

## Lampiran 1. Kuesioner



**PROGRAM STUDI MAGISTER MANAJEMEN  
INSTITUT INFORMATIKA DAN BISNIS DARMAJAYA  
BANDAR LAMPUNG**

Jalan Zainal Abidin Pagar Alam No.93 Bandar Lampung. Lampung 35142

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### Kuesioner Penelitian

#### **PERAN GAYA KEPEMIMPINAN, MOTIVASI KERJA DAN DISIPLIN KERJA TERHADAP KINERJA PERSONEL PADA BIDDOKKES POLDA LAMPUNG**

Responden Yth,  
Perkenalkan Saya

Nama : Dr. Intan Putri Prayitno  
NPM : 2422311008P  
Prodi : Magister Manajemen IIB Darmajaya

Saat ini sedang melakukan penelitian Tesis saya yang berjudul “PERAN GAYA KEPEMIMPINAN, MOTIVASI KERJA DAN DISIPLIN KERJA TERHADAP KINERJA PERSONEL PADA BIDDOKKES POLDA LAMPUNG” Dalam rangka menyelesaikan tesis saya pada Program Studi Magister Manajemen, Institut Informatika & Bisnis Darmajaya tersebut, maka saya memerlukan bantuan Saudara(i) untuk mengisi kuesioner ini sebagai sumber data penelitian.

Saya mengharapkan kerja sama Saudara(i) untuk memberikan jawaban pada kuesioner ini secara jujur dan apa adanya karena identitas dan informasi dari Saudara(i) akan di rahasiakan oleh peneliti dan hanya digunakan untuk penelitian ini.

#### **Cara Pengisian Kuesioner:**

Isilah kolom pertanyaan dengan memberikan tanda (✓/√) pada kolom pilihan jawaban yang paling tepat sesuai dengan kondisi Bpk. / Ibu/ Saudara(i) dalam lembar kuesioner yang telah disediakan.

| Kategori Jawaban          | Skor |
|---------------------------|------|
| Sangat Setuju (SS)        | 5    |
| Setuju (S)                | 4    |
| Netral (N)                | 3    |
| Tidak Setuju (ST)         | 2    |
| Sangat Tidak Setuju (STS) | 1    |

Atas perhatian dan kerja sama Bpk. / Ibu/ Saudara(i), saya mengucapkan terima kasih.

**Dr. Intan Putri Prayitno**

### Identitas Responden

(Berikan tanda centang (✓/√) pada kotak yang sesuai)

1. Jenis Kelamin:

- ☐ Laki-laki
- ☐ Perempuan

2. Usia

- ☐  $\leq 25$  tahun
- ☐ 25 – 35 tahun
- ☐ 36 – 50 tahun
- ☐  $> 50$  tahun

4. Pendidikan

- ☐ SMA/SMK/MA
- ☐ Diploma (D3/D4)
- ☐ Sarjana (S1)
- ☐ Magister (S2)
- ☐ Doktor (S3)

3. Lama Bekerja di Polda Lampung:

- ☐  $\leq 5$  tahun
- ☐ 5 – 10 tahun
- ☐ 11 – 15 tahun
- ☐ 16 – 20 tahun
- ☐  $> 20$  tahun

4. Kepangkatan:

- ☐ AKBP
- ☐ AKP
- ☐ Iptu
- ☐ Ipda
- ☐ Bripka
- ☐ Brigpol
- ☐ Bripda

**Variabel Gaya Kepemimpinan (XI)**

| No                                     | Pernyataan                                                                                                      | SS | S | N | TS | STS |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------|----|---|---|----|-----|
| <b>Kemampuan mengambil keputusan</b>   |                                                                                                                 |    |   |   |    |     |
| 1                                      | Pemimpin selalu bertindak tegas dalam mengambil keputusan                                                       |    |   |   |    |     |
| 2                                      | Pimpinan menentukan keputusan setelah mendapatkan saran atau pendapat dari bawahan                              |    |   |   |    |     |
| <b>Kemampuan komunikasi</b>            |                                                                                                                 |    |   |   |    |     |
| 3                                      | Pemimpin mampu berkomunikasi dengan baik kepada para pegawai tentang strategi yang akan dilakukan               |    |   |   |    |     |
| 4                                      | Pimpinan hanya mau berkomunikasi dengan orang-orang tertentu yang dia sukai oleh pimpinan                       |    |   |   |    |     |
| <b>Kemampuan mengendalikan bawahan</b> |                                                                                                                 |    |   |   |    |     |
| 5                                      | Gaya pimpinan membuat bawahan tidak merasa canggung ketika berinteraksi                                         |    |   |   |    |     |
| 6                                      | Pimpinan tidak bersedia menyempatkan waktu untuk mendengarkan keluhan bawahan                                   |    |   |   |    |     |
| <b>Kemampuan mengendalikan emosi</b>   |                                                                                                                 |    |   |   |    |     |
| 7                                      | Pemimpin menyangga dengan baik dan profesional jika ada rekan kerja yang melakukan kesalahan dalam pekerjaannya |    |   |   |    |     |
| 8                                      | Pimpinan tidak ramah kepada bawahan jika bawahan melakukan kesalahan dalam bekerja                              |    |   |   |    |     |
| <b>Tanggung Jawab</b>                  |                                                                                                                 |    |   |   |    |     |
| 9                                      | Pemimpin selalu peduli terhadap permasalahan yang dihadapi bawahannya dengan memberikan arahan yang tepat       |    |   |   |    |     |
| 10                                     | Atasan tidak mengkritik bawahan yang kinerjanya buruk                                                           |    |   |   |    |     |

**Variabel Motivasi Kerja (X2)**

| No                                | Pernyataan                                                                                                 | SS | S | N | TS | STS |
|-----------------------------------|------------------------------------------------------------------------------------------------------------|----|---|---|----|-----|
| <b>Kebutuhan fisik</b>            |                                                                                                            |    |   |   |    |     |
| 1                                 | Biddokkes menyediakan tempat kerja yang sangat nyaman baik untuk kerja maupun istirahat bagi personelnya   |    |   |   |    |     |
| 2                                 | Personel Polri di Biddokkes jarang mendapatkan waktu libur dan cuti yang cukup                             |    |   |   |    |     |
| <b>Kebutuhan rasa aman</b>        |                                                                                                            |    |   |   |    |     |
| 3                                 | Polri memberikan jaminan rasa aman bagi seluruh personelnya                                                |    |   |   |    |     |
| 4                                 | Biddokkes belum bisa menciptakan kondisi kerja yang aman dan nyaman bagi personel                          |    |   |   |    |     |
| <b>Kebutuhan sosial</b>           |                                                                                                            |    |   |   |    |     |
| 5                                 | Biddokkes memperlakukan personel dengan baik dan selalu memberikan dukungan dalam bekerja                  |    |   |   |    |     |
| 6                                 | Para personel di Biddokkes belum bisa melakukan kerja sama dalam menyelesaikan pekerjaan                   |    |   |   |    |     |
| <b>Kebutuhan akan penghargaan</b> |                                                                                                            |    |   |   |    |     |
| 7                                 | Dengan mendapatkan penghargaan sebagai personel berprestasi, saya merasa dihargai oleh institusi Polri     |    |   |   |    |     |
| 8                                 | Polri memberikan kesempatan yang sama kepada personel untuk dapat mengembangkan karier                     |    |   |   |    |     |
| <b>Kebutuhan perwujudan diri</b>  |                                                                                                            |    |   |   |    |     |
| 9                                 | Pekerjaan/jabatan yang diberikan institusi Polri kepada saya, dapat mengembangkan potensi yang saya miliki |    |   |   |    |     |
| 10                                | Saya selalu berusaha untuk memperbaiki diri apabila melakukan kesalahan                                    |    |   |   |    |     |

**Variabel Disiplin Kerja (X3)**

| No                                     | Pernyataan                                                                                                | SS | S | N | TS | STS |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------|----|---|---|----|-----|
| <b>Keadilan</b>                        |                                                                                                           |    |   |   |    |     |
| 1                                      | Prinsip keadilan pimpinan sudah diterapkan dengan baik pada instansi                                      |    |   |   |    |     |
| 2                                      | Pimpinan selalu bersikap adil kepada seluruh bawahan                                                      |    |   |   |    |     |
| <b>Waskat (pengawas melekat)</b>       |                                                                                                           |    |   |   |    |     |
| 3                                      | Pimpinan selalu mengawasi apa yang dilakukan bawahannya                                                   |    |   |   |    |     |
| <b>Sanksi</b>                          |                                                                                                           |    |   |   |    |     |
| 4                                      | Sanksi hukuman yang diberikan sesuai dengan tingkat kesalahan yang dilanggar                              |    |   |   |    |     |
| <b>Ketegasan</b>                       |                                                                                                           |    |   |   |    |     |
| 5                                      | Ketegasan dalam mengambil keputusan berkaitan dengan pekerjaan                                            |    |   |   |    |     |
| 6                                      | Pimpinan sanksi yang tegas jika ada bawahan yang melakukan pelanggaran terhadap aturan yang ditentukan    |    |   |   |    |     |
| <b>Hubungan yang harmonis</b>          |                                                                                                           |    |   |   |    |     |
| 7                                      | Kedisiplinan akan diterapkan apabila hubungan antara pimpinan dengan bawahan dalam instansi berjalan baik |    |   |   |    |     |
| <b>Tujuan dan keterampilan</b>         |                                                                                                           |    |   |   |    |     |
| 8                                      | Pimpinan selalu berinteraksi secara langsung terhadap personel untuk meningkatkan produktivitas kerja     |    |   |   |    |     |
| <b>Keteladanan pemimpin</b>            |                                                                                                           |    |   |   |    |     |
| 9                                      | Pimpinan datang dan pulang dengan tepat waktu                                                             |    |   |   |    |     |
| <b>Reward (gaji dan kesejahteraan)</b> |                                                                                                           |    |   |   |    |     |
| 10                                     | Polri selalu memberikan imbalan kepada personel sesuai dengan kinerja secara adil                         |    |   |   |    |     |

**Variabel Kinerja Personel (Y)**

| No                 | Pernyataan                                                                                                        | SS | S | N | TS | STS |
|--------------------|-------------------------------------------------------------------------------------------------------------------|----|---|---|----|-----|
| <b>Kualitas</b>    |                                                                                                                   |    |   |   |    |     |
| 1                  | Saya selalu bisa mampu menyelesaikan pekerjaan yang lebih baik dari standar                                       |    |   |   |    |     |
| 2                  | Saya selalu dapat menyelesaikan setiap pekerjaan dengan teliti dan rapi                                           |    |   |   |    |     |
| <b>Kuantitas</b>   |                                                                                                                   |    |   |   |    |     |
| 3                  | Saya selalu mampu menyelesaikan pekerjaan sesuai dengan jumlah standar yang ditetapkan organisasi                 |    |   |   |    |     |
| 4                  | Pekerjaan yang saya hasilkan sesuai dengan target yang telah ditetapkan organisasi                                |    |   |   |    |     |
| <b>Efektivitas</b> |                                                                                                                   |    |   |   |    |     |
| 5                  | Selalu dapat memberi nilai lebih atau manfaat bagi pekerjaan saya                                                 |    |   |   |    |     |
| 6                  | Saya selalu bisa berprestasi dalam pekerjaan                                                                      |    |   |   |    |     |
| 7                  | Saya memiliki keterampilan yang sangat baik dalam melaksanakan pekerjaan yang diberikan kepada saya               |    |   |   |    |     |
| <b>Kemandirian</b> |                                                                                                                   |    |   |   |    |     |
| 8                  | Saya dapat menyelesaikan pekerjaan tanpa perlu bantuan orang lain                                                 |    |   |   |    |     |
| 9                  | Saya selalu menyelesaikan pekerjaan yang telah menjadi tanggung jawab saya dalam kurun waktu tertentu dengan baik |    |   |   |    |     |
| 10                 | Saya selalu dapat memahami setiap pekerjaan sendiri                                                               |    |   |   |    |     |

## Lampiran 2. Tabulasi

**Gaya Kepemimpinan (X1)**

| No | Jawaban Responden |   |   |   |   |   |   |   |   |    | Total |
|----|-------------------|---|---|---|---|---|---|---|---|----|-------|
|    | 1                 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |       |
| 1  | 3                 | 2 | 2 | 3 | 2 | 3 | 3 | 2 | 2 | 2  | 24    |
| 2  | 5                 | 5 | 1 | 5 | 5 | 5 | 1 | 5 | 5 | 5  | 42    |
| 3  | 3                 | 4 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 4  | 36    |
| 4  | 4                 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3  | 33    |
| 5  | 4                 | 3 | 3 | 4 | 3 | 4 | 4 | 3 | 3 | 3  | 34    |
| 6  | 4                 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4  | 39    |
| 7  | 5                 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4  | 43    |
| 8  | 5                 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4  | 44    |
| 9  | 4                 | 3 | 3 | 4 | 3 | 4 | 5 | 3 | 3 | 3  | 35    |
| 10 | 4                 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5  | 47    |
| 11 | 5                 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5  | 50    |
| 12 | 4                 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 40    |
| 13 | 4                 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4  | 41    |
| 14 | 4                 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5  | 47    |
| 15 | 4                 | 3 | 5 | 4 | 3 | 4 | 5 | 3 | 3 | 3  | 37    |
| 16 | 5                 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4  | 45    |
| 17 | 5                 | 4 | 5 | 2 | 4 | 5 | 5 | 4 | 4 | 4  | 42    |
| 18 | 4                 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 4  | 38    |
| 19 | 4                 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 40    |
| 20 | 4                 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4  | 42    |
| 21 | 5                 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 5  | 46    |
| 22 | 3                 | 3 | 3 | 2 | 3 | 2 | 4 | 4 | 3 | 3  | 30    |
| 23 | 5                 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5  | 50    |
| 24 | 4                 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3  | 35    |
| 25 | 4                 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4  | 37    |
| 26 | 9                 | 2 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 3  | 32    |
| 27 | 5                 | 3 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4  | 37    |
| 28 | 2                 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3  | 29    |
| 29 | 4                 | 2 | 2 | 3 | 3 | 3 | 3 | 1 | 2 | 3  | 26    |
| 30 | 4                 | 5 | 5 | 2 | 1 | 2 | 1 | 2 | 5 | 1  | 28    |
| 31 | 4                 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3  | 34    |
| 32 | 1                 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4  | 36    |
| 33 | 5                 | 5 | 1 | 2 | 5 | 5 | 3 | 3 | 5 | 5  | 39    |
| 34 | 1                 | 3 | 3 | 3 | 3 | 2 | 2 | 3 | 3 | 3  | 26    |
| 35 | 1                 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3  | 32    |

|    |   |   |   |   |   |   |   |   |   |   |           |
|----|---|---|---|---|---|---|---|---|---|---|-----------|
| 36 | 4 | 5 | 2 | 3 | 3 | 3 | 3 | 2 | 5 | 3 | <b>33</b> |
| 37 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | <b>31</b> |
| 38 | 1 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | <b>29</b> |
| 39 | 3 | 4 | 2 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | <b>31</b> |
| 40 | 1 | 4 | 2 | 2 | 2 | 2 | 4 | 4 | 4 | 2 | <b>27</b> |
| 41 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | <b>35</b> |
| 42 | 4 | 2 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | <b>27</b> |
| 43 | 1 | 3 | 4 | 2 | 4 | 4 | 2 | 1 | 3 | 4 | <b>28</b> |
| 44 | 4 | 3 | 5 | 3 | 3 | 3 | 4 | 5 | 3 | 3 | <b>36</b> |
| 45 | 5 | 2 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | <b>28</b> |
| 46 | 2 | 2 | 1 | 2 | 3 | 2 | 1 | 2 | 2 | 3 | <b>20</b> |
| 47 | 4 | 2 | 3 | 3 | 3 | 3 | 4 | 2 | 2 | 3 | <b>29</b> |
| 48 | 1 | 3 | 4 | 5 | 3 | 5 | 2 | 3 | 3 | 3 | <b>32</b> |
| 49 | 2 | 4 | 4 | 4 | 4 | 3 | 2 | 4 | 4 | 4 | <b>35</b> |
| 50 | 1 | 1 | 1 | 2 | 3 | 2 | 3 | 5 | 1 | 3 | <b>22</b> |
| 51 | 1 | 1 | 1 | 2 | 3 | 2 | 3 | 5 | 1 | 3 | <b>22</b> |
| 52 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | <b>28</b> |
| 53 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | <b>28</b> |
| 54 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | <b>28</b> |
| 55 | 3 | 1 | 3 | 2 | 4 | 2 | 2 | 3 | 1 | 4 | <b>25</b> |
| 56 | 3 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 2 | 3 | <b>25</b> |
| 57 | 3 | 3 | 5 | 3 | 5 | 3 | 3 | 3 | 3 | 5 | <b>36</b> |
| 58 | 3 | 2 | 3 | 3 | 3 | 3 | 5 | 5 | 2 | 3 | <b>32</b> |
| 59 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | <b>36</b> |
| 60 | 3 | 3 | 3 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | <b>33</b> |
| 61 | 4 | 2 | 3 | 4 | 3 | 3 | 3 | 3 | 2 | 3 | <b>30</b> |
| 62 | 3 | 5 | 5 | 4 | 3 | 3 | 3 | 3 | 5 | 3 | <b>37</b> |
| 63 | 2 | 2 | 3 | 5 | 3 | 3 | 3 | 3 | 2 | 3 | <b>29</b> |
| 64 | 3 | 4 | 3 | 2 | 2 | 2 | 2 | 2 | 4 | 2 | <b>26</b> |
| 65 | 2 | 3 | 2 | 4 | 2 | 2 | 2 | 2 | 3 | 2 | <b>24</b> |
| 66 | 3 | 3 | 3 | 4 | 3 | 5 | 3 | 3 | 3 | 3 | <b>33</b> |
| 67 | 1 | 2 | 3 | 2 | 3 | 3 | 5 | 3 | 2 | 3 | <b>27</b> |
| 68 | 5 | 1 | 4 | 4 | 2 | 1 | 2 | 5 | 1 | 2 | <b>27</b> |
| 69 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | <b>33</b> |
| 70 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | <b>28</b> |
| 71 | 1 | 1 | 3 | 2 | 5 | 4 | 4 | 4 | 1 | 5 | <b>30</b> |
| 72 | 4 | 1 | 2 | 3 | 5 | 2 | 1 | 2 | 1 | 5 | <b>26</b> |
| 73 | 2 | 2 | 2 | 4 | 3 | 3 | 2 | 2 | 2 | 3 | <b>25</b> |
| 74 | 2 | 4 | 3 | 2 | 3 | 3 | 5 | 3 | 4 | 3 | <b>32</b> |
| 75 | 2 | 2 | 2 | 3 | 5 | 5 | 1 | 5 | 2 | 5 | <b>32</b> |
| 76 | 2 | 2 | 2 | 1 | 3 | 3 | 3 | 3 | 2 | 3 | <b>24</b> |

|        |     |      |      |      |     |      |     |     |     |     |             |
|--------|-----|------|------|------|-----|------|-----|-----|-----|-----|-------------|
| 77     | 4   | 3    | 2    | 4    | 2   | 2    | 2   | 2   | 3   | 2   | <b>26</b>   |
| 78     | 1   | 3    | 3    | 1    | 3   | 3    | 3   | 3   | 3   | 3   | <b>26</b>   |
| 79     | 2   | 4    | 5    | 3    | 3   | 5    | 5   | 2   | 4   | 3   | <b>36</b>   |
| 80     | 2   | 4    | 4    | 3    | 4   | 4    | 4   | 4   | 4   | 4   | <b>37</b>   |
| 81     | 5   | 3    | 3    | 2    | 3   | 3    | 3   | 3   | 3   | 3   | <b>31</b>   |
| 82     | 2   | 5    | 5    | 4    | 2   | 2    | 4   | 3   | 5   | 2   | <b>34</b>   |
| 83     | 2   | 2    | 3    | 4    | 4   | 5    | 3   | 3   | 2   | 4   | <b>32</b>   |
| 84     | 4   | 4    | 4    | 4    | 4   | 5    | 3   | 3   | 4   | 4   | <b>39</b>   |
| Jumlah | 274 | 268  | 279  | 278  | 286 | 283  | 276 | 278 | 268 | 286 |             |
| Mean   | 3,3 | 3,19 | 3,32 | 3,31 | 3,4 | 3,37 | 3,3 | 3,3 | 3,2 | 3,4 | <b>3,30</b> |

#### Motivasi Kerja (X2)

| No | Jawaban Responden |   |   |   |   |   |   |   |   |    | Total     |
|----|-------------------|---|---|---|---|---|---|---|---|----|-----------|
|    | 1                 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |           |
| 1  | 3                 | 2 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 2  | <b>26</b> |
| 2  | 5                 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5  | <b>50</b> |
| 3  | 3                 | 4 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 4  | <b>34</b> |
| 4  | 4                 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3  | <b>34</b> |
| 5  | 4                 | 3 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 3  | <b>36</b> |
| 6  | 4                 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 4  | <b>38</b> |
| 7  | 5                 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4  | <b>44</b> |
| 8  | 5                 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4  | <b>46</b> |
| 9  | 4                 | 3 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 3  | <b>35</b> |
| 10 | 4                 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5  | <b>45</b> |
| 11 | 5                 | 5 | 5 | 5 | 5 | 5 | 2 | 5 | 5 | 5  | <b>47</b> |
| 12 | 4                 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4  | <b>41</b> |
| 13 | 4                 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | <b>40</b> |
| 14 | 4                 | 5 | 5 | 4 | 5 | 4 | 3 | 5 | 4 | 5  | <b>44</b> |
| 15 | 4                 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3  | <b>34</b> |
| 16 | 5                 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4  | <b>44</b> |
| 17 | 5                 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4  | <b>44</b> |
| 18 | 4                 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | <b>40</b> |
| 19 | 4                 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4  | <b>41</b> |
| 20 | 4                 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | <b>40</b> |
| 21 | 5                 | 3 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 3  | <b>45</b> |
| 22 | 5                 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3  | <b>38</b> |
| 23 | 5                 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5  | <b>49</b> |
| 24 | 4                 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 3  | <b>41</b> |
| 25 | 4                 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4  | <b>40</b> |
| 26 | 4                 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 5  | <b>39</b> |



|        |     |      |      |     |      |      |       |      |       |       |             |
|--------|-----|------|------|-----|------|------|-------|------|-------|-------|-------------|
| 66     | 4   | 4    | 5    | 4   | 4    | 4    | 4     | 4    | 4     | 5     | <b>42</b>   |
| 67     | 4   | 4    | 4    | 5   | 4    | 4    | 4     | 4    | 4     | 4     | <b>41</b>   |
| 68     | 4   | 4    | 4    | 4   | 3    | 3    | 4     | 3    | 4     | 4     | <b>37</b>   |
| 69     | 4   | 4    | 4    | 4   | 4    | 5    | 4     | 4    | 4     | 4     | <b>41</b>   |
| 70     | 4   | 4    | 4    | 4   | 4    | 4    | 5     | 4    | 3     | 4     | <b>40</b>   |
| 71     | 4   | 2    | 3    | 3   | 3    | 4    | 3     | 3    | 4     | 3     | <b>32</b>   |
| 72     | 4   | 4    | 4    | 4   | 4    | 4    | 4     | 4    | 5     | 4     | <b>41</b>   |
| 73     | 4   | 3    | 3    | 3   | 3    | 3    | 3     | 3    | 4     | 3     | <b>32</b>   |
| 74     | 4   | 4    | 4    | 4   | 3    | 4    | 4     | 3    | 4     | 4     | <b>38</b>   |
| 75     | 4   | 4    | 4    | 4   | 4    | 3    | 4     | 4    | 4     | 4     | <b>39</b>   |
| 76     | 4   | 3    | 4    | 4   | 3    | 4    | 4     | 3    | 4     | 4     | <b>37</b>   |
| 77     | 4   | 4    | 4    | 4   | 4    | 4    | 4     | 4    | 4     | 4     | <b>40</b>   |
| 78     | 3   | 4    | 4    | 3   | 4    | 4    | 3     | 4    | 3     | 3     | <b>35</b>   |
| 79     | 4   | 3    | 4    | 4   | 3    | 4    | 4     | 3    | 3     | 3     | <b>35</b>   |
| 80     | 3   | 4    | 3    | 2   | 3    | 4    | 2     | 3    | 3     | 3     | <b>30</b>   |
| 81     | 4   | 4    | 4    | 4   | 4    | 4    | 4     | 4    | 3     | 2     | <b>37</b>   |
| 82     | 3   | 3    | 3    | 4   | 3    | 4    | 4     | 3    | 2     | 2     | <b>31</b>   |
| 83     | 4   | 3    | 4    | 3   | 4    | 4    | 3     | 4    | 3     | 3     | <b>35</b>   |
| 84     | 4   | 3    | 4    | 3   | 4    | 4    | 3     | 4    | 3     | 3     | <b>35</b>   |
| Jumlah | 338 | 334  | 341  | 342 | 332  | 343  | 335   | 334  | 313   | 316   |             |
| Mean   | 4   | 3,98 | 4,06 | 4,1 | 3,95 | 4,08 | 3,988 | 3,98 | 3,726 | 3,762 | <b>3,96</b> |

#### Disiplin Kerja (X3)

| No | Jawaban Responden |   |   |   |   |   |   |   |   |    | Total     |
|----|-------------------|---|---|---|---|---|---|---|---|----|-----------|
|    | 1                 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |           |
| 1  | 2                 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 3 | 2  | <b>25</b> |
| 2  | 3                 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 5  | <b>33</b> |
| 3  | 2                 | 3 | 3 | 3 | 4 | 3 | 4 | 2 | 3 | 4  | <b>31</b> |
| 4  | 2                 | 4 | 3 | 3 | 3 | 3 | 3 | 2 | 4 | 3  | <b>30</b> |
| 5  | 4                 | 4 | 3 | 4 | 3 | 2 | 3 | 4 | 4 | 3  | <b>34</b> |
| 6  | 3                 | 3 | 3 | 2 | 4 | 5 | 2 | 3 | 3 | 4  | <b>32</b> |
| 7  | 3                 | 4 | 4 | 3 | 4 | 4 | 3 | 3 | 4 | 4  | <b>36</b> |
| 8  | 3                 | 2 | 3 | 3 | 4 | 3 | 3 | 3 | 2 | 4  | <b>30</b> |
| 9  | 3                 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3  | <b>28</b> |
| 10 | 2                 | 3 | 3 | 2 | 4 | 4 | 2 | 2 | 3 | 5  | <b>30</b> |
| 11 | 3                 | 3 | 2 | 4 | 3 | 4 | 4 | 3 | 3 | 5  | <b>34</b> |
| 12 | 5                 | 5 | 3 | 4 | 4 | 4 | 4 | 5 | 5 | 4  | <b>43</b> |
| 13 | 3                 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4  | <b>32</b> |
| 14 | 4                 | 4 | 3 | 4 | 3 | 5 | 4 | 4 | 4 | 5  | <b>40</b> |
| 15 | 4                 | 4 | 3 | 4 | 3 | 5 | 4 | 4 | 4 | 3  | <b>38</b> |
| 16 | 4                 | 4 | 3 | 2 | 4 | 4 | 2 | 4 | 4 | 4  | <b>35</b> |

[illegible]

|        |       |      |      |      |      |      |      |       |       |       |      |
|--------|-------|------|------|------|------|------|------|-------|-------|-------|------|
| 60     | 4     | 4    | 4    | 4    | 4    | 3    | 4    | 4     | 4     | 4     | 39   |
| 61     | 4     | 4    | 4    | 4    | 4    | 4    | 4    | 4     | 4     | 4     | 40   |
| 62     | 4     | 4    | 3    | 4    | 4    | 4    | 4    | 4     | 4     | 4     | 39   |
| 63     | 4     | 3    | 3    | 3    | 4    | 4    | 3    | 4     | 3     | 4     | 35   |
| 64     | 4     | 4    | 4    | 4    | 4    | 4    | 4    | 4     | 4     | 4     | 40   |
| 65     | 3     | 3    | 3    | 3    | 4    | 4    | 3    | 3     | 3     | 5     | 34   |
| 66     | 4     | 4    | 4    | 4    | 4    | 4    | 4    | 4     | 4     | 4     | 40   |
| 67     | 2     | 4    | 4    | 4    | 4    | 1    | 4    | 2     | 4     | 4     | 33   |
| 68     | 4     | 3    | 4    | 3    | 4    | 4    | 3    | 4     | 3     | 4     | 36   |
| 69     | 4     | 4    | 4    | 4    | 4    | 4    | 4    | 4     | 4     | 4     | 40   |
| 70     | 3     | 3    | 3    | 3    | 3    | 3    | 3    | 3     | 3     | 4     | 31   |
| 71     | 1     | 3    | 3    | 3    | 3    | 1    | 3    | 1     | 3     | 2     | 23   |
| 72     | 3     | 3    | 3    | 3    | 3    | 3    | 3    | 3     | 3     | 4     | 31   |
| 73     | 2     | 2    | 2    | 2    | 2    | 2    | 2    | 2     | 2     | 3     | 21   |
| 74     | 2     | 2    | 2    | 2    | 2    | 2    | 2    | 2     | 2     | 4     | 22   |
| 75     | 3     | 3    | 3    | 3    | 3    | 3    | 3    | 3     | 3     | 4     | 31   |
| 76     | 3     | 3    | 3    | 3    | 3    | 3    | 3    | 3     | 3     | 3     | 30   |
| 77     | 4     | 3    | 2    | 4    | 2    | 2    | 4    | 4     | 2     | 2     | 29   |
| 78     | 1     | 3    | 3    | 1    | 3    | 3    | 1    | 1     | 3     | 3     | 22   |
| 79     | 2     | 4    | 5    | 3    | 3    | 5    | 3    | 2     | 5     | 2     | 34   |
| 80     | 2     | 4    | 4    | 3    | 4    | 4    | 3    | 2     | 4     | 4     | 34   |
| 81     | 5     | 3    | 3    | 2    | 3    | 3    | 2    | 2     | 3     | 3     | 29   |
| 82     | 2     | 5    | 5    | 4    | 2    | 2    | 4    | 2     | 4     | 3     | 33   |
| 83     | 2     | 2    | 3    | 4    | 4    | 5    | 4    | 3     | 3     | 3     | 33   |
| 84     | 4     | 4    | 4    | 4    | 4    | 5    | 4    | 3     | 3     | 3     | 38   |
| Jumlah | 319   | 321  | 274  | 268  | 295  | 329  | 268  | 316   | 313   | 329   |      |
| Mean   | 3,798 | 3,82 | 3,26 | 3,19 | 3,51 | 3,92 | 3,19 | 3,762 | 3,726 | 3,917 | 3,60 |

#### Kinerja Personel (Y)

| No | Jawaban Responden |   |   |   |   |   |   |   |   |    | Total |
|----|-------------------|---|---|---|---|---|---|---|---|----|-------|
|    | 1                 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |       |
| 1  | 3                 | 2 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 2  | 25    |
| 2  | 3                 | 1 | 3 | 3 | 3 | 4 | 3 | 1 | 4 | 1  | 26    |
| 3  | 3                 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 4 | 4  | 35    |
| 4  | 4                 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3  | 32    |
| 5  | 4                 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 3 | 3  | 28    |
| 6  | 3                 | 4 | 3 | 3 | 3 | 4 | 5 | 4 | 4 | 4  | 37    |
| 7  | 4                 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 40    |
| 8  | 2                 | 4 | 1 | 1 | 1 | 4 | 3 | 4 | 4 | 4  | 28    |
| 9  | 2                 | 3 | 1 | 1 | 1 | 3 | 3 | 3 | 3 | 3  | 23    |
| 10 | 3                 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 3  | 33    |
| 11 | 3                 | 1 | 3 | 2 | 4 | 4 | 4 | 1 | 4 | 1  | 27    |
| 12 | 5                 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4  | 44    |

|    |   |   |   |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|---|---|---|----|
| 13 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 36 |
| 14 | 4 | 1 | 4 | 3 | 3 | 4 | 5 | 1 | 4 | 1 | 30 |
| 15 | 4 | 4 | 4 | 3 | 3 | 3 | 5 | 4 | 3 | 4 | 37 |
| 16 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 39 |
| 17 | 5 | 3 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 39 |
| 18 | 5 | 3 | 5 | 4 | 4 | 4 | 5 | 3 | 4 | 3 | 40 |
| 19 | 4 | 4 | 4 | 3 | 5 | 4 | 3 | 4 | 4 | 4 | 39 |
| 20 | 4 | 2 | 4 | 5 | 4 | 4 | 4 | 2 | 4 | 2 | 35 |
| 21 | 5 | 3 | 5 | 5 | 5 | 3 | 4 | 3 | 3 | 3 | 39 |
| 22 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 3 | 3 | 3 | 35 |
| 23 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 24 | 4 | 3 | 4 | 5 | 5 | 3 | 4 | 3 | 3 | 3 | 37 |
| 25 | 4 | 3 | 4 | 3 | 5 | 4 | 5 | 3 | 4 | 3 | 38 |
| 26 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 43 |
| 27 | 5 | 3 | 5 | 4 | 5 | 3 | 5 | 3 | 3 | 3 | 39 |
| 28 | 4 | 3 | 4 | 4 | 4 | 3 | 5 | 3 | 3 | 3 | 36 |
| 29 | 4 | 2 | 4 | 4 | 4 | 1 | 4 | 2 | 1 | 2 | 28 |
| 30 | 4 | 3 | 4 | 4 | 5 | 3 | 5 | 3 | 3 | 3 | 37 |
| 31 | 5 | 3 | 5 | 3 | 5 | 3 | 4 | 3 | 3 | 3 | 37 |
| 32 | 4 | 2 | 4 | 4 | 5 | 1 | 4 | 2 | 1 | 2 | 29 |
| 33 | 5 | 2 | 5 | 5 | 5 | 3 | 5 | 2 | 3 | 2 | 37 |
| 34 | 3 | 3 | 3 | 5 | 5 | 3 | 5 | 3 | 3 | 3 | 36 |
| 35 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 42 |
| 36 | 5 | 3 | 5 | 5 | 5 | 3 | 3 | 3 | 3 | 3 | 38 |
| 37 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 41 |
| 38 | 5 | 4 | 5 | 5 | 5 | 3 | 3 | 4 | 3 | 4 | 41 |
| 39 | 3 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 39 |
| 40 | 5 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 40 |
| 41 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 41 |
| 42 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 41 |
| 43 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 42 |
| 44 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 37 |
| 45 | 5 | 4 | 5 | 4 | 5 | 3 | 5 | 4 | 3 | 4 | 42 |
| 46 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 36 |
| 47 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 45 |
| 48 | 3 | 3 | 3 | 4 | 4 | 3 | 5 | 3 | 3 | 3 | 34 |
| 49 | 4 | 4 | 4 | 3 | 5 | 4 | 5 | 4 | 4 | 4 | 41 |
| 50 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 41 |
| 51 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 42 |
| 52 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 44 |
| 53 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 54 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 44 |
| 55 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 42 |

|        |      |     |      |     |      |      |      |      |      |       |             |
|--------|------|-----|------|-----|------|------|------|------|------|-------|-------------|
| 56     | 5    | 4   | 5    | 5   | 5    | 4    | 5    | 4    | 4    | 4     | <b>45</b>   |
| 57     | 4    | 1   | 4    | 4   | 5    | 4    | 5    | 1    | 4    | 1     | <b>33</b>   |
| 58     | 4    | 3   | 4    | 4   | 4    | 4    | 4    | 3    | 4    | 3     | <b>37</b>   |
| 59     | 5    | 4   | 5    | 5   | 5    | 4    | 4    | 4    | 4    | 4     | <b>44</b>   |
| 60     | 4    | 4   | 4    | 5   | 5    | 4    | 3    | 4    | 4    | 4     | <b>41</b>   |
| 61     | 5    | 4   | 5    | 5   | 4    | 4    | 4    | 4    | 4    | 4     | <b>43</b>   |
| 62     | 4    | 4   | 5    | 5   | 4    | 4    | 4    | 4    | 4    | 4     | <b>42</b>   |
| 63     | 4    | 4   | 4    | 4   | 5    | 4    | 4    | 4    | 4    | 4     | <b>41</b>   |
| 64     | 5    | 4   | 5    | 5   | 5    | 4    | 4    | 4    | 4    | 4     | <b>44</b>   |
| 65     | 3    | 4   | 3    | 5   | 5    | 4    | 4    | 4    | 4    | 4     | <b>40</b>   |
| 66     | 4    | 4   | 1    | 2   | 3    | 3    | 4    | 4    | 3    | 4     | <b>32</b>   |
| 67     | 4    | 4   | 4    | 4   | 4    | 4    | 1    | 4    | 4    | 4     | <b>37</b>   |
| 68     | 4    | 3   | 4    | 4   | 4    | 4    | 4    | 3    | 4    | 3     | <b>37</b>   |
| 69     | 4    | 4   | 4    | 4   | 4    | 4    | 4    | 4    | 4    | 4     | <b>40</b>   |
| 70     | 4    | 4   | 3    | 4   | 4    | 4    | 3    | 4    | 4    | 4     | <b>38</b>   |
| 71     | 4    | 4   | 3    | 3   | 3    | 3    | 1    | 4    | 3    | 4     | <b>32</b>   |
| 72     | 4    | 4   | 4    | 4   | 4    | 4    | 3    | 4    | 4    | 4     | <b>39</b>   |
| 73     | 3    | 4   | 3    | 3   | 3    | 3    | 2    | 4    | 3    | 4     | <b>32</b>   |
| 74     | 4    | 4   | 4    | 4   | 4    | 4    | 2    | 4    | 4    | 4     | <b>38</b>   |
| 75     | 2    | 1   | 4    | 4   | 4    | 4    | 3    | 1    | 4    | 1     | <b>28</b>   |
| 76     | 4    | 4   | 4    | 3   | 4    | 4    | 3    | 4    | 4    | 4     | <b>38</b>   |
| 77     | 4    | 4   | 4    | 4   | 4    | 4    | 4    | 4    | 4    | 4     | <b>40</b>   |
| 78     | 3    | 3   | 3    | 3   | 3    | 3    | 4    | 3    | 3    | 3     | <b>31</b>   |
| 79     | 1    | 1   | 3    | 3   | 3    | 3    | 3    | 1    | 3    | 1     | <b>22</b>   |
| 80     | 3    | 3   | 3    | 3   | 3    | 3    | 3    | 3    | 3    | 3     | <b>30</b>   |
| 81     | 2    | 2   | 2    | 2   | 2    | 2    | 4    | 2    | 2    | 2     | <b>22</b>   |
| 82     | 2    | 2   | 2    | 2   | 2    | 2    | 3    | 2    | 2    | 2     | <b>21</b>   |
| 83     | 3    | 3   | 3    | 3   | 3    | 3    | 4    | 3    | 3    | 3     | <b>31</b>   |
| 84     | 3    | 3   | 3    | 3   | 3    | 3    | 4    | 3    | 3    | 3     | <b>31</b>   |
| Jumlah | 326  | 281 | 321  | 320 | 331  | 298  | 329  | 281  | 298  | 281   |             |
| Mean   | 3,88 | 3,3 | 3,82 | 3,8 | 3,94 | 3,55 | 3,92 | 3,35 | 3,55 | 3,345 | <b>3,65</b> |

### Lampiran 3. Hasil Uji Validitas dan Reliabilitas

#### Variabel XI

##### Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 84 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 84 | 100.0 |

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

##### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .826             | 10         |

##### Item-Total Statistics

|     | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-----|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| P01 | 29.78571429                | 37.761                         | .314                             | .840                             |
| P02 | 29.85714286                | 36.196                         | .590                             | .802                             |
| P03 | 29.72619048                | 37.021                         | .532                             | .808                             |
| P04 | 29.73809524                | 38.003                         | .511                             | .811                             |
| P05 | 29.64285714                | 38.522                         | .565                             | .807                             |
| P06 | 29.67857143                | 36.028                         | .661                             | .795                             |
| P07 | 29.76190476                | 37.316                         | .486                             | .813                             |
| P08 | 29.73809524                | 38.846                         | .438                             | .817                             |
| P09 | 29.85714286                | 36.196                         | .590                             | .802                             |
| P10 | 29.64285714                | 38.522                         | .565                             | .807                             |

#### Variabel X2

##### Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 84 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 84 | 100.0 |

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

##### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .828             | 10         |

| <b>Item-Total Statistics</b> |                            |                                |                                  |                                  |
|------------------------------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
|                              | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
| P01                          | 35.59523810                | 14.316                         | .519                             | .813                             |
| P02                          | 35.64285714                | 13.365                         | .582                             | .805                             |
| P03                          | 35.55952381                | 13.816                         | .584                             | .807                             |
| P04                          | 35.54761905                | 13.600                         | .658                             | .800                             |
| P05                          | 35.66666667                | 13.020                         | .664                             | .797                             |
| P06                          | 35.53571429                | 14.589                         | .439                             | .819                             |
| P07                          | 35.63095238                | 14.428                         | .370                             | .826                             |
| P08                          | 35.64285714                | 13.293                         | .599                             | .803                             |
| P09                          | 35.89285714                | 13.735                         | .367                             | .832                             |
| P10                          | 35.85714286                | 12.871                         | .497                             | .817                             |

### Variabel X3

| <b>Case Processing Summary</b> |                       |    |       |
|--------------------------------|-----------------------|----|-------|
|                                |                       | N  | %     |
| Cases                          | Valid                 | 84 | 100.0 |
|                                | Excluded <sup>a</sup> | 0  | .0    |
|                                | Total                 | 84 | 100.0 |

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

| <b>Reliability Statistics</b> |            |  |
|-------------------------------|------------|--|
| Cronbach's Alpha              | N of Items |  |
| .827                          | 10         |  |

| <b>Item-Total Statistics</b> |                            |                                |                                  |                                  |
|------------------------------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
|                              | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
| P01                          | 32.29761905                | 22.043                         | .684                             | .792                             |
| P02                          | 32.27380952                | 23.478                         | .686                             | .794                             |
| P03                          | 32.83333333                | 27.369                         | .273                             | .832                             |
| P04                          | 32.90476190                | 25.798                         | .450                             | .818                             |
| P05                          | 32.58333333                | 26.776                         | .362                             | .825                             |
| P06                          | 32.17857143                | 23.883                         | .534                             | .810                             |
| P07                          | 32.90476190                | 25.702                         | .451                             | .818                             |
| P08                          | 32.33333333                | 21.647                         | .732                             | .785                             |
| P09                          | 32.36904762                | 24.332                         | .528                             | .810                             |
| P10                          | 32.17857143                | 26.558                         | .384                             | .823                             |

## Variabel Y

### Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 84 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 84 | 100.0 |

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

### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .856             | 10         |

### Item-Total Statistics

|     | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-----|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| P01 | 32.61904762                | 26.865                         | .684                             | .831                             |
| P02 | 33.15476190                | 27.217                         | .630                             | .836                             |
| P03 | 32.67857143                | 26.558                         | .642                             | .834                             |
| P04 | 32.69047619                | 27.252                         | .614                             | .837                             |
| P05 | 32.55952381                | 27.261                         | .583                             | .840                             |
| P06 | 32.95238095                | 29.901                         | .490                             | .848                             |
| P07 | 32.58333333                | 30.728                         | .241                             | .869                             |
| P08 | 33.15476190                | 27.217                         | .630                             | .836                             |
| P09 | 32.95238095                | 29.901                         | .490                             | .848                             |
| P10 | 33.15476190                | 27.217                         | .630                             | .836                             |

## Lampiran 4. Uji Persyaratan Analisis Data

### Uji Normalitas

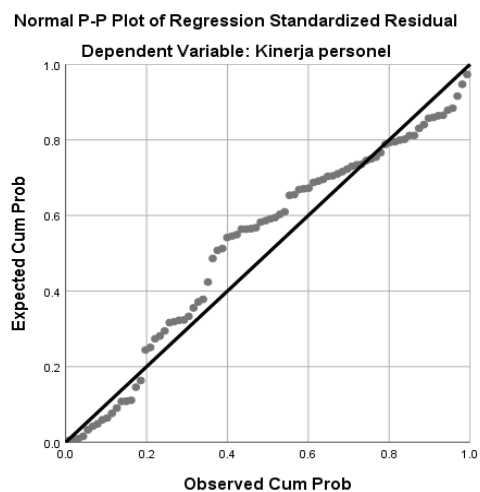
#### One-Sample Kolmogorov-Smirnov Test

|                                  |                | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N                                |                | 84                      |
| Normal Parameters <sup>a,b</sup> | Mean           | .0000000                |
|                                  | Std. Deviation | 10563.02615256          |
| Most Extreme Differences         | Absolute       | .092                    |
|                                  | Positive       | .061                    |
|                                  | Negative       | -.092                   |
| Test Statistic                   |                | .092                    |
| Asymp. Sig. (2-tailed)           |                | .073 <sup>c</sup>       |

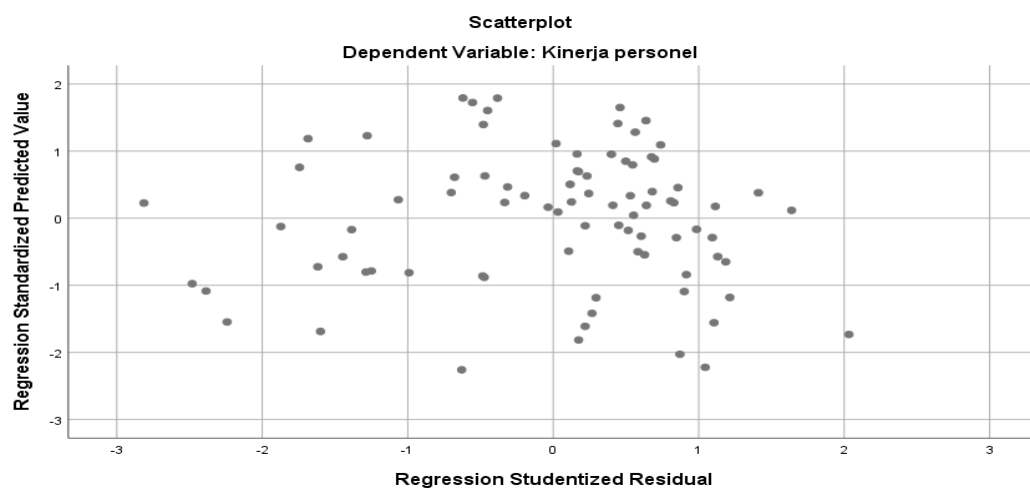
a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.



### Uji Heteroskedastisitas



## Uji Multikolinieritas

| Model             | Coefficients <sup>a</sup> |       |
|-------------------|---------------------------|-------|
|                   | Collinearity Statistics   |       |
|                   | Tolerance                 | VIF   |
| 1 (Constant)      |                           |       |
| Gaya kepemimpinan | .864                      | 1.157 |
| Motivasi kerja    | .706                      | 1.417 |
| Disiplin kerja    | .805                      | 1.243 |

a. Dependent Variable: Kinerja personel

## Lampiran 5. Analisis Regresi Linear Berganda

| Coefficients <sup>a</sup> |                   |                             |            |
|---------------------------|-------------------|-----------------------------|------------|
| Model                     |                   | Unstandardized Coefficients |            |
|                           |                   | B                           | Std. Error |
| 1                         | (Constant)        | 10.907                      | 4.900      |
|                           | Gaya kepemimpinan | .337                        | .076       |
|                           | Motivasi kerja    | .512                        | .140       |
|                           | Disiplin kerja    | .455                        | .097       |

a. Dependent Variable: Kinerja personel

## Lampiran 6. Uji Hipotesis

### Uji Koefisien Determinasi (R<sup>2</sup>)

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .681 <sup>a</sup> | .464     | .444              | 4.35051                    |

a. Predictors: (Constant), Disiplin kerja, Gaya kepemimpinan, Motivasi kerja

### Uji Anova (uji F)

| ANOVA <sup>a</sup> |            |                |    |             |        |                   |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model              |            | Sum of Squares | df | Mean Square | F      | Sig.              |
| 1                  | Regression | 1310.847       | 3  | 436.949     | 23.086 | .000 <sup>b</sup> |
|                    | Residual   | 1514.153       | 80 | 18.927      |        |                   |
|                    | Total      | 2825.000       | 83 |             |        |                   |

a. Dependent Variable: Kinerja personel

b. Predictors: (Constant), Disiplin kerja, Gaya kepemimpinan, Motivasi kerja

### Uji Statistik t

| Coefficients <sup>a</sup> |                   |                             |            |                           |      |
|---------------------------|-------------------|-----------------------------|------------|---------------------------|------|
| Model                     |                   | Unstandardized Coefficients |            | Standardized Coefficients | Sig. |
|                           |                   | B                           | Std. Error | Beta                      |      |
| 1                         | (Constant)        | 10.907                      | 4.900      |                           | .029 |
|                           | Gaya kepemimpinan | .337                        | .076       | .389                      | .000 |
|                           | Motivasi kerja    | .512                        | .140       | .358                      | .000 |
|                           | Disiplin kerja    | .455                        | .097       | .427                      | .000 |

a. Dependent Variable: Kinerja personel

**Lampiran 7. Tabel r *Product Moment***

| N  | r     | N  | r     | N   | r     | N   | r     | N   | r     | N   | r     |
|----|-------|----|-------|-----|-------|-----|-------|-----|-------|-----|-------|
| 1  | 0.997 | 41 | 0.301 | 81  | 0.216 | 121 | 0.177 | 161 | 0.154 | 201 | 0.138 |
| 2  | 0.95  | 42 | 0.297 | 82  | 0.215 | 122 | 0.176 | 162 | 0.153 | 202 | 0.137 |
| 3  | 0.878 | 43 | 0.294 | 83  | 0.213 | 123 | 0.176 | 163 | 0.153 | 203 | 0.137 |
| 4  | 0.811 | 44 | 0.291 | 84  | 0.212 | 124 | 0.175 | 164 | 0.152 | 204 | 0.137 |
| 5  | 0.754 | 45 | 0.288 | 85  | 0.211 | 125 | 0.174 | 165 | 0.152 | 205 | 0.136 |
| 6  | 0.707 | 46 | 0.285 | 86  | 0.21  | 126 | 0.174 | 166 | 0.151 | 206 | 0.136 |
| 7  | 0.666 | 47 | 0.282 | 87  | 0.208 | 127 | 0.173 | 167 | 0.151 | 207 | 0.136 |
| 8  | 0.632 | 48 | 0.279 | 88  | 0.207 | 128 | 0.172 | 168 | 0.151 | 208 | 0.135 |
| 9  | 0.602 | 49 | 0.276 | 89  | 0.206 | 129 | 0.172 | 169 | 0.15  | 209 | 0.135 |
| 10 | 0.576 | 50 | 0.273 | 90  | 0.205 | 130 | 0.171 | 170 | 0.15  | 210 | 0.135 |
| 11 | 0.553 | 51 | 0.271 | 91  | 0.204 | 131 | 0.17  | 171 | 0.149 | 211 | 0.134 |
| 12 | 0.532 | 52 | 0.268 | 92  | 0.203 | 132 | 0.17  | 172 | 0.149 | 212 | 0.134 |
| 13 | 0.514 | 53 | 0.266 | 93  | 0.201 | 133 | 0.169 | 173 | 0.148 | 213 | 0.134 |
| 14 | 0.497 | 54 | 0.263 | 94  | 0.206 | 134 | 0.168 | 174 | 0.148 | 214 | 0.134 |
| 15 | 0.482 | 55 | 0.261 | 95  | 0.199 | 135 | 0.168 | 175 | 0.148 | 215 | 0.133 |
| 16 | 0.468 | 56 | 0.259 | 96  | 0.199 | 136 | 0.167 | 176 | 0.147 | 216 | 0.133 |
| 17 | 0.456 | 57 | 0.256 | 97  | 0.198 | 137 | 0.167 | 177 | 0.147 | 217 | 0.133 |
| 18 | 0.444 | 58 | 0.254 | 98  | 0.197 | 138 | 0.166 | 178 | 0.146 | 218 | 0.132 |
| 19 | 0.433 | 59 | 0.252 | 99  | 0.196 | 139 | 0.165 | 179 | 0.146 | 219 | 0.132 |
| 20 | 0.423 | 60 | 0.25  | 100 | 0.195 | 140 | 0.165 | 180 | 0.146 | 220 | 0.132 |
| 21 | 0.413 | 61 | 0.248 | 101 | 0.194 | 141 | 0.164 | 181 | 0.145 | 221 | 0.131 |
| 22 | 0.404 | 62 | 0.246 | 102 | 0.193 | 142 | 0.164 | 182 | 0.145 | 222 | 0.131 |
| 23 | 0.396 | 63 | 0.244 | 103 | 0.192 | 143 | 0.163 | 183 | 0.144 | 223 | 0.131 |
| 24 | 0.388 | 64 | 0.242 | 104 | 0.191 | 144 | 0.163 | 184 | 0.144 | 224 | 0.131 |
| 25 | 0.381 | 65 | 0.24  | 105 | 0.19  | 145 | 0.162 | 185 | 0.144 | 225 | 0.13  |
| 26 | 0.374 | 66 | 0.239 | 106 | 0.189 | 146 | 0.161 | 186 | 0.143 | 226 | 0.13  |
| 27 | 0.367 | 67 | 0.237 | 107 | 0.188 | 147 | 0.161 | 187 | 0.143 | 227 | 0.13  |
| 28 | 0.361 | 68 | 0.235 | 108 | 0.187 | 148 | 0.16  | 188 | 0.142 | 228 | 0.129 |
| 29 | 0.355 | 69 | 0.234 | 109 | 0.187 | 149 | 0.16  | 189 | 0.142 | 229 | 0.129 |
| 30 | 0.349 | 70 | 0.232 | 110 | 0.186 | 150 | 0.159 | 190 | 0.142 | 230 | 0.129 |
| 31 | 0.344 | 71 | 0.23  | 111 | 0.185 | 151 | 0.159 | 191 | 0.141 | 231 | 0.129 |
| 32 | 0.339 | 72 | 0.229 | 112 | 0.184 | 152 | 0.158 | 192 | 0.141 | 232 | 0.128 |
| 33 | 0.334 | 73 | 0.227 | 113 | 0.183 | 153 | 0.158 | 193 | 0.141 | 233 | 0.128 |
| 34 | 0.329 | 74 | 0.226 | 114 | 0.182 | 154 | 0.157 | 194 | 0.14  | 234 | 0.128 |
| 35 | 0.325 | 75 | 0.224 | 115 | 0.182 | 155 | 0.157 | 195 | 0.14  | 235 | 0.127 |
| 36 | 0.32  | 76 | 0.223 | 116 | 0.181 | 156 | 0.156 | 196 | 0.139 | 236 | 0.127 |
| 37 | 0.316 | 77 | 0.221 | 117 | 0.18  | 157 | 0.156 | 197 | 0.139 | 237 | 0.127 |
| 38 | 0.312 | 78 | 0.22  | 118 | 0.179 | 158 | 0.155 | 198 | 0.139 | 238 | 0.127 |
| 39 | 0.308 | 79 | 0.219 | 119 | 0.179 | 159 | 0.155 | 199 | 0.138 | 239 | 0.126 |
| 40 | 0.304 | 80 | 0.217 | 120 | 0.178 | 160 | 0.154 | 200 | 0.138 | 240 | 0.126 |

**Lampiran 8. Tabel Distribusi t (T Tabel (*Two-tailed*,  $\alpha = 0,05$ ))**

| <b>n</b> | <b>df (n-1)</b> | <b>t Tabel (<math>\alpha = 0,05</math>)</b> |
|----------|-----------------|---------------------------------------------|
| 55       | 54              | 2.005                                       |
| 56       | 55              | 2.004                                       |
| 57       | 56              | 2.003                                       |
| 58       | 57              | 2.002                                       |
| 59       | 58              | 2.002                                       |
| 60       | 59              | 2.001                                       |
| 61       | 60              | 2.000                                       |
| 62       | 61              | 2.000                                       |
| 63       | 62              | 1.999                                       |
| 64       | 63              | 1.998                                       |
| 65       | 64              | 1.998                                       |
| 66       | 65              | 1.997                                       |
| 67       | 66              | 1.997                                       |
| 68       | 67              | 1.996                                       |
| 69       | 68              | 1.995                                       |
| 70       | 69              | 1.995                                       |
| 71       | 70              | 1.994                                       |
| 72       | 71              | 1.994                                       |
| 73       | 72              | 1.993                                       |
| 74       | 73              | 1.993                                       |
| 75       | 74              | 1.992                                       |
| 76       | 75              | 1.992                                       |
| 77       | 76              | 1.991                                       |
| 78       | 77              | 1.991                                       |
| 79       | 78              | 1.990                                       |
| 80       | 79              | 1.990                                       |
| 81       | 80              | 1.990                                       |
| 82       | 81              | 1.989                                       |
| 83       | 82              | 1.989                                       |
| 84       | 83              | 1.989                                       |
| 85       | 84              | 1.988                                       |
| 86       | 85              | 1.988                                       |
| 87       | 86              | 1.987                                       |
| 88       | 87              | 1.987                                       |
| 89       | 88              | 1.987                                       |
| 90       | 89              | 1.986                                       |
| 91       | 90              | 1.986                                       |
| 92       | 91              | 1.986                                       |
| 93       | 92              | 1.985                                       |
| 94       | 93              | 1.985                                       |
| 95       | 94              | 1.985                                       |
| 96       | 95              | 1.984                                       |
| 97       | 96              | 1.984                                       |
| 98       | 97              | 1.984                                       |
| 99       | 98              | 1.984                                       |
| 100      | 99              | 1.984                                       |

**Lampiran 9. Tabel F df 80-100 dengan signifikansi 5%**

| df2 \<br>df1 | 1      | 2      | 3      | 4      | 5      | 6      | 7      | 8      | 9      | 10     |
|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 80           | 3.9604 | 3.1108 | 2.7188 | 2.4859 | 2.3287 | 2.2142 | 2.1263 | 2.0564 | 1.9991 | 1.9512 |
| 81           | 3.9589 | 3.1093 | 2.7173 | 2.4844 | 2.3273 | 2.2127 | 2.1248 | 2.0549 | 1.9976 | 1.9497 |
| 82           | 3.9574 | 3.1079 | 2.7159 | 2.483  | 2.3259 | 2.2113 | 2.1234 | 2.0534 | 1.9961 | 1.9482 |
| 83           | 3.956  | 3.1065 | 2.7146 | 2.4817 | 2.3245 | 2.2099 | 2.122  | 2.052  | 1.9947 | 1.9468 |
| 84           | 3.9546 | 3.1052 | 2.7132 | 2.4803 | 2.3231 | 2.2086 | 2.1206 | 2.0506 | 1.9933 | 1.9454 |
| 85           | 3.9532 | 3.1038 | 2.7119 | 2.479  | 2.3218 | 2.2072 | 2.1193 | 2.0493 | 1.9919 | 1.944  |
| 86           | 3.9519 | 3.1026 | 2.7106 | 2.4777 | 2.3205 | 2.2059 | 2.118  | 2.048  | 1.9906 | 1.9426 |
| 87           | 3.9506 | 3.1013 | 2.7094 | 2.4765 | 2.3193 | 2.2047 | 2.1167 | 2.0467 | 1.9893 | 1.9413 |
| 88           | 3.9493 | 3.1001 | 2.7082 | 2.4753 | 2.3181 | 2.2034 | 2.1155 | 2.0454 | 1.988  | 1.94   |
| 89           | 3.9481 | 3.0989 | 2.707  | 2.4741 | 2.3169 | 2.2022 | 2.1143 | 2.0442 | 1.9868 | 1.9388 |
| 90           | 3.9469 | 3.0977 | 2.7058 | 2.4729 | 2.3157 | 2.2011 | 2.1131 | 2.043  | 1.9856 | 1.9376 |
| 91           | 3.9457 | 3.0966 | 2.7047 | 2.4718 | 2.3145 | 2.1999 | 2.1119 | 2.0418 | 1.9844 | 1.9364 |
| 92           | 3.9445 | 3.0954 | 2.7036 | 2.4707 | 2.3134 | 2.1988 | 2.1108 | 2.0407 | 1.9833 | 1.9352 |
| 93           | 3.9434 | 3.0943 | 2.7025 | 2.4696 | 2.3123 | 2.1977 | 2.1097 | 2.0395 | 1.9821 | 1.9341 |
| 94           | 3.9423 | 3.0933 | 2.7014 | 2.4685 | 2.3113 | 2.1966 | 2.1086 | 2.0384 | 1.981  | 1.9329 |
| 95           | 3.9412 | 3.0922 | 2.7004 | 2.4675 | 2.3102 | 2.1955 | 2.1075 | 2.0374 | 1.9799 | 1.9318 |
| 96           | 3.9402 | 3.0912 | 2.6994 | 2.4665 | 2.3092 | 2.1945 | 2.1065 | 2.0363 | 1.9789 | 1.9308 |
| 97           | 3.9391 | 3.0902 | 2.6984 | 2.4655 | 2.3082 | 2.1935 | 2.1054 | 2.0353 | 1.9778 | 1.9297 |
| 98           | 3.9381 | 3.0892 | 2.6974 | 2.4645 | 2.3072 | 2.1925 | 2.1044 | 2.0343 | 1.9768 | 1.9287 |
| 99           | 3.9371 | 3.0882 | 2.6965 | 2.4636 | 2.3063 | 2.1915 | 2.1035 | 2.0333 | 1.9758 | 1.9277 |
| 100          | 3.9361 | 3.0873 | 2.6955 | 2.4626 | 2.3053 | 2.1906 | 2.1025 | 2.0323 | 1.9748 | 1.9267 |