

LAMPIRAN

Lampiran 1. Kuesioner Penelitian

Kepada Yth, Bapak/Ibu Responden

Dengan hormat,

Perkenalkan saya Ade Kurnia Mahasiswa Program Studi S-1 Manajemen, Sekolah Tinggi Ilmu Ekonomi Indonesia (STEI) Jakarta. Saat ini saya sedang melakukan penelitian mengenai Pengaruh Budaya Kaizen, Disiplin Kerja, dan Komitmen Organisasi pada karyawan PT. JNE Cabang Bekasi untuk memenuhi salah satu syarat kelulusan.

Dengan ini data penelitian yang telah diperoleh akan dijaga kerahasiaannya. Untuk itu mohon kesediaan Bapak/Ibu/Saudara/i untuk berpartisipasi dalam penelitian ini dengan mengisi kuesioner yang terlampir. Harapan peneliti semua jawaban Bapak/Ibu/Saudara/i dapat sesuai dengan kenyataan dan keadaan agar tujuan penelitian ini dapat tercapai dengan yang diharapkan.

Terima kasih atas ketersediaan dan partisipasi Bapak/Ibu/Saudara/i dalam mengisi kuesioner ini. Semoga Bapak/Ibu/Saudara/i selalu dalam perlindungan Tuhan Yang Maha Esa dan dilancarkan segala urusannya.

Hormat Saya

Ade Kurnia

Lanjutan Lampiran 1.

I. IDENTITAS RESPONDEN

- NAMA :
- PENDIDIKAN : SMA/SMK
 D3
 S1
- USIA : <20 31-40
 21-30 >40
- JENIS KELAMIN : LAKI-LAKI
 PEREMPUAN

II. PETUNJUK PENGISIAN KUESIONER

1. Mohon dengan hormat, bantuan, dan keadilan Bapak/Ibu/Saudara/saudari untuk menjawab seluruh pertanyaan yang ada dalam kuesioner ini.
2. Berikan tanda centang (\surd) pertanyaan berikut yang sesuai dengan keadaan yang sesungguhnya pada kolom yang tersedia
3. Ada 5 (lima) pilihan jawaban yang tersedia untuk masing-masing pertanyaan, yaitu :
 - (1) Sangat Tidak Setuju (STS)
 - (2) Tidak Setuju (TS)
 - (3) Kurang Setuju (KS)
 - (4) Setuju (S)
 - (5) Sangat Setuju (S)

Lanjutan Lampiran 1.

| No. | Uraian Kuisioner/Pernyataan | Jawaban | | | | |
|--------------------------------|--|---------|----|----|---|----|
| | | STS | TS | KS | S | SS |
| Variabel Budaya Kaizen | | 1 | 2 | 3 | 4 | 5 |
| 1. | Saya harus ringkas dalam segi pekerjaan | | | | | |
| 2. | Saya mampu mengklasifikasi barang dan peralatan di area kerja mencakup yang diperlukan saja | | | | | |
| 3. | Saya mampu mengelompokkan barang penunjang pekerjaan secara baik dan benar | | | | | |
| 4. | Tempat penyimpanan barang diberi identitas yang jelas agar mudah dilihat dan dimengerti | | | | | |
| 5. | Saya harus menjaga kebersihan lingkungan kerja dan kebersihan diri | | | | | |
| 6. | Kegiatan rutin piket dilakukan setiap shift berdasarkan tugas masing-masing | | | | | |
| 7. | Saya harus menjaga dan merawat semua fasilitas yang telah perusahaan sediakan | | | | | |
| 8. | Saya mampu membersihkan tempat kerja setelah selesai bekerja | | | | | |
| 9. | Saya berusaha menjadi rajin agar membawa dampak positif terhadap kinerja | | | | | |
| 10. | Saya mampu menjadikan kegiatan 5S sebagai suatu kebiasaan dalam jangka panjang untuk perbaikan terus-menerus | | | | | |
| Variabel Disiplin Kerja | | | | | | |
| 11. | Saya berusaha datang ke tempat kerja lebih awal dari waktu yang ditentukan | | | | | |
| 12. | Saya hadir ditempat bekerja tepat waktu sebelum jam kerja yang telah ditetapkan | | | | | |
| 13. | Saya selalu mengikuti aturan yang berlaku yang telah ditetapkan perusahaan | | | | | |

Lanjutan Lampiran 1.

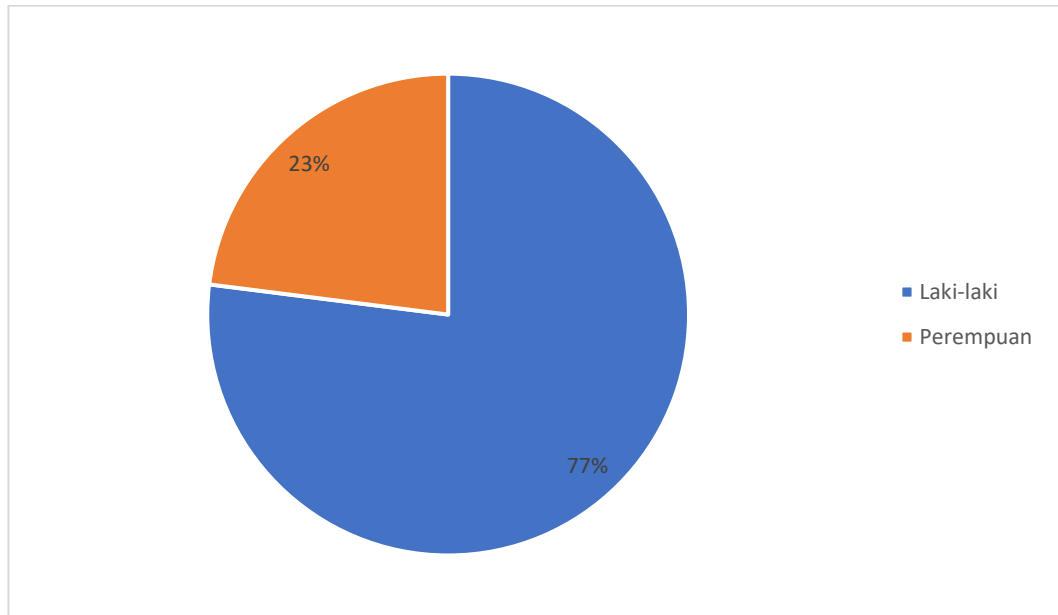
| | | STS | TS | KS | S | SS |
|-------------------------------------|---|-----|----|----|---|----|
| | | 1 | 2 | 3 | 4 | 5 |
| 14. | Saya mengerti dan memahami aturan dan sanksi yang telah ditetapkan perusahaan | | | | | |
| 15. | Saya menyelesaikan pekerjaan sesuai dengan prosedur pada waktu yang telah ditentukan | | | | | |
| 16. | Saya selalu mengenakan pakaian kerja atau seragam yang telah ditetapkan perusahaan | | | | | |
| 17. | Saya menjaga tingkah laku saya ketika bekerja | | | | | |
| 18. | Saya selalu menggunakan peralatan kerja dengan hati-hati | | | | | |
| 19. | Saya selalu berlaku ramah dengan pimpinan maupun rekan kerja | | | | | |
| 20. | Saya dapat mematuhi norma-norma sosial dalam melaksanakan pekerjaan | | | | | |
| Variabel Komitmen Organisasi | | | | | | |
| 21. | Saya berkeinginan bekerja giat karena adanya penghargaan yang pantas yang diberikan perusahaan | | | | | |
| 22. | Saya mengerahkan seluruh usaha melebihi yang diharapkan untuk membantu kesuksesan pekerjaan | | | | | |
| 23. | Saya berkeinginan menghabiskan sisa karir saya di organisasi ini | | | | | |
| 24. | Saya merasa berat jika meninggalkan organisasi meskipun sangat ingin sekali | | | | | |
| 25. | Saya menceritakan perusahaan ini kepada teman-teman sebagai organisasi yang bagus untuk bekerja | | | | | |
| 26. | Saya bangga bercerita kepada orang lain bahwa saya adalah bagian dari organisasi ini | | | | | |
| 27. | Saya menyadari bahwa komitmen adalah hal yang harus saya lakukan | | | | | |
| 28. | Saya menyadari masih ada tanggung jawab dalam pekerjaan jika saya ingin keluar | | | | | |

Lanjutan Lampiran 1.

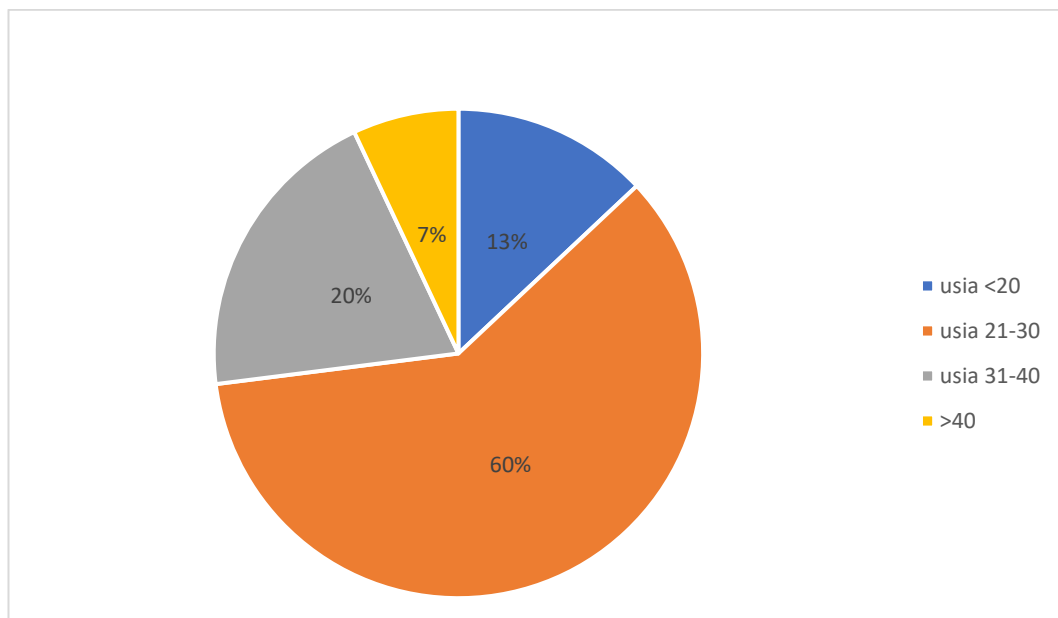
| Variabel Kinerja Karyawan | | | | | | |
|---------------------------|--|-----|----|----|---|----|
| | | STS | TS | KS | S | SS |
| | | 1 | 2 | 3 | 4 | 5 |
| 29. | Saya dapat bertahan dan melakukan pekerjaan sesuai dengan ketentuan | | | | | |
| 30. | Saya harus mempunyai tekad dan kesanggupan untuk bekerja di organisasi ini | | | | | |
| 31. | Saya mampu melaksanakan tugas yang diberikan sesuai dengan harapan | | | | | |
| 32. | Saya selalu memenuhi target pekerjaan melebihi pegawai lainnya | | | | | |
| 33. | Saya mampu melakukan pekerjaan yang sudah diberikan dengan tepat waktu | | | | | |
| 34. | Saya merasa bersalah jika pekerjaan tersebut tidak sesuai dengan yang diharapkan | | | | | |
| 35. | Saya datang ke kantor dengan tepat waktu | | | | | |
| 36. | Saya mampu untuk menaati segala peraturan dalam bekerja | | | | | |
| 37. | Saya bekerja dengan tulus sepenuh hati walaupun tidak ada atasan yang melakukan pengawasan | | | | | |
| 38. | Saya mampu menyelesaikan pekerjaan sesuai dengan ketentuan tanpa melakukan kecurangan | | | | | |
| 39. | Saya mudah bekerjasama dengan teman-teman pada bagian atau divisi lain | | | | | |
| 40. | Saya tidak memiliki masalah dalam tim kerja | | | | | |
| 41. | Saya mampu melaksanakan semua tindakan yang diperlukan dalam melakukan tugas pokok | | | | | |
| 42. | Saya mampu mengambil keputusan tanpa menunggu perintah dari atasan | | | | | |
| 43. | Saya mampu mempengaruhi pegawai lain dalam melaksanakan tugas | | | | | |
| 44. | Saya mampu bersikap tegas dalam memerintah pegawai lain dalam melakukan pekerjaan | | | | | |

Lampiran 2. Jawaban Responden

1. Jenis Kelamin

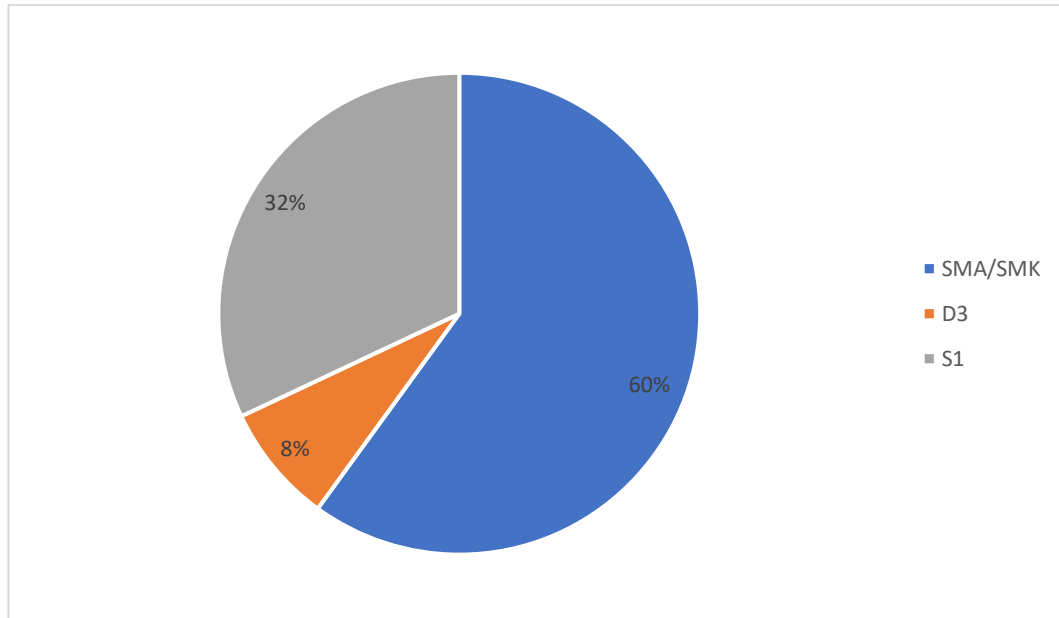


2. Usia



Lanjutan Lampiran 2.

3. Pendidikan



Lanjutan Lampiran 2.

Variabel Budaya *Kaizen* (X₁)

| No. | Jawaban Responden | | | | | | | | | | TOTAL |
|-----|-------------------|-----|-----|-----|-----|-----|-----|-----|-----|------|-----------|
| | BK1 | BK2 | BK3 | BK4 | BK5 | BK6 | BK7 | BK8 | BK9 | BK10 | |
| 1 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 49 |
| 2 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 43 |
| 3 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 44 |
| 4 | 4 | 4 | 4 | 5 | 5 | 3 | 4 | 4 | 4 | 3 | 40 |
| 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 44 |
| 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 48 |
| 7 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 8 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 9 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 10 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 48 |
| 11 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 47 |
| 12 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 13 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 14 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 48 |
| 15 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 16 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 2 | 5 | 3 | 43 |
| 17 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 48 |
| 18 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 46 |
| 19 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 20 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 21 | 3 | 3 | 4 | 3 | 4 | 4 | 5 | 3 | 4 | 4 | 37 |
| 22 | 4 | 4 | 3 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 43 |
| 23 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 24 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 49 |
| 25 | 5 | 4 | 3 | 4 | 5 | 2 | 5 | 4 | 3 | 4 | 39 |
| 26 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 32 |

| | | | | | | | | | | | |
|----|---|---|---|---|---|---|---|---|---|---|-----------|
| 27 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 28 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 42 |
| 29 | 4 | 4 | 4 | 5 | 4 | 2 | 4 | 1 | 4 | 4 | 36 |
| 30 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 44 |
| 31 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 47 |
| 32 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 49 |
| 33 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 45 |
| 34 | 5 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |
| 35 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 36 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 3 | 5 | 4 | 45 |
| 37 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 43 |
| 38 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 39 | 5 | 5 | 4 | 5 | 5 | 3 | 4 | 4 | 4 | 4 | 43 |
| 40 | 3 | 4 | 3 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 44 |
| 41 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 3 | 44 |
| 42 | 4 | 3 | 5 | 2 | 5 | 3 | 5 | 5 | 4 | 5 | 41 |
| 43 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 47 |
| 44 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 44 |
| 45 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 46 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 48 |
| 47 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 48 |
| 48 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 47 |
| 49 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 48 |
| 50 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 48 |
| 51 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 45 |
| 52 | 3 | 3 | 4 | 5 | 5 | 3 | 5 | 5 | 5 | 4 | 42 |
| 53 | 5 | 4 | 5 | 5 | 5 | 5 | 3 | 1 | 2 | 5 | 40 |
| 54 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 47 |
| 55 | 4 | 4 | 5 | 4 | 4 | 3 | 5 | 5 | 1 | 5 | 40 |
| 56 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 48 |
| 57 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 47 |

| | | | | | | | | | | | |
|----|---|---|---|---|---|---|---|---|---|---|-----------|
| 58 | 4 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 42 |
| 59 | 4 | 4 | 3 | 2 | 5 | 2 | 3 | 3 | 5 | 3 | 34 |
| 60 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 47 |
| 60 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 37 |
| 61 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 47 |
| 62 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 45 |
| 63 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 48 |
| 64 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 44 |
| 65 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 3 | 44 |
| 66 | 4 | 5 | 4 | 3 | 5 | 3 | 4 | 4 | 5 | 5 | 42 |
| 67 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 47 |
| 68 | 5 | 5 | 5 | 3 | 3 | 5 | 3 | 4 | 4 | 3 | 40 |
| 69 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 47 |
| 70 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 45 |
| 71 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 46 |
| 72 | 5 | 5 | 2 | 5 | 3 | 5 | 4 | 4 | 4 | 5 | 42 |
| 73 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 46 |
| 74 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 46 |
| 75 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |
| 76 | 4 | 4 | 3 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 44 |
| 77 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 44 |
| 78 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 44 |
| 79 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 44 |
| 80 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 43 |
| 81 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 48 |
| 82 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 3 | 4 | 3 | 42 |
| 83 | 4 | 5 | 3 | 4 | 4 | 3 | 2 | 4 | 3 | 4 | 36 |
| 84 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 47 |
| 85 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 48 |
| 86 | 4 | 5 | 3 | 4 | 5 | 2 | 5 | 4 | 5 | 5 | 42 |
| 87 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |

| | | | | | | | | | | | |
|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----------|
| 88 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 48 |
| 89 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 48 |
| 90 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 48 |
| 91 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 49 |
| 92 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 48 |
| 93 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 48 |
| 94 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 47 |
| 95 | 4 | 4 | 4 | 4 | 2 | 4 | 3 | 4 | 4 | 3 | 36 |
| 96 | 2 | 5 | 3 | 5 | 5 | 4 | 5 | 3 | 5 | 3 | 40 |
| 97 | 4 | 2 | 3 | 5 | 4 | 5 | 5 | 3 | 5 | 3 | 39 |
| 98 | 4 | 3 | 3 | 2 | 5 | 3 | 4 | 3 | 5 | 4 | 36 |
| 99 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 46 |
| 100 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 49 |
| Σ | 453 | 446 | 442 | 459 | 457 | 451 | 461 | 433 | 456 | 447 | 4505 |

Lanjutan Lampiran 2.

Variabel Disiplin Kerja (X₂)

| No. | Jawaban Responden | | | | | | | | | | TOTAL |
|-----|-------------------|-----|-----|-----|-----|-----|-----|-----|-----|------|-----------|
| | DK1 | DK2 | DK3 | DK4 | DK5 | DK6 | DK7 | DK8 | DK9 | DK10 | |
| 1 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 44 |
| 2 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 43 |
| 3 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 46 |
| 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 42 |
| 5 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 41 |
| 6 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 43 |
| 7 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 8 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 9 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 10 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 47 |
| 11 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 48 |
| 12 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 46 |
| 13 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 47 |
| 14 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 48 |
| 15 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 16 | 5 | 5 | 5 | 3 | 3 | 5 | 5 | 4 | 3 | 5 | 43 |
| 17 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 46 |
| 18 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |
| 19 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 20 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 21 | 4 | 3 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 42 |
| 22 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 43 |
| 23 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 24 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 25 | 4 | 3 | 5 | 5 | 3 | 4 | 5 | 4 | 4 | 5 | 42 |
| 26 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 44 |

| | | | | | | | | | | | |
|----|---|---|---|---|---|---|---|---|---|---|-----------|
| 27 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 28 | 3 | 3 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 41 |
| 29 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 4 | 5 | 40 |
| 30 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 31 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 32 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 33 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 45 |
| 34 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 35 | 4 | 4 | 3 | 5 | 4 | 3 | 4 | 5 | 4 | 4 | 40 |
| 36 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 45 |
| 37 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 47 |
| 38 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 39 | 4 | 3 | 5 | 4 | 5 | 5 | 5 | 3 | 4 | 4 | 42 |
| 40 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 41 | 4 | 3 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 43 |
| 42 | 5 | 5 | 4 | 4 | 4 | 3 | 5 | 5 | 4 | 4 | 43 |
| 43 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |
| 44 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 43 |
| 45 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 46 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 47 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 47 |
| 48 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 46 |
| 49 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 47 |
| 50 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 48 |
| 51 | 4 | 4 | 5 | 4 | 5 | 2 | 5 | 4 | 4 | 4 | 41 |
| 52 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 45 |
| 53 | 3 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 44 |
| 54 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 46 |
| 55 | 3 | 5 | 4 | 3 | 4 | 4 | 3 | 4 | 1 | 4 | 35 |
| 56 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 48 |
| 57 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 46 |

| | | | | | | | | | | | |
|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----------|
| 88 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 47 |
| 89 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 46 |
| 90 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 48 |
| 91 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 47 |
| 92 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 46 |
| 93 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 46 |
| 94 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 46 |
| 95 | 5 | 5 | 3 | 4 | 4 | 3 | 5 | 2 | 5 | 4 | 40 |
| 96 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 3 | 45 |
| 97 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 45 |
| 98 | 4 | 3 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 41 |
| 99 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 48 |
| 100 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 44 |
| Σ | 457 | 451 | 465 | 450 | 456 | 446 | 461 | 451 | 451 | 462 | 4550 |

| | | | | | | | | | |
|----|---|---|---|---|---|---|---|---|-----------|
| 27 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 30 |
| 28 | 5 | 4 | 3 | 3 | 4 | 4 | 5 | 4 | 32 |
| 29 | 4 | 3 | 4 | 1 | 5 | 4 | 4 | 4 | 29 |
| 30 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 |
| 31 | 4 | 5 | 3 | 3 | 4 | 4 | 4 | 4 | 31 |
| 32 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 |
| 33 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 36 |
| 34 | 5 | 5 | 5 | 3 | 5 | 5 | 5 | 5 | 38 |
| 35 | 4 | 4 | 3 | 4 | 4 | 3 | 3 | 4 | 29 |
| 36 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 36 |
| 37 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 37 |
| 38 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 |
| 39 | 5 | 4 | 3 | 3 | 4 | 4 | 3 | 4 | 30 |
| 40 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 38 |
| 41 | 4 | 3 | 3 | 3 | 4 | 4 | 5 | 5 | 31 |
| 42 | 3 | 3 | 3 | 4 | 2 | 3 | 4 | 3 | 25 |
| 43 | 4 | 5 | 4 | 3 | 5 | 5 | 5 | 3 | 34 |
| 44 | 4 | 4 | 3 | 4 | 4 | 3 | 5 | 5 | 32 |
| 45 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 |
| 46 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 38 |
| 47 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 38 |
| 48 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 38 |
| 49 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 37 |
| 50 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 38 |
| 51 | 5 | 4 | 5 | 3 | 4 | 4 | 3 | 5 | 33 |
| 52 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 36 |
| 53 | 3 | 1 | 4 | 3 | 5 | 3 | 3 | 4 | 26 |
| 54 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 39 |
| 55 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 21 |
| 56 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 38 |
| 57 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 38 |

| | | | | | | | | | |
|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----------|
| 88 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 39 |
| 89 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 39 |
| 90 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 39 |
| 91 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 38 |
| 92 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 38 |
| 93 | 5 | 5 | 5 | 5 | 3 | 4 | 5 | 4 | 36 |
| 94 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 38 |
| 95 | 5 | 5 | 3 | 4 | 4 | 2 | 3 | 4 | 30 |
| 96 | 4 | 5 | 3 | 5 | 4 | 5 | 3 | 4 | 33 |
| 97 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 5 | 31 |
| 98 | 3 | 3 | 5 | 4 | 4 | 4 | 3 | 5 | 31 |
| 99 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 38 |
| 100 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 36 |
| Σ | 449 | 445 | 421 | 418 | 435 | 438 | 440 | 444 | 3490 |

Lanjutan Lampiran 2.

Variabel Kinerja Karyawan (Y)

| No. | Jawaban Responden | | | | | | | | | | | | | | | | |
|-----|-------------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|------|------|------|-----------|
| | KK1 | KK2 | KK3 | KK4 | KK5 | KK6 | KK7 | KK8 | KK9 | KK10 | KK11 | KK12 | KK13 | KK14 | KK15 | KK16 | TOTAL |
| 1 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 73 |
| 2 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 73 |
| 3 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 5 | 70 |
| 4 | 4 | 4 | 4 | 3 | 4 | 3 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 61 |
| 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 65 |
| 6 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 3 | 5 | 69 |
| 7 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 80 |
| 8 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 64 |
| 9 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 64 |
| 10 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 78 |
| 11 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 74 |
| 12 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 3 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 71 |
| 13 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 80 |
| 14 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 78 |

| | | | | | | | | | | | | | | | | | |
|----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|
| 15 | 3 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 2 | 4 | 3 | 70 |
| 16 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 4 | 77 |
| 17 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 67 |
| 18 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 78 |
| 19 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 64 |
| 20 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 80 |
| 21 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 3 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 71 |
| 22 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 64 |
| 23 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 64 |
| 24 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 79 |
| 25 | 4 | 4 | 3 | 2 | 4 | 5 | 2 | 5 | 5 | 5 | 4 | 4 | 3 | 2 | 2 | 3 | 57 |
| 26 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 52 |
| 27 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 64 |
| 28 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 3 | 3 | 4 | 62 |
| 29 | 4 | 4 | 3 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 2 | 4 | 3 | 3 | 4 | 3 | 62 |
| 30 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 80 |
| 31 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 72 |
| 32 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 77 |

| | | | | | | | | | | | | | | | | | |
|----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|
| 33 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 72 |
| 34 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 80 |
| 35 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 56 |
| 36 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 73 |
| 37 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 5 | 78 |
| 38 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 80 |
| 39 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 3 | 4 | 4 | 70 |
| 40 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 74 |
| 41 | 4 | 3 | 4 | 3 | 5 | 5 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 65 |
| 42 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 5 | 3 | 5 | 4 | 2 | 2 | 2 | 59 |
| 43 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 78 |
| 44 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 68 |
| 45 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 78 |
| 46 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 75 |
| 47 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 77 |
| 48 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 76 |
| 49 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 75 |
| 50 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 75 |

| | | | | | | | | | | | | | | | | | |
|----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|
| 51 | 4 | 4 | 4 | 5 | 3 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 71 |
| 52 | 4 | 5 | 4 | 3 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 70 |
| 53 | 4 | 4 | 3 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 3 | 4 | 3 | 5 | 4 | 5 | 66 |
| 54 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 76 |
| 55 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 5 | 3 | 5 | 4 | 4 | 4 | 4 | 3 | 58 |
| 56 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 75 |
| 57 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 77 |
| 58 | 3 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 3 | 3 | 5 | 4 | 4 | 4 | 4 | 59 |
| 59 | 5 | 2 | 4 | 4 | 5 | 5 | 4 | 2 | 4 | 4 | 4 | 5 | 3 | 2 | 5 | 3 | 61 |
| 60 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 75 |
| 60 | 1 | 1 | 1 | 2 | 2 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 57 |
| 61 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 71 |
| 62 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 75 |
| 63 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 75 |
| 64 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 76 |
| 65 | 4 | 5 | 2 | 4 | 4 | 3 | 3 | 5 | 3 | 4 | 4 | 3 | 5 | 3 | 4 | 3 | 59 |
| 66 | 5 | 3 | 4 | 5 | 3 | 4 | 5 | 3 | 4 | 5 | 2 | 5 | 2 | 4 | 2 | 3 | 59 |
| 67 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 74 |

| | | | | | | | | | | | | | | | | | |
|----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|
| 68 | 2 | 1 | 2 | 3 | 3 | 3 | 4 | 4 | 2 | 4 | 3 | 5 | 3 | 1 | 3 | 4 | 47 |
| 69 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 75 |
| 70 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 73 |
| 71 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 73 |
| 72 | 5 | 2 | 5 | 3 | 5 | 3 | 5 | 3 | 5 | 3 | 5 | 5 | 2 | 5 | 5 | 3 | 64 |
| 73 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 75 |
| 74 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 74 |
| 75 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 74 |
| 76 | 4 | 5 | 4 | 5 | 4 | 3 | 3 | 3 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 66 |
| 77 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 3 | 3 | 64 |
| 78 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 3 | 5 | 3 | 4 | 3 | 4 | 5 | 67 |
| 79 | 5 | 5 | 4 | 4 | 4 | 4 | 3 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 68 |
| 80 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 5 | 3 | 1 | 5 | 3 | 5 | 4 | 4 | 58 |
| 81 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 75 |
| 82 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 68 |
| 83 | 4 | 5 | 4 | 3 | 5 | 4 | 5 | 3 | 5 | 3 | 3 | 4 | 4 | 3 | 5 | 4 | 64 |
| 84 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 76 |
| 85 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 77 |

| | | | | | | | | | | | | | | | | | |
|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----------|
| 86 | 5 | 5 | 5 | 5 | 4 | 5 | 3 | 4 | 5 | 3 | 5 | 3 | 5 | 3 | 5 | 4 | 69 |
| 87 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 79 |
| 88 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 76 |
| 89 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 77 |
| 90 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 78 |
| 91 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 76 |
| 92 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 77 |
| 93 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 74 |
| 94 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 73 |
| 95 | 4 | 5 | 3 | 4 | 3 | 4 | 5 | 2 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 5 | 63 |
| 96 | 4 | 2 | 5 | 4 | 4 | 5 | 4 | 4 | 3 | 2 | 5 | 2 | 4 | 1 | 4 | 3 | 56 |
| 97 | 5 | 3 | 2 | 5 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 5 | 3 | 5 | 3 | 4 | 63 |
| 98 | 5 | 4 | 5 | 4 | 2 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 2 | 66 |
| 99 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 77 |
| 100 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 73 |
| Σ | 458 | 434 | 427 | 437 | 447 | 453 | 448 | 449 | 448 | 444 | 448 | 452 | 446 | 431 | 435 | 441 | 7098 |

Lampiran 3. Perhitungan *Outer Loading*

| Variabel | Indikator | <i>Loading Factor</i> | <i>Rule of Thumb</i> | Keterangan |
|--------------------------|-----------|-----------------------|----------------------|------------|
| Budaya Kaizen (X1) | BK1 | 0.744 | 0.500 | Valid |
| | BK3 | 0.805 | 0.500 | Valid |
| | BK6 | 0.829 | 0.500 | Valid |
| Disiplin Kerja (X2) | DK5 | 0.844 | 0.500 | Valid |
| | DK9 | 0.856 | 0.500 | Valid |
| Komitmen Organisasi (X3) | KO1 | 0.824 | 0.500 | Valid |
| | KO2 | 0.842 | 0.500 | Valid |
| | KO6 | 0.767 | 0.500 | Valid |
| Kinerja Karyawan (Y) | KK1 | 0.752 | 0.500 | Valid |
| | KK2 | 0.770 | 0.500 | Valid |
| | KK4 | 0.745 | 0.500 | Valid |
| | KK14 | 0.744 | 0.500 | Valid |
| | KK16 | 0.756 | 0.500 | Valid |

Sumber : Data diolah dengan SmartPLS, (2022)

Lampiran 4. Cross Loading Discriminant Validity

| | X1(BK) | X2(DK) | X3(KO) | Y(KK) |
|-------------|---------------|---------------|---------------|--------------|
| BK1 | 0,744 | 0,125 | 0,352 | 0,372 |
| BK3 | 0,805 | 0,262 | 0,326 | 0,435 |
| BK6 | 0,829 | 0,421 | 0,378 | 0,521 |
| DK5 | 0,430 | 0,844 | 0,403 | 0,459 |
| DK9 | 0,185 | 0,856 | 0,496 | 0,477 |
| KK1 | 0,307 | 0,365 | 0,576 | 0,752 |
| KK14 | 0,481 | 0,388 | 0,402 | 0,770 |
| KK16 | 0,535 | 0,490 | 0,593 | 0,745 |
| KK2 | 0,325 | 0,339 | 0,372 | 0,744 |
| KK4 | 0,435 | 0,454 | 0,474 | 0,756 |
| KO1 | 0,430 | 0,385 | 0,824 | 0,608 |
| KO3 | 0,331 | 0,522 | 0,842 | 0,500 |
| KO6 | 0,302 | 0,393 | 0,767 | 0,470 |




Sumber : Data diolah dengan SmartPLS, (2022)

Lampiran 5. Composite Reability

| | Cronbach's Alpha | rho_A | Composite Reliability | Rule Of Thumb | Average Variance Extracted (AVE) | Ket |
|----------------|-------------------------|--------------|------------------------------|----------------------|---|------------|
| X1(BK)_ | 0,709 | 0,726 | 0,836 | 0.700 | 0,630 | Reliabel |
| X2(DK) | 0,617 | 0,617 | 0,839 | 0.700 | 0,723 | Reliabel |
| X3(KO) | 0,743 | 0,753 | 0,853 | 0.700 | 0,659 | Reliabel |
| Y(KK) | 0,811 | 0,817 | 0,868 | 0.700 | 0,568 | Reliabel |

Sumber : Data diolah dengan SmartPLS, (2022)

Lampiran 6. Surat Riset Penelitian

| | | |
|---|--|--|
|  <p>1969 STEI</p> | <p>SEKOLAH TINGGI ILMU EKONOMI INDONESIA (INDONESIA COLLEGE OF ECONOMICS)</p> | <p>TERAKREDITASI A S-1 Akuntansi S-1 Manajemen D-3 Akuntansi D-3 Manajemen Perdagangan</p> <p>TERAKREDITASI B S-2 Akuntansi S-2 Manajemen INSTITUSI Perguruan Tinggi</p> |
| <p>Nomor : 90/BAA&AD/STEI/III/2022 Lampiran : Proposal Penelitian Perihal : Permohonan Izin Riset Bagi Mahasiswa <u>Sekolah Tinggi Ilmu Ekonomi Indonesia</u></p> | | |
| <p>Kepada Yth PT. Tiki Jalur Nugraha Ekakurir (JNE) Jln. Raya Pekayon No. 38 RT.004/RW.001, Jaka Setia, Kec. Bekasi Selatan, Kota Bekasi, Jawa Barat 17147</p> | | |
| <p>Sesuai dengan ketentuan yang berlaku, setiap mahasiswa diwajibkan untuk menyusun Karya Tulis Akhir (Skripsi) dan mempertahankan dihadapan suatu panitia penguji sebagai persyaratan untuk memperoleh gelar Sarjana Ekonomi.</p> | | |
| <p>Sehubungan dengan hal tersebut, mahasiswa Sekolah Tinggi Ilmu Ekonomi Indonesia (STEI) :</p> | | |
| Nama | : Ade Kurnia | |
| NPK | : 21180000341 | |
| No. Handphone | : 081285387378 | |
| Program Studi | : S1 Manajemen | |
| Judul KTA | : Pengaruh Budaya Kaizen, Disiplin Kerja, dan Komitmen Organisasi Terhadap Perspektif Kinerja Karyawan | |
| <p>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.</p> | | |
| <p>Sebagai bukti pelaksanaan riset, maka satu set laporan hasil penelitian (Skripsi) nantinya akan diserahkan kepada Manajemen Instansi oleh mahasiswa yang bersangkutan.</p> | | |
| <p>Pimpinan Sekolah Tinggi Ilmu Ekonomi Indonesia (STEI) Jakarta, Mengucapkan terima kasih atas bantuan dan kerjasamanya.</p> | | |
| <p>Jakarta, 17 Juni 2022 Sekolah Tinggi Ilmu Ekonomi Indonesia Wakil Ketua I</p> | | |
|  |  Dr. Lies Zulfianti, S.E., M.Si., Ak., CA NIK. 010999089 | |
| <p>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</p> | | |

No. : 003/MIC/IV/2022
Perihal : Surat Keterangan

Bersama dengan surat ini kami, PT. JNE Cabang Bekasi menerangkan bahwa :

Nama : Ade Kurnia
NPK : 21180000341
Program Studi : S-1 Manajemen
Universitas : Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta

Telah mengadakan penelitian dan pengambilan data di tempat kami pada tanggal 02 Juli 2022 di Divisi Personalia (Departemen Sumber Daya Manusia) guna keperluan untuk Menyusun Karya Tulis Akhir (Skripsi).

Demikian Surat Keterangan ini dibuat agar dapat dipergunakan sebagaimana mestinya.

Jakarta, 02 Juli 2022

Hormat Kami,



Haris Alfarisi
Komisaris PT. JNE Cabang Bekasi

DAFTAR RIWAYAT HIDUP PENELITI

Lampiran 7. Daftar Riwayat Hidup

Data Pribadi

| | |
|--------------------------|---|
| Nama | : Ade Kurnia |
| NPM | : 21180000341 |
| Tempat dan Tanggal Lahir | : Bekasi, 25 Juli 2000 |
| Agama | : Islam |
| Kewarganegaraan | : Indonesia |
| Alamat | : Jl. Irigasi RT 005/021 No. 101 Pekayon Jaya, Bekasi Selatan, Kota Bekasi 17148 |
| Telepon | : 081285387378 |
| Email | : adelavenia7886@gmail.com |

Pendidikan Formal

| | |
|------------------------------|------------------------------|
| SDSN Pekayon Jaya VI, Bekasi | : Lulus Tahun 2012 |
| MTs Hidayatullah, Bekasi | : Lulus Tahun 2015 |
| SMA Widya Nusantara, Bekasi | : Lulus Tahun 2018 |
| STIE Indonesia, Jakarta | : Tahun 2022 sampai sekarang |

Pengalaman Organisasi

| | |
|-------------|----------------------------------|
| 2014 - 2015 | : Ketua OSIS MTs Hidayatullah |
| 2015 - 2018 | : Basketball SMA Widya Nusantara |
| 2016 - 2017 | : Humas OSIS SMA Widya Nusantara |
| 2018 - 2019 | : UKM Basketball STIE Indonesia |