

## Lampiran 01. Kuisisioner Penelitian

### LAMPIRAN KUISISIONER PENELITIAN

Dengan Hormat

Perkenalkan saya Farah Maulidina Safira (21180000073) Mahasiswi Program Studi Manajemen Sekolah Tinggi Ilmu Ekonomi Indonesia yang sedang mengadakan penelitian tentang “Pengaruh Beban Kerja, Stres Kerja dan Konflik Kerja Pada PT. Zurich Asuransi Indonesia Tbk”. Dalam rangka penyusunan skripsi sebagai syarat untuk memperoleh gelar sarjana.

Dengan ini saya memohon kesediaan Bapak/Ibu untuk meluangkan waktu mengisi kuisisioner ini. Kuisisioner ini adalah sarana untuk memperoleh data yang diperlukan dalam skripsi. Sesuai dengan kode etik penelitian, penulis menjamin kerahasiaan semua data yang diberikan oleh Bapak/Ibu.

Terimakasih atas kesediaan Bapak/Ibu sekalian, saya ucapkan Terimakasih.

Peneliti

Farah Maulidina Safira  
NPM: 21180000073

## A. IDENTITAS RESPONDEN

- Nama/Inisial :
- Usia :  
1. 20 – 30 tahun  
2. 31 – 40 tahun  
3. 41 – 50 tahun  
4. > 51 tahun
- Jenis Kelamin :  
1. Laki – laki  
2. Perempuan
- Pendidikan terakhir :  
1. D3  
2. S1  
3. S2  
4. S3
- Lama Bekerja :  
1. 1- 3 tahun  
2. 4-6 tahun  
3. > 7 tahun
- Jabatan :  
1. Manager  
2. Supervisor  
3. Staff

Pada setiap item kuisioner, berilah penilaian seberapa jauh Bapak,Ibu, Saudara/I setuju dengan pernyataan yang tersedia. Isilah jawaban atas pernyataan pada kuisioner ini dan jangan ada yang terlewatkan. Adapun petunjuk pengisian kuisioner, yaitu sebagai berikut:

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

## B. BAGIAN ISI KUISIONER

### 1. Beban Kerja

Mohon Bapak/Ibu, Saudara/I memberikan jawaban sesuai dengan pendapat masing masing. Dengan petunjuk pengisian

**STS** : Sangat Tidak Setuju

**S** : Setuju

**TS** : Tidak Setuju

**SS** : Sangat Setuju

**N** : Netral/Ragu -ragu

| No.                              | Pernyataan  | STS | TS | N | S | SS |
|----------------------------------|---|-----|----|---|---|----|
|                                  |   | 1   | 2  | 3 | 4 | 5  |
| <b>Kondisi Pekerjaan</b>         |   |     |    |   |   |    |
| 1.                               | Pegawai mempunyai pengetahuan yang cukup mengenai job desk pekerjaan.                           |     |    |   |   |    |
| 2.                               | Pegawai mampu mengoperasikan perangkat kerja yang digunakan                                     |     |    |   |   |    |
| <b>Penggunaan Waktu Kerja</b>    |   |     |    |   |   |    |
| 1.                               | Waktu yang diberikan untuk menyelesaikan pekerjaan sudah sesuai dengan tingkat kinerja pegawai  |     |    |   |   |    |
| 2.                               | Pegawai mampu menyelesaikan pekerjaan sesuai dengan waktu yang ditentukan                       |     |    |   |   |    |
| 3.                               | Pegawai selalu memanfaatkan waktu jam kerja semaksimal mungkin untuk menyelesaikan pekerjaan    |     |    |   |   |    |
| <b>Target yang harus dicapai</b> |   |     |    |   |   |    |
| 1.                               | Pegawai diberikan target kerja yang harus diselesaikan dalam jangka waktu yang sudah ditentukan |     |    |   |   |    |
| 2.                               | Target kerja yang diberikan sudah sesuai dengan jabatan yang diduduki pegawai.                  |     |    |   |   |    |
| 3.                               | Pegawai dapat menyelesaikan pekerjaan lebih dari yang ditargetkan.                              |     |    |   |   |    |

### 2. Stres Kerja

Mohon Bapak/Ibu, Saudara/I memberikan jawaban sesuai dengan pendapat masing masing. Dengan petunjuk pengisian

**STS** : Sangat Tidak Setuju

**S** : Setuju

**TS** : Tidak Setuju

**SS** : Sangat Setuju

**N** : Netral/Ragu -ragu

| No.                   | Pernyataan  | STS | KS | N | S | SS |
|-----------------------|---|-----|----|---|---|----|
|                       |   | 1   | 2  | 3 | 4 | 5  |
| <b>Beban Kerja</b>    |   |     |    |   |   |    |
| 1.                    | Pekerjaan yang diberikan sesuai dengan kemampuan pegawai                        |     |    |   |   |    |
| 2.                    | Tuntutan pekerjaan yang dibebankan sudah sesuai dengan job description yang ada |     |    |   |   |    |
| <b>Sikap Pimpinan</b> |   |     |    |   |   |    |

|                                  |  |  |  |  |  |  |
|----------------------------------|--|--|--|--|--|--|
| 1.                               | Pimpinan memberikan apresiasi kepada karyawan yang memiliki prestasi kerja.                          |  |  |  |  |  |
| 2.                               | Pimpinan memberikan arahan yang jelas kepada karyawan dalam penyelesaian tugas.                      |  |  |  |  |  |
| <b>Peralatan Kerja</b>           |  |  |  |  |  |  |
| 1.                               | Peralatan yang disediakan oleh perusahaan mampu membantu menyelesaikan pekerjaan menjadi lebih mudah |  |  |  |  |  |
| <b>Kondisi Lingkungan Kerja</b>  |  |  |  |  |  |  |
| 1.                               | Saya merasa nyaman berada di tempat kerja  |  |  |  |  |  |
| 2.                               | Saya mempercayai rekan kerja dan atasan ditempat kerja saya  |  |  |  |  |  |
| <b>Suatu Pekerjaan dan Karir</b> |  |  |  |  |  |  |
| 1.                               | Saya mendapatkan kesempatan untuk mengembangkan karir dalam bekerja di perusahaan.                   |  |  |  |  |  |
| 2.                               | Posisi saya saat ini sesuai dengan kemampuan yang saya miliki  |  |  |  |  |  |

### 3. Konflik Kerja

Mohon Bapak/Ibu, Saudara/I memberikan jawaban sesuai dengan pendapat masing masing.

Dengan petunjuk pengisian

**STS** : Sangat Tidak Setuju

**S** : Setuju

**TS** : Tidak Setuju

**SS** : Sangat Setuju

**N** : Netral/Ragu -ragu

| No.  | Pernyataan   | STS | TS | N | S | SS |
|--|--|-----|----|---|---|----|
|  |  | 1   | 2  | 3 | 4 | 5  |
| <b>Kesalahan Komunikasi</b>                    |  |     |    |   |   |    |
| 1  | Komunikasi antar rekan kerja atau antar divisi berjalan dengan baik              |     |    |   |   |    |
| <b>Perbedaan tujuan</b>                        |  |     |    |   |   |    |
| 1.   | Saya memahami dengan benar tujuan perusahaan                                     |     |    |   |   |    |
| <b>Perbedaan dalam penilaian atau persepsi</b> |  |     |    |   |   |    |
| 1.   | Saya menilai permasalahan yang terjadi di perusahaan dalam persepsi yang berbeda |     |    |   |   |    |
| <b>Kesalahan dalam afeksi</b>                  |  |     |    |   |   |    |
| 1.   | Saya bersikap baik kepada sesama rekan kerja di perusahaan                       |     |    |   |   |    |

### 4. Kinerja Karyawan

Mohon Bapak/Ibu, Saudara/I memberikan jawaban sesuai dengan pendapat masing masing.

Dengan petunjuk pengisian

**STS** : Sangat Tidak Setuju

**TS** : Tidak Setuju

**N** : Netral/Ragu -ragu

**S** : Setuju

**SS** : Sangat Setuju

| No.   | Pernyataan   | STS | TS | N | S | SS |
|---|--|-----|----|---|---|----|
|   |  | 1   | 2  | 3 | 4 | 5  |
| <b>Kualitas kerja</b>                             |  |     |    |   |   |    |
| 1.  | Saya dapat menyelesaikan tugas sesuai standar mutu yang ditetapkan perusahaan      |     |    |   |   |    |
| <b>Kuantitas kerja</b>                            |  |     |    |   |   |    |
| 1.  | Saya dapat memenuhi target yang telah direncanakan perusahaan                      |     |    |   |   |    |
| <b>Penggunaan waktu dalam kerja</b>               |  |     |    |   |   |    |
| 1.  | Saya dapat menyelesaikan pekerjaan dengan tepat waktu                              |     |    |   |   |    |
| <b>Kerja sama dengan orang lain dalam bekerja</b> |  |     |    |   |   |    |
| 1.  | Saya berperilaku sopan dan jujur kepada pemimpin dan rekan kerja                   |     |    |   |   |    |
| 2.  | Saya menerima saran yang diberikan pimpinan maupun rekan kerja                     |     |    |   |   |    |
| 3.  | Saya selalu bersedia membantu rekan kerja ketika mengalami masalah dalam pekerjaan |     |    |   |   |    |

#### Lampiran 02. Hasil Tabulasi Data

#### Hasil Rekapitulasi Jawaban Variabel Bebas Kerja (X1)

| No | Beban Kerja (X1) |      |      |      |      |      |      |      | TOTAL<br>X1 |
|----|------------------|------|------|------|------|------|------|------|-------------|
|    | X1.1             | X1.2 | X1.3 | X1.4 | X1.5 | X1.6 | X1.7 | X1.8 |             |
| 1  | 5                | 5    | 4    | 4    | 4    | 4    | 4    | 2    | 32          |
| 2  | 5                | 5    | 5    | 5    | 5    | 5    | 5    | 4    | 39          |
| 3  | 5                | 5    | 5    | 4    | 4    | 4    | 4    | 3    | 34          |
| 4  | 5                | 4    | 4    | 4    | 4    | 5    | 2    | 4    | 32          |
| 5  | 5                | 4    | 4    | 4    | 4    | 4    | 3    | 4    | 32          |
| 6  | 4                | 4    | 4    | 3    | 4    | 4    | 3    | 3    | 29          |
| 7  | 5                | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 40          |
| 8  | 4                | 4    | 5    | 4    | 4    | 4    | 5    | 4    | 34          |
| 9  | 4                | 5    | 5    | 3    | 4    | 4    | 4    | 3    | 32          |
| 10 | 4                | 4    | 5    | 4    | 4    | 5    | 2    | 3    | 31          |
| 11 | 5                | 5    | 5    | 4    | 5    | 5    | 4    | 4    | 37          |
| 12 | 4                | 4    | 5    | 4    | 3    | 3    | 2    | 2    | 27          |
| 13 | 3                | 4    | 5    | 4    | 4    | 4    | 4    | 3    | 31          |
| 14 | 5                | 5    | 5    | 5    | 5    | 5    | 5    | 4    | 39          |
| 15 | 5                | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 40          |
| 16 | 5                | 5    | 5    | 4    | 5    | 4    | 4    | 3    | 35          |
| 17 | 4                | 4    | 5    | 4    | 3    | 4    | 4    | 3    | 31          |
| 18 | 5                | 5    | 5    | 4    | 4    | 5    | 4    | 3    | 35          |
| 19 | 5                | 5    | 5    | 5    | 5    | 5    | 4    | 4    | 38          |

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

|    |   |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|---|----|
| 64 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 3 | 33 |
| 65 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 3 | 31 |
| 66 | 5 | 4 | 5 | 4 | 3 | 4 | 2 | 3 | 30 |
| 67 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 36 |
| 68 | 4 | 4 | 5 | 3 | 3 | 5 | 3 | 3 | 30 |
| 69 | 4 | 4 | 5 | 3 | 3 | 5 | 3 | 3 | 30 |
| 70 | 4 | 4 | 5 | 4 | 4 | 5 | 3 | 3 | 32 |
| 71 | 4 | 4 | 5 | 4 | 4 | 5 | 3 | 3 | 32 |
| 72 | 4 | 4 | 5 | 4 | 4 | 5 | 3 | 2 | 31 |
| 73 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 32 |
| 74 | 4 | 4 | 5 | 2 | 3 | 5 | 2 | 2 | 27 |
| 75 | 4 | 4 | 5 | 3 | 3 | 4 | 4 | 2 | 29 |
| 76 | 4 | 4 | 5 | 3 | 3 | 4 | 3 | 2 | 28 |
| 77 | 4 | 4 | 5 | 3 | 3 | 5 | 4 | 2 | 30 |
| 78 | 4 | 4 | 5 | 4 | 3 | 5 | 4 | 2 | 31 |
| 79 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 32 |
| 80 | 4 | 4 | 5 | 3 | 4 | 4 | 3 | 2 | 29 |
| 81 | 4 | 4 | 5 | 4 | 3 | 4 | 3 | 2 | 29 |
| 82 | 4 | 4 | 5 | 3 | 4 | 4 | 4 | 4 | 32 |
| 83 | 3 | 3 | 5 | 3 | 4 | 5 | 3 | 3 | 29 |
| 84 | 4 | 4 | 5 | 3 | 3 | 4 | 3 | 2 | 28 |
| 85 | 4 | 4 | 5 | 3 | 3 | 4 | 3 | 2 | 28 |
| 86 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 33 |
| 87 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 2 | 30 |
| 88 | 4 | 4 | 5 | 3 | 3 | 4 | 2 | 2 | 27 |
| 89 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 2 | 31 |
| 90 | 4 | 4 | 5 | 3 | 3 | 4 | 3 | 2 | 28 |

### Hasil Rekapitulasi Jawaban Variabel Stres Kerja (X2)

| No | Stress Kerja(X2) |      |      |      |      |      |      |      |      | TOTAL X2 |
|----|------------------|------|------|------|------|------|------|------|------|----------|
|    | X2.1             | X2.2 | X2.3 | X2.4 | X2.5 | X2.6 | X2.7 | X2.8 | X2.9 |          |
| 1  | 3                | 3    | 4    | 3    | 4    | 4    | 3    | 4    | 4    | 32       |
| 2  | 5                | 5    | 4    | 4    | 5    | 4    | 5    | 4    | 5    | 41       |
| 3  | 5                | 5    | 4    | 5    | 5    | 5    | 5    | 5    | 4    | 43       |
| 4  | 4                | 4    | 2    | 4    | 4    | 2    | 2    | 4    | 4    | 30       |
| 5  | 4                | 3    | 3    | 4    | 4    | 4    | 3    | 3    | 4    | 32       |
| 6  | 4                | 3    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 35       |
| 7  | 5                | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 45       |
| 8  | 5                | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 37       |
| 9  | 5                | 4    | 5    | 5    | 4    | 4    | 4    | 4    | 4    | 39       |
| 10 | 4                | 4    | 4    | 4    | 4    | 2    | 2    | 4    | 4    | 32       |
| 11 | 4                | 3    | 4    | 3    | 5    | 4    | 4    | 4    | 4    | 35       |

|    |   |   |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|---|---|----|
| 12 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 2 | 4 | 25 |
| 13 | 4 | 4 | 5 | 2 | 5 | 3 | 3 | 5 | 4 | 35 |
| 14 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 42 |
| 15 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 42 |
| 16 | 4 | 4 | 5 | 3 | 5 | 4 | 4 | 5 | 5 | 39 |
| 17 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 30 |
| 18 | 4 | 4 | 5 | 3 | 4 | 4 | 3 | 4 | 4 | 35 |
| 19 | 5 | 5 | 4 | 4 | 5 | 4 | 3 | 4 | 5 | 39 |
| 20 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 41 |
| 21 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 43 |
| 22 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 40 |
| 23 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 29 |
| 24 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36 |
| 25 | 4 | 2 | 3 | 3 | 4 | 3 | 2 | 3 | 4 | 28 |
| 26 | 2 | 2 | 5 | 5 | 4 | 3 | 4 | 1 | 2 | 28 |
| 27 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 38 |
| 28 | 4 | 5 | 5 | 5 | 5 | 2 | 1 | 1 | 1 | 29 |
| 29 | 3 | 3 | 5 | 5 | 5 | 3 | 3 | 5 | 3 | 35 |
| 30 | 4 | 4 | 5 | 3 | 4 | 4 | 3 | 5 | 4 | 36 |
| 31 | 5 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 37 |
| 32 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 41 |
| 33 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 39 |
| 34 | 4 | 2 | 4 | 2 | 4 | 3 | 3 | 2 | 4 | 28 |
| 35 | 4 | 4 | 4 | 2 | 4 | 3 | 3 | 3 | 4 | 31 |
| 36 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36 |
| 37 | 2 | 2 | 4 | 2 | 4 | 3 | 4 | 4 | 3 | 28 |
| 38 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 34 |
| 39 | 3 | 2 | 4 | 2 | 4 | 4 | 3 | 2 | 3 | 27 |
| 40 | 2 | 2 | 4 | 2 | 4 | 4 | 3 | 2 | 3 | 26 |
| 41 | 2 | 2 | 4 | 2 | 4 | 3 | 3 | 2 | 2 | 24 |
| 42 | 3 | 2 | 4 | 4 | 4 | 4 | 3 | 2 | 3 | 29 |
| 43 | 4 | 2 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 32 |
| 44 | 2 | 2 | 5 | 5 | 4 | 3 | 4 | 1 | 2 | 28 |
| 45 | 2 | 2 | 5 | 2 | 4 | 4 | 3 | 2 | 4 | 28 |
| 46 | 2 | 3 | 4 | 2 | 4 | 3 | 2 | 2 | 2 | 24 |
| 47 | 2 | 2 | 4 | 2 | 3 | 4 | 4 | 2 | 3 | 26 |
| 48 | 2 | 2 | 4 | 2 | 4 | 3 | 3 | 2 | 3 | 25 |
| 49 | 3 | 2 | 4 | 2 | 3 | 3 | 2 | 3 | 3 | 25 |
| 50 | 2 | 2 | 5 | 2 | 4 | 4 | 2 | 3 | 4 | 28 |
| 51 | 3 | 2 | 4 | 2 | 3 | 3 | 3 | 3 | 3 | 26 |
| 52 | 2 | 3 | 4 | 3 | 4 | 3 | 2 | 4 | 3 | 28 |
| 53 | 4 | 2 | 4 | 2 | 4 | 3 | 3 | 4 | 4 | 30 |
| 54 | 2 | 3 | 4 | 3 | 4 | 5 | 3 | 4 | 4 | 32 |
| 55 | 3 | 3 | 4 | 3 | 4 | 3 | 2 | 2 | 3 | 27 |



|    |   |   |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|---|---|----|
| 56 | 3 | 3 | 4 | 2 | 3 | 3 | 4 | 3 | 3 | 28 |
| 57 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 45 |
| 58 | 2 | 2 | 4 | 2 | 3 | 3 | 3 | 2 | 3 | 24 |
| 59 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 32 |
| 60 | 4 | 3 | 5 | 2 | 5 | 4 | 4 | 4 | 4 | 35 |
| 61 | 2 | 3 | 4 | 2 | 3 | 3 | 3 | 3 | 3 | 26 |
| 62 | 3 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 4 | 31 |
| 63 | 2 | 2 | 5 | 5 | 4 | 4 | 4 | 4 | 3 | 33 |
| 64 | 4 | 3 | 5 | 2 | 5 | 4 | 3 | 4 | 4 | 34 |
| 65 | 4 | 2 | 4 | 2 | 3 | 4 | 2 | 3 | 3 | 27 |
| 66 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 37 |
| 67 | 5 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 35 |
| 68 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 32 |
| 69 | 3 | 3 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | 30 |
| 70 | 3 | 3 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | 30 |
| 71 | 3 | 3 | 4 | 2 | 4 | 4 | 2 | 3 | 3 | 28 |
| 72 | 3 | 3 | 5 | 3 | 4 | 4 | 4 | 4 | 2 | 32 |
| 73 | 3 | 4 | 5 | 4 | 4 | 5 | 3 | 4 | 4 | 36 |
| 74 | 2 | 3 | 5 | 2 | 4 | 3 | 2 | 3 | 3 | 27 |
| 75 | 4 | 3 | 5 | 4 | 4 | 4 | 2 | 3 | 3 | 32 |
| 76 | 3 | 3 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | 30 |
| 77 | 3 | 3 | 4 | 2 | 4 | 3 | 3 | 3 | 4 | 29 |
| 78 | 3 | 3 | 4 | 3 | 4 | 4 | 2 | 4 | 4 | 31 |
| 79 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 38 |
| 80 | 3 | 3 | 5 | 2 | 4 | 3 | 4 | 3 | 3 | 30 |
| 81 | 2 | 2 | 3 | 3 | 3 | 4 | 2 | 3 | 4 | 26 |
| 82 | 4 | 4 | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 36 |
| 83 | 3 | 2 | 4 | 2 | 4 | 4 | 2 | 3 | 4 | 28 |
| 84 | 3 | 3 | 4 | 3 | 4 | 3 | 2 | 4 | 3 | 29 |
| 85 | 2 | 2 | 4 | 2 | 3 | 4 | 4 | 4 | 4 | 29 |
| 86 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 26 |
| 87 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 31 |
| 88 | 3 | 2 | 4 | 2 | 3 | 3 | 3 | 3 | 3 | 26 |
| 89 | 4 | 3 | 2 | 2 | 1 | 3 | 1 | 2 | 3 | 21 |
| 90 | 3 | 2 | 4 | 2 | 3 | 3 | 1 | 3 | 3 | 24 |

### Hasil Rekapitulasi Jawaban Variabel Konflik Kerja (X3)

| No | Konflik Kerja (X3) |      |      |      | TOTAL<br>X3 |
|----|--------------------|------|------|------|-------------|
|    | X3.1               | X3.2 | X3.3 | X3.4 |             |
| 1  | 4                  | 4    | 4    | 4    | 12          |
| 2  | 5                  | 5    | 5    | 5    | 15          |
| 3  | 5                  | 5    | 5    | 4    | 15          |

|    |   |   |   |   |    |
|----|---|---|---|---|----|
| 4  | 4 | 3 | 4 | 5 | 11 |
| 5  | 4 | 3 | 4 | 4 | 11 |
| 6  | 4 | 4 | 4 | 4 | 12 |
| 7  | 3 | 3 | 3 | 3 | 9  |
| 8  | 4 | 4 | 4 | 4 | 12 |
| 9  | 5 | 4 | 4 | 5 | 13 |
| 10 | 4 | 4 | 4 | 4 | 12 |
| 11 | 5 | 4 | 4 | 5 | 13 |
| 12 | 3 | 3 | 3 | 4 | 9  |
| 13 | 4 | 4 | 4 | 4 | 12 |
| 14 | 5 | 4 | 4 | 5 | 13 |
| 15 | 4 | 5 | 3 | 5 | 12 |
| 16 | 4 | 4 | 4 | 4 | 12 |
| 17 | 3 | 3 | 2 | 4 | 8  |
| 18 | 4 | 4 | 4 | 4 | 12 |
| 19 | 5 | 5 | 5 | 5 | 15 |
| 20 | 4 | 4 | 4 | 4 | 12 |
| 21 | 5 | 5 | 5 | 4 | 15 |
| 22 | 4 | 4 | 4 | 5 | 12 |
| 23 | 4 | 3 | 3 | 3 | 10 |
| 24 | 4 | 4 | 4 | 4 | 12 |
| 25 | 4 | 4 | 3 | 4 | 11 |
| 26 | 5 | 3 | 3 | 5 | 11 |
| 27 | 2 | 4 | 4 | 5 | 10 |
| 28 | 2 | 2 | 2 | 5 | 6  |
| 29 | 4 | 4 | 4 | 5 | 12 |
| 30 | 4 | 4 | 4 | 4 | 12 |
| 31 | 4 | 4 | 4 | 5 | 12 |
| 32 | 5 | 5 | 5 | 5 | 15 |
| 33 | 5 | 4 | 4 | 4 | 13 |
| 34 | 4 | 4 | 4 | 4 | 12 |
| 35 | 4 | 4 | 5 | 5 | 13 |
| 36 | 4 | 4 | 4 | 5 | 12 |
| 37 | 4 | 3 | 4 | 4 | 11 |
| 38 | 4 | 4 | 4 | 5 | 12 |
| 39 | 4 | 3 | 4 | 4 | 11 |
| 40 | 4 | 3 | 4 | 5 | 11 |
| 41 | 4 | 3 | 4 | 5 | 11 |
| 42 | 3 | 3 | 4 | 5 | 10 |
| 43 | 4 | 4 | 4 | 5 | 12 |
| 44 | 5 | 3 | 4 | 5 | 12 |
| 45 | 4 | 3 | 4 | 5 | 11 |
| 46 | 3 | 3 | 4 | 5 | 10 |
| 47 | 3 | 3 | 4 | 5 | 10 |

|    |   |   |   |   |    |
|----|---|---|---|---|----|
| 48 | 3 | 3 | 4 | 5 | 10 |
| 49 | 3 | 3 | 4 | 4 | 10 |
| 50 | 3 | 3 | 4 | 4 | 10 |
| 51 | 3 | 3 | 3 | 5 | 9  |
| 52 | 4 | 3 | 4 | 5 | 11 |
| 53 | 3 | 3 | 4 | 5 | 10 |
| 54 | 3 | 3 | 5 | 5 | 11 |
| 55 | 3 | 3 | 5 | 5 | 11 |
| 56 | 3 | 3 | 4 | 4 | 10 |
| 57 | 5 | 5 | 5 | 5 | 15 |
| 58 | 3 | 3 | 4 | 4 | 10 |
| 59 | 3 | 3 | 4 | 5 | 10 |
| 60 | 4 | 3 | 4 | 5 | 11 |
| 61 | 3 | 4 | 4 | 5 | 11 |
| 62 | 3 | 4 | 4 | 4 | 11 |
| 63 | 4 | 4 | 4 | 5 | 12 |
| 64 | 4 | 4 | 4 | 5 | 12 |
| 65 | 4 | 4 | 4 | 5 | 12 |
| 66 | 4 | 4 | 4 | 5 | 12 |
| 67 | 3 | 4 | 4 | 4 | 11 |
| 68 | 3 | 4 | 5 | 5 | 12 |
| 69 | 3 | 4 | 4 | 4 | 11 |
| 70 | 3 | 3 | 5 | 5 | 11 |
| 71 | 4 | 4 | 4 | 5 | 12 |
| 72 | 4 | 4 | 4 | 4 | 12 |
| 73 | 3 | 3 | 4 | 5 | 10 |
| 74 | 3 | 3 | 4 | 5 | 10 |
| 75 | 3 | 3 | 4 | 5 | 10 |
| 76 | 3 | 4 | 4 | 5 | 11 |
| 77 | 4 | 3 | 4 | 5 | 11 |
| 78 | 3 | 4 | 4 | 5 | 11 |
| 79 | 4 | 4 | 4 | 5 | 12 |
| 80 | 3 | 3 | 3 | 3 | 9  |
| 81 | 4 | 3 | 5 | 4 | 12 |
| 82 | 3 | 3 | 3 | 4 | 9  |
| 83 | 4 | 4 | 5 | 5 | 13 |
| 84 | 2 | 3 | 4 | 3 | 9  |
| 85 | 3 | 3 | 4 | 3 | 10 |
| 86 | 3 | 3 | 3 | 4 | 9  |
| 87 | 4 | 3 | 4 | 5 | 11 |
| 88 | 3 | 3 | 4 | 3 | 10 |
| 89 | 3 | 3 | 2 | 4 | 8  |
| 90 | 3 | 3 | 4 | 3 | 10 |

### Hasil Rekapitulasi Jawaban Variabel Kinerja Karyawan (Y)

| No | Kinerja(Y) |    |    |    |    |    | TOTAL<br>Y |
|----|------------|----|----|----|----|----|------------|
|    | Y1         | Y2 | Y3 | Y4 | Y5 | Y6 |            |
| 1  | 4          | 4  | 4  | 4  | 5  | 5  | 26         |
| 2  | 5          | 4  | 5  | 5  | 5  | 5  | 29         |
| 3  | 4          | 4  | 4  | 5  | 5  | 5  | 27         |
| 4  | 4          | 4  | 5  | 5  | 5  | 5  | 28         |
| 5  | 4          | 4  | 4  | 4  | 4  | 3  | 23         |
| 6  | 4          | 3  | 4  | 4  | 4  | 4  | 23         |
| 7  | 3          | 3  | 3  | 3  | 3  | 3  | 18         |
| 8  | 4          | 4  | 4  | 4  | 4  | 4  | 24         |
| 9  | 4          | 4  | 4  | 5  | 5  | 4  | 26         |
| 10 | 4          | 4  | 4  | 3  | 4  | 3  | 22         |
| 11 | 5          | 4  | 5  | 5  | 5  | 4  | 28         |
| 12 | 4          | 4  | 5  | 5  | 3  | 3  | 24         |
| 13 | 4          | 4  | 4  | 3  | 4  | 4  | 23         |
| 14 | 5          | 5  | 4  | 5  | 5  | 4  | 28         |
| 15 | 4          | 4  | 4  | 5  | 5  | 5  | 27         |
| 16 | 4          | 5  | 5  | 4  | 4  | 2  | 24         |
| 17 | 4          | 4  | 4  | 4  | 4  | 4  | 24         |
| 18 | 4          | 4  | 4  | 4  | 5  | 3  | 24         |
| 19 | 5          | 4  | 5  | 5  | 5  | 5  | 29         |
| 20 | 5          | 5  | 5  | 5  | 4  | 4  | 28         |
| 21 | 4          | 4  | 5  | 5  | 5  | 3  | 26         |
| 22 | 5          | 5  | 5  | 5  | 5  | 4  | 29         |
| 23 | 4          | 3  | 3  | 3  | 3  | 3  | 19         |
| 24 | 4          | 4  | 4  | 4  | 4  | 4  | 24         |
| 25 | 4          | 4  | 3  | 4  | 4  | 4  | 23         |
| 26 | 5          | 5  | 5  | 5  | 5  | 5  | 30         |
| 27 | 5          | 4  | 5  | 4  | 5  | 5  | 28         |
| 28 | 4          | 4  | 4  | 4  | 4  | 4  | 24         |
| 29 | 4          | 4  | 3  | 5  | 4  | 3  | 23         |
| 30 | 4          | 4  | 4  | 5  | 3  | 3  | 23         |
| 31 | 4          | 4  | 4  | 5  | 4  | 4  | 25         |
| 32 | 5          | 4  | 5  | 5  | 5  | 5  | 29         |
| 33 | 4          | 4  | 4  | 4  | 5  | 5  | 26         |
| 34 | 4          | 4  | 5  | 5  | 5  | 2  | 25         |
| 35 | 4          | 4  | 4  | 5  | 5  | 4  | 26         |
| 36 | 4          | 4  | 4  | 5  | 5  | 4  | 26         |
| 37 | 3          | 4  | 3  | 5  | 5  | 2  | 22         |
| 38 | 4          | 4  | 4  | 5  | 5  | 3  | 25         |
| 39 | 3          | 3  | 2  | 4  | 5  | 2  | 19         |
| 40 | 3          | 3  | 3  | 5  | 5  | 2  | 21         |

|    |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|----|
| 41 | 4 | 3 | 3 | 5 | 5 | 2 | 22 |
| 42 | 4 | 3 | 4 | 5 | 5 | 2 | 23 |
| 43 | 3 | 4 | 4 | 5 | 5 | 2 | 23 |
| 44 | 4 | 4 | 4 | 5 | 5 | 5 | 27 |
| 45 | 3 | 3 | 4 | 5 | 4 | 2 | 21 |
| 46 | 4 | 4 | 4 | 5 | 5 | 3 | 25 |
| 47 | 3 | 3 | 4 | 5 | 5 | 3 | 23 |
| 48 | 4 | 4 | 4 | 5 | 5 | 2 | 24 |
| 49 | 4 | 3 | 4 | 5 | 4 | 3 | 23 |
| 50 | 4 | 4 | 4 | 5 | 5 | 3 | 25 |
| 51 | 3 | 4 | 3 | 4 | 3 | 2 | 19 |
| 52 | 4 | 3 | 4 | 5 | 5 | 3 | 24 |
| 53 | 4 | 4 | 4 | 5 | 5 | 2 | 24 |
| 54 | 4 | 4 | 4 | 5 | 5 | 2 | 24 |
| 55 | 3 | 4 | 4 | 5 | 5 | 3 | 24 |
| 56 | 3 | 3 | 4 | 5 | 3 | 2 | 20 |
| 57 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 58 | 4 | 4 | 4 | 5 | 5 | 4 | 26 |
| 59 | 4 | 4 | 4 | 5 | 5 | 4 | 26 |
| 60 | 4 | 4 | 4 | 5 | 4 | 2 | 23 |
| 61 | 3 | 4 | 3 | 5 | 4 | 2 | 21 |
| 62 | 3 | 4 | 4 | 4 | 4 | 2 | 21 |
| 63 | 4 | 4 | 2 | 4 | 4 | 4 | 22 |
| 64 | 4 | 4 | 4 | 5 | 5 | 4 | 26 |
| 65 | 4 | 4 | 4 | 5 | 4 | 3 | 24 |
| 66 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 67 | 3 | 4 | 4 | 4 | 4 | 3 | 22 |
| 68 | 3 | 3 | 3 | 4 | 4 | 4 | 21 |
| 69 | 4 | 4 | 3 | 4 | 4 | 2 | 21 |
| 70 | 4 | 4 | 4 | 4 | 4 | 2 | 22 |
| 71 | 3 | 3 | 4 | 4 | 3 | 3 | 20 |
| 72 | 4 | 4 | 4 | 5 | 5 | 2 | 24 |
| 73 | 4 | 4 | 4 | 5 | 3 | 4 | 24 |
| 74 | 3 | 4 | 4 | 5 | 4 | 2 | 22 |
| 75 | 3 | 4 | 4 | 5 | 4 | 2 | 22 |
| 76 | 4 | 4 | 3 | 5 | 3 | 3 | 22 |
| 77 | 4 | 4 | 4 | 4 | 3 | 3 | 22 |
| 78 | 4 | 4 | 4 | 5 | 4 | 2 | 23 |
| 79 | 4 | 4 | 4 | 5 | 4 | 4 | 25 |
| 80 | 3 | 4 | 4 | 4 | 4 | 3 | 22 |
| 81 | 4 | 4 | 4 | 4 | 3 | 2 | 21 |
| 82 | 4 | 4 | 4 | 4 | 4 | 3 | 23 |
| 83 | 4 | 4 | 3 | 3 | 3 | 2 | 19 |
| 84 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |





|          |                     |        |        |        |        |        |        |        |        |        |        |
|----------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| X2.6     | Pearson Correlation | .316** | .342** | .284** | .352** | .360** | 1      | .553** | .462** | .518** | .643** |
|          | Sig. (2-tailed)     | ,002   | ,001   | ,007   | ,001   | ,000   |        | ,000   | ,000   | ,000   | ,000   |
|          | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| X2.7     | Pearson Correlation | .358** | .395** | .330** | .449** | .422** | .553** | 1      | .438** | .434** | .699** |
|          | Sig. (2-tailed)     | ,001   | ,000   | ,001   | ,000   | ,000   | ,000   |        | ,000   | ,000   | ,000   |
|          | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| X2.8     | Pearson Correlation | .560** | .583** | .248*  | .355** | .483** | .462** | .438** | 1      | .663** | .772** |
|          | Sig. (2-tailed)     | ,000   | ,000   | ,018   | ,001   | ,000   | ,000   | ,000   |        | ,000   | ,000   |
|          | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| X2.9     | Pearson Correlation | .596** | .485** | .046   | .217*  | .393** | .518** | .434** | .663** | 1      | .692** |
|          | Sig. (2-tailed)     | ,000   | ,000   | ,664   | ,040   | ,000   | ,000   | ,000   | ,000   |        | ,000   |
|          | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| TOTAL X2 | Pearson Correlation | .752** | .818** | .436** | .701** | .719** | .643** | .699** | .772** | .692** | 1      |
|          | Sig. (2-tailed)     | ,000   | ,000   | ,000   | ,000   | ,000   | ,000   | ,000   | ,000   | ,000   |        |
|          | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |

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

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

### C. Hasil Uji Validitas Konflik Kerja (X3)

#### Correlations

|      |                     | X3.2   | X3.3   | X3.4   | X3.6  | TOTALX3 |
|------|---------------------|--------|--------|--------|-------|---------|
| X3.1 | Pearson Correlation | 1      | .582** | .339** | .205  | .654**  |
|      | Sig. (2-tailed)     |        | ,000   | ,001   | ,053  | ,000    |
|      | N                   | 90     | 90     | 90     | 90    | 90      |
| X3.2 | Pearson Correlation | .582** | 1      | .432** | .150  | .647**  |
|      | Sig. (2-tailed)     | ,000   |        | ,000   | ,159  | ,000    |
|      | N                   | 90     | 90     | 90     | 90    | 90      |
| X3.3 | Pearson Correlation | .339** | .432** | 1      | .265* | .618**  |



|         |                     |        |        |        |       |       |
|---------|---------------------|--------|--------|--------|-------|-------|
|         | Sig. (2-tailed)     | ,001   | ,000   |        | ,012  | ,000  |
|         | N                   | 90     | 90     | 90     | 90    | 90    |
| X3.4    | Pearson Correlation | ,205   | ,150   | .265*  | 1     | .220* |
|         | Sig. (2-tailed)     | ,053   | ,159   | ,012   |       | ,038  |
|         | N                   | 90     | 90     | 90     | 90    | 90    |
| TOTALX3 | Pearson Correlation | .654** | .647** | .618** | .220* | 1     |
|         | Sig. (2-tailed)     | ,000   | ,000   | ,000   | ,038  |       |
|         | N                   | 90     | 90     | 90     | 90    | 90    |

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

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

#### D. Hasil Uji Validitas Kinerja Karyawan (Y)

##### Correlations

|    |                     | Y1     | Y2     | Y3     | Y4     | Y5     | Y6     | TOTAL Y |
|----|---------------------|--------|--------|--------|--------|--------|--------|---------|
| Y1 | Pearson Correlation | 1      | .564** | .572** | .222*  | .331** | .553** | .760**  |
|    | Sig. (2-tailed)     |        | ,000   | ,000   | ,036   | ,001   | ,000   | ,000    |
|    | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90      |
| Y2 | Pearson Correlation | .564** | 1      | .487** | .272** | .271** | .317** | .641**  |
|    | Sig. (2-tailed)     | ,000   |        | ,000   | ,009   | ,010   | ,002   | ,000    |
|    | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90      |
| Y3 | Pearson Correlation | .572** | .487** | 1      | .376** | .343** | .380** | .735**  |
|    | Sig. (2-tailed)     | ,000   | ,000   |        | ,000   | ,001   | ,000   | ,000    |
|    | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90      |
| Y4 | Pearson Correlation | .222*  | .272** | .376** | 1      | .561** | ,099   | .585**  |
|    | Sig. (2-tailed)     | ,036   | ,009   | ,000   |        | ,000   | ,354   | ,000    |
|    | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90      |
| Y5 | Pearson Correlation | .331** | .271** | .343** | .561** | 1      | .337** | .699**  |
|    | Sig. (2-tailed)     | ,001   | ,010   | ,001   | ,000   |        | ,001   | ,000    |
|    | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90      |

|         |                     |        |        |        |        |        |        |        |
|---------|---------------------|--------|--------|--------|--------|--------|--------|--------|
| Y6      | Pearson Correlation | .553** | .317** | .380** | .099   | .337** | 1      | .718** |
|         | Sig. (2-tailed)     | ,000   | ,002   | ,000   | ,354   | ,001   |        | ,000   |
|         | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| TOTALLY | Pearson Correlation | .760** | .641** | .735** | .585** | .699** | .718** | 1      |
|         | Sig. (2-tailed)     | ,000   | ,000   | ,000   | ,000   | ,000   | ,000   |        |
|         | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     |

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

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

#### Lampiran 04. Hasil Uji Reliabilitas

##### A. Hasil Uji Reliabilitas Beban Kerja (X1)

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .882             | 8          |

##### B. Hasil Uji Reliabilitas Stres Kerja (X2)

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .865             | 9          |

##### C. Hasil Uji Reliabilitas Konflik Kerja (X3)

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .664             | 4          |

##### D. Hasil Uji Reliabilitas Kinerja Karyawan (Y)

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .759             | 6          |

**Lampiran 05.** Hasil Uji Koefisien Determinasi (R<sup>2</sup>)**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .626 <sup>a</sup> | .392     | .370              | 2,306                      |

a. Predictors: (Constant), Konflik Kerja, Beban Kerja, Stres Kerja

**Lampiran 06.** Hasil Uji Hipotesis**Coefficients<sup>a</sup>**

| Model |               | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|---------------|-----------------------------|------------|---------------------------|-------|------|
|       |               | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)    | 5.825                       | 2.492      |                           | 2.338 | .022 |
|       | Beban Kerja   | .440                        | .110       | .545                      | 4.016 | .000 |
|       | Stres Kerja   | -.076                       | .080       | -.144                     | -.941 | .349 |
|       | Konflik Kerja | .571                        | .190       | .317                      | 3.008 | .003 |

a. Dependent Variable: Kinerja Karyawan

**Lampiran 07.** Daftar Riwayat Hidup Peneliti**DAFTAR RIWAYAT HIDUP PENELITI****Data Pribadi**

Nama : Farah Maulidina Safira  
NPM : 21180000073  
Tempat dan Tanggal lahir : Jakarta, 16 Juni 1999  
Alamat : Jalan Marunda Baru No.9, RT.08/Rw.003,  
Kelurahan Marunda, Kecamatan Cilincing, Jakarta  
Utara, DKI Jakarta, 14150  
Telepon : 081212657174  
Email : [farahmldsfr@gmail.com](mailto:farahmldsfr@gmail.com)

**Pendidikan Formal**

SMA Negeri 52 Jakarta : Lulus 2018  
STIE Indonesia Jakarta : Tahun 2018 sampai sekarang


**Pengalaman Kepanitiaan**

2017 : Panitia Pensi SMAN 52 Jakarta

**Pengalaman Kerja**

September 2021 – Juni 2022 : STIE Indonesia Jakarta – Career Center

## Lampiran 08. Surat Permohonan Izin Riset



**SEKOLAH TINGGI ILMU EKONOMI INDONESIA  
(INDONESIA COLLEGE OF ECONOMICS)**

**1969**  
**STEI**

**TERAKREDITASI A**  
S-1 Akuntansi  
S-1 Manajemen  
D-3 Akuntansi  
D-3 Manajemen Perdagangan  
**TERAKREDITASI B**  
S-2 Akuntansi  
S-2 Manajemen  
INSTITUSI Perguruan Tinggi

Nomor : 283/BAA&AD/STEI/V/2022  
Lampiran : Proposal Penelitian  
Perihal : Permohonan Izin Riset Bagi Mahasiswa Sekolah Tinggi Ilmu Ekonomi Indonesia

**Kepada Yth**  
**PT. Zurich Asuransi Indonesia, Tbk**  
**Milenium Centennial Center. Lt. 52. Jl. Jend. Sudirman Kav 25, Jakarta Selatan 12920, Indonesia**

Sesuai dengan ketentuan yang berlaku, setiap mahasiswa diwajibkan untuk menyusun Karya Tulis Akhir (Skripsi) dan mempertahankannya dihadapan suatu panitia penguji sebagai persyaratan untuk memperoleh gelar Sarjana Ekonomi.

Sehubungan dengan hal tersebut, mahasiswa Sekolah Tinggi Ilmu Ekonomi Indonesia (STEI) :


Nama : Farah Maulidina Safira  
NPK : 21180000073  
No. Handphone : 081212657174  
Program Studi : S1 Manajemen  
Judul KTA : Pengaruh Beban Kerja, Stres Kerja, Dan Konflik Kerja Terhadap Kinerja Karyawan Pada PT. Zurich Asuransi Indonesia, Tbk

Bermaksud untuk mengadakan riset dalam bidang manajemen dengan topik yang ingin dibahas seperti yang dimuat dalam proposal penelitian terlampir pada Instansi yang Bapak/Ibu pimpin. Perlu kami tambahkan bahwa kode etik Perguruan Tinggi menjamin kerahasiaan data dan informasi yang diperoleh.

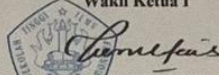
Sebagai bukti pelaksanaan riset, maka satu set laporan hasil penelitian (Skripsi) nantinya akan diserahkan kepada Manajemen Instansi oleh mahasiswa yang bersangkutan.

Pimpinan Sekolah Tinggi Ilmu Ekonomi Indonesia (STEI) Jakarta, Mengucapkan terima kasih atas bantuan dan kerjasamanya.

Jakarta, 28 Mei 2022  
**Sekolah Tinggi Ilmu Ekonomi Indonesia**  
Wakil Ketua I



**ZURICH**



Dr. Lies Zulfiati, S.E., M.Si., Ak., CA  
NIK. 010999089

Kampus A : Jl. Kayu Jati Raya No. 11A, Rawamangun - Jakarta 13220, INDONESIA  
Telp. : (021) 475.0321; 475.8702 Fax. : (021) 472.2371  
Website : [www.stei.ac.id](http://www.stei.ac.id)