 | .285 | 3.506 |

a. Dependent Variable: Kinerja Pegawai

10. Ouput Koefisien Korelasi

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .890 ^a | .793 | .785 | 2.29327 |

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

11. Output Analisis Regresi Linier Berganda Dan Uji t

| Coefficients ^a | | | | | | | | | | | | | |
|---------------------------|------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|--------------|---------|------|-------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Correlations | | | Collinearity Statistics | |
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Zero-order | Partial | Part | Tolerance | VIF |
| 1 | (Constant) | .039 | 4.444 | | .009 | .993 | -8.887 | 8.964 | | | | | |
| | Budaya | .725 | .121 | .722 | 5.990 | .000 | .482 | .968 | .884 | .646 | .386 | .285 | 3.506 |
| | Motivasi | .260 | .163 | .192 | 1.595 | .117 | -.067 | .587 | .803 | .220 | .103 | .285 | 3.506 |

a. Dependent Variable: Kinerja

12. Output Uji F

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1006.252 | 2 | 503.126 | 95.668 | .000 ^b |
| | Residual | 262.955 | 50 | 5.259 | | |
| | Total | 1269.208 | 52 | | | |

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Motivasi, Budaya