

Lampiran 1 Angket/Kuesioner Penelitian

No Responden : .....

(disii oleh peneliti)

**Petunjuk pengisian (A) :**

1. Beri tanda (√) sesuai pendapat Bapak/Ibu pada kotak jawaban yang tersedia
2. Pilih hanya satu jawaban pada setiap jawaban

**A. Identitas Responden**

1. Usia :  20-25 tahun  26-35 tahun  36-40 tahun  
 >40 tahun
2. JenisKelamin :  Pria  Wanita
3. Bagian/Dept. :  IRNA Utama  IRNA I  IRNA II  
 IRNA III  Rawat Intensif  K. Operasi  
 Kebidanan  Pemasaran  HPPH  
 SIM  Man. Resiko & K3  
 Keuangan  Akuntansi  SEKUM  
 SDM  IPS-RS
4. Pendidikan :  SMA/SMK  D3  S1  S2
5. Masa Kerja :  1-10 tahun  11-20 tahun  21-30 tahun  
 >30 tahun

**Petunjuk Pengisian (B)**

Berilah tanda (√) pada kolom yang sesuai dengan pilihan jawaban Bapak/Ibu, dengan ketentuan:

SS : Sangat Setuju

S : Setuju

RR : Ragu-ragu

TS : Tidak Setuju

STS : Sangat Tidak Setuju

**B. Pernyataan****1. MOTIVASI KERJA KARYAWAN**

| No | Pernyataan   | SS | S | RR | TS | STS |
|----|--|----|---|----|----|-----|
| 1. | Gaji yang diberikan perusahaan sudah sesuai dengan pekerjaan.                  |    |   |    |    |     |
| 2. | Pemberian jaminan kesehatan telah sesuai dengan prosedur.                      |    |   |    |    |     |
| 3. | Apabila kinerja baik, perusahaan akan memberikan bonus.                        |    |   |    |    |     |
| 4. | Hubungan Saya dengan atasan terjalin dengan baik.                              |    |   |    |    |     |
| 5. | Hubungan Saya dengan rekan kerja di dalam perusahaan terjalin dengan baik.     |    |   |    |    |     |
| 6. | Berkomunikasi dengan rekan kerja akan berpengaruh positif terhadap kekompakan. |    |   |    |    |     |
| 7. | Mendapat penghargaan bagi Saya merupakan suatu kebutuhan dalam karir.          |    |   |    |    |     |
| 8. | Kreatifitas yang Saya miliki berdampak positif terhadap pekerjaan.             |    |   |    |    |     |
| 9. | Atasan memberikan pujian atas kinerja yang Saya peroleh.                       |    |   |    |    |     |

## 2. KOMITMEN ORGANISASIONAL

| No  | Pernyataan   | SS | S | RR | TS | STS |
|-----|--|----|---|----|----|-----|
| 1.  | Saya merasa terikat secara emosional dengan perusahaan tempat Saya bekerja saat ini.   |    |   |    |    |     |
| 2.  | Saya akan sangat senang apabila dapat menghabiskan sisa karir Saya di perusahaan tempat Saya bekerja saat ini.                   |    |   |    |    |     |
| 3.  | Saya menikmati ketika berdiskusi tentang perusahaan tempat Saya bekerja saat ini dengan orang-orang di luar perusahaan.          |    |   |    |    |     |
| 4.  | Saya merasa seperti bagian dari keluarga di perusahaan.  |    |   |    |    |     |
| 5.  | Saya merasa bahwa perusahaan tempat Saya bekerja saat ini memiliki makna yang berarti bagi Saya.                                 |    |   |    |    |     |
| 6.  | Saya merasa bahwa problem/masalah perusahaan juga merupakan problem/masalah Saya.  |    |   |    |    |     |
| 7.  | Saya merasa bahwa akan sulit terikat dengan perusahaan lain seperti Saya terikat dengan perusahaan tempat Saya bekerja saat ini. |    |   |    |    |     |
| 8.  | Saya merasa bangga menjadi anggota dari perusahaan.  |    |   |    |    |     |
| 9.  | Saya mempunyai perasaan ikut memiliki perusahaan.  |    |   |    |    |     |
| 10. | Saya merasa berat hati apabila harus meninggalkan perusahaan tempat Saya bekerja saat ini.                                       |    |   |    |    |     |
| 11. | Saya tetap bekerja di perusahaan tempat Saya bekerja saat ini karena merupakan suatu kebutuhan dan keinginan bagi Saya.          |    |   |    |    |     |
| 12. | Sangat berat bagi Saya untuk meninggalkan perusahaan saat ini, walaupun Saya menginginkannya.                                    |    |   |    |    |     |
| 13. | Pekerjaan yang diberikan perusahaan sangat berharga bagi Saya.   |    |   |    |    |     |
| 14. | Saya percaya bahwa seseorang harus selalu memiliki loyalitas terhadap perusahaan.  |    |   |    |    |     |
| 15. | Saya merasa bahwa nmemiliki terlalu sedikit pilihan pertimbangan untuk meninggalkan perusahaan.                                  |    |   |    |    |     |
| 16. | Saya memiliki kepedulian terhadap masa depan perusahaan tempat Saya bekerja saat ini.  |    |   |    |    |     |
| 17. | Salah satu alasan Saya tetap bekerja untuk perusahaan ini adalah karena untuk  |    |   |    |    |     |



|     |   |  |  |  |  |  |
|-----|---|--|--|--|--|--|
|     | meninggalkan perusahaan memerlukan pengorbanan yang besar.  |  |  |  |  |  |
| 18. | Menurut Saya, perpindahan dari perusahaan satu ke perusahaan lainnya adalah hal yang biasa di zaman sekarang.   |  |  |  |  |  |
| 19. | Menurut Saya, berpindah dari perusahaan satu ke perusahaan lain merupakan suatu tindakan tidak etis.  |  |  |  |  |  |
| 20. | Salah satu alasan utama Saya terus bekerja untuk perusahaan ini adalah Saya percaya bahwa loyalitas/kesetiaan sangat penting oleh karena itu merupakan suatu kewajiban moral. |  |  |  |  |  |
| 21. | Jika Saya mendapat tawaran lain untuk pekerjaan yang lebih baik di tempat lain, Saya tidak akan merasa itu adalah keputusan tepat untuk meninggalkan perusahaan.              |  |  |  |  |  |
| 22. | Saya diajarkan untuk percaya pada nilai loyalitas terhadap satu perusahaan.   |  |  |  |  |  |
| 23. | Hal yang paling baik adalah ketika orang-orang tetap setia dengan satu organisasi untuk sebagian besar karir mereka.  |  |  |  |  |  |
| 24. | Saya berpikir bahwa ingin menjadi “company man” atau “company woman” adalah suatu hal yang bijaksana.   |  |  |  |  |  |

### 3. KINERJA KARYAWAN

| No | Pernyataan  | SS | S | RR | TS | STS |
|----|---|----|---|----|----|-----|
| 1. | Saya merasa mampu dalam menyelesaikan sejumlah pekerjaan sesuai dengan kuantitas yang ditetapkan oleh perusahaan. |    |   |    |    |     |
| 2. | Hasil kerja yang Saya peroleh lebih baik dibandingkan dengan rekan kerja lainnya.                                 |    |   |    |    |     |
| 3. | Kinerja Saya saat ini telah sesuai dengan standar kinerja yang ditetapkan perusahaan.                             |    |   |    |    |     |
| 4. | Saya dapat menyelesaikan pekerjaan sesuai dengan kualitas yang telah ditetapkan perusahaan.                       |    |   |    |    |     |
| 5. | Saya merasa kualitas kerja yang Saya miliki telah sesuai dengan kualitas kerja yang dimiliki rekan kerja lainnya. |    |   |    |    |     |
| 6. | Hasil kerja Saya meningkat lebih baik dari sebelumnya.  |    |   |    |    |     |
| 7. | Saya selalu menyelesaikan pekerjaan tepat   |    |   |    |    |     |

|    |  |  |  |  |  |  |
|----|--|--|--|--|--|--|
|    | waktu yang telah ditetapkan oleh perusahaan.   |  |  |  |  |  |
| 8. | Saya selalu menyelesaikan pekerjaan lebih cepat apabila dibandingkan dengan rekan kerja lainnya.                 |  |  |  |  |  |
| 9. | Saya merasa bahwa waktu yang Saya gunakan dalam menyelesaikan pekerjaan telah meningkat dari periode sebelumnya. |  |  |  |  |  |

#Terima Kasih#

UNIVERSITAS BRAWIJAYA



Lampiran 2 Data Hasil Uji Coba Instrumen Variabel Motivasi

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





Lampiran 3 Data Hasil Uji Coba Instrumen Variabel Komitmen Organisasional

| No | Item |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    | Total |
|----|------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|-------|
|    | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |       |
| 1  | 4    | 3 | 4 | 3 | 4 | 4 | 2 | 4 | 4 | 4  | 3  | 4  | 4  | 3  | 3  | 2  | 4  | 2  | 4  | 5  | 3  | 4  | 2  | 4  | 83    |
| 2  | 3    | 4 | 3 | 4 | 2 | 2 | 3 | 4 | 3 | 3  | 1  | 1  | 2  | 3  | 3  | 4  | 3  | 1  | 1  | 2  | 1  | 2  | 3  | 4  | 62    |
| 3  | 2    | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 3  | 2  | 2  | 3  | 4  | 4  | 4  | 3  | 3  | 4  | 3  | 3  | 3  | 3  | 4  | 78    |
| 4  | 1    | 1 | 3 | 4 | 1 | 3 | 1 | 1 | 1 | 1  | 2  | 1  | 1  | 3  | 4  | 1  | 3  | 1  | 1  | 1  | 1  | 3  | 1  | 1  | 41    |
| 5  | 2    | 2 | 1 | 2 | 1 | 2 | 1 | 4 | 5 | 3  | 4  | 2  | 2  | 1  | 2  | 1  | 2  | 1  | 4  | 5  | 3  | 2  | 1  | 4  | 57    |
| 6  | 5    | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 5 | 5  | 4  | 5  | 3  | 3  | 3  | 4  | 4  | 4  | 4  | 5  | 5  | 4  | 4  | 4  | 96    |
| 7  | 3    | 3 | 4 | 3 | 2 | 5 | 3 | 4 | 5 | 4  | 3  | 3  | 3  | 4  | 3  | 2  | 5  | 3  | 4  | 5  | 4  | 5  | 3  | 4  | 87    |
| 8  | 2    | 2 | 1 | 2 | 1 | 2 | 1 | 4 | 5 | 3  | 4  | 2  | 2  | 1  | 2  | 1  | 2  | 1  | 4  | 5  | 3  | 2  | 1  | 4  | 57    |
| 9  | 4    | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 2 | 4  | 4  | 4  | 4  | 4  | 5  | 5  | 5  | 4  | 4  | 2  | 4  | 5  | 4  | 4  | 99    |
| 10 | 2    | 1 | 1 | 2 | 4 | 3 | 3 | 2 | 2 | 1  | 2  | 2  | 1  | 1  | 2  | 4  | 3  | 3  | 2  | 2  | 1  | 3  | 3  | 2  | 52    |
| 11 | 4    | 2 | 4 | 5 | 3 | 3 | 3 | 3 | 4 | 4  | 3  | 4  | 2  | 4  | 5  | 3  | 3  | 3  | 3  | 4  | 4  | 3  | 3  | 3  | 82    |
| 12 | 4    | 3 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4  | 5  | 4  | 3  | 4  | 5  | 5  | 5  | 4  | 4  | 4  | 4  | 5  | 4  | 4  | 102   |
| 13 | 5    | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5  | 4  | 5  | 5  | 5  | 5  | 4  | 4  | 4  | 5  | 4  | 4  | 5  | 4  | 5  | 107   |

|    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |     |
|----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----|
| 14 | 2 | 2 | 2 | 2 | 1 | 1 | 3 | 2 | 3 | 1 | 2 | 2 | 2 | 2 | 2 | 1 | 1 | 3 | 2 | 3 | 1 | 1 | 3 | 2 | 46  |
| 15 | 4 | 5 | 3 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 3 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 111 |
| 16 | 2 | 3 | 3 | 3 | 2 | 2 | 1 | 2 | 1 | 2 | 1 | 2 | 3 | 3 | 3 | 2 | 2 | 1 | 2 | 1 | 2 | 2 | 1 | 2 | 48  |
| 17 | 3 | 4 | 4 | 4 | 2 | 2 | 4 | 2 | 3 | 4 | 2 | 3 | 4 | 4 | 4 | 2 | 2 | 4 | 2 | 3 | 4 | 2 | 4 | 2 | 74  |
| 18 | 3 | 2 | 1 | 1 | 1 | 2 | 2 | 2 | 1 | 1 | 2 | 3 | 2 | 1 | 1 | 1 | 2 | 2 | 2 | 1 | 1 | 2 | 2 | 2 | 40  |
| 19 | 3 | 4 | 3 | 2 | 1 | 2 | 2 | 3 | 1 | 1 | 2 | 3 | 4 | 3 | 2 | 1 | 2 | 2 | 3 | 1 | 1 | 2 | 2 | 3 | 53  |
| 20 | 4 | 4 | 4 | 4 | 4 | 2 | 3 | 4 | 2 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 2 | 3 | 4 | 2 | 4 | 2 | 3 | 4 | 81  |
| 21 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 108 |
| 22 | 3 | 2 | 2 | 1 | 2 | 2 | 2 | 2 | 3 | 3 | 1 | 3 | 2 | 2 | 1 | 2 | 2 | 2 | 2 | 3 | 3 | 2 | 2 | 2 | 51  |
| 23 | 3 | 2 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 3 | 2 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 2 | 1 | 35  |
| 24 | 4 | 3 | 3 | 4 | 3 | 5 | 5 | 4 | 4 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 5 | 5 | 4 | 4 | 3 | 5 | 5 | 4 | 93  |
| 25 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 114 |
| 26 | 3 | 2 | 2 | 1 | 2 | 1 | 3 | 1 | 2 | 2 | 1 | 3 | 2 | 2 | 1 | 2 | 1 | 3 | 1 | 2 | 2 | 1 | 3 | 1 | 44  |
| 27 | 1 | 2 | 2 | 2 | 1 | 1 | 2 | 2 | 1 | 2 | 2 | 1 | 2 | 2 | 2 | 1 | 1 | 2 | 2 | 1 | 2 | 1 | 2 | 2 | 39  |
| 28 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 98  |
| 29 | 4 | 3 | 2 | 2 | 3 | 3 | 2 | 3 | 4 | 3 | 3 | 4 | 3 | 2 | 2 | 3 | 3 | 2 | 3 | 4 | 3 | 3 | 2 | 3 | 69  |



|    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |     |
|----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----|
| 30 | 3 | 2 | 2 | 2 | 1 | 1 | 2 | 2 | 1 | 3 | 2 | 3 | 2 | 2 | 2 | 1 | 1 | 2 | 2 | 1 | 3 | 1 | 2 | 2 | 45  |
| 31 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 106 |
| 32 | 3 | 3 | 4 | 3 | 2 | 5 | 3 | 4 | 5 | 4 | 3 | 3 | 3 | 4 | 3 | 2 | 5 | 3 | 4 | 5 | 4 | 5 | 3 | 4 | 87  |
| 33 | 2 | 2 | 2 | 4 | 4 | 4 | 2 | 2 | 2 | 4 | 2 | 2 | 2 | 2 | 4 | 4 | 4 | 2 | 2 | 2 | 4 | 4 | 2 | 2 | 66  |
| 34 | 2 | 2 | 3 | 2 | 2 | 2 | 1 | 1 | 1 | 2 | 3 | 2 | 2 | 3 | 2 | 2 | 2 | 1 | 1 | 1 | 2 | 2 | 1 | 1 | 43  |
| 35 | 4 | 2 | 3 | 4 | 4 | 5 | 3 | 4 | 5 | 5 | 4 | 4 | 2 | 3 | 4 | 4 | 5 | 3 | 4 | 5 | 5 | 5 | 3 | 4 | 94  |



Lampiran 4 Data Hasil Uji Coba Instrumen Variabel Kinerja Karyawan

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





|       |                     |        |        |        |        |        |        |        |        |        |        |
|-------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| item8 | Pearson Correlation | .488** | .473** | .727** | .463** | .686** | .756** | .553** | 1      | .623** | .801** |
|       | Sig. (2-tailed)     | .003   | .004   | .000   | .005   | .000   | .000   | .001   |        | .000   | .000   |
|       | N                   | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |
| item9 | Pearson Correlation | .363*  | .519** | .568** | .664** | .488** | .604** | .592** | .623** | 1      | .748** |
|       | Sig. (2-tailed)     | .032   | .001   | .000   | .000   | .003   | .000   | .000   | .000   |        | .000   |
|       | N                   | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |
| TOTAL | Pearson Correlation | .746** | .798** | .861** | .801** | .828** | .779** | .834** | .801** | .748** | 1      |
|       | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |        |
|       | N                   | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |

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

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











|                                |        |        |        |        |        |         |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |    |
|--------------------------------|--------|--------|--------|--------|--------|---------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----|
| N                              | 35     | 35     | 35     | 35     | 35     | 35      | 35      | 35      | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35 |
| item2 Pearson<br>0 Correlation | .562** | .362*  | .378*  | .371*  | .465** | .663**  | .498**  | .773**  | .989** | .707** | .734** | .570** | .425*  | .354*  | .391*  | .388*  | .654** | .515** | .798** | 1      | .690** | .663** | .498** | .773** | .750** |    |
| Sig. (2-tailed)                | .000   | .033   | .025   | .028   | .005   | .000    | .002    | .000    | .000   | .000   | .000   | .000   | .011   | .037   | .020   | .021   | .000   | .002   | .000   | .000   | .000   | .000   | .002   | .000   | .000   |    |
| N                              | 35     | 35     | 35     | 35     | 35     | 35      | 35      | 35      | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |    |
| item2 Pearson<br>1 Correlation | .667** | .504** | .563** | .574** | .662** | .670**  | .579**  | .635**  | .677** | .957** | .666** | .714** | .581** | .572** | .617** | .598** | .642** | .632** | .725** | .690** | 1      | .670** | .579** | .635** | .821** |    |
| Sig. (2-tailed)                | .000   | .002   | .000   | .000   | .000   | .000    | .000    | .000    | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |    |
| N                              | 35     | 35     | 35     | 35     | 35     | 35      | 35      | 35      | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |    |
| item2 Pearson<br>2 Correlation | .572** | .450** | .606** | .687** | .748** | 1.000** | .625**  | .694**  | .653** | .671** | .716** | .581** | .501** | .597** | .711** | .692** | .993** | .640** | .724** | .663** | .670** | 1      | .625** | .694** | .866** |    |
| Sig. (2-tailed)                | .000   | .007   | .000   | .000   | .000   | .000    | .000    | .000    | .000   | .000   | .000   | .000   | .002   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |    |
| N                              | 35     | 35     | 35     | 35     | 35     | 35      | 35      | 35      | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |    |
| item2 Pearson<br>3 Correlation | .742** | .692** | .613** | .597** | .687** | .625**  | 1.000** | .605**  | .524** | .584** | .507** | .701** | .665** | .638** | .600** | .718** | .632** | .968** | .582** | .498** | .579** | .625** | 1      | .605** | .827** |    |
| Sig. (2-tailed)                | .000   | .000   | .000   | .000   | .000   | .000    | .000    | .000    | .001   | .000   | .002   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .002   | .000   | .000   | .000   | .000   | .000   |    |
| N                              | 35     | 35     | 35     | 35     | 35     | 35      | 35      | 35      | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |    |
| item2 Pearson<br>4 Correlation | .643** | .653** | .548** | .575** | .613** | .694**  | .605**  | 1.000** | .792** | .706** | .722** | .575** | .629** | .537** | .563** | .613** | .714** | .557** | .920** | .773** | .635** | .694** | .605** | 1      | .851** |    |
| Sig. (2-tailed)                | .000   | .000   | .001   | .000   | .000   | .000    | .000    | .000    | .000   | .000   | .000   | .000   | .000   | .001   | .000   | .000   | .001   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |    |
| N                              | 35     | 35     | 35     | 35     | 35     | 35      | 35      | 35      | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |    |
| TOTAL Pearson<br>Correlation   | .795** | .720** | .756** | .761** | .827** | .866**  | .827**  | .851**  | .752** | .839** | .773** | .775** | .746** | .755** | .777** | .792** | .865** | .820** | .853** | .750** | .821** | .866** | .827** | .851** | 1      |    |
| Sig. (2-tailed)                | .000   | .000   | .000   | .000   | .000   | .000    | .000    | .000    | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |    |
| N                              | 35     | 35     | 35     | 35     | 35     | 35      | 35      | 35      | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |    |

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

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





|       |                     |      |        |        |        |        |        |        |        |        |        |
|-------|---------------------|------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| item8 | Pearson Correlation | .420 | .491** | .428   | .475** | .538** | .366   | .418   | 1      | .681** | .694** |
|       | Sig. (2-tailed)     | .012 | .003   | .010   | .004   | .001   | .030   | .013   |        | .000   | .000   |
|       | N                   | 35   | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |
| item9 | Pearson Correlation | .602 | .587** | .392   | .594   | .541   | .431   | .565   | .681   | 1      | .769   |
|       | Sig. (2-tailed)     | .000 | .000   | .020   | .000   | .001   | .010   | .000   | .000   |        | .000   |
|       | N                   | 35   | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |
| TOTAL | Pearson Correlation | .796 | .832** | .764** | .836** | .822** | .745** | .774** | .694** | .769** | 1      |
|       | Sig. (2-tailed)     | .000 | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |        |
|       | N                   | 35   | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |

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

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



Lampiran 8 Reliabilitas Instrumen Penelitian

Reliabilitas Variabel Motivasi

| Reliability Statistics |            |  |  |  |  |  |  |
|------------------------|------------|--|--|--|--|--|--|
| Cronbach's Alpha       | N of Items |  |  |  |  |  |  |
| .785                   | 10         |  |  |  |  |  |  |

  

| Summary Item Statistics |       |         |         |        |                   |          |            |
|-------------------------|-------|---------|---------|--------|-------------------|----------|------------|
|                         | Mean  | Minimum | Maximum | Range  | Maximum / Minimum | Variance | N of Items |
| Item Means              | 5.474 | 2.743   | 27.371  | 24.629 | 9.979             | 59.216   | 10         |

Reliabilitas Variabel Komitmen Organisasional

| Reliability Statistics |            |  |  |  |  |  |  |
|------------------------|------------|--|--|--|--|--|--|
| Cronbach's Alpha       | N of Items |  |  |  |  |  |  |
| .764                   | 25         |  |  |  |  |  |  |

  

| Summary Item Statistics |       |         |         |        |                   |          |            |
|-------------------------|-------|---------|---------|--------|-------------------|----------|------------|
|                         | Mean  | Minimum | Maximum | Range  | Maximum / Minimum | Variance | N of Items |
| Item Means              | 5.824 | 2.800   | 72.800  | 70.000 | 26.000            | 194.712  | 25         |

Reliabilitas Variabel Kinerja Pegawai

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| .782                   | 10         |

Summary Item Statistics

|            | Mean  | Minimum | Maximum | Range  | Maximum / Minimum | Variance | N of Items |
|------------|-------|---------|---------|--------|-------------------|----------|------------|
| Item Means | 5.589 | 2.914   | 27.943  | 25.029 | 9.588             | 61.707   | 10         |



Lampiran 9 Data Hasil Penelitian Instrumen Variabel Motivasi Kerja

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



|    |   |   |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|---|---|----|
| 38 | 4 | 2 | 2 | 3 | 3 | 2 | 1 | 3 | 2 | 22 |
| 39 | 4 | 4 | 2 | 5 | 4 | 3 | 4 | 4 | 3 | 33 |
| 40 | 3 | 3 | 2 | 4 | 3 | 5 | 5 | 2 | 5 | 32 |
| 41 | 4 | 4 | 3 | 2 | 2 | 3 | 2 | 2 | 5 | 27 |
| 42 | 5 | 5 | 4 | 5 | 3 | 4 | 5 | 5 | 4 | 40 |
| 43 | 3 | 3 | 5 | 5 | 2 | 2 | 4 | 2 | 2 | 28 |
| 44 | 4 | 4 | 2 | 4 | 2 | 2 | 3 | 2 | 2 | 25 |
| 45 | 3 | 4 | 4 | 3 | 2 | 3 | 4 | 3 | 3 | 29 |
| 46 | 2 | 2 | 1 | 4 | 2 | 2 | 2 | 3 | 3 | 21 |
| 47 | 5 | 2 | 5 | 2 | 2 | 4 | 2 | 3 | 2 | 27 |
| 48 | 4 | 4 | 1 | 1 | 1 | 2 | 1 | 3 | 4 | 21 |
| 49 | 2 | 2 | 4 | 3 | 2 | 3 | 2 | 4 | 3 | 25 |
| 50 | 1 | 1 | 4 | 5 | 5 | 3 | 5 | 3 | 1 | 28 |
| 51 | 2 | 1 | 1 | 2 | 4 | 3 | 1 | 5 | 3 | 22 |
| 52 | 4 | 4 | 2 | 5 | 5 | 2 | 4 | 3 | 3 | 32 |
| 53 | 2 | 4 | 3 | 4 | 2 | 3 | 2 | 3 | 3 | 26 |
| 54 | 2 | 2 | 2 | 3 | 3 | 2 | 3 | 4 | 4 | 25 |
| 55 | 3 | 1 | 2 | 1 | 1 | 2 | 2 | 5 | 4 | 21 |
| 56 | 4 | 3 | 3 | 4 | 2 | 2 | 4 | 2 | 2 | 26 |
| 57 | 4 | 5 | 3 | 2 | 5 | 3 | 4 | 4 | 4 | 34 |
| 58 | 2 | 2 | 4 | 4 | 3 | 2 | 2 | 2 | 4 | 25 |
| 59 | 2 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 |
| 60 | 3 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 37 |
| 61 | 5 | 4 | 5 | 5 | 2 | 2 | 5 | 3 | 5 | 36 |
| 62 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 43 |
| 63 | 2 | 1 | 2 | 3 | 3 | 2 | 3 | 3 | 4 | 23 |
| 64 | 2 | 4 | 3 | 1 | 2 | 3 | 2 | 3 | 4 | 24 |
| 65 | 5 | 5 | 3 | 3 | 4 | 3 | 3 | 4 | 4 | 34 |
| 66 | 3 | 2 | 3 | 4 | 3 | 3 | 3 | 2 | 3 | 26 |
| 67 | 2 | 2 | 2 | 5 | 3 | 4 | 5 | 3 | 3 | 29 |
| 68 | 4 | 4 | 4 | 4 | 4 | 3 | 2 | 3 | 4 | 32 |
| 69 | 1 | 2 | 2 | 2 | 3 | 4 | 3 | 4 | 4 | 25 |
| 70 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 2 | 28 |
| 71 | 5 | 5 | 3 | 2 | 4 | 4 | 5 | 2 | 3 | 33 |
| 72 | 5 | 3 | 3 | 5 | 3 | 5 | 3 | 3 | 4 | 34 |

Lampiran 10 Data Hasil Penelitian Instrumen Variabel Komitmen Organisasional

| No. Res | Item |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    | Total |    |
|---------|------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|-------|----|
|         | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |       |    |
| 1       | 3    | 2 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 2  | 1  | 1  | 5  | 2  | 3  | 5  | 4  | 3  | 4  | 4  | 2  | 2  | 5  | 5  | 61    |    |
| 2       | 4    | 3 | 3 | 4 | 3 | 5 | 5 | 4 | 4 | 3  | 3  | 3  | 3  | 3  | 5  | 1  | 3  | 4  | 2  | 2  | 3  | 3  | 2  | 1  | 76    |    |
| 3       | 5    | 2 | 2 | 2 | 1 | 1 | 2 | 2 | 5 | 4  | 5  | 4  | 3  | 3  | 4  | 3  | 4  | 4  | 4  | 3  | 3  | 3  | 2  | 2  | 73    |    |
| 4       | 3    | 3 | 3 | 5 | 4 | 2 | 1 | 5 | 2 | 2  | 1  | 1  | 3  | 1  | 1  | 1  | 3  | 4  | 1  | 3  | 1  | 1  | 2  | 1  | 54    |    |
| 5       | 1    | 2 | 2 | 3 | 3 | 4 | 4 | 4 | 1 | 2  | 2  | 1  | 2  | 1  | 4  | 5  | 1  | 2  | 1  | 2  | 1  | 3  | 4  | 2  | 57    |    |
| 6       | 4    | 5 | 5 | 5 | 5 | 3 | 2 | 4 | 2 | 2  | 2  | 1  | 1  | 2  | 2  | 5  | 3  | 3  | 4  | 4  | 4  | 5  | 4  | 5  | 82    |    |
| 7       | 4    | 4 | 2 | 4 | 4 | 4 | 2 | 5 | 3 | 3  | 5  | 4  | 2  | 1  | 5  | 5  | 4  | 3  | 2  | 5  | 3  | 4  | 3  | 3  | 84    |    |
| 8       | 3    | 5 | 4 | 3 | 3 | 3 | 1 | 1 | 2 | 2  | 3  | 3  | 4  | 4  | 4  | 5  | 1  | 2  | 1  | 2  | 1  | 3  | 4  | 2  | 66    |    |
| 9       | 5    | 5 | 5 | 4 | 4 | 4 | 1 | 4 | 5 | 5  | 5  | 5  | 3  | 2  | 4  | 2  | 4  | 5  | 5  | 5  | 4  | 4  | 4  | 4  | 98    |    |
| 10      | 3    | 1 | 3 | 3 | 5 | 1 | 5 | 3 | 4 | 2  | 4  | 4  | 4  | 2  | 5  | 2  | 1  | 2  | 4  | 3  | 3  | 1  | 2  | 2  | 69    |    |
| 11      | 2    | 4 | 5 | 5 | 5 | 5 | 1 | 4 | 4 | 4  | 4  | 3  | 3  | 3  | 1  | 1  | 4  | 4  | 5  | 3  | 3  | 3  | 4  | 3  | 4     | 83 |
| 12      | 2    | 3 | 2 | 2 | 1 | 2 | 2 | 4 | 5 | 5  | 4  | 4  | 4  | 1  | 4  | 4  | 4  | 5  | 5  | 5  | 4  | 4  | 5  | 4  | 85    |    |
| 13      | 4    | 4 | 2 | 2 | 4 | 2 | 3 | 3 | 1 | 3  | 3  | 5  | 1  | 5  | 3  | 4  | 5  | 4  | 4  | 4  | 5  | 5  | 4  | 5  | 85    |    |
| 14      | 4    | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 5  | 5  | 5  | 5  | 1  | 5  | 3  | 2  | 2  | 1  | 1  | 3  | 1  | 2  | 2  | 81    |    |
| 15      | 2    | 2 | 2 | 3 | 3 | 1 | 1 | 5 | 3 | 2  | 2  | 1  | 2  | 2  | 4  | 5  | 3  | 4  | 5  | 5  | 5  | 5  | 4  | 4  | 75    |    |
| 16      | 5    | 2 | 1 | 1 | 2 | 1 | 4 | 4 | 4 | 2  | 2  | 4  | 2  | 3  | 3  | 1  | 3  | 3  | 2  | 2  | 1  | 2  | 1  | 2  | 57    |    |
| 17      | 3    | 5 | 4 | 4 | 3 | 3 | 3 | 1 | 5 | 4  | 5  | 4  | 4  | 4  | 4  | 3  | 4  | 4  | 2  | 2  | 4  | 4  | 2  | 3  | 84    |    |
| 18      | 2    | 2 | 2 | 4 | 2 | 3 | 4 | 4 | 2 | 2  | 3  | 3  | 1  | 1  | 5  | 1  | 1  | 1  | 1  | 2  | 2  | 1  | 2  | 3  | 54    |    |
| 19      | 2    | 1 | 2 | 2 | 2 | 1 | 4 | 4 | 2 | 1  | 1  | 2  | 1  | 4  | 5  | 1  | 3  | 2  | 1  | 2  | 2  | 1  | 2  | 3  | 51    |    |
| 20      | 4    | 1 | 2 | 2 | 3 | 1 | 2 | 3 | 5 | 4  | 4  | 3  | 3  | 3  | 1  | 2  | 4  | 4  | 4  | 2  | 3  | 4  | 2  | 4  | 70    |    |
| 21      | 5    | 4 | 2 | 3 | 4 | 2 | 3 | 2 | 2 | 2  | 4  | 2  | 3  | 4  | 4  | 5  | 4  | 5  | 4  | 5  | 5  | 4  | 4  | 4  | 86    |    |
| 22      | 1    | 4 | 1 | 5 | 4 | 5 | 5 | 3 | 1 | 2  | 2  | 2  | 1  | 4  | 4  | 3  | 2  | 1  | 2  | 2  | 2  | 3  | 1  | 3  | 63    |    |

|    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |     |
|----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----|
| 23 | 1 | 2 | 2 | 2 | 2 | 3 | 4 | 2 | 1 | 2 | 2 | 3 | 1 | 2 | 3 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 1 | 3 | 45  |
| 24 | 4 | 1 | 1 | 2 | 1 | 1 | 2 | 2 | 4 | 2 | 3 | 4 | 2 | 3 | 2 | 4 | 3 | 4 | 3 | 5 | 5 | 3 | 3 | 4 | 68  |
| 25 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 1 | 5 | 4 | 5 | 5 | 3 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 103 |
| 26 | 1 | 4 | 2 | 5 | 5 | 5 | 1 | 4 | 2 | 2 | 2 | 2 | 3 | 4 | 2 | 2 | 2 | 1 | 2 | 3 | 4 | 2 | 1 | 3 | 64  |
| 27 | 2 | 5 | 4 | 4 | 1 | 2 | 2 | 4 | 1 | 1 | 2 | 1 | 1 | 2 | 2 | 1 | 2 | 2 | 1 | 4 | 2 | 2 | 2 | 1 | 51  |
| 28 | 4 | 2 | 2 | 1 | 2 | 1 | 2 | 2 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 81  |
| 29 | 2 | 2 | 1 | 4 | 4 | 4 | 1 | 1 | 4 | 2 | 5 | 5 | 5 | 1 | 4 | 4 | 2 | 2 | 3 | 4 | 1 | 3 | 3 | 4 | 71  |
| 30 | 2 | 3 | 2 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 1 | 2 | 2 | 4 | 1 | 2 | 2 | 1 | 2 | 1 | 3 | 2 | 3 | 65  |
| 31 | 4 | 5 | 4 | 3 | 2 | 1 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 76  |
| 32 | 3 | 2 | 3 | 2 | 5 | 5 | 1 | 1 | 2 | 1 | 4 | 3 | 4 | 2 | 1 | 5 | 4 | 3 | 2 | 3 | 2 | 4 | 3 | 3 | 68  |
| 33 | 4 | 2 | 3 | 3 | 4 | 5 | 4 | 2 | 3 | 2 | 4 | 3 | 4 | 4 | 4 | 2 | 2 | 4 | 4 | 2 | 1 | 4 | 2 | 2 | 74  |
| 34 | 2 | 4 | 4 | 4 | 3 | 5 | 3 | 4 | 5 | 4 | 3 | 2 | 1 | 3 | 5 | 1 | 3 | 2 | 2 | 5 | 5 | 2 | 3 | 2 | 77  |
| 35 | 4 | 4 | 2 | 2 | 5 | 5 | 3 | 3 | 2 | 3 | 2 | 5 | 5 | 1 | 1 | 5 | 3 | 4 | 4 | 2 | 4 | 5 | 4 | 4 | 82  |
| 36 | 1 | 4 | 5 | 2 | 5 | 5 | 4 | 2 | 2 | 3 | 3 | 4 | 5 | 4 | 2 | 1 | 2 | 1 | 1 | 5 | 3 | 2 | 1 | 4 | 71  |
| 37 | 3 | 4 | 5 | 4 | 1 | 3 | 5 | 5 | 4 | 4 | 4 | 3 | 5 | 3 | 4 | 3 | 2 | 1 | 1 | 5 | 5 | 3 | 4 | 3 | 84  |
| 38 | 5 | 3 | 2 | 4 | 3 | 3 | 3 | 4 | 4 | 2 | 2 | 5 | 5 | 3 | 3 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 90  |
| 39 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 5 | 2 | 5 | 5 | 4 | 2 | 1 | 2 | 4 | 5 | 2 | 1 | 4 | 5 | 1 | 86  |
| 40 | 1 | 5 | 1 | 3 | 3 | 5 | 1 | 5 | 4 | 5 | 4 | 1 | 3 | 5 | 5 | 2 | 2 | 5 | 5 | 4 | 5 | 2 | 2 | 2 | 80  |
| 41 | 5 | 4 | 3 | 5 | 5 | 5 | 5 | 5 | 3 | 2 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 1 | 1 | 3 | 2 | 4 | 4 | 4 | 86  |
| 42 | 2 | 3 | 3 | 2 | 2 | 1 | 2 | 1 | 5 | 5 | 5 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 2 | 1 | 2 | 3 | 71  |
| 43 | 2 | 3 | 3 | 2 | 2 | 4 | 2 | 3 | 5 | 1 | 3 | 3 | 5 | 1 | 5 | 2 | 4 | 3 | 3 | 1 | 1 | 2 | 1 | 1 | 62  |
| 44 | 1 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 5 | 3 | 5 | 4 | 2 | 4 | 4 | 2 | 1 | 5 | 4 | 4 | 85  |
| 45 | 1 | 3 | 1 | 2 | 3 | 3 | 1 | 3 | 3 | 3 | 2 | 2 | 1 | 2 | 1 | 3 | 3 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 70  |
| 46 | 4 | 4 | 3 | 1 | 1 | 2 | 1 | 5 | 3 | 3 | 2 | 2 | 4 | 2 | 3 | 2 | 4 | 2 | 2 | 5 | 4 | 3 | 1 | 2 | 65  |
| 47 | 4 | 3 | 2 | 4 | 4 | 3 | 3 | 2 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 1 | 2 | 1 | 2 | 2 | 2 | 1 | 71  |

|    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|----|
| 48 | 2 | 4 | 5 | 2 | 4 | 2 | 3 | 2 | 3 | 1 | 2 | 3 | 3 | 1 | 3 | 4 | 2 | 5 | 5 | 1 | 1 | 4 | 4 | 4 | 70 |
| 49 | 1 | 3 | 3 | 2 | 2 | 2 | 1 | 5 | 4 | 3 | 1 | 1 | 2 | 1 | 5 | 1 | 5 | 4 | 2 | 4 | 3 | 2 | 3 | 4 | 64 |
| 50 | 3 | 5 | 5 | 2 | 2 | 3 | 1 | 3 | 3 | 2 | 4 | 4 | 3 | 3 | 2 | 1 | 3 | 1 | 1 | 4 | 5 | 2 | 2 | 1 | 65 |
| 51 | 5 | 2 | 2 | 2 | 3 | 4 | 2 | 1 | 4 | 5 | 2 | 4 | 2 | 3 | 2 | 4 | 5 | 2 | 1 | 1 | 2 | 5 | 5 | 5 | 73 |
| 52 | 2 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 3 | 3 | 2 | 2 | 2 | 1 | 5 | 4 | 2 | 4 | 4 | 2 | 1 | 3 | 4 | 5 | 81 |
| 53 | 1 | 3 | 2 | 2 | 2 | 2 | 3 | 4 | 5 | 5 | 2 | 2 | 3 | 1 | 3 | 3 | 2 | 5 | 4 | 4 | 4 | 2 | 2 | 2 | 68 |
| 54 | 4 | 2 | 2 | 1 | 2 | 1 | 1 | 2 | 2 | 2 | 2 | 2 | 3 | 4 | 2 | 1 | 2 | 2 | 1 | 2 | 2 | 3 | 1 | 1 | 46 |
| 55 | 3 | 2 | 4 | 5 | 5 | 4 | 4 | 2 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 1 | 1 | 2 | 1 | 3 | 4 | 5 | 88 |
| 56 | 1 | 4 | 3 | 5 | 5 | 5 | 5 | 3 | 3 | 2 | 2 | 2 | 2 | 3 | 4 | 2 | 3 | 4 | 3 | 4 | 4 | 2 | 1 | 1 | 73 |
| 57 | 4 | 1 | 3 | 1 | 4 | 1 | 2 | 5 | 2 | 2 | 1 | 2 | 1 | 1 | 2 | 2 | 2 | 4 | 5 | 3 | 2 | 2 | 1 | 2 | 55 |
| 58 | 2 | 1 | 4 | 1 | 1 | 2 | 1 | 2 | 2 | 4 | 5 | 5 | 4 | 4 | 2 | 4 | 4 | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 72 |
| 59 | 2 | 3 | 4 | 2 | 4 | 4 | 4 | 2 | 4 | 3 | 5 | 5 | 5 | 5 | 3 | 2 | 4 | 2 | 3 | 2 | 2 | 3 | 4 | 3 | 80 |
| 60 | 3 | 1 | 5 | 5 | 4 | 3 | 4 | 5 | 1 | 3 | 1 | 4 | 1 | 2 | 5 | 2 | 2 | 3 | 4 | 4 | 4 | 2 | 1 | 3 | 72 |
| 61 | 4 | 4 | 5 | 3 | 3 | 2 | 1 | 5 | 1 | 4 | 1 | 1 | 2 | 1 | 2 | 3 | 5 | 5 | 4 | 1 | 1 | 3 | 4 | 3 | 68 |
| 62 | 5 | 2 | 3 | 1 | 2 | 5 | 5 | 4 | 3 | 4 | 2 | 4 | 4 | 4 | 2 | 4 | 2 | 2 | 2 | 1 | 1 | 4 | 4 | 4 | 74 |
| 63 | 3 | 3 | 4 | 4 | 3 | 4 | 5 | 1 | 1 | 5 | 5 | 4 | 3 | 4 | 5 | 5 | 4 | 2 | 1 | 4 | 4 | 1 | 3 | 5 | 83 |
| 64 | 1 | 3 | 2 | 5 | 4 | 3 | 5 | 4 | 4 | 5 | 3 | 3 | 2 | 1 | 5 | 5 | 1 | 5 | 4 | 3 | 3 | 5 | 5 | 3 | 84 |
| 65 | 4 | 3 | 4 | 2 | 2 | 5 | 5 | 4 | 2 | 3 | 1 | 2 | 5 | 5 | 4 | 1 | 1 | 5 | 5 | 1 | 1 | 2 | 1 | 1 | 69 |
| 66 | 4 | 4 | 4 | 1 | 2 | 5 | 5 | 3 | 3 | 4 | 4 | 3 | 4 | 5 | 1 | 4 | 4 | 3 | 1 | 4 | 4 | 2 | 3 | 4 | 81 |
| 67 | 3 | 4 | 4 | 4 | 4 | 1 | 3 | 2 | 3 | 2 | 5 | 4 | 3 | 5 | 4 | 4 | 4 | 2 | 2 | 2 | 5 | 4 | 3 | 3 | 80 |
| 68 | 5 | 1 | 1 | 3 | 2 | 2 | 1 | 3 | 3 | 4 | 2 | 2 | 5 | 5 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 1 | 3 | 2 | 71 |
| 69 | 3 | 2 | 1 | 3 | 2 | 1 | 1 | 4 | 4 | 4 | 1 | 2 | 5 | 5 | 3 | 2 | 2 | 1 | 3 | 2 | 2 | 1 | 4 | 4 | 62 |
| 70 | 2 | 1 | 3 | 4 | 3 | 3 | 4 | 2 | 4 | 4 | 4 | 4 | 1 | 3 | 2 | 3 | 3 | 3 | 4 | 3 | 2 | 3 | 4 | 3 | 72 |
| 71 | 2 | 5 | 5 | 5 | 4 | 5 | 4 | 2 | 1 | 1 | 3 | 2 | 2 | 1 | 3 | 2 | 4 | 5 | 5 | 2 | 2 | 3 | 4 | 2 | 74 |
| 72 | 4 | 2 | 4 | 5 | 4 | 3 | 3 | 4 | 2 | 1 | 3 | 2 | 1 | 1 | 4 | 2 | 2 | 1 | 3 | 3 | 1 | 1 | 1 | 2 | 59 |



Lampiran 11 Data Hasil Penelitian Instrumen Variabel Kinerja Karyawan

| No. Res | Item |   |   |   |   |   |   |   |   | Total |
|---------|------|---|---|---|---|---|---|---|---|-------|
|         | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |       |
| 1       | 2    | 2 | 3 | 2 | 3 | 3 | 2 | 3 | 4 | 24    |
| 2       | 5    | 3 | 4 | 3 | 5 | 5 | 3 | 5 | 5 | 38    |
| 3       | 4    | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 30    |
| 4       | 4    | 1 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 25    |
| 5       | 2    | 4 | 2 | 3 | 4 | 5 | 4 | 4 | 5 | 33    |
| 6       | 3    | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 37    |
| 7       | 5    | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 45    |
| 8       | 2    | 1 | 2 | 1 | 2 | 3 | 3 | 4 | 2 | 20    |
| 9       | 4    | 2 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 32    |
| 10      | 3    | 4 | 3 | 3 | 4 | 3 | 5 | 3 | 2 | 30    |
| 11      | 5    | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 32    |
| 12      | 2    | 2 | 2 | 4 | 2 | 4 | 2 | 2 | 4 | 24    |
| 13      | 4    | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 38    |
| 14      | 2    | 5 | 4 | 3 | 2 | 3 | 4 | 4 | 2 | 29    |
| 15      | 4    | 3 | 2 | 3 | 3 | 2 | 3 | 2 | 4 | 26    |
| 16      | 3    | 2 | 2 | 2 | 2 | 4 | 2 | 4 | 2 | 23    |
| 17      | 4    | 4 | 3 | 4 | 5 | 4 | 4 | 5 | 5 | 38    |
| 18      | 5    | 4 | 2 | 2 | 2 | 5 | 5 | 2 | 3 | 30    |
| 19      | 2    | 5 | 5 | 2 | 3 | 5 | 5 | 5 | 3 | 35    |
| 20      | 4    | 4 | 2 | 3 | 4 | 2 | 4 | 2 | 4 | 29    |
| 21      | 5    | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 39    |
| 22      | 5    | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 3 | 38    |
| 23      | 5    | 4 | 5 | 4 | 5 | 3 | 2 | 4 | 3 | 35    |
| 24      | 4    | 3 | 3 | 2 | 4 | 2 | 3 | 3 | 4 | 28    |
| 25      | 4    | 4 | 3 | 4 | 2 | 3 | 4 | 2 | 5 | 31    |
| 26      | 1    | 3 | 4 | 3 | 4 | 2 | 2 | 4 | 3 | 26    |
| 27      | 2    | 5 | 4 | 3 | 3 | 3 | 5 | 2 | 4 | 31    |
| 28      | 2    | 4 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 31    |
| 29      | 2    | 3 | 3 | 3 | 3 | 4 | 3 | 5 | 4 | 30    |
| 30      | 2    | 5 | 5 | 5 | 5 | 4 | 3 | 2 | 3 | 34    |
| 31      | 4    | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 3 | 35    |
| 32      | 3    | 4 | 5 | 3 | 4 | 5 | 4 | 3 | 3 | 34    |
| 33      | 4    | 4 | 4 | 4 | 2 | 3 | 4 | 2 | 2 | 29    |
| 34      | 2    | 4 | 2 | 5 | 4 | 3 | 2 | 3 | 2 | 27    |
| 35      | 4    | 4 | 4 | 3 | 4 | 5 | 5 | 4 | 4 | 37    |
| 36      | 4    | 4 | 2 | 2 | 4 | 4 | 2 | 1 | 4 | 27    |
| 37      | 3    | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 28    |

|    |   |   |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|---|---|----|
| 38 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 44 |
| 39 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 3 | 37 |
| 40 | 5 | 5 | 3 | 2 | 5 | 4 | 2 | 5 | 4 | 35 |
| 41 | 3 | 5 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 34 |
| 42 | 2 | 2 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 31 |
| 43 | 2 | 2 | 4 | 2 | 3 | 4 | 3 | 3 | 2 | 25 |
| 44 | 4 | 5 | 5 | 5 | 5 | 3 | 5 | 4 | 4 | 40 |
| 45 | 4 | 2 | 2 | 3 | 3 | 4 | 2 | 3 | 3 | 26 |
| 46 | 4 | 5 | 3 | 4 | 5 | 4 | 3 | 4 | 5 | 37 |
| 47 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 39 |
| 48 | 5 | 5 | 5 | 5 | 5 | 3 | 4 | 3 | 5 | 40 |
| 49 | 5 | 5 | 3 | 5 | 5 | 3 | 5 | 3 | 4 | 38 |
| 50 | 3 | 3 | 4 | 2 | 2 | 3 | 3 | 2 | 3 | 25 |
| 51 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 2 | 35 |
| 52 | 3 | 5 | 3 | 5 | 4 | 4 | 5 | 3 | 5 | 37 |
| 53 | 5 | 5 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 38 |
| 54 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 32 |
| 55 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 5 | 32 |
| 56 | 5 | 5 | 2 | 2 | 5 | 3 | 5 | 3 | 4 | 34 |
| 57 | 2 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 1 | 27 |
| 58 | 5 | 3 | 4 | 5 | 3 | 4 | 3 | 5 | 2 | 34 |
| 59 | 3 | 3 | 5 | 3 | 3 | 3 | 5 | 4 | 5 | 34 |
| 60 | 3 | 3 | 2 | 4 | 4 | 3 | 4 | 3 | 2 | 28 |
| 61 | 3 | 4 | 2 | 4 | 3 | 3 | 3 | 4 | 3 | 29 |
| 62 | 4 | 3 | 3 | 3 | 4 | 4 | 2 | 3 | 3 | 29 |
| 63 | 5 | 4 | 4 | 3 | 5 | 5 | 4 | 5 | 5 | 40 |
| 64 | 5 | 3 | 4 | 4 | 5 | 5 | 5 | 5 | 3 | 39 |
| 65 | 3 | 3 | 3 | 3 | 2 | 4 | 4 | 4 | 4 | 30 |
| 66 | 4 | 4 | 4 | 5 | 2 | 4 | 5 | 3 | 4 | 35 |
| 67 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 28 |
| 68 | 5 | 2 | 5 | 5 | 3 | 5 | 4 | 3 | 5 | 37 |
| 69 | 2 | 2 | 2 | 2 | 3 | 2 | 3 | 2 | 2 | 20 |
| 70 | 3 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 39 |
| 71 | 4 | 4 | 2 | 3 | 4 | 5 | 3 | 4 | 5 | 34 |
| 72 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 32 |

## Lampiran 12 Statistik Deskriptif

Descriptive Statistics

|                |            | Motivasi | Komitmen | Kinerja | Valid N (listwise) |
|----------------|------------|----------|----------|---------|--------------------|
| N              | Statistic  | 72       | 72       | 72      | 72                 |
| Range          | Statistic  | 27.00    | 58.00    | 25.00   |                    |
| Minimum        | Statistic  | 16.00    | 45.00    | 20.00   |                    |
| Maximum        | Statistic  | 43.00    | 103.00   | 45.00   |                    |
| Sum            | Statistic  | 2109.00  | 5233.00  | 2332.00 |                    |
| Mean           | Statistic  | 29.2917  | 72.6806  | 32.3889 |                    |
|                | Std. Error | .74887   | 1.38173  | .64080  |                    |
| Std. Deviation | Statistic  | 6.35441  | 11.72433 | 5.43737 |                    |
| Variance       | Statistic  | 40.379   | 137.460  | 29.565  |                    |
| Skewness       | Statistic  | .152     | -.120    | -.095   |                    |
|                | Std. Error | .283     | .283     | .283    |                    |
| Kurtosis       | Statistic  | -.694    | .029     | -.435   |                    |
|                | Std. Error | .559     | .559     | .559    |                    |





Lampiran 13 Frekuensi Data Variabel Motivasi

| Motivasi |       |           |         |               |                    |
|----------|-------|-----------|---------|---------------|--------------------|
|          |       | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid    | 16.00 | 1         | 1.4     | 1.4           | 1.4                |
|          | 18.00 | 1         | 1.4     | 1.4           | 2.8                |
|          | 20.00 | 4         | 5.6     | 5.6           | 8.3                |
|          | 21.00 | 3         | 4.2     | 4.2           | 12.5               |
|          | 22.00 | 4         | 5.6     | 5.6           | 18.1               |
|          | 23.00 | 1         | 1.4     | 1.4           | 19.4               |
|          | 24.00 | 4         | 5.6     | 5.6           | 25.0               |
|          | 25.00 | 4         | 5.6     | 5.6           | 30.6               |
|          | 26.00 | 4         | 5.6     | 5.6           | 36.1               |
|          | 27.00 | 3         | 4.2     | 4.2           | 40.3               |
|          | 28.00 | 6         | 8.3     | 8.3           | 48.6               |
|          | 29.00 | 3         | 4.2     | 4.2           | 52.8               |
|          | 30.00 | 4         | 5.6     | 5.6           | 58.3               |
|          | 31.00 | 2         | 2.8     | 2.8           | 61.1               |
|          | 32.00 | 4         | 5.6     | 5.6           | 66.7               |
|          | 33.00 | 5         | 6.9     | 6.9           | 73.6               |
|          | 34.00 | 5         | 6.9     | 6.9           | 80.6               |
|          | 35.00 | 2         | 2.8     | 2.8           | 83.3               |
|          | 36.00 | 2         | 2.8     | 2.8           | 86.1               |
|          | 37.00 | 2         | 2.8     | 2.8           | 88.9               |
| 40.00    | 6     | 8.3       | 8.3     | 97.2          |                    |
| 41.00    | 1     | 1.4       | 1.4     | 98.6          |                    |
| 43.00    | 1     | 1.4       | 1.4     | 100.0         |                    |
| Total    |       | 72        | 100.0   | 100.0         |                    |



Lampiran 14 Frekuensi Data Variabel Komitmen Organisasional

| Komitmen |        |           |         |               |                    |
|----------|--------|-----------|---------|---------------|--------------------|
|          |        | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid    | 45.00  | 1         | 1.4     | 1.4           | 1.4                |
|          | 46.00  | 1         | 1.4     | 1.4           | 2.8                |
|          | 51.00  | 2         | 2.8     | 2.8           | 5.6                |
|          | 54.00  | 2         | 2.8     | 2.8           | 8.3                |
|          | 55.00  | 1         | 1.4     | 1.4           | 9.7                |
|          | 57.00  | 1         | 1.4     | 1.4           | 11.1               |
|          | 58.00  | 1         | 1.4     | 1.4           | 12.5               |
|          | 59.00  | 1         | 1.4     | 1.4           | 13.9               |
|          | 61.00  | 1         | 1.4     | 1.4           | 15.3               |
|          | 62.00  | 2         | 2.8     | 2.8           | 18.1               |
|          | 63.00  | 1         | 1.4     | 1.4           | 19.4               |
|          | 64.00  | 2         | 2.8     | 2.8           | 22.2               |
|          | 65.00  | 3         | 4.2     | 4.2           | 26.4               |
|          | 66.00  | 1         | 1.4     | 1.4           | 27.8               |
|          | 68.00  | 4         | 5.6     | 5.6           | 33.3               |
|          | 69.00  | 2         | 2.8     | 2.8           | 36.1               |
|          | 70.00  | 3         | 4.2     | 4.2           | 40.3               |
|          | 71.00  | 5         | 6.9     | 6.9           | 47.2               |
|          | 72.00  | 3         | 4.2     | 4.2           | 51.4               |
|          | 73.00  | 3         | 4.2     | 4.2           | 55.6               |
|          | 74.00  | 3         | 4.2     | 4.2           | 59.7               |
|          | 75.00  | 1         | 1.4     | 1.4           | 61.1               |
|          | 76.00  | 2         | 2.8     | 2.8           | 63.9               |
|          | 77.00  | 1         | 1.4     | 1.4           | 65.3               |
|          | 80.00  | 3         | 4.2     | 4.2           | 69.4               |
|          | 81.00  | 4         | 5.6     | 5.6           | 75.0               |
|          | 82.00  | 2         | 2.8     | 2.8           | 77.8               |
|          | 83.00  | 1         | 1.4     | 1.4           | 79.2               |
|          | 84.00  | 4         | 5.6     | 5.6           | 84.7               |
|          | 85.00  | 3         | 4.2     | 4.2           | 88.9               |
|          | 86.00  | 3         | 4.2     | 4.2           | 93.1               |
|          | 88.00  | 1         | 1.4     | 1.4           | 94.4               |
|          | 90.00  | 1         | 1.4     | 1.4           | 95.8               |
|          | 91.00  | 1         | 1.4     | 1.4           | 97.2               |
|          | 98.00  | 1         | 1.4     | 1.4           | 98.6               |
|          | 103.00 | 1         | 1.4     | 1.4           | 100.0              |
| Total    |        | 72        | 100.0   | 100.0         |                    |



Lampiran 15 Frekuensi Data Variabel Kinerja Karyawan

| Kinerja |       |           |         |               |                    |
|---------|-------|-----------|---------|---------------|--------------------|
|         |       | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid   | 20.00 | 2         | 2.8     | 2.8           | 2.8                |
|         | 23.00 | 1         | 1.4     | 1.4           | 4.2                |
|         | 24.00 | 2         | 2.8     | 2.8           | 6.9                |
|         | 25.00 | 3         | 4.2     | 4.2           | 11.1               |
|         | 26.00 | 3         | 4.2     | 4.2           | 15.3               |
|         | 27.00 | 3         | 4.2     | 4.2           | 19.4               |
|         | 28.00 | 4         | 5.6     | 5.6           | 25.0               |
|         | 29.00 | 5         | 6.9     | 6.9           | 31.9               |
|         | 30.00 | 5         | 6.9     | 6.9           | 38.9               |
|         | 31.00 | 4         | 5.6     | 5.6           | 44.4               |
|         | 32.00 | 5         | 6.9     | 6.9           | 51.4               |
|         | 33.00 | 1         | 1.4     | 1.4           | 52.8               |
|         | 34.00 | 7         | 9.7     | 9.7           | 62.5               |
|         | 35.00 | 6         | 8.3     | 8.3           | 70.8               |
|         | 37.00 | 6         | 8.3     | 8.3           | 79.2               |
|         | 38.00 | 6         | 8.3     | 8.3           | 87.5               |
|         | 39.00 | 4         | 5.6     | 5.6           | 93.1               |
|         | 40.00 | 3         | 4.2     | 4.2           | 97.2               |
|         | 44.00 | 1         | 1.4     | 1.4           | 98.6               |
|         | 45.00 | 1         | 1.4     | 1.4           | 100.0              |
|         | Total | 72        | 100.0   | 100.0         |                    |



## Lampiran 16 Pedoman Perhitungan Kategori Variabel

| No. | Interval                        | Kategori      |
|-----|---------------------------------|---------------|
| 1   | $Mi+1,5SDi < X \leq Mi+3SDi$    | Sangat Tinggi |
| 2   | $Mi+SDi < X \leq Mi+1,5 SDi$    | Tinggi        |
| 3   | $Mi-0,5 SDi < X \leq Mi+SDi$    | Sedang        |
| 4   | $Mi-1,5SDi < X \leq Mi-0,5SDi$  | Rendah        |
| 5   | $Mi-3SDi \leq X \leq Mi-1,5SDi$ | Sangat rendah |

Keterangan:

Mi (Mean Ideal) :  $\frac{1}{2}$  (skor tertinggi + skor terendah)

SDi (Standar Deviasi Ideal) :  $\frac{1}{6}$  (skor tertinggi – skor terendah)

X : Skor yang dicapai siswa



## Lampiran 18 Perhitungan Kecenderungan Variabel Motivasi Kerja

Skor tertinggi = nilai tertinggi x jumlah butir pertanyaan

$$= 5 \times 9 = 45$$

Skor terendah = nilai terendah x jumlah butir pertanyaan

$$= 1 \times 9 = 9$$

Mi =  $\frac{1}{2}$  (skor tertinggi + skor terendah) =  $\frac{1}{2}$  (45 + 9) = 27

SDi =  $\frac{1}{6}$  (45 - 9) = 6

Sehingga di dapat kategori kecenderungan sebagai berikut:

| Kategori      | Rentang Skor     | Frekuensi | Persentase (%) |
|---------------|------------------|-----------|----------------|
| Sangat Tinggi | $36 < X \leq 45$ | 20        | 27,78%         |
| Tinggi        | $33 < X \leq 36$ | 13        | 18,06%         |
| Sedang        | $24 < X \leq 33$ | 34        | 47,22%         |
| Rendah        | $18 < X \leq 24$ | 5         | 6,94%          |
| Sangat Rendah | $9 < X \leq 18$  | 0         | 0,00%          |
| Total         |                  | 72        | 100%           |



## Lampiran 18 Perhitungan Kecenderungan Variabel Komitmen Organisasional

Skor tertinggi = nilai tertinggi x jumlah butir pertanyaan

$$= 5 \times 24 = 120$$

Skor terendah = nilai terendah x jumlah butir pertanyaan

$$= 1 \times 24 = 24$$

Mi =  $\frac{1}{2}$  (skor tertinggi + skor terendah) =  $\frac{1}{2}$  (120 + 24) = 72

SDi =  $\frac{1}{6}$  (120 - 24) = 16

Sehingga di dapat kategori kecenderungan sebagai berikut:

| Kategori      | Rentang Skor      | Frekuensi | Persentase (%) |
|---------------|-------------------|-----------|----------------|
| Sangat Tinggi | $96 < X \leq 120$ | 2         | 2,78%          |
| Tinggi        | $88 < X \leq 96$  | 3         | 4,17%          |
| Sedang        | $64 < X \leq 88$  | 51        | 70,83%         |
| Rendah        | $48 < X \leq 64$  | 14        | 19,44%         |
| Sangat Rendah | $24 < X \leq 48$  | 2         | 2,78%          |
| Total         |                   | 72        | 100%           |

## Lampiran 19 Perhitungan Kecenderungan Variabel Kinerja Pegawai

Skor tertinggi = nilai tertinggi x jumlah butir pertanyaan

$$= 5 \times 9 = 45$$

Skor terendah = nilai terendah x jumlah butir pertanyaan

$$= 1 \times 9 = 9$$

Mi =  $\frac{1}{2}$  (skor tertinggi + skor terendah) =  $\frac{1}{2}$  (45 + 9) = 27

SDi =  $\frac{1}{6}$  (45 - 9) = 6

Sehingga di dapat kategori kecenderungan sebagai berikut:

| Kategori      | Rentang Skor     | Frekuensi | Persentase (%) |
|---------------|------------------|-----------|----------------|
| Sangat Tinggi | $36 < X \leq 45$ | 10        | 13,89%         |
| Tinggi        | $33 < X \leq 36$ | 9         | 12,50%         |
| Sedang        | $24 < X \leq 33$ | 35        | 48,61%         |
| Rendah        | $18 < X \leq 24$ | 16        | 22,22%         |
| Sangat Rendah | $9 < X \leq 18$  | 2         | 2,78%          |
| Total         |                  | 72        | 100%           |

Lampiran 20 Hasil Uji Regresi Linier Berganda

Model Summary<sup>b</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1     | .630 <sup>a</sup> | .697     | .510              | 4.98780                    | .697              | 4.273    | 2   | 69  | .001          |

a. Predictors: (Constant), x2, x1

b. Dependent Variable: y

Coefficients<sup>a</sup>

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | 27.076                      | 4.541      |                           | 5.963 | .000 |
|       | x1         | .215                        | .094       | .251                      | 2.294 | .025 |
|       | x2         | .160                        | .051       | .344                      | 3.145 | .002 |

a. Dependent Variable: y





Lampiran 21 Uji Normalitas

Tests of Normality

|          | Kolmogorov-Smirnov <sup>a</sup> |    |       | Shapiro-Wilk |    |      |
|----------|---------------------------------|----|-------|--------------|----|------|
|          | Statistic                       | Df | Sig.  | Statistic    | df | Sig. |
| Motivasi | .067                            | 72 | .200* | .979         | 72 | .255 |
| Komitmen | .081                            | 72 | .200* | .987         | 72 | .665 |
| Kinerja  | .093                            | 72 | .196  | .984         | 72 | .471 |

a. Lilliefors Significance Correction

\*. This is a lower bound of the true significance.





Lampiran 22 Uji Linieritas Instrumen

ANOVA Table

|                       |                |                          | Sum of Squares | df | Mean Square | F     | Sig. |
|-----------------------|----------------|--------------------------|----------------|----|-------------|-------|------|
| Kinerja *<br>Motivasi | Between Groups | (Combined)               | 751.111        | 22 | 34.141      | 1.241 | .260 |
|                       |                | Linearity                | 117.003        | 1  | 117.003     | 4.253 | .045 |
|                       |                | Deviation from Linearity | 634.108        | 21 | 30.196      | 1.098 | .382 |
|                       | Within Groups  |                          | 1348.000       | 49 | 27.510      |       |      |
|                       | Total          |                          | 2099.111       | 71 |             |       |      |

ANOVA Table

|                       |                |                          | Sum of Squares | df | Mean Square | F     | Sig. |
|-----------------------|----------------|--------------------------|----------------|----|-------------|-------|------|
| Kinerja *<br>Komitmen | Between Groups | (Combined)               | 1217.061       | 35 | 34.773      | 1.419 | .150 |
|                       |                | Linearity                | 233.299        | 1  | 233.299     | 9.522 | .004 |
|                       |                | Deviation from Linearity | 983.763        | 34 | 28.934      | 1.181 | .312 |
|                       | Within Groups  |                          | 882.050        | 36 | 24.501      |       |      |
|                       | Total          |                          | 2099.111       | 71 |             |       |      |



Lampiran 23 Uji Multikolinieritas

Collinearity Diagnostics<sup>a</sup>

| Model | Dimensi on | Eigenvalue | Condition Index | Variance Proportions |     |     |
|-------|------------|------------|-----------------|----------------------|-----|-----|
|       |            |            |                 | (Constant)           | X1  | X2  |
| 1     | 1          | 2.955      | 1.000           | .00                  | .00 | .00 |
|       | 2          | .034       | 9.316           | .02                  | .79 | .25 |
|       | 3          | .011       | 16.703          | .98                  | .21 | .75 |

a. Dependent Variable: Y

