



# LAMPIRAN

## Lampiran 1

### Kuesioner Penelitian

Kepada Yth. Responden Penelitian

Karyawan Armada Finance Magelang

Dengan hormat,

Saya yang bertanda tangan dibawah ini adalah mahasiswa Universitas Islam Indonesia

Nama : Muhammad Agung Reza Suryajiwangga

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Fakultas : Ekonomi

Jurusan : Manajemen

Dalam rangka mencari data guna menyusun skripsi dengan judul “Pengaruh Budaya Organisasi dan Kompensasi terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Intervening (Studi Kasus pada PT. Armada Finance Magelang)”, maka saya mohon bantuan serta kesediaannya Bapak/Ibu untuk mengisi kuesioner ini. Kuesioner ini hanya bertujuan untuk kepentingan penelitian dan tidak disajikan kepihak luar, serta kerahasiaan dalam mengisi kuesioner ini terjamin sepenuhnya. Oleh karena itu saya berharap jawaban yang Bapak/Ibu berikan dengan jujur dan terbuka akan sangat membantu dalam penelitian ini. Atas partisipasi dan kesediaan Bapak/Ibu dalam mengisi kuesioner ini saya ucapkan terimakasih.

Hormat Saya

M. Agung Reza S

11311050

**IDENTITAS RESPONDEN**

Untuk kelengkapan data penelitian, kami mohon Bapak/Ibu/Saudara/Saudari mengisi data dibawah ini:

1. Jenis Kelamin : Pria / Wanita
2. Usia :  a. Kurang dari 20 Tahun  
 b. 20 Tahun – 25 Tahun  
 c. 25 Tahun – 30 Tahun  
 d. 30 Tahun – 35 Tahun  
 e. 35 Tahun – 40 Tahun  
 f. 40 Tahun – 45 Tahun  
 g. 45 Tahun – 50 Tahun  
 h. Diatas 50 Tahun
3. Status Pernikahan : Menikah / Belum Menikah
4. Pendidikan terakhir :  a. SD  
 b. SMP  
 c. SMA  
 d. Diploma (D1/D2/D3)  
 e. Sarjana (S1/S2/S3)
5. Status Karyawan : Karyawan Tetap / Karyawan Kontrak
6. Lama Bekerja :  a. Kurang 5 Tahun  
 b. 5 Tahun – 10 Tahun  
 c. 10 Tahun – 15 Tahun  
 d. 15 Tahun – 20 Tahun  
 e. 20 Tahun – 25 Tahun  
 f. 25 Tahun – 30 Tahun

7. Jabatan :  a. Divisi SDM  
 b. Divisi Operasional  
 c. Divisi Administrasi dan Umum  
 d. Divisi Keuangan  
 f. Divisi IT

8. Penghasilan :  a. Kurang dari Rp. 1.350.000  
 b. Rp. 1.350.000 – Rp. 3.000.000  
 c. Rp. 3.000.000 – Rp. 6.000.000  
 d. Rp.6.000.000 – Rp. 8.000.000  
 e. Diatas Rp.8.000.000

#### PETUNJUK PENGISIAN

Lingkari angka pada kolom penilaian yang sesuai dengan pilihan Anda !

SS = Sangat Setuju (5)

S = Setuju (4)

N = Netral (3)

TS = Tidak Setuju (2)

STS = Sangat Tidak Setuju (1)

Contoh :

| No. | Pertanyaan  | SS | S | N | TS | STS |
|-----|---|----|---|---|----|-----|
| 1.  | Karyawan merasa memiliki pengetahuan yang memadai | 5  | 4 | 3 | 2  | 1   |

| No   | Pertanyaan   | SS | S | N | TS | STS |
|--|--|----|---|---|----|-----|
| <b>A. Budaya Organisasi</b>  |  |    |   |   |    |     |
| Petunjuk Pengisian   |  |    |   |   |    |     |
| Lingkari angka pada kolom jawaban yang dianggap paling tepat, pada alternatif jawaban berikut: |  |    |   |   |    |     |
| SS = Sangat Setuju (5)   |  |    |   |   |    |     |
| S = Setuju (4)   |  |    |   |   |    |     |
| N = Netral (3)   |  |    |   |   |    |     |
| TS = Tidak Setuju (2)  |  |    |   |   |    |     |
| STS = Sangat Tidak Setuju (1)  |  |    |   |   |    |     |
| <b>Aturan Perilaku yang Diamati</b>  |  |    |   |   |    |     |
| A1   | Saya merasa senang mengikuti <i>Briefing</i>   | 5  | 4 | 3 | 2  | 1   |
| A2   | Saya merasa adanya sikap saling menghargai satu sama lain                                    | 5  | 4 | 3 | 2  | 1   |
| A3   | Saya merasakan hubungan kekeluargaan yang erat di dalam perusahaan                           | 5  | 4 | 3 | 2  | 1   |
| A4   | Saya merasakan adanya rasa senasib sepenanggungan dengan sesama karyawan                     | 5  | 4 | 3 | 2  | 1   |
| <b>Norma dalam Perusahaan</b>  |  |    |   |   |    |     |
| A5   | Saya merasakan terciptanya kedisiplinan dalam bekerja  | 5  | 4 | 3 | 2  | 1   |
| A6   | Saya merasakan terciptanya kejujuran dalam bekerja   | 5  | 4 | 3 | 2  | 1   |
| A7   | Saya merasakan terwujudnya profesionalitas dalam bekerja                                     | 5  | 4 | 3 | 2  | 1   |
| <b>Nilai-Nilai Dominan yang Dianut Perusahaan</b>  |  |    |   |   |    |     |
| A8   | Saya mengutamakan terwujudnya kinerja yang baik  | 5  | 4 | 3 | 2  | 1   |
| A9   | Saya merasakan sikap yang saling bersinergi dengan atasan demi terwujudnya tujuan perusahaan | 5  | 4 | 3 | 2  | 1   |

|                               |  |   |   |   |   |   |
|-------------------------------|--|---|---|---|---|---|
| A10                           | Saya merasakan sikap yang saling bersinergi dengan karyawan demi terwujudnya tujuan perusahaan | 5 | 4 | 3 | 2 | 1 |
| A11                           | Saya merasakan perusahaan memiliki tata kelola yang baik                                       | 5 | 4 | 3 | 2 | 1 |
| <b>Filosofi Perusahaan</b>    |  |   |   |   |   |   |
| A12                           | Saya merasakan perusahaan telah menciptakan rasa aman bagi karyawan                            | 5 | 4 | 3 | 2 | 1 |
| A13                           | Saya merasa bangga menjadi bagian dalam perusahaan   | 5 | 4 | 3 | 2 | 1 |
| A14                           | Saya merasakan adanya rasa tenang saat berkerja  | 5 | 4 | 3 | 2 | 1 |
| <b>Peraturan Perusahaan</b>   |  |   |   |   |   |   |
| A15                           | Saya selalu mematuhi peraturan yang telah ditetapkan perusahaan                                | 5 | 4 | 3 | 2 | 1 |
| A16                           | Saya selalu berusaha mempelajari teknik dan prosedur pekerjaan yang dilakukan                  | 5 | 4 | 3 | 2 | 1 |
| A17                           | Saya selalu siap memperbaiki setiap kesalahan  | 5 | 4 | 3 | 2 | 1 |
| <b>Iklim Kerja Perusahaan</b> |  |   |   |   |   |   |
| A18                           | Saya merasakan suasana yang nyaman saat bekerja  | 5 | 4 | 3 | 2 | 1 |
| A19                           | Saya merasakan adanya sikap saling terbuka dengan sesama karyawan                              | 5 | 4 | 3 | 2 | 1 |
| A20                           | Saya merasa percaya dengan sesama karyawan   | 5 | 4 | 3 | 2 | 1 |

| <b>B. Kompensasi</b>   |   |    |   |   |    |     |
|--|---|----|---|---|----|-----|
| Petunjuk Pengisian   |   |    |   |   |    |     |
| Lingkari angka pada kolom jawaban yang dianggap paling tepat, pada alternatif jawaban berikut: |   |    |   |   |    |     |
| SS = Sangat Setuju (5)   |   |    |   |   |    |     |
| S = Setuju (4)   |   |    |   |   |    |     |
| N = Netral (3)   |   |    |   |   |    |     |
| TS = Tidak Setuju (2)  |   |    |   |   |    |     |
| STS = Sangat Tidak Setuju (1)  |   |    |   |   |    |     |
| No   | Pertanyaan  | SS | S | N | TS | STS |
| <b>Kompensasi Finansial Langsung</b>   |   |    |   |   |    |     |
| <b>Upah/Gaji Karyawan</b>  |   |    |   |   |    |     |
| B1   | Saya merasakan gaji yang diterima sesuai dengan kebutuhan ekonomi   | 5  | 4 | 3 | 2  | 1   |
| B2   | Saya merasakan gaji yang diterima sudah layak   | 5  | 4 | 3 | 2  | 1   |
| <b>Insentif yang Diberikan Untuk Karyawan</b>  |   |    |   |   |    |     |
| B3   | Saya merasa bonus yang diterima sesuai dengan prestasi kerja  | 5  | 4 | 3 | 2  | 1   |
| B4   | Saya merasakan insentif yang diberikan bermanfaat untuk kehidupan pribadi maupun keluarga                     | 5  | 4 | 3 | 2  | 1   |
| <b>Kompensasi Finansial Tidak Langsung</b>   |   |    |   |   |    |     |
| <b>Tunjangan Kepada Karyawan</b>   |   |    |   |   |    |     |
| B5   | Saya telah merasakan sarana dan prasarana yang diberikan oleh perusahaan                                      | 5  | 4 | 3 | 2  | 1   |
| B6   | Saya merasa perusahaan telah memberikan biaya pengobatan melalui <i>reimbursement</i> atau asuransi kesehatan | 5  | 4 | 3 | 2  | 1   |
| B7   | Perusahaan telah mengikut sertakan saya dalam program Badan Penyelenggara Jaminan Sosial                      | 5  | 4 | 3 | 2  | 1   |
| B8   | Saya merasakan program cuti yang diberikan  | 5  | 4 | 3 | 2  | 1   |

|   |  |   |   |   |   |   |
|---|--|---|---|---|---|---|
|   | sesuai dengan kebutuhan  |   |   |   |   |   |
| B9  | Saya tetap menerima gaji ketika sedang tidak bekerja/cuti  | 5 | 4 | 3 | 2 | 1 |
| <b>Kompensasi Non Finansial</b>                     |  |   |   |   |   |   |
| <b>Kompensasi Berkaitan Dengan Pekerjaan</b>        |  |   |   |   |   |   |
| B10   | Saya merasakan adanya pemberian pekerjaan yang menantang   | 5 | 4 | 3 | 2 | 1 |
| B11   | Saya merasakan adanya kesempatan untuk pengembangan karier melalui kerja   | 5 | 4 | 3 | 2 | 1 |
| B12   | Saya merasakan adanya pengakuan atas prestasi kerja  | 5 | 4 | 3 | 2 | 1 |
| B13   | Saya merasakan adanya pujian atas kinerja yang telah dilakukan   | 5 | 4 | 3 | 2 | 1 |
| B14   | Saya turut diberikan wewenang dan tanggung jawab di dalam perusahaan   | 5 | 4 | 3 | 2 | 1 |
| <b>Kompensasi Berkaitan Dengan Lingkungan Kerja</b> |  |   |   |   |   |   |
| <b>Supervisi Kompetensi</b>                         |  |   |   |   |   |   |
| B15   | Saya merasakan adanya <i>coaching</i> atau arahan yang dilakukan atasan dalam memberikan semangat kerja karyawan | 5 | 4 | 3 | 2 | 1 |
| <b>Kondisi Kerja yang Mendukung</b>                 |  |   |   |   |   |   |
| B16   | Saya merasakan ruang kerja yang aman dan nyaman  | 5 | 4 | 3 | 2 | 1 |
| B17   | Saya merasakan adanya keseimbangan antara waktu bekerja dan kehidupan pribadi.                                   | 5 | 4 | 3 | 2 | 1 |
| <b>Simbol Status yang Pantas</b>                    |  |   |   |   |   |   |
| B18   | Saya merasakan ukuran kantor telah sesuai dengan kebutuhan perusahaan.   | 5 | 4 | 3 | 2 | 1 |
| B19   | Saya merasakan lokasi kantor yang strategis.   | 5 | 4 | 3 | 2 | 1 |



|     |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|
| B20 | Saya merasakan ukuran serta kualitas meja untuk bekerja yang baik dan layak | 5 | 4 | 3 | 2 | 1 |
| B21 | Saya merasakan lokasi tempat parkir yang berdekatan dengan kantor.          | 5 | 4 | 3 | 2 | 1 |



| <b>C. Kepuasan Kerja</b>   |  |    |   |   |    |     |
|--|--|----|---|---|----|-----|
| Petunjuk Pengisian   |  |    |   |   |    |     |
| Lingkari angka pada kolom jawaban yang dianggap paling tepat, pada alternatif jawaban berikut: |  |    |   |   |    |     |
| SS = Sangat Setuju (5)   |  |    |   |   |    |     |
| S = Setuju (4)   |  |    |   |   |    |     |
| N = Netral (3)   |  |    |   |   |    |     |
| TS = Tidak Setuju (2)  |  |    |   |   |    |     |
| STS = Sangat Tidak Setuju (1)  |  |    |   |   |    |     |
| No   | Pertanyaan   | SS | S | N | TS | STS |
| <b>Pekerjaan itu sendiri (<i>Work Itself</i>)</b>  |  |    |   |   |    |     |
| C1   | Saya merasakan adanya tantangan tersendiri saat bekerja                                      | 5  | 4 | 3 | 2  | 1   |
| C2   | Saya merasakan adanya kesempatan untuk belajar   | 5  | 4 | 3 | 2  | 1   |
| C3   | Saya merasakan adanya peluang untuk menerima tanggung jawab                                  | 5  | 4 | 3 | 2  | 1   |
| <b>Atasan (<i>Supervisor</i>)</b>  |  |    |   |   |    |     |
| C4   | Saya merasakan adanya pengawasan secara berkelanjutan dari atasan                            | 5  | 4 | 3 | 2  | 1   |
| C5   | Saya merasakan adanya evaluasi dilakukan secara berkala dari atasan                          | 5  | 4 | 3 | 2  | 1   |
| C6   | Atasan selalu memberikan semangat kerja kepada saya  | 5  | 4 | 3 | 2  | 1   |
| C7   | Atasan selalu memberikan contoh yang baik kepada saya  | 5  | 4 | 3 | 2  | 1   |
| C8   | Atasan selalu menjadikan produktivitas kerja saya menjadi efektif                            | 5  | 4 | 3 | 2  | 1   |
| <b>Teman sekerja (<i>Co-Workers</i>)</b>   |  |    |   |   |    |     |
| C9   | Saya merasakan <i>partner</i> kerja yang ramah   | 5  | 4 | 3 | 2  | 1   |
| C10  | Saya merasakan adanya kerja sama yang terjalin antara karyawan dalam menyelesaikan pekerjaan | 5  | 4 | 3 | 2  | 1   |

|                                   |   |   |   |   |   |   |
|-----------------------------------|---|---|---|---|---|---|
| C11                               | Saya merasakan adanya sikap saling mendukung antara karyawan          | 5 | 4 | 3 | 2 | 1 |
| C12                               | Saya merasakan saran yang bermanfaat dari teman sekerja               | 5 | 4 | 3 | 2 | 1 |
| <b>Promosi (<i>Promotion</i>)</b> |   |   |   |   |   |   |
| C13                               | Saya merasakan atasan memberikan promosi jabatan secara obyektif      | 5 | 4 | 3 | 2 | 1 |
| C14                               | Saya merasakan adanya wewenang serta tanggung jawab yang lebih besar  | 5 | 4 | 3 | 2 | 1 |
| C15                               | Saya merasakan setiap karyawan memiliki kesempatan untuk dipromosikan | 5 | 4 | 3 | 2 | 1 |
| <b>Gaji/Upah (<i>Pay</i>)</b>     |   |   |   |   |   |   |
| C16                               | Saya merasakan gaji yang dibayarkan tepat waktu                       | 5 | 4 | 3 | 2 | 1 |
| C17                               | Saya merasakan gaji telah sesuai dengan kapasitas kerja               | 5 | 4 | 3 | 2 | 1 |
| C18                               | Saya merasakan gaji yang diberikan secara adil                        | 5 | 4 | 3 | 2 | 1 |
| C19                               | Saya merasakan bonus yang diberikan sesuai dengan apa yang dikerjakan | 5 | 4 | 3 | 2 | 1 |
| C20                               | Saya merasakan tunjangan diberikan secara tepat waktu                 | 5 | 4 | 3 | 2 | 1 |

| <b>D. Kinerja</b>  |   |    |   |   |   |    |
|--|---|----|---|---|---|----|
| Petunjuk Pengisian   |   |    |   |   |   |    |
| Lingkari angka pada kolom jawaban yang dianggap paling tepat, pada alternatif jawaban berikut: |   |    |   |   |   |    |
| ST = Sangat Tinggi (5)   |   |    |   |   |   |    |
| T = Tinggi (4)   |   |    |   |   |   |    |
| S = Sedang (3)   |   |    |   |   |   |    |
| R = Rendah (2)   |   |    |   |   |   |    |
| SR = Sangat Rendah (1)   |   |    |   |   |   |    |
| No   | Pertanyaan  | ST | T | S | R | SR |
| <b>Kualitas Pekerjaan</b>  |   |    |   |   |   |    |
| D1   | Saya memiliki kemampuan untuk memenuhi target yang ditetapkan                             | 5  | 4 | 3 | 2 | 1  |
| D2   | Saya memiliki ketelitian dalam bekerja  | 5  | 4 | 3 | 2 | 1  |
| D3   | Saya memiliki kemampuan untuk menyelesaikan pekerjaan sesuai prosedur kerja               | 5  | 4 | 3 | 2 | 1  |
| D4   | Saya memiliki kemampuan menyelesaikan pekerjaan sesuai standar kerja                      | 5  | 4 | 3 | 2 | 1  |
| <b>Produktifitas</b>   |   |    |   |   |   |    |
| D5   | Saya dapat menyesuaikan hasil pekerjaan dengan target yang ditetapkan                     | 5  | 4 | 3 | 2 | 1  |
| D6   | Saya dapat menyelesaikan pekerjaan dengan tepat waktu                                     | 5  | 4 | 3 | 2 | 1  |
| D7   | Saya dapat menyelesaikan kerja lembur   | 5  | 4 | 3 | 2 | 1  |
| D8   | Saya memiliki kemampuan untuk menyelesaikan pekerjaan sebelum batas waktu yang ditentukan | 5  | 4 | 3 | 2 | 1  |
| <b>Pengetahuan Mengenai Pekerjaan</b>  |   |    |   |   |   |    |
| D9   | Saya selalu mendapatkan informasi yang jelas untuk menyelesaikan pekerjaan                | 5  | 4 | 3 | 2 | 1  |
| D10  | Saya memiliki kemampuan memahami tugas yang diberikan                                     | 5  | 4 | 3 | 2 | 1  |
| <b>Kehandalan</b>  |   |    |   |   |   |    |

|                           |   |   |   |   |   |   |
|---------------------------|---|---|---|---|---|---|
| D11                       | Atasan percaya dengan kehandalan saya                               | 5 | 4 | 3 | 2 | 1 |
| D12                       | Saya memiliki tanggung jawab atas pekerjaan yang harus diselesaikan | 5 | 4 | 3 | 2 | 1 |
| D13                       | Saya dapat bekerja dengan tepat                                     | 5 | 4 | 3 | 2 | 1 |
| <b>Ketersediaan</b>       |   |   |   |   |   |   |
| D14                       | Kehadiran saya selalu tepat waktu                                   | 5 | 4 | 3 | 2 | 1 |
| D15                       | Saya selalu tepat waktu ketika pulang kerja                         | 5 | 4 | 3 | 2 | 1 |
| D16                       | Saya selalu menggunakan waktu istirahat/jam makan dengan tepat      | 5 | 4 | 3 | 2 | 1 |
| <b>Ketidatergantungan</b> |   |   |   |   |   |   |
| D17                       | Saya merasakan adanya kebebasan dalam menyelesaikan pekerjaan       | 5 | 4 | 3 | 2 | 1 |
| D18                       | Saya merasakan adanya kebebasan karyawan dalam menyampaikan gagasan | 5 | 4 | 3 | 2 | 1 |

Lampiran 2  
 Hasil Uji Validitas  
 Budaya Organisasi (X1)

**Correlations**

|              | Budaya_total        |                 |    |
|--------------|---------------------|-----------------|----|
|              | Pearson Correlation | Sig. (2-tailed) | N  |
| budaya1      | ,530                | ,000            | 58 |
| budaya2      | ,714                | ,000            | 58 |
| budaya3      | ,730                | ,000            | 58 |
| budaya4      | ,603                | ,000            | 58 |
| budaya5      | ,740                | ,000            | 58 |
| budaya6      | ,800                | ,000            | 58 |
| budaya7      | ,703                | ,000            | 58 |
| budaya8      | ,707                | ,000            | 58 |
| budaya9      | ,757                | ,000            | 58 |
| budaya10     | ,747                | ,000            | 58 |
| budaya11     | ,700                | ,000            | 58 |
| budaya12     | ,666                | ,000            | 58 |
| budaya13     | ,771                | ,000            | 58 |
| budaya14     | ,636                | ,000            | 58 |
| budaya15     | ,504                | ,000            | 58 |
| budaya16     | ,480                | ,000            | 58 |
| budaya17     | ,697                | ,000            | 58 |
| budaya18     | ,777                | ,000            | 58 |
| budaya19     | ,700                | ,000            | 58 |
| budaya20     | ,439                | ,001            | 58 |
| Budaya_total | 1                   |                 | 58 |

## Kompensasi (X2)

## Correlations

|                  | kompensasi_total    |                 |    |
|------------------|---------------------|-----------------|----|
|                  | Pearson Correlation | Sig. (2-tailed) | N  |
| kompensasi1      | ,463                | ,000            | 58 |
| kompensasi2      | ,605                | ,000            | 58 |
| kompensasi3      | ,562                | ,000            | 58 |
| kompensasi4      | ,586                | ,000            | 58 |
| kompensasi5      | ,646                | ,000            | 58 |
| kompensasi6      | ,584                | ,000            | 58 |
| kompensasi7      | ,455                | ,000            | 58 |
| kompensasi8      | ,644                | ,000            | 58 |
| kompensasi9      | ,475                | ,000            | 58 |
| kompensasi10     | ,343                | ,008            | 58 |
| kompensasi11     | ,595                | ,000            | 58 |
| kompensasi12     | ,710                | ,000            | 58 |
| kompensasi13     | ,585                | ,000            | 58 |
| kompensasi14     | ,607                | ,000            | 58 |
| kompensasi15     | ,696                | ,000            | 58 |
| kompensasi16     | ,667                | ,000            | 58 |
| kompensasi17     | ,619                | ,000            | 58 |
| kompensasi18     | ,457                | ,000            | 58 |
| kompensasi19     | ,452                | ,000            | 58 |
| kompensasi20     | ,443                | ,000            | 58 |
| kompensasi21     | ,418                | ,001            | 58 |
| kompensasi_total | 1                   |                 | 58 |

## Kepuasan Kerja (Z)

## Correlations

|                | kepuasan_total      |                 |    |
|----------------|---------------------|-----------------|----|
|                | Pearson Correlation | Sig. (2-tailed) | N  |
| kepuasan1      | ,631                | ,000            | 58 |
| kepuasan2      | ,709                | ,000            | 58 |
| kepuasan3      | ,705                | ,000            | 58 |
| kepuasan4      | ,630                | ,000            | 58 |
| kepuasan5      | ,709                | ,000            | 58 |
| kepuasan6      | ,747                | ,000            | 58 |
| kepuasan7      | ,734                | ,000            | 58 |
| kepuasan8      | ,708                | ,000            | 58 |
| kepuasan9      | ,625                | ,000            | 58 |
| kepuasan10     | ,792                | ,000            | 58 |
| kepuasan11     | ,715                | ,000            | 58 |
| kepuasan12     | ,654                | ,000            | 58 |
| kepuasan13     | ,577                | ,000            | 58 |
| kepuasan14     | ,615                | ,000            | 58 |
| kepuasan15     | ,653                | ,000            | 58 |
| kepuasan16     | ,546                | ,000            | 58 |
| kepuasan17     | ,738                | ,000            | 58 |
| kepuasan18     | ,588                | ,000            | 58 |
| kepuasan19     | ,522                | ,000            | 58 |
| kepuasan20     | ,497                | ,000            | 58 |
| kepuasan_total | 1                   |                 | 58 |



## Kinerja (Y)

## Correlations

|               | kinerja_total       |                 |    |
|---------------|---------------------|-----------------|----|
|               | Pearson Correlation | Sig. (2-tailed) | N  |
| kinerja1      | ,568                | ,000            | 58 |
| kinerja2      | ,586                | ,000            | 58 |
| kinerja3      | ,813                | ,000            | 58 |
| kinerja4      | ,817                | ,000            | 58 |
| kinerja5      | ,804                | ,000            | 58 |
| kinerja6      | ,795                | ,000            | 58 |
| kinerja7      | ,547                | ,000            | 58 |
| kinerja8      | ,684                | ,000            | 58 |
| kinerja9      | ,567                | ,000            | 58 |
| kinerja10     | ,692                | ,000            | 58 |
| kinerja11     | ,673                | ,000            | 58 |
| kinerja12     | ,707                | ,000            | 58 |
| kinerja13     | ,880                | ,000            | 58 |
| kinerja14     | ,645                | ,000            | 58 |
| kinerja15     | ,433                | ,001            | 58 |
| kinerja16     | ,605                | ,000            | 58 |
| kinerja17     | ,571                | ,000            | 58 |
| kinerja18     | ,602                | ,000            | 58 |
| kinerja_total | 1                   |                 | 58 |

## Lampiran 3

## Hasil Uji Reliabilitas

## Budaya Organisasi (X1)

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| ,937             | 20         |

## Kompensasi (X2)

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| ,886             | 21         |

## Kepuasan Kerja (Z)

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| ,930             | 20         |

## Kinerja (Y)

**Reliability Statistics**

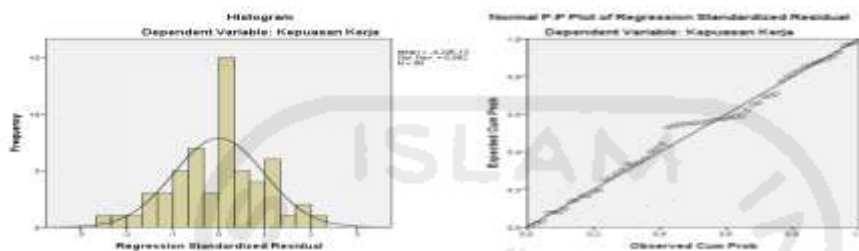
| Cronbach's Alpha | N of Items |
|------------------|------------|
| ,923             | 18         |

## Lampiran 4

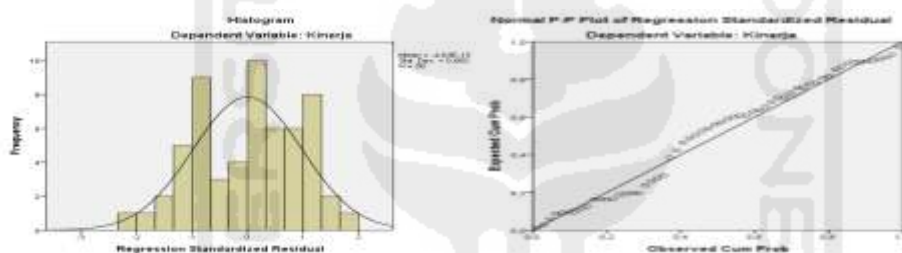
## Hasil Uji Asumsi Klasik

Hasil Uji Normalitas dengan Grafik

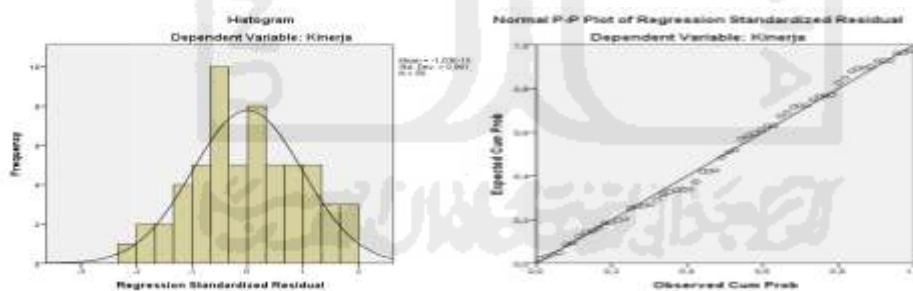
1.  $X_1$  dan  $X_2$  Terhadap  $Z$



2.  $X_1$  dan  $X_2$  Terhadap  $Y$



3.  $Z$  Terhadap  $Y$



## Hasil Uji Multikolonieritas

### 1. X1 dan X2 terhadap Z

#### Coefficients<sup>a</sup>

| Model             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |              |
|-------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|--------------|
|                   | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF          |
| 1 (Constant)      | -,098                       | ,312       |                           | -,315 | ,754 |                         |              |
| Budaya Organisasi | ,373                        | ,101       | ,383                      | 3,696 | ,001 | <b>,503</b>             | <b>1,988</b> |
| Kompensasi        | ,617                        | ,122       | ,523                      | 5,052 | ,000 | <b>,503</b>             | <b>1,988</b> |

a. Dependent Variable: Kepuasan Kerja

### 2. X1 dan X2 terhadap Y

#### Coefficients<sup>a</sup>

| Model             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |              |
|-------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|--------------|
|                   | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF          |
| 1 (Constant)      | ,999                        | ,358       |                           | 2,791 | ,007 |                         |              |
| Budaya Organisasi | ,315                        | ,116       | ,350                      | 2,716 | ,009 | <b>,503</b>             | <b>1,988</b> |
| Kompensasi        | ,485                        | ,140       | ,445                      | 3,455 | ,001 | <b>,503</b>             | <b>1,988</b> |

a. Dependent Variable: Kinerja

### 3. Z terhadap Y

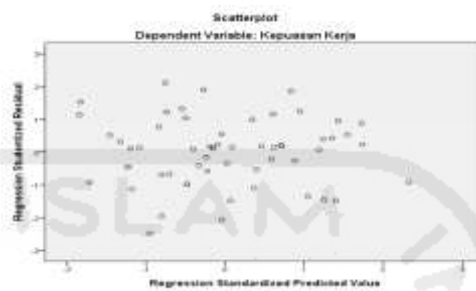
#### Coefficients<sup>a</sup>

| Model          | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |       |
|----------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
|                | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF   |
| 1 (Constant)   | 1,775                       | ,322       |                           | 5,510 | ,000 |                         |       |
| Kepuasan Kerja | ,605                        | ,093       | ,656                      | 6,498 | ,000 | 1,000                   | 1,000 |

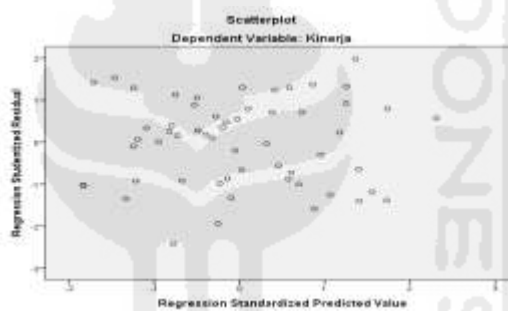
a. Dependent Variable: Kinerja

Hasil Uji Heteroskedastisitas

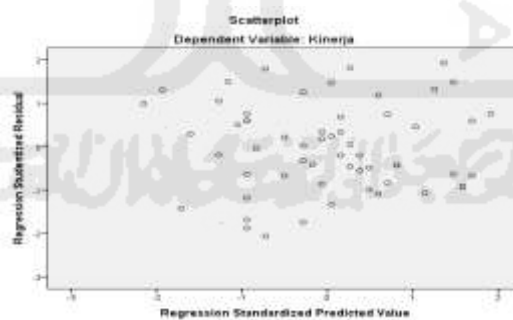
1. X1 dan X2 terhadap Z



2. X1 dan X2 terhadap Y



3. Z terhadap Y



## Hasil Uji Autokorelasi dan Hasil Uji Koefisien Determinasi

### 1. X1 dan X2 terhadap Z

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | ,838 <sup>a</sup> | ,703     | ,692              | ,25257                     | ,703              | 65,107   | 2   | 55  | ,000          | 2,131         |

a. Predictors: (Constant), Kompensasi, Budaya Organisasi

b. Dependent Variable: Kepuasan Kerja

### 2. X1 dan X2 terhadap Y

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | ,735 <sup>a</sup> | ,540     | ,524              | ,29008                     | ,540              | 32,340   | 2   | 55  | ,000          | 1,745         |

a. Predictors: (Constant), Kompensasi, Budaya Organisasi

b. Dependent Variable: Kinerja

### 3. Z terhadap Y

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | ,656 <sup>a</sup> | ,430     | ,420              | ,32020                     | ,430              | 42,224   | 1   | 56  | ,000          | 1,952         |

a. Predictors: (Constant), Kepuasan Kerja

b. Dependent Variable: Kinerja

## Lampiran 5

## Hasil Analisis Kuantitatif

## 1. X1 dan X2 terhadap Z

## Regresi Linier

Model Summary<sup>b</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | ,838 <sup>a</sup> | ,703     | ,692              | ,25257                     | ,703              | 65,107   | 2   | 55  | ,000          | 2,131         |

a. Predictors: (Constant), Kompensasi, Budaya Organisasi

b. Dependent Variable: Kepuasan Kerja

## Regresi Linier Lanjutan

Coefficients<sup>a</sup>

| Model               | Unstandardized Coefficients |            | Standardized Coefficients | t            | Sig.        | Correlations |         |      | Collinearity Statistics |       |
|---------------------|-----------------------------|------------|---------------------------|--------------|-------------|--------------|---------|------|-------------------------|-------|
|                     | B                           | Std. Error | Beta                      |              |             | Zero-order   | Partial | Part | Tolerance               | VIF   |
| (Constant)          | -,098                       | ,312       |                           | -,315        | ,754        |              |         |      |                         |       |
| 1 Budaya Organisasi | ,373                        | ,101       | ,383                      | <b>3,696</b> | <b>,001</b> | ,752         | ,446    | ,272 | ,503                    | 1,988 |
| Kompensasi          | ,617                        | ,122       | ,523                      | <b>5,052</b> | <b>,000</b> | ,793         | ,563    | ,371 | ,503                    | 1,988 |

a. Dependent Variable: Kepuasan Kerja

## 2. X1 dan X2 terhadap Y

## Regresi Linier

Model Summary<sup>b</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | ,735 <sup>a</sup> | ,540     | ,524              | ,29008                     | ,540              | 32,340   | 2   | 55  | ,000          | 1,745         |

a. Predictors: (Constant), Kompensasi, Budaya Organisasi

b. Dependent Variable: Kinerja

## Regresi Linier Lanjutan

Coefficients<sup>a</sup>

| Model               | Unstandardized Coefficients |            | Standardized Coefficients | t            | Sig.        | Correlations |         |      | Collinearity Statistics |       |
|---------------------|-----------------------------|------------|---------------------------|--------------|-------------|--------------|---------|------|-------------------------|-------|
|                     | B                           | Std. Error | Beta                      |              |             | Zero-order   | Partial | Part | Tolerance               | VIF   |
| (Constant)          | ,999                        | ,358       |                           | 2,791        | ,007        |              |         |      |                         |       |
| 1 Budaya Organisasi | ,315                        | ,116       | ,350                      | <b>2,716</b> | <b>,009</b> | ,664         | ,344    | ,248 | ,503                    | 1,988 |
| Kompensasi          | ,485                        | ,140       | ,445                      | <b>3,455</b> | <b>,001</b> | ,692         | ,422    | ,316 | ,503                    | 1,988 |

a. Dependent Variable: Kinerja

## 3. Z terhadap Y

## Regresi Linier

Model Summary<sup>b</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | ,656 <sup>a</sup> | ,430     | <b>,420</b>       | ,32020                     | ,430              | 42,224   | 1   | 56  | ,000          | 1,952         |

a. Predictors: (Constant), Kepuasan Kerja

b. Dependent Variable: Kinerja

## Regresi Linier Lanjutan

Coefficients<sup>a</sup>

| Model            | Unstandardized Coefficients |            | Standardized Coefficients | t            | Sig.        | Correlations |         |      | Collinearity Statistics |       |
|------------------|-----------------------------|------------|---------------------------|--------------|-------------|--------------|---------|------|-------------------------|-------|
|                  | B                           | Std. Error | Beta                      |              |             | Zero-order   | Partial | Part | Tolerance               | VIF   |
| (Constant)       | 1,775                       | ,322       |                           | 5,510        | ,000        |              |         |      |                         |       |
| 1 Kepuasan Kerja | ,605                        | ,093       | ,656                      | <b>6,498</b> | <b>,000</b> | ,656         | ,656    | ,656 | 1,000                   | 1,000 |

a. Dependent Variable: Kinerja



Lampiran 6  
Data Mentah Kuesioner

| No. | Jenis Kelamin | Usia | Status Pernikahan | Pendidikan | Status Karyawan | Lama Bekerja | Jabatan | Penghasilan |
|-----|---------------|------|-------------------|------------|-----------------|--------------|---------|-------------|
| 1   | 2             | 4    | 1                 | 5          | 1               | 2            | 3       | 2           |
| 2   | 2             | 4    | 1                 | 5          | 1               | 1            | 3       | 1           |
| 3   | 2             | 4    | 2                 | 5          | 2               | 3            | 3       | 3           |
| 4   | 2             | 4    | 1                 | 5          | 1               | 2            | 4       | 2           |
| 5   | 2             | 6    | 2                 | 4          | 1               | 3            | 3       | 3           |
| 6   | 2             | 4    | 1                 | 3          | 1               | 4            | 3       | 1           |
| 7   | 1             | 6    | 1                 | 5          | 1               | 5            | 4       | 3           |
| 8   | 2             | 4    | 1                 | 5          | 1               | 2            | 3       | 2           |
| 9   | 2             | 3    | 2                 | 5          | 1               | 2            | 4       | 2           |
| 10  | 2             | 6    | 1                 | 5          | 1               | 3            | 4       | 2           |
| 11  | 2             | 4    | 1                 | 5          | 1               | 2            | 4       | 2           |
| 12  | 2             | 6    | 1                 | 5          | 1               | 4            | 4       | 2           |
| 13  | 1             | 4    | 1                 | 5          | 1               | 2            | 4       | 2           |
| 14  | 1             | 5    | 1                 | 4          | 1               | 4            | 4       | 3           |
| 15  | 2             | 4    | 1                 | 4          | 1               | 1            | 4       | 2           |
| 16  | 2             | 4    | 1                 | 4          | 1               | 3            | 3       | 3           |
| 17  | 1             | 7    | 1                 | 4          | 1               | 5            | 6       | 3           |
| 18  | 2             | 5    | 1                 | 5          | 1               | 3            | 6       | 2           |
| 19  | 1             | 5    | 2                 | 3          | 1               | 1            | 2       | 1           |
| 20  | 2             | 4    | 1                 | 5          | 2               | 2            | 2       | 2           |
| 21  | 1             | 3    | 2                 | 5          | 1               | 2            | 6       | 2           |
| 22  | 2             | 8    | 1                 | 5          | 1               | 3            | 4       | 4           |
| 23  | 2             | 5    | 2                 | 5          | 1               | 2            | 2       | 2           |
| 24  | 2             | 5    | 1                 | 5          | 1               | 3            | 6       | 3           |
| 25  | 1             | 6    | 1                 | 1          | 1               | 4            | 3       | 2           |
| 26  | 1             | 3    | 2                 | 4          | 1               | 1            | 2       | 1           |
| 27  | 2             | 3    | 2                 | 4          | 1               | 2            | 3       | 2           |
| 28  | 2             | 6    | 1                 | 5          | 1               | 5            | 3       | 4           |
| 29  | 2             | 5    | 1                 | 4          | 1               | 3            | 6       | 2           |
| 30  | 1             | 6    | 1                 | 5          | 1               | 4            | 6       | 3           |
| 31  | 2             | 5    | 1                 | 5          | 1               | 3            | 2       | 2           |
| 32  | 2             | 4    | 1                 | 5          | 1               | 3            | 6       | 4           |
| 33  | 1             | 3    | 1                 | 5          | 1               | 2            | 3       | 2           |
| 34  | 2             | 6    | 1                 | 5          | 1               | 4            | 2       | 2           |
| 35  | 1             | 3    | 1                 | 5          | 1               | 1            | 6       | 1           |
| 36  | 2             | 3    | 1                 | 5          | 1               | 2            | 2       | 2           |

|    |   |   |   |   |   |   |   |   |
|----|---|---|---|---|---|---|---|---|
| 37 | 2 | 3 | 2 | 5 | 1 | 1 | 2 | 2 |
| 38 | 1 | 3 | 1 | 3 | 1 | 1 | 2 | 1 |
| 39 | 1 | 6 | 1 | 2 | 1 | 4 | 3 | 2 |
| 40 | 2 | 5 | 2 | 4 | 1 | 2 | 3 | 2 |
| 41 | 1 | 3 | 2 | 2 | 1 | 2 | 3 | 2 |
| 42 | 2 | 3 | 1 | 3 | 2 | 1 | 3 | 1 |
| 43 | 2 | 4 | 1 | 5 | 1 | 2 | 3 | 2 |
| 44 | 2 | 4 | 2 | 5 | 1 | 2 | 2 | 2 |
| 45 | 2 | 4 | 1 | 5 | 1 | 2 | 2 | 2 |
| 46 | 2 | 4 | 1 | 4 | 1 | 2 | 2 | 2 |
| 47 | 1 | 4 | 2 | 5 | 1 | 2 | 6 | 2 |
| 48 | 2 | 4 | 2 | 5 | 1 | 2 | 2 | 2 |
| 49 | 2 | 1 | 1 | 5 | 1 | 1 | 2 | 2 |
| 50 | 1 | 6 | 1 | 5 | 1 | 4 | 6 | 3 |
| 51 | 2 | 4 | 1 | 5 | 1 | 1 | 2 | 2 |
| 52 | 1 | 4 | 1 | 5 | 1 | 2 | 2 | 2 |
| 53 | 1 | 5 | 1 | 2 | 1 | 4 | 3 | 2 |
| 54 | 2 | 5 | 1 | 5 | 1 | 3 | 1 | 2 |
| 55 | 1 | 5 | 1 | 3 | 1 | 2 | 3 | 2 |
| 56 | 1 | 4 | 1 | 3 | 1 | 1 | 3 | 2 |
| 57 | 1 | 5 | 1 | 3 | 1 | 3 | 3 | 2 |
| 58 | 1 | 8 | 1 | 3 | 1 | 5 | 3 | 2 |

| RESPONDEN | BUDAYA ORGANISASI |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|-----------|-------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1         | 3                 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 3 | 3 |
| 2         | 4                 | 5 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 |
| 3         | 4                 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 3 |
| 4         | 4                 | 3 | 4 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 5 | 5 | 5 | 3 | 2 | 2 |
| 5         | 3                 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 |
| 6         | 5                 | 4 | 3 | 2 | 1 | 2 | 4 | 5 | 4 | 2 | 1 | 1 | 2 | 4 | 5 | 4 | 3 | 1 | 2 | 4 |
| 7         | 5                 | 5 | 3 | 4 | 3 | 4 | 3 | 5 | 4 | 4 | 3 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 3 |
| 8         | 4                 | 4 | 5 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | 3 | 3 |
| 9         | 3                 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 |
| 10        | 4                 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 4 |
| 11        | 3                 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 3 | 4 | 3 | 4 | 5 | 5 | 4 | 4 | 4 |
| 12        | 5                 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 3 |
| 13        | 3                 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 14        | 4                 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 4 |
| 15        | 3                 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 |
| 16        | 3                 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 17        | 5                 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 4 |

|    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 18 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 |
| 19 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| 20 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 3 | 3 |
| 21 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 5 | 4 | 3 | 5 |
| 22 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 4 |
| 23 | 3 | 2 | 3 | 3 | 2 | 2 | 2 | 4 | 3 | 3 | 2 | 3 | 3 | 2 | 4 | 4 | 4 | 3 | 2 | 3 |
| 24 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 |
| 25 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 26 | 3 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 |
| 27 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 2 | 3 |
| 28 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 29 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 |
| 30 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 |
| 31 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| 32 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 33 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 |
| 34 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 35 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 36 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 3 |
| 37 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 |
| 38 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 5 | 4 | 5 | 4 | 4 | 4 |
| 39 | 4 | 5 | 5 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 |
| 40 | 3 | 3 | 4 | 2 | 2 | 3 | 3 | 4 | 2 | 3 | 3 | 3 | 4 | 4 | 5 | 5 | 5 | 3 | 3 | 3 |
| 41 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 4 |
| 42 | 4 | 4 | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 3 | 4 |
| 43 | 4 | 5 | 5 | 5 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 3 | 3 |
| 44 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 |
| 45 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 5 | 3 | 3 | 3 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 |
| 46 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| 47 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 48 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 3 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 |
| 49 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| 50 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 |
| 51 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
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| RESPONDEN | KOMPENSASI |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
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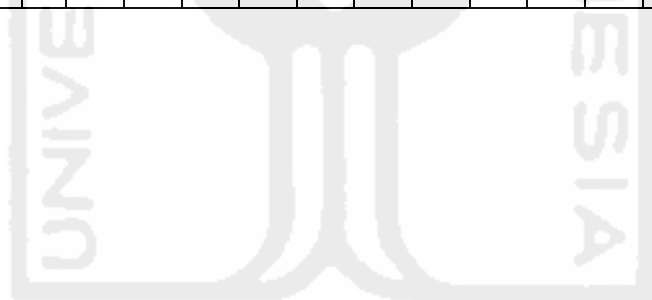
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| 46 | 2 | 2 | 2 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 |
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| RESPONDEN | KEPUASAN KERJA |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
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جامعة آسيا



## Lampiran 7

## Surat Keterangan dari PT. Armada Finance Magelang



**SURAT KETERANGAN**  
No. 0817/SDM/AF/XI/2016

Yang bertanda tangani di bawah ini menyatakan bahwa :

**NAMA** : Muhammad Agung Reza Suryajiwangga  
**NIM** : 11311050  
**Alamat** : Jl Gatot no 2 Nglemponglor Rt 07/Rw 22 Sariharjo,  
Ngaglik, Sleman, Yogyakarta

adalah benar Mahasiswa Fakultas Ekonomi Jurusan Manajemen – Universitas Islam Indonesia Yogyakarta, yang telah melaksanakan penelitian pada tanggal 22 November 2016 sampai dengan 26 November 2016 di Kantor Pusat - PT Armada Finance untuk keperluan menyelesaikan Tugas Akhir Mahasiswa.

Demikian Surat Keterangan ini dibuat agar dapat dipergunakan sebagaimana mestinya.

Magelang, 28 November 2016

**PT ARMADA FINANCE**



**Dewi Firastris,**  
Human Resources Dept, Head

cc - file

Kantor Pusat :  
Jl. Jendral Sudirman No. 165 Magelang 56125  
Telp : 0293 - 313777 Fax: 0293 - 313888

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Lampiran 8  
Dokumentasi Penelitian



Gambar 1: Logo PT. Armada Finance



Gambar 2: Saat sedang berbincang dengan Human Resource Dept. Head



Gambar 3: Bangunan Depan PT. Armada Finance Magelang

## Lampiran 9

## Biodata Diri



Nama : Muhammad Agung Reza Suryajiwangga  
 Tempat, tanggal lahir : Magelang, 18 Mei 1993  
 Jenis Kelamin : Laki-laki  
 NIM : 113110150  
 Perguruan Tinggi : Universitas Islam Indonesia  
 Fakultas : Ekonomi  
 Jurusan : Manajemen  
 Konsentrasi : Manajemen Sumber Daya Manusia  
 Alamat Yogyakarta : Jl. Gatotkaca No.2 Nglempunglor RT 07 RW 22, Sariharjo,  
 Ngaglik, Sleman  
 Alamat asal : Jl. Merpati No.10 RT 01 RW 04, Botton Nambangan,  
 Kelurahan Magelang, Kecamatan Magelang Tengah (56117)  
 Pendidikan Formal :1. 1999-2005 (SD N Magelang 6)  
 2. 2005-2008 (SMP N 1 Magelang)  
 3. 2008-2011 (SMA N 3 Magelang)  
 4. 2011- Universitas Islam Indonesia, Yogyakarta  
 Email : m.agungreza@gmail.com