**LAMPIRAN**

**Lampiran 1**

**Uji Validitas dan Reabilitas Variabel Kinerja Pegawai**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No Responden** | **Kinerja Pegawai (Y)** | | | | | | | | | | |
| **Y.**  **1** | **Y.**  **2** | **Y.**  **3** | **Y.**  **4** | **Y.**  **5** | **Y.**  **6** | **Y.**  **7** | **Y.**  **8** | **Y.**  **9** | **Y.1**  **0** | **Total** |
| **1** | 5 | 5 | 5 | 4 | 3 | 5 | 4 | 5 | 4 | 5 | **45** |
| **2** | 5 | 5 | 3 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | **45** |
| **3** | 5 | 5 | 5 | 3 | 5 | 4 | 5 | 5 | 5 | 3 | **45** |
| **4** | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | **46** |
| **5** | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | **46** |
| **6** | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | **45** |
| **7** | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 3 | **46** |
| **8** | 5 | 4 | 3 | 5 | 3 | 3 | 3 | 3 | 3 | 5 | **37** |
| **9** | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | **44** |
| **10** | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | **33** |
| **11** | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 3 | 4 | 5 | **40** |
| **12** | 3 | 5 | 4 | 4 | 5 | 3 | 4 | 3 | 4 | 4 | **39** |
| **13** | 3 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 5 | **39** |
| **14** | 5 | 3 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | **45** |
| **15** | 4 | 5 | 5 | 4 | 4 | 3 | 5 | 5 | 4 | 4 | **43** |
| **16** | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | **36** |
| **17** | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | **48** |
| **18** | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | **43** |
| **19** | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | **48** |
| **20** | 3 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | 4 | 3 | **39** |
| **21** | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | **47** |
| **22** | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | **39** |
| **23** | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | **44** |
| **24** | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 3 | **47** |
| **25** | 3 | 4 | 4 | 4 | 5 | 5 | 4 | 3 | 4 | 5 | **41** |
| **26** | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | **46** |
| **27** | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 3 | **43** |
| **28** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | **41** |
| **29** | 4 | 5 | 3 | 4 | 3 | 4 | 4 | 4 | 2 | 5 | **38** |
| **30** | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | **39** |

**Correlations**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | Y.1 | Y.2 | Y.3 | Y.4 | Y.5 | Y.6 | Y.7 | Y.8 | Y.9 | Y.10 | Total |
| Y.1 Pearson  Correlation | | 1 | ,536 | ,246\* | ,435 | ,204\*  \* | ,328 | ,027\* | ,279\* | ,401 | ,544\*  \* | ,644\*  \* |
| Sig. (2-  tailed) | |  | ,056 | ,046 | ,100 | ,000 | ,099 | ,019 | ,016 | ,080 | ,002 | ,000 |
| N | | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Y.2 Pearson  Correlation | | ,352 | 1 | ,521\*  \* | ,512\*  \* | ,638\*  \* | ,430\* | ,649\*  \* | ,670\*  \* | ,658\*  \* | ,486\*  \* | ,800\*  \* |
| Sig. (2-  tailed) N | | ,056  30 | 30 | ,003  30 | ,004  30 | ,000  30 | ,018  30 | ,000  30 | ,000  30 | ,000  30 | ,006  30 | ,000  30 |
| Y.3 Pearson  Correlation Sig. (2-  tailed)  N | | ,367\*  ,046  30 | ,521\*  \*  ,003  30 | 1  30 | ,453\*  ,012  30 | ,549\*  \*  ,002  30 | ,582\*  \*  ,001  30 | ,538\*  \*  ,002  30 | ,421\*  ,020  30 | ,334  ,071  30 | ,475\*  \*  ,008  30 | ,705\*  \*  ,000  30 |
| Y.4 Pearson  Correlation Sig. (2-  tailed)  N | | ,306  ,100  30 | ,512\*  \*  ,004  30 | ,453\*  ,012  30 | 1  30 | ,409\*  ,025  30 | ,466\*  \*  ,009  30 | ,296  ,112  30 | ,347  ,060  30 | ,498\*  \*  ,005  30 | ,662\*  \*  ,000  30 | ,656\*  \*  ,003  30 |
| Y.5 Pearson  Correlation | | ,640\*  \* | ,638\*  \* | ,549\*  \* | ,409\* | 1 | ,413\* | ,637\*  \* | ,597\*  \* | ,396\* | ,569\*  \* | ,554\*  \* |
| Sig. (2-  tailed) N | | ,000  30 | ,000  30 | ,002  30 | ,025  30 | 30 | ,023  30 | ,000  30 | ,001  30 | ,030  30 | ,001  30 | ,001  30 |
| Y.6 Pearson  Correlation Sig. (2-  tailed)  N | | ,307  ,099  30 | ,430\*  ,018  30 | ,582\*  \*  ,001  30 | ,466\*  \*  ,009  30 | ,413\*  ,023  30 | 1  30 | ,115  ,547  30 | ,207  ,272  30 | ,480\*  \*  ,007  30 | ,411\*  ,024  30 | ,620\*  \*  ,001  30 |
| Y.7 | Pearson Correlation Sig. (2-  tailed) | ,426\*  ,019 | ,649\*  \*  ,000 | ,538\*  \*  ,002 | ,296  ,112 | ,637\*  \*  ,000 | ,115  ,547 | 1 | ,705\*  \*  ,000 | ,279  ,135 | ,363\*  ,049 | ,644\*  \*  ,014 |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Y.8 Pearson  Correlation Sig. (2-  tailed)  N | ,438\*  ,016  30 | ,670\*  \*  ,000  30 | ,421\*  ,020  30 | ,347  ,060  30 | ,597\*  \*  ,001  30 | ,207  ,272  30 | ,705\*  \*  ,000  30 | 1  30 | ,249  ,184  30 | ,380\*  ,038  30 | ,698\*  \*  ,002  30 |
| Y.9 Pearson  Correlation Sig. (2-  tailed)  N | ,324  ,080  30 | ,658\*  \*  ,000  30 | ,334  ,071  30 | ,498\*  \*  ,005  30 | ,396\*  ,030  30 | ,480\*  \*  ,007  30 | ,279  ,135  30 | ,249  ,184  30 | 1  30 | ,389\*  ,033  30 | ,651\*  \*  ,000  30 |
| Y. Pearson  1 Correlation  0  Sig. (2-  tailed) N | ,544\*  \*  ,002  30 | ,486\*  \*  ,006  30 | ,475\*  \*  ,008  30 | ,662\*  \*  ,000  30 | ,569\*  \*  ,001  30 | ,411\*  ,024  30 | ,363\*  ,049  30 | ,380\*  ,038  30 | ,389\*  ,033  30 | 1  30 | ,750\*  \*  ,000  30 |
| To Pearson  t al Correlation Sig. (2-  tailed)  N | ,667\*  \*  ,000  30 | ,826\*  \*  ,000  30 | ,725\*  \*  ,000  30 | ,696\*  \*  ,000  30 | ,818\*  \*  ,000  30 | ,616\*  \*  ,000  30 | ,694\*  \*  ,000  30 | ,698\*  \*  ,000  30 | ,651\*  \*  ,000  30 | ,746\*  \*  ,000  30 | 1  30 |

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

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

**Reliability Statistics**

|  |  |
| --- | --- |
| Cronbach's Alpha | N of Items |
| 0,770 | 10 |

Lampiran 2

Uji Validitas dan Reabilitas Variabel Sistem Pengendalian Manajemen

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No Responden** | **Sistem Pengendalian Manajemen (X1)** | | | | | | | | | | |
| **X1**  **1** | **X1**  **2** | **X1**  **3** | **X1**  **4** | **X1**  **5** | **X1**  **6** | **X1**  **7** | **X1**  **8** | **X1**  **9** | **X1**  **10** | **Total** |
| **1** | 5 | 5 | 5 | 4 | 3 | 5 | 4 | 5 | 4 | 5 | **45** |
| **2** | 5 | 5 | 3 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | **45** |
| **3** | 5 | 5 | 5 | 3 | 5 | 4 | 5 | 5 | 5 | 3 | **45** |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **4** | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | **46** |
| **5** | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | **46** |
| **6** | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | **45** |
| **7** | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 3 | **46** |
| **8** | 5 | 4 | 3 | 5 | 3 | 3 | 3 | 3 | 3 | 5 | **37** |
| **9** | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | **44** |
| **10** | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | **33** |
| **11** | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 3 | 4 | 5 | **40** |
| **12** | 3 | 5 | 4 | 4 | 5 | 3 | 4 | 3 | 4 | 4 | **39** |
| **13** | 3 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 5 | **39** |
| **14** | 5 | 3 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | **45** |
| **15** | 4 | 5 | 5 | 4 | 4 | 3 | 5 | 5 | 4 | 4 | **43** |
| **16** | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | **36** |
| **17** | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | **48** |
| **18** | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | **43** |
| **19** | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | **48** |
| **20** | 3 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | 4 | 3 | **39** |
| **21** | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | **47** |
| **22** | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | **39** |
| **23** | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | **44** |
| **24** | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 3 | **47** |
| **25** | 3 | 4 | 4 | 4 | 5 | 5 | 4 | 3 | 4 | 5 | **41** |
| **26** | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | **46** |
| **27** | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 3 | **43** |
| **28** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | **41** |
| **29** | 4 | 5 | 3 | 4 | 3 | 4 | 4 | 4 | 2 | 5 | **38** |
| **30** | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | **39** |

**Correlations**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | X1.1 | X1.2 | X1.3 | X1.4 | X1.5 | X1.6 | X1.7 | X1.8 | X1.9 | X1.10 | Total |
| X1.1 Pearson  Correlation | 1 | ,352 | ,367\* | ,306 | ,640\*  \* | ,307 | ,426\* | ,438\* | ,324 | ,544\*  \* | ,644\*  \* |
| Sig. (2-  tailed) |  | ,056 | ,046 | ,100 | ,000 | ,099 | ,019 | ,016 | ,080 | ,002 | ,036 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X1.2 Pearson  Correlation | ,352 | 1 | ,521\*  \* | ,512\*  \* | ,638\*  \* | ,430\* | ,649\*  \* | ,670\*  \* | ,658\*  \* | ,486\*  \* | ,810\*  \* |
| Sig. (2-  tailed) | ,056 |  | ,003 | ,004 | ,000 | ,018 | ,000 | ,000 | ,000 | ,006 | ,001 |

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| N | | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X1.3 Pearson  Correlation Sig. (2-  tailed)  N | | ,367\*  ,046  30 | ,521\*  \*  ,003  30 | 1  30 | ,453\*  ,012  30 | ,549\*  \*  ,002  30 | ,582\*  \*  ,001  30 | ,538\*  \*  ,002  30 | ,421\*  ,020  30 | ,334  ,071  30 | ,475\*  \*  ,008  30 | ,720\*  \*  ,001  30 |
| X1.4 Pearson  Correlation Sig. (2-  tailed)  N | | ,306  ,100  30 | ,512\*  \*  ,004  30 | ,453\*  ,012  30 | 1  30 | ,409\*  ,025  30 | ,466\*  \*  ,009  30 | ,296  ,112  30 | ,347  ,060  30 | ,498\*  \*  ,005  30 | ,662\*  \*  ,000  30 | ,600\*  \*  ,000  30 |
| X1.5 Pearson  Correlation Sig. (2-  tailed)  N | | ,640\*  \*  ,000  30 | ,638\*  \*  ,000  30 | ,549\*  \*  ,002  30 | ,409\*  ,025  30 | 1  30 | ,413\*  ,023  30 | ,637\*  \*  ,000  30 | ,597\*  \*  ,001  30 | ,396\*  ,030  30 | ,569\*  \*  ,001  30 | ,800\*  \*  ,000  30 |
| X1.6 Pearson  Correlation Sig. (2-  tailed)  N | | ,307  ,099  30 | ,430\*  ,018  30 | ,582\*  \*  ,001  30 | ,466\*  \*  ,009  30 | ,413\*  ,023  30 | 1  30 | ,115  ,547  30 | ,207  ,272  30 | ,480\*  \*  ,007  30 | ,411\*  ,024  30 | ,613\*  \*  ,000  30 |
| X1. 7 | Pearson Correlation | ,426\* | ,649\*  \* | ,538\*  \* | ,296 | ,637\*  \* | ,115 | 1 | ,705\*  \* | ,279 | ,363\* | ,699\*  \* |
|  | Sig. (2-  tailed) | ,019 | ,000 | ,002 | ,112 | ,000 | ,547 |  | ,000 | ,135 | ,049 | ,000 |
|  | N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X1.8 | Pearson Correlation Sig. (2-  tailed)  N | ,438\*  ,016  30 | ,670\*  \*  ,000  30 | ,421\*  ,020  30 | ,347  ,060  30 | ,597\*  \*  ,001  30 | ,207  ,272  30 | ,705\*  \*  ,000  30 | 1  30 | ,249  ,184  30 | ,380\*  ,038  30 | ,696\*  \*  ,000  30 |
| X1.9 | Pearson Correlation Sig. (2-  tailed)  N | ,324  ,080  30 | ,658\*  \*  ,000  30 | ,334  ,071  30 | ,498\*  \*  ,005  30 | ,396\*  ,030  30 | ,480\*  \*  ,007  30 | ,279  ,135  30 | ,249  ,184  30 | 1  30 | ,389\*  ,033  30 | ,651\*  \*  ,012  30 |
| X Pearson   1. Correlation | | ,544\*  \* | ,486\*  \* | ,475\*  \* | ,662\*  \* | ,569\*  \* | ,411\* | ,363\* | ,380\* | ,389\* | 1 | ,746\*  \* |

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 10 |  |  |  |  |  |  |  |  |  |  | 30 |  |
|  | Sig. (2-  tailed) N | ,002  30 | ,006  30 | ,008  30 | ,000  30 | ,001  30 | ,024  30 | ,049  30 | ,038  30 | ,033  30 | ,000  30 |
| Tot al | Pearson Correlation | ,667\*  \* | ,826\*  \* | ,725\*  \* | ,696\*  \* | ,818\*  \* | ,616\*  \* | ,694\*  \* | ,698\*  \* | ,651\*  \* | ,746\*  \* | 1 |
|  | Sig. (2-  tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 |  |
|  | N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |

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

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

**Reliability Statistics**

|  |  |
| --- | --- |
| Cronbach's Alpha | N of Items |
| 0,859 | 10 |

Lampiran 3

Uji Validitas dan Reabilitas Variabel Pengembangan Kompetensi SDM

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No Responden** | **Pengembangan Kompetensi SDM (X2)** | | | | | | | | | | |
| **X2**  **1** | **X2**  **2** | **X2**  **3** | **X2**  **4** | **X2**  **5** | **X2**  **6** | **X2**  **7** | **X2**  **8** | **X2**  **9** | **X2**  **10** | **Total** |
| **1** | 5 | 5 | 5 | 4 | 3 | 5 | 4 | 5 | 4 | 5 | **45** |
| **2** | 5 | 5 | 3 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | **45** |
| **3** | 5 | 5 | 5 | 3 | 5 | 4 | 5 | 5 | 5 | 3 | **45** |
| **4** | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | **46** |
| **5** | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | **46** |
| **6** | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | **45** |
| **7** | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 3 | **46** |
| **8** | 5 | 4 | 3 | 5 | 3 | 3 | 3 | 3 | 3 | 5 | **37** |
| **9** | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | **44** |
| **10** | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | **33** |
| **11** | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 3 | 4 | 5 | **40** |
| **12** | 3 | 5 | 4 | 4 | 5 | 3 | 4 | 3 | 4 | 4 | **39** |
| **13** | 3 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 5 | **39** |
| **14** | 5 | 3 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | **45** |
| **15** | 4 | 5 | 5 | 4 | 4 | 3 | 5 | 5 | 4 | 4 | **43** |
| **16** | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | **36** |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **17** | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | **48** |
| **18** | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | **43** |
| **19** | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | **48** |
| **20** | 3 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | 4 | 3 | **39** |
| **21** | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | **47** |
| **22** | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | **39** |
| **23** | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | **44** |
| **24** | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 3 | **47** |
| **25** | 3 | 4 | 4 | 4 | 5 | 5 | 4 | 3 | 4 | 5 | **41** |
| **26** | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | **46** |
| **27** | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 3 | **43** |
| **28** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | **41** |
| **29** | 4 | 5 | 3 | 4 | 3 | 4 | 4 | 4 | 2 | 5 | **38** |
| **30** | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | **39** |

**Correlations**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | X2.6 | X2.7 | X2.8 | X2.9 | X2.10 | Total |
| X2.1 Pearson  Correlation | 1 | ,165 | ,349 | ,515\*  \* | ,298 | ,253 | ,226 | ,609\*  \* | ,225 | ,356 | ,677\*  \* |
| Sig. (2-  tailed) |  | ,383 | ,059 | ,004 | ,109 | ,177 | ,229 | ,000 | ,233 | ,053 | ,006 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X2.2 Pearson  Correlation Sig. (2-  tailed)  N | ,165  ,383  30 | 1  30 | ,165  ,383  30 | ,358  ,052  30 | ,320  ,085  30 | ,085  ,655  30 | ,311  ,094  30 | ,016  ,931  30 | ,090  ,635  30 | ,148  ,435  30 | ,449\*  ,000  30 |
| X2.3 Pearson  Correlation Sig. (2-  tailed)  N | ,349  ,059  30 | ,165  ,383  30 | 1  30 | ,455\*  ,012  30 | ,353  ,056  30 | ,311  ,094  30 | ,098  ,606  30 | ,609\*  \*  ,000  30 | ,506\*  \*  ,004  30 | ,138  ,466  30 | ,675\*  \*  ,000  30 |
| X2.4 Pearson  Correlation Sig. (2-  tailed)  N | ,515\*  \*  ,004  30 | ,358  ,052  30 | ,455\*  ,012  30 | 1  30 | ,513\*  \*  ,004  30 | ,136  ,473  30 | ,408\*  ,025  30 | ,432\*  ,017  30 | ,339  ,067  30 | ,229  ,223  30 | ,720\*  \*  ,000  30 |
| X2.5 Pearson  Correlation | ,298 | ,320 | ,353 | ,513\*  \* | 1 | ,023 | ,651\*  \* | ,439\* | ,341 | ,098 | ,680\*  \* |

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Sig. (2-  tailed) N | | ,109  30 | ,085  30 | ,056  30 | ,004  30 | 30 | ,905  30 | ,000  30 | ,015  30 | ,065  30 | ,608  30 | ,001  30 |
| X2.6 | Pearson Correlation Sig. (2-  tailed)  N | ,253  ,177  30 | ,085  ,655  30 | ,311  ,094  30 | ,136  ,473  30 | ,023  ,905  30 | 1  30 | ,030  ,873  30 | ,190  ,315  30 | ,263  ,161  30 | ,317  ,087  30 | ,465\*  ,015  30 |
| X2. 7 | Pearson Correlation | ,226 | ,311 | ,098 | ,408\* | ,651\*  \* | ,030 | 1 | ,459\* | -,055 | -,043 | ,530\*  \* |
|  | Sig. (2-  tailed) | ,229 | ,094 | ,606 | ,025 | ,000 | ,873 |  | ,011 | ,772 | ,822 | ,000 |
|  | N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X2.8 | Pearson Correlation Sig. (2-  tailed)  N | ,609\*  \*  ,000  30 | ,016  ,931  30 | ,609\*  \*  ,000  30 | ,432\*  ,017  30 | ,439\*  ,015  30 | ,190  ,315  30 | ,459\*  ,011  30 | 1  30 | ,242  ,198  30 | ,170  ,371  30 | ,704\*  \*  ,012  30 |
| X2.9 | Pearson Correlation Sig. (2-  tailed)  N | ,225  ,233  30 | ,090  ,635  30 | ,506\*  \*  ,004  30 | ,339  ,067  30 | ,341  ,065  30 | ,263  ,161  30 | -,055  ,772  30 | ,242  ,198  30 | 1  30 | ,424\*  ,020  30 | ,557\*  \*  ,000  30 |
| X 2 | Pearson Correlation | ,356 | ,148 | ,138 | ,229 | ,098 | ,317 | -,043 | ,170 | ,424\* | 1 | ,457\* |
| .10 | Sig. (2-  tailed) | ,053 | ,435 | ,466 | ,223 | ,608 | ,087 | ,822 | ,371 | ,020 |  | ,000 |
|  | N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Tot al | Pearson Correlation | ,670\*  \* | ,442\* | ,670\*  \* | ,745\*  \* | ,697\*  \* | ,444\* | ,536\*  \* | ,705\*  \* | ,557\*  \* | ,457\* | 1 |
|  | Sig. (2-  tailed) | ,000 | ,014 | ,000 | ,000 | ,000 | ,014 | ,002 | ,000 | ,001 | ,011 |  |
|  | N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |

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

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

**Reliability Statistics**

|  |  |
| --- | --- |
| Cronbach's Alpha | N of Items |
| 0,810 | 10 |

Lampiran 4

Uji Validitas dan Reabilitas Variabel Pengembangan Karir

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No Responden** | **Pengembangan Karir (X3)** | | | | | | | | | | |
| **X3**  **1** | **X3**  **2** | **X3**  **3** | **X3**  **4** | **X3**  **5** | **X3**  **6** | **X3**  **7** | **X3**  **8** | **X3**  **9** | **X3**  **10** | **Total** |
| **1** | 5 | 5 | 5 | 4 | 3 | 5 | 4 | 5 | 4 | 5 | **45** |
| **2** | 5 | 5 | 3 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | **45** |
| **3** | 5 | 5 | 5 | 3 | 5 | 4 | 5 | 5 | 5 | 3 | **45** |
| **4** | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | **46** |
| **5** | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | **46** |
| **6** | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | **45** |
| **7** | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 3 | **46** |
| **8** | 5 | 4 | 3 | 5 | 3 | 3 | 3 | 3 | 3 | 5 | **37** |
| **9** | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | **44** |
| **10** | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | **33** |
| **11** | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 3 | 4 | 5 | **40** |
| **12** | 3 | 5 | 4 | 4 | 5 | 3 | 4 | 3 | 4 | 4 | **39** |
| **13** | 3 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 5 | **39** |
| **14** | 5 | 3 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | **45** |
| **15** | 4 | 5 | 5 | 4 | 4 | 3 | 5 | 5 | 4 | 4 | **43** |
| **16** | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | **36** |
| **17** | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | **48** |
| **18** | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | **43** |
| **19** | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | **48** |
| **20** | 3 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | 4 | 3 | **39** |
| **21** | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | **47** |
| **22** | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | **39** |
| **23** | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | **44** |
| **24** | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 3 | **47** |
| **25** | 3 | 4 | 4 | 4 | 5 | 5 | 4 | 3 | 4 | 5 | **41** |
| **26** | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | **46** |
| **27** | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 3 | **43** |
| **28** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | **41** |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **29** | 4 | 5 | 3 | 4 | 3 | 4 | 4 | 4 | 2 | 5 | **38** |
| **30** | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | **39** |

**Correlations**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | X3.1 | X3.2 | X3.3 | X3.4 | X3.5 | X3.6 | X3.7 | X3.8 | X3.9 | X3.10 | Total |
| X3.1 Pearson  Correlation | | 1 | ,801\*  \* | ,715\*  \* | ,610\*  \* | ,524\*  \* | ,589\*  \* | ,631\*  \* | ,651\*  \* | ,585\*  \* | ,637\*  \* | ,845\*  \* |
| Sig. (2-  tailed) | |  | ,000 | ,000 | ,000 | ,003 | ,001 | ,000 | ,000 | ,001 | ,000 | ,018 |
| N | | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X3.2 Pearson  Correlation Sig. (2-  tailed)  N | | ,801\*  \*  ,000  30 | 1  30 | ,573\*  \*  ,001  30 | ,621\*  \*  ,000  30 | ,477\*  \*  ,008  30 | ,465\*  \*  ,010  30 | ,574\*  \*  ,001  30 | ,657\*  \*  ,000  30 | ,590\*  \*  ,001  30 | ,627\*  \*  ,000  30 | ,841\*  \*  ,000  30 |
| X3.3 Pearson  Correlation Sig. (2-  tailed)  N | | ,715\*  \*  ,000  30 | ,573\*  \*  ,001  30 | 1  30 | ,543\*  \*  ,002  30 | ,316  ,088  30 | ,552\*  \*  ,002  30 | ,524\*  \*  ,003  30 | ,341  ,065  30 | ,651\*  \*  ,000  30 | ,560\*  \*  ,001  30 | ,756\*  \*  ,000  30 |
| X3.4 Pearson  Correlation Sig. (2-  tailed)  N | | ,610\*  \*  ,000  30 | ,621\*  \*  ,000  30 | ,543\*  \*  ,002  30 | 1  30 | ,390\*  ,033  30 | ,289  ,122  30 | ,327  ,078  30 | ,446\*  ,014  30 | ,400\*  ,028  30 | ,668\*  \*  ,000  30 | ,654\*  \*  ,000  30 |
| X3.5 Pearson  Correlation Sig. (2-  tailed)  N | | ,524\*  \*  ,003  30 | ,477\*  \*  ,008  30 | ,316  ,088  30 | ,390\*  ,033  30 | 1  30 | ,535\*  \*  ,002  30 | ,396\*  ,030  30 | ,482\*  \*  ,007  30 | ,533\*  \*  ,002  30 | ,447\*  ,013  30 | ,680\*  \*  ,000  30 |
| X3.6 Pearson  Correlation Sig. (2-  tailed)  N | | ,589\*  \*  ,001  30 | ,465\*  \*  ,010  30 | ,552\*  \*  ,002  30 | ,289  ,122  30 | ,535\*  \*  ,002  30 | 1  30 | ,499\*  \*  ,005  30 | ,583\*  \*  ,001  30 | ,582\*  \*  ,001  30 | ,322  ,083  30 | ,709\*  \*  ,018  30 |
| X3. 7 | Pearson Correlation | ,631\*  \* | ,574\*  \* | ,524\*  \* | ,327 | ,396\* | ,499\*  \* | 1 | ,581\*  \* | ,401\* | ,475\*  \* | ,704\*  \* |

Sig. (2-

tailed)

,000

,001

,003

,078

,030

,005

,001

,028

,008

,000

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X3.8 Pearson  Correlation Sig. (2-  tailed)  N | ,651\*  \*  ,000  30 | ,657\*  \*  ,000  30 | ,341  ,065  30 | ,446\*  ,014  30 | ,482\*  \*  ,007  30 | ,583\*  \*  ,001  30 | ,581\*  \*  ,001  30 | 1  30 | ,521\*  \*  ,003  30 | ,544\*  \*  ,002  30 | ,765\*  \*  ,000  30 |
| X3.9 Pearson  Correlation Sig. (2-  tailed)  N | ,585\*  \*  ,001  30 | ,590\*  \*  ,001  30 | ,651\*  \*  ,000  30 | ,400\*  ,028  30 | ,533\*  \*  ,002  30 | ,582\*  \*  ,001  30 | ,401\*  ,028  30 | ,521\*  \*  ,003  30 | 1  30 | ,539\*  \*  ,002  30 | ,772\*  \*  ,000  30 |
| X Pearson  3. Correlation | ,637\*  \* | ,627\*  \* | ,560\*  \* | ,668\*  \* | ,447\* | ,322 | ,475\*  \* | ,544\*  \* | ,539\*  \* | 1 | ,771\*  \* |
| 10  Sig. (2-  tailed) | ,000 | ,000 | ,001 | ,000 | ,013 | ,083 | ,008 | ,002 | ,002 |  | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Tot Pearson  al Correlation | ,888\*  \* | ,842\*  \* | ,757\*  \* | ,696\*  \* | ,680\*  \* | ,709\*  \* | ,704\*  \* | ,765\*  \* | ,772\*  \* | ,771\*  \* | 1 |
| Sig. (2-  tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 |  |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |

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

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

**Reliability Statistics**

|  |  |
| --- | --- |
| Cronbach's Alpha | N of Items |
| 0,850 | 10 |

**Lampiran 5**

**Tabulasi Data Penelitian Variabel Kinerja Pegawai**

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

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No**  **Responden** | **Kinerja Pegawai (Y)** | | | | | | | | | | |
| **Y.1** | **Y.2** | **Y.3** | **Y.4** | **Y.5** | **Y.6** | **Y.7** | **Y.8** | **Y.9** | **Y.10** | **Total** |
| **35** | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | **44** |
| **36** | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 3 | **41** |
| **37** | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | **43** |
| **38** | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | **39** |
| **39** | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | **45** |
| **40** | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | **43** |
| **41** | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | **44** |
| **42** | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | **34** |
| **43** | 3 | 4 | 4 | 3 | 5 | 4 | 4 | 3 | 4 | 5 | **39** |
| **44** | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 3 | **44** |
| **45** | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | **39** |
| **46** | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | **38** |
| **47** | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | **47** |
| **48** | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | **43** |
| **49** | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 3 | **45** |
| **50** | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | **42** |
| **51** | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | **46** |
| **52** | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | **46** |
| **53** | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | **43** |
| **54** | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | **43** |
| **55** | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | **46** |
| **56** | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | **45** |
| **57** | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | **46** |
| **58** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | **39** |
| **59** | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | **41** |
| **60** | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | **36** |
| **61** | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | **35** |
| **62** | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | **42** |
| **63** | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | **35** |
| **64** | 3 | 4 | 4 | 3 | 5 | 4 | 4 | 3 | 4 | 3 | **37** |
| **65** | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | **45** |
| **66** | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | **40** |
| **67** | 4 | 4 | 4 | 4 | 4 | 5 | 3 | 4 | 4 | 4 | **40** |
| **68** | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | **47** |
| **69** | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | **42** |
| **70** | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | **47** |
| **71** | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | **42** |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No**  **Responden** | **Kinerja Pegawai (Y)** | | | | | | | | | | |
| **Y.1** | **Y.2** | **Y.3** | **Y.4** | **Y.5** | **Y.6** | **Y.7** | **Y.8** | **Y.9** | **Y.10** | **Total** |
| **72** | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | **47** |
| **73** | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | **44** |
| **74** | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | **43** |
| **75** | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | **45** |
| **76** | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | **45** |
| **77** | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 3 | **44** |
| **78** | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 3 | **44** |
| **79** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | **41** |
| **80** | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | **39** |

**Lampiran 6**

**Tabulasi Data Penelitian Variabel Sistem Pengendalian Manajemen**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No**  **Responden** | **Sistem Pengendalian Manajemen (X1)** | | | | | | | | |
| **X1.1** | **X1.2** | **X1.3** | **X1.4** | **X1.5** | **X1.6** | **X1.7** | **X1.8** | **Total** |
| **1** | 4 | 5 | 3 | 5 | 5 | 4 | 5 | 4 | **35** |
| **2** | 5 | 4 | 5 | 4 | 3 | 5 | 4 | 4 | **34** |
| **3** | 5 | 5 | 5 | 4 | 5 | 3 | 4 | 4 | **35** |
| **4** | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | **36** |
| **5** | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | **37** |
| **6** | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | **34** |
| **7** | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | **39** |
| **8** | 3 | 3 | 3 | 3 | 5 | 4 | 5 | 4 | **30** |
| **9** | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | **37** |
| **10** | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 5 | **28** |
| **11** | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | **35** |
| **12** | 4 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | **29** |
| **13** | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | **33** |
| **14** | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | **36** |
| **15** | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | **35** |
| **16** | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | **33** |
| **17** | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | **37** |
| **18** | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | **36** |
| **19** | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | **39** |
| **20** | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | **35** |
| **21** | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | **37** |
| **22** | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | **35** |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No**  **Responden** | **Sistem Pengendalian Manajemen (X1)** | | | | | | | | |
| **X1.1** | **X1.2** | **X1.3** | **X1.4** | **X1.5** | **X1.6** | **X1.7** | **X1.8** | **Total** |
| **23** | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | **35** |
| **24** | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | **38** |
| **25** | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | **36** |
| **26** | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | **36** |
| **27** | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | **37** |
| **28** | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | **35** |
| **29** | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 5 | **31** |
| **30** | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | **29** |
| **31** | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | **36** |
| **32** | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | **33** |
| **33** | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | **35** |
| **34** | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | **34** |
| **35** | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | **37** |
| **36** | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | **33** |
| **37** | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | **36** |
| **38** | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | **32** |
| **39** | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | **35** |
| **40** | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | **38** |
| **41** | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 3 | **34** |
| **42** | 4 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | **29** |
| **43** | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | **33** |
| **44** | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | **36** |
| **45** | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | **34** |
| **46** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | **32** |
| **47** | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | **36** |
| **48** | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | **35** |
| **49** | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | **39** |
| **50** | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | **36** |
| **51** | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | **38** |
| **52** | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | **35** |
| **53** | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | **35** |
| **54** | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | **38** |
| **55** | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | **37** |
| **56** | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | **33** |
| **57** | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | **37** |
| **58** | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | **35** |
| **59** | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | **30** |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No**  **Responden** | **Sistem Pengendalian Manajemen (X1)** | | | | | | | | |
| **X1.1** | **X1.2** | **X1.3** | **X1.4** | **X1.5** | **X1.6** | **X1.7** | **X1.8** | **Total** |
| **60** | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | **29** |
| **61** | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 5 | **28** |
| **62** | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | **35** |
| **63** | 4 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | **35** |
| **64** | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | **34** |
| **65** | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | **38** |
| **66** | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | **35** |
| **67** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | **33** |
| **68** | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | **38** |
| **69** | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | **38** |
| **70** | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 3 | **37** |
| **71** | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | **35** |
| **72** | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | **37** |
| **73** | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | **35** |
| **74** | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | **35** |
| **75** | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | **38** |
| **76** | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | **32** |
| **77** | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | **36** |
| **78** | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | **37** |
| **79** | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | **35** |
| **80** | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 5 | **31** |

**Lampiran 7**

**Tabulasi Data Penelitian Variabel Pengembangan Kompetensi SDM**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No Responden** | **Pengembangan Kompetensi SDM (X2)** | | | | | | | | |
| **X2.1** | **X2.2** | **X2.3** | **X2.4** | **X2.5** | **X2.6** | **X2.7** | **X2.8** | **Total** |
| **1** | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | **36** |
| **2** | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | **30** |
| **3** | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | **36** |
| **4** | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | **36** |
| **5** | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | **35** |
| **6** | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | **37** |
| **7** | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | **38** |
| **8** | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | **24** |
| **9** | 4 | 4 | 5 | 4 | 4 | 5 | 3 | 4 | **28** |
| **10** | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | **24** |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No Responden** | **Pengembangan Kompetensi SDM (X2)** | | | | | | | | |
| **X2.1** | **X2.2** | **X2.3** | **X2.4** | **X2.5** | **X2.6** | **X2.7** | **X2.8** | **Total** |
| **11** | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | **37** |
| **12** | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 5 | **30** |
| **13** | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | **30** |
| **14** | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | **37** |
| **15** | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | **34** |
| **16** | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | **31** |
| **17** | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | **36** |
| **18** | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | **38** |
| **19** | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | **38** |
| **20** | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | **35** |
| **21** | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | **28** |
| **22** | 4 | 5 | 4 | 4 | 5 | 4 | 3 | 3 | **32** |
| **23** | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | **35** |
| **24** | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | **36** |
| **25** | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | **35** |
| **26** | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | **35** |
| **27** | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | **40** |
| **28** | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | **35** |
| **29** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | **33** |
| **30** | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 5 | **31** |
| **31** | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | **38** |
| **32** | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | **34** |
| **33** | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | **36** |
| **34** | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | **35** |
| **35** | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | **36** |
| **36** | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | **38** |
| **37** | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | **35** |
| **38** | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | **37** |
| **39** | 4 | 4 | 5 | 4 | 5 | 5 | 3 | 4 | **34** |
| **40** | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | **36** |
| **41** | 5 | 4 | 5 | 4 | 4 | 5 | 3 | 4 | **34** |
| **42** | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 5 | **30** |
| **43** | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | **28** |
| **44** | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | **32** |
| **45** | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | **34** |
| **46** | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | **31** |
| **47** | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | **36** |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No Responden** | **Pengembangan Kompetensi SDM (X2)** | | | | | | | | |
| **X2.1** | **X2.2** | **X2.3** | **X2.4** | **X2.5** | **X2.6** | **X2.7** | **X2.8** | **Total** |
| **48** | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | **38** |
| **49** | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | **39** |
| **50** | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | **35** |
| **51** | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | **38** |
| **52** | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | **31** |
| **53** | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | **35** |
| **54** | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | **36** |
| **55** | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | **33** |
| **56** | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | **35** |
| **57** | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | **40** |
| **58** | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | **35** |
| **59** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | **32** |
| **60** | 4 | 4 | 4 | 3 | 4 | 3 | 3 | 4 | **32** |
| **61** | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | **32** |
| **62** | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | **36** |
| **63** | 3 | 3 | 4 | 3 | 4 | 4 | 5 | 4 | **30** |
| **64** | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | **30** |
| **65** | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | **37** |
| **66** | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | **34** |
| **67** | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 5 | **33** |
| **68** | 4 | 4 | 5 | 5 | 5 | 5 | 3 | 3 | **34** |
| **69** | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | **33** |
| **70** | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 4 | **32** |
| **71** | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | **35** |
| **72** | 5 | 4 | 5 | 5 | 5 | 5 | 3 | 3 | **35** |
| **73** | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | **34** |
| **74** | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | **35** |
| **75** | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | **36** |
| **76** | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | **35** |
| **77** | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | **37** |
| **78** | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | **39** |
| **79** | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | **35** |
| **80** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | **33** |

Lampiran 8

Tabulasi Data Penelitian Variabel Pengembangan Karir

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No Responden** | **Pengembangan Karir (X3)** | | | | | | | | |
| **X3.1** | **X3.2** | **X3.3** | **X3.4** | **X3.5** | **X3.6** | **X3.7** | **X3.8** | **Total** |
| **1** | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | **33** |
| **2** | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | **29** |
| **3** | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | **29** |
| **4** | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | **35** |
| **5** | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | **35** |
| **6** | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | **38** |
| **7** | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | **37** |
| **8** | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | **28** |
| **9** | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | **35** |
| **10** | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | **32** |
| **11** | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | **36** |
| **12** | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | **29** |
| **13** | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | **32** |
| **14** | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | **36** |
| **15** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | **32** |
| **16** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | **33** |
| **17** | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | **37** |
| **18** | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | **36** |
| **19** | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | **37** |
| **20** | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | **39** |
| **21** | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | **36** |
| **22** | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | **36** |
| **23** | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | **35** |
| **24** | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | **37** |
| **25** | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | **34** |
| **26** | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | **36** |
| **27** | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | **34** |
| **28** | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | **33** |
| **29** | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | **31** |
| **30** | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | **31** |
| **31** | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | **37** |
| **32** | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | **36** |
| **33** | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | **36** |
| **34** | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | **33** |
| **35** | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | **35** |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No Responden** | **Pengembangan Karir (X3)** | | | | | | | | |
| **X3.1** | **X3.2** | **X3.3** | **X3.4** | **X3.5** | **X3.6** | **X3.7** | **X3.8** | **Total** |
| **36** | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | **34** |
| **37** | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | **34** |
| **38** | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | **35** |
| **39** | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | **35** |
| **40** | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | **35** |
| **41** | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | **36** |
| **42** | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | **26** |
| **43** | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | **32** |
| **44** | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | **36** |
| **45** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | **32** |
| **46** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | **32** |
| **47** | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | **37** |
| **48** | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | **36** |
| **49** | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | **37** |
| **50** | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | **35** |
| **51** | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | **36** |
| **52** | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | **36** |
| **53** | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | **35** |
| **54** | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | **37** |
| **55** | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | **34** |
| **56** | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | **36** |
| **57** | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | **34** |
| **58** | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | **33** |
| **59** | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | **31** |
| **60** | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | **31** |
| **61** | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | **31** |
| **62** | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | **36** |
| **63** | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | **29** |
| **64** | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | **32** |
| **65** | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | **36** |
| **66** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | **32** |
| **67** | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | **32** |
| **68** | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | **37** |
| **69** | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | **36** |
| **70** | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | **37** |
| **71** | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | **35** |
| **72** | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | **36** |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No Responden** | **Pengembangan Karir (X3)** | | | | | | | | |
| **X3.1** | **X3.2** | **X3.3** | **X3.4** | **X3.5** | **X3.6** | **X3.7** | **X3.8** | **Total** |
| **73** | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | **36** |
| **74** | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | **35** |
| **75** | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | **37** |
| **76** | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | **30** |
| **77** | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | **36** |
| **78** | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | **34** |
| **79** | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | **33** |
| **80** | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | **31** |

**Lampiran 9**

**Hasil Perhitungan MSI Kinerja Pegawai**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Y.1** | **Y.2** | **Y.3** | **Y.4** | **Y.5** | **Y.6** | **Y.7** | **Y.8** | **Y.9** | **Y.10** | **Jumlah** |
| 1,000 | 2,277 | 2,196 | 3,640 | 2,420 | 2,367 | 2,156 | 3,362 | 3,669 | 2,267 | 25,354 |
| 2,318 | 2,277 | 2,196 | 3,640 | 1,000 | 1,000 | 3,524 | 3,362 | 2,306 | 2,267 | 23,890 |
| 2,318 | 2,277 | 1,000 | 3,640 | 2,420 | 2,367 | 3,524 | 4,704 | 1,000 | 1,000 | 24,252 |
| 1,000 | 2,277 | 2,196 | 3,640 | 3,877 | 2,367 | 3,524 | 4,704 | 2,306 | 2,267 | 28,158 |
| 2,318 | 3,575 | 3,487 | 2,278 | 3,877 | 2,367 | 2,156 | 3,362 | 1,000 | 2,267 | 26,686 |
| 2,318 | 2,277 | 2,196 | 3,640 | 2,420 | 2,367 | 1,000 | 2,158 | 2,306 | 2,267 | 22,949 |
| 2,318 | 3,575 | 1,000 | 3,640 | 3,877 | 3,745 | 3,524 | 3,362 | 2,306 | 3,594 | 30,940 |
| 3,693 | 2,277 | 2,196 | 2,278 | 3,877 | 2,367 | 2,156 | 4,704 | 3,669 | 2,267 | 29,484 |
| 2,318 | 3,575 | 1,000 | 2,278 | 3,877 | 3,745 | 1,000 | 2,158 | 3,669 | 2,267 | 25,886 |
| 2,318 | 1,000 | 3,487 | 3,640 | 2,420 | 3,745 | 2,156 | 3,362 | 2,306 | 3,594 | 28,027 |
| 2,318 | 2,277 | 1,000 | 1,000 | 3,877 | 2,367 | 3,524 | 2,158 | 2,306 | 2,267 | 23,094 |
| 2,318 | 2,277 | 1,000 | 3,640 | 2,420 | 2,367 | 2,156 | 2,158 | 3,669 | 2,267 | 24,273 |
| 3,693 | 1,000 | 3,487 | 2,278 | 3,877 | 3,745 | 3,524 | 3,362 | 2,306 | 3,594 | 30,865 |
| 1,000 | 2,277 | 1,000 | 2,278 | 2,420 | 2,367 | 1,000 | 4,704 | 3,669 | 3,594 | 24,310 |
| 3,693 | 2,277 | 2,196 | 3,640 | 1,000 | 2,367 | 3,524 | 3,362 | 2,306 | 2,267 | 26,632 |
| 3,693 | 1,000 | 3,487 | 3,640 | 2,420 | 3,745 | 3,524 | 4,704 | 2,306 | 2,267 | 30,786 |
| 1,000 | 2,277 | 3,487 | 2,278 | 2,420 | 1,000 | 2,156 | 4,704 | 2,306 | 3,594 | 25,221 |
| 2,318 | 1,000 | 2,196 | 3,640 | 3,877 | 2,367 | 3,524 | 4,704 | 1,000 | 1,000 | 25,626 |
| 2,318 | 3,575 | 3,487 | 2,278 | 2,420 | 1,000 | 3,524 | 3,362 | 2,306 | 3,594 | 27,862 |
| 3,693 | 1,000 | 2,196 | 3,640 | 2,420 | 2,367 | 3,524 | 3,362 | 3,669 | 2,267 | 28,138 |
| 2,318 | 2,277 | 2,196 | 2,278 | 2,420 | 3,745 | 3,524 | 4,704 | 3,669 | 3,594 | 30,725 |
| 3,693 | 3,575 | 2,196 | 3,640 | 2,420 | 2,367 | 2,156 | 4,704 | 3,669 | 2,267 | 30,687 |
| 3,693 | 2,277 | 1,000 | 3,640 | 3,877 | 2,367 | 2,156 | 3,362 | 1,000 | 3,594 | 26,967 |
| 1,000 | 1,000 | 3,487 | 1,000 | 2,420 | 2,367 | 3,524 | 3,362 | 2,306 | 3,594 | 24,059 |
| 1,000 | 3,575 | 1,000 | 2,278 | 2,420 | 2,367 | 3,524 | 3,362 | 3,669 | 1,000 | 24,195 |
| 3,693 | 3,575 | 2,196 | 1,000 | 1,000 | 1,000 | 3,524 | 3,362 | 3,669 | 2,267 | 25,285 |
| 2,318 | 2,277 | 3,487 | 2,278 | 2,420 | 2,367 | 2,156 | 3,362 | 3,669 | 3,594 | 27,928 |
| 2,318 | 2,277 | 2,196 | 2,278 | 3,877 | 2,367 | 3,524 | 2,158 | 2,306 | 3,594 | 26,894 |
| 3,693 | 3,575 | 2,196 | 3,640 | 3,877 | 1,000 | 2,156 | 4,704 | 3,669 | 2,267 | 30,776 |
| 1,000 | 3,575 | 3,487 | 2,278 | 3,877 | 2,367 | 3,524 | 3,362 | 2,306 | 2,267 | 28,041 |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 3,693 | 2,277 | 2,196 | 2,278 | 2,420 | 2,367 | 3,524 | 4,704 | 2,306 | 3,594 | 29,359 |
| 3,693 | 2,277 | 3,487 | 3,640 | 3,877 | 3,745 | 3,524 | 4,704 | 2,306 | 2,267 | 33,520 |
| 3,693 | 2,277 | 3,487 | 2,278 | 3,877 | 2,367 | 3,524 | 3,362 | 1,000 | 2,267 | 28,132 |
| 2,318 | 3,575 | 3,487 | 2,278 | 2,420 | 3,745 | 2,156 | 4,704 | 2,306 | 3,594 | 30,582 |
| 1,000 | 2,277 | 2,196 | 2,278 | 3,877 | 3,745 | 1,000 | 3,362 | 1,000 | 3,594 | 24,329 |
| 2,318 | 1,000 | 2,196 | 2,278 | 3,877 | 3,745 | 3,524 | 3,362 | 2,306 | 1,000 | 25,605 |
| 3,693 | 1,000 | 2,196 | 1,000 | 2,420 | 1,000 | 3,524 | 3,362 | 3,669 | 2,267 | 24,131 |
| 2,318 | 2,277 | 3,487 | 3,640 | 3,877 | 2,367 | 3,524 | 4,704 | 2,306 | 2,267 | 30,767 |
| 2,318 | 3,575 | 3,487 | 3,640 | 2,420 | 3,745 | 1,000 | 2,158 | 2,306 | 1,000 | 25,648 |
| 3,693 | 2,277 | 2,196 | 2,278 | 3,877 | 3,745 | 2,156 | 3,362 | 2,306 | 3,594 | 29,483 |
| 2,318 | 2,277 | 3,487 | 2,278 | 2,420 | 2,367 | 3,524 | 3,362 | 3,669 | 3,594 | 29,296 |
| 2,318 | 3,575 | 2,196 | 3,640 | 3,877 | 2,367 | 2,156 | 2,158 | 2,306 | 2,267 | 26,859 |
| 2,318 | 3,575 | 3,487 | 3,640 | 3,877 | 2,367 | 3,524 | 4,704 | 2,306 | 3,594 | 33,391 |

**Lampiran 10**

**Hasil Perhitungan Msi Sistem Pengendalian Manajemen**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **X1.1** | **X1.2** | **X1.3** | **X1.4** | **X1.5** | **X1.6** | **X1.7** | **X1.8** | **X1.9** | **X1.1`0** | **Jumlah** |
| 3,829 | 3,404 | 3,798 | 2,333 | 2,367 | 2,212 | 2,252 | 2,282 | 2,277 | 4,846 | 29,599 |
| 3,829 | 3,404 | 3,798 | 3,738 | 1,000 | 2,212 | 2,252 | 3,629 | 2,277 | 3,571 | 29,710 |
| 3,829 | 2,190 | 2,373 | 3,738 | 2,367 | 3,470 | 1,000 | 2,282 | 2,277 | 3,571 | 27,098 |
| 2,376 | 4,743 | 2,373 | 2,333 | 2,367 | 1,000 | 3,598 | 3,629 | 2,277 | 3,571 | 28,267 |
| 3,829 | 3,404 | 2,373 | 3,738 | 2,367 | 2,212 | 3,598 | 2,282 | 3,575 | 4,846 | 32,223 |
| 3,829 | 2,190 | 2,373 | 2,333 | 2,367 | 2,212 | 3,598 | 2,282 | 2,277 | 2,382 | 25,843 |
| 2,376 | 3,404 | 2,373 | 2,333 | 3,745 | 1,000 | 3,598 | 1,000 | 3,575 | 3,571 | 26,974 |
| 2,376 | 4,743 | 2,373 | 2,333 | 2,367 | 1,000 | 2,252 | 2,282 | 2,277 | 3,571 | 25,574 |
| 2,376 | 2,190 | 2,373 | 3,738 | 3,745 | 2,212 | 1,000 | 3,629 | 3,575 | 3,571 | 28,409 |
| 3,829 | 3,404 | 3,798 | 1,000 | 3,745 | 2,212 | 2,252 | 2,282 | 1,000 | 3,571 | 27,092 |
| 2,376 | 2,190 | 3,798 | 2,333 | 2,367 | 1,000 | 2,252 | 2,282 | 2,277 | 4,846 | 25,721 |
| 2,376 | 2,190 | 3,798 | 2,333 | 2,367 | 1,000 | 3,598 | 2,282 | 2,277 | 3,571 | 25,792 |
| 2,376 | 3,404 | 3,798 | 3,738 | 3,745 | 3,470 | 1,000 | 2,282 | 1,000 | 4,846 | 29,658 |
| 2,376 | 4,743 | 1,000 | 3,738 | 2,367 | 3,470 | 1,000 | 1,000 | 2,277 | 2,382 | 24,354 |
| 3,829 | 3,404 | 1,000 | 2,333 | 2,367 | 2,212 | 2,252 | 2,282 | 2,277 | 4,846 | 26,802 |
| 2,376 | 4,743 | 3,798 | 3,738 | 3,745 | 2,212 | 3,598 | 1,000 | 1,000 | 2,382 | 28,591 |
| 3,829 | 3,404 | 2,373 | 3,738 | 1,000 | 1,000 | 1,000 | 3,629 | 2,277 | 4,846 | 27,096 |
| 3,829 | 4,743 | 3,798 | 3,738 | 2,367 | 2,212 | 3,598 | 1,000 | 1,000 | 3,571 | 29,855 |
| 2,376 | 3,404 | 2,373 | 3,738 | 1,000 | 1,000 | 3,598 | 3,629 | 3,575 | 3,571 | 28,264 |
| 3,829 | 3,404 | 3,798 | 3,738 | 2,367 | 3,470 | 2,252 | 2,282 | 1,000 | 3,571 | 29,711 |
| 3,829 | 4,743 | 2,373 | 3,738 | 3,745 | 2,212 | 2,252 | 2,282 | 2,277 | 3,571 | 31,022 |
| 2,376 | 4,743 | 3,798 | 3,738 | 2,367 | 2,212 | 2,252 | 2,282 | 3,575 | 4,846 | 32,188 |
| 3,829 | 3,404 | 3,798 | 3,738 | 2,367 | 2,212 | 2,252 | 3,629 | 2,277 | 3,571 | 31,077 |
| 2,376 | 3,404 | 1,000 | 2,333 | 2,367 | 1,000 | 2,252 | 2,282 | 1,000 | 3,571 | 21,585 |
| 3,829 | 3,404 | 2,373 | 2,333 | 2,367 | 1,000 | 2,252 | 2,282 | 3,575 | 3,571 | 26,986 |
| 3,829 | 3,404 | 3,798 | 1,000 | 1,000 | 2,212 | 2,252 | 1,000 | 3,575 | 4,846 | 26,914 |
| 2,376 | 3,404 | 3,798 | 2,333 | 2,367 | 2,212 | 3,598 | 3,629 | 2,277 | 3,571 | 29,564 |
| 3,829 | 2,190 | 2,373 | 3,738 | 2,367 | 3,470 | 2,252 | 2,282 | 2,277 | 3,571 | 28,350 |
| 3,829 | 4,743 | 3,798 | 3,738 | 1,000 | 3,470 | 2,252 | 2,282 | 3,575 | 4,846 | 33,531 |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 3,829 | 3,404 | 1,000 | 2,333 | 2,367 | 3,470 | 3,598 | 3,629 | 3,575 | 4,846 | 32,050 |
| 2,376 | 4,743 | 3,798 | 3,738 | 2,367 | 2,212 | 2,252 | 3,629 | 2,277 | 3,571 | 30,963 |
| 3,829 | 4,743 | 3,798 | 2,333 | 3,745 | 1,000 | 2,252 | 2,282 | 2,277 | 4,846 | 31,104 |
| 3,829 | 3,404 | 3,798 | 2,333 | 2,367 | 2,212 | 3,598 | 2,282 | 2,277 | 3,571 | 29,670 |
| 3,829 | 4,743 | 2,373 | 3,738 | 3,745 | 2,212 | 1,000 | 1,000 | 3,575 | 4,846 | 31,060 |
| 2,376 | 3,404 | 2,373 | 2,333 | 3,745 | 1,000 | 2,252 | 2,282 | 2,277 | 2,382 | 24,425 |
| 1,000 | 3,404 | 2,373 | 2,333 | 3,745 | 3,470 | 3,598 | 3,629 | 1,000 | 3,571 | 28,123 |
| 3,829 | 3,404 | 2,373 | 1,000 | 1,000 | 3,470 | 3,598 | 3,629 | 1,000 | 4,846 | 28,148 |
| 2,376 | 4,743 | 3,798 | 2,333 | 2,367 | 2,212 | 3,598 | 2,282 | 2,277 | 4,846 | 30,831 |
| 2,376 | 2,190 | 2,373 | 2,333 | 3,745 | 3,470 | 2,252 | 3,629 | 3,575 | 3,571 | 29,514 |
| 3,829 | 3,404 | 2,373 | 3,738 | 3,745 | 2,212 | 1,000 | 2,282 | 2,277 | 2,382 | 27,243 |
| 2,376 | 3,404 | 3,798 | 3,738 | 2,367 | 3,470 | 3,598 | 2,282 | 2,277 | 2,382 | 29,692 |

**Lampiran 11**

**Hasil Perhitungan MSI Pengembangan Kompetensi SDM**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **X2.1** | **X2.2** | **X2.3** | **X2.4** | **X2.5** | **X2.6** | **X2.7** | **X2.8** | **X2.9** | **X1.10** | **Jumlah** |
| 2,360 | 3,638 | 2,297 | 3,555 | 3,327 | 1,000 | 2,235 | 3,493 | 3,112 | 2,287 | 27,304 |
| 2,360 | 2,301 | 3,684 | 2,254 | 3,327 | 2,318 | 2,235 | 3,493 | 1,922 | 2,287 | 26,182 |
| 3,757 | 1,000 | 2,297 | 2,254 | 4,613 | 2,318 | 2,235 | 2,406 | 4,512 | 1,000 | 26,392 |
| 2,360 | 2,301 | 2,297 | 2,254 | 2,221 | 1,000 | 3,541 | 4,704 | 4,512 | 2,287 | 27,477 |
| 2,360 | 2,301 | 3,684 | 2,254 | 3,327 | 2,318 | 1,000 | 3,493 | 3,112 | 2,287 | 26,136 |
| 3,757 | 2,301 | 3,684 | 3,555 | 4,613 | 2,318 | 2,235 | 3,493 | 4,512 | 1,000 | 31,468 |
| 3,757 | 2,301 | 2,297 | 2,254 | 3,327 | 2,318 | 3,541 | 3,493 | 4,512 | 3,629 | 31,429 |
| 2,360 | 1,000 | 2,297 | 2,254 | 4,613 | 3,693 | 3,541 | 2,406 | 4,512 | 3,629 | 30,306 |
| 2,360 | 1,000 | 2,297 | 3,555 | 3,327 | 2,318 | 1,000 | 4,704 | 3,112 | 2,287 | 25,960 |
| 2,360 | 2,301 | 3,684 | 1,000 | 3,327 | 2,318 | 2,235 | 2,406 | 3,112 | 2,287 | 25,030 |
| 2,360 | 1,000 | 2,297 | 1,000 | 3,327 | 2,318 | 2,235 | 3,493 | 3,112 | 2,287 | 23,429 |
| 1,000 | 2,301 | 2,297 | 2,254 | 3,327 | 2,318 | 3,541 | 2,406 | 4,512 | 3,629 | 27,585 |
| 3,757 | 2,301 | 3,684 | 2,254 | 3,327 | 3,693 | 3,541 | 3,493 | 3,112 | 3,629 | 32,791 |
| 2,360 | 3,638 | 1,000 | 3,555 | 3,327 | 1,000 | 1,000 | 2,406 | 3,112 | 1,000 | 22,398 |
| 2,360 | 2,301 | 1,000 | 2,254 | 3,327 | 3,693 | 3,541 | 3,493 | 1,922 | 2,287 | 26,179 |
| 3,757 | 2,301 | 3,684 | 1,000 | 4,613 | 3,693 | 2,235 | 2,406 | 3,112 | 3,629 | 30,430 |
| 3,757 | 2,301 | 1,000 | 3,555 | 2,221 | 1,000 | 3,541 | 3,493 | 4,512 | 3,629 | 29,009 |
| 2,360 | 3,638 | 3,684 | 2,254 | 3,327 | 2,318 | 2,235 | 3,493 | 3,112 | 2,287 | 28,708 |
| 3,757 | 2,301 | 3,684 | 1,000 | 2,221 | 2,318 | 3,541 | 4,704 | 3,112 | 3,629 | 30,267 |
| 2,360 | 3,638 | 3,684 | 2,254 | 3,327 | 3,693 | 2,235 | 3,493 | 4,512 | 2,287 | 31,484 |
| 3,757 | 3,638 | 2,297 | 3,555 | 4,613 | 2,318 | 1,000 | 3,493 | 3,112 | 2,287 | 30,070 |
| 2,360 | 2,301 | 3,684 | 2,254 | 4,613 | 3,693 | 2,235 | 3,493 | 4,512 | 3,629 | 32,775 |
| 3,757 | 3,638 | 2,297 | 3,555 | 3,327 | 3,693 | 2,235 | 2,406 | 4,512 | 3,629 | 33,049 |
| 2,360 | 2,301 | 1,000 | 1,000 | 3,327 | 1,000 | 2,235 | 4,704 | 3,112 | 2,287 | 23,326 |
| 2,360 | 3,638 | 1,000 | 3,555 | 4,613 | 1,000 | 3,541 | 4,704 | 3,112 | 3,629 | 31,153 |
| 2,360 | 2,301 | 3,684 | 3,555 | 3,327 | 3,693 | 2,235 | 2,406 | 3,112 | 1,000 | 27,673 |
| 2,360 | 2,301 | 3,684 | 2,254 | 3,327 | 2,318 | 1,000 | 4,704 | 4,512 | 2,287 | 28,747 |
| 3,757 | 1,000 | 2,297 | 3,555 | 3,327 | 2,318 | 3,541 | 4,704 | 3,112 | 2,287 | 29,898 |
| 2,360 | 3,638 | 3,684 | 2,254 | 4,613 | 3,693 | 3,541 | 3,493 | 4,512 | 3,629 | 35,418 |
| 3,757 | 2,301 | 3,684 | 2,254 | 4,613 | 1,000 | 2,235 | 4,704 | 4,512 | 3,629 | 32,690 |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 3,757 | 2,301 | 3,684 | 3,555 | 4,613 | 3,693 | 1,000 | 4,704 | 4,512 | 2,287 | 34,106 |
| 1,000 | 3,638 | 3,684 | 2,254 | 4,613 | 3,693 | 2,235 | 4,704 | 4,512 | 3,629 | 33,963 |
| 2,360 | 3,638 | 2,297 | 3,555 | 3,327 | 3,693 | 2,235 | 3,493 | 4,512 | 3,629 | 32,740 |
| 2,360 | 2,301 | 3,684 | 2,254 | 4,613 | 2,318 | 1,000 | 4,704 | 4,512 | 2,287 | 30,034 |
| 1,000 | 1,000 | 2,297 | 2,254 | 4,613 | 1,000 | 2,235 | 3,493 | 3,112 | 2,287 | 23,291 |
| 2,360 | 2,301 | 3,684 | 2,254 | 3,327 | 2,318 | 3,541 | 4,704 | 3,112 | 3,629 | 31,231 |
| 2,360 | 1,000 | 3,684 | 3,555 | 4,613 | 3,693 | 3,541 | 3,493 | 3,112 | 3,629 | 32,681 |
| 3,757 | 1,000 | 3,684 | 2,254 | 4,613 | 2,318 | 2,235 | 4,704 | 4,512 | 2,287 | 31,364 |
| 2,360 | 2,301 | 3,684 | 3,555 | 3,327 | 2,318 | 2,235 | 3,493 | 4,512 | 3,629 | 31,414 |
| 2,360 | 3,638 | 3,684 | 2,254 | 4,613 | 3,693 | 2,235 | 3,493 | 1,922 | 1,000 | 28,894 |
| 3,757 | 2,301 | 3,684 | 3,555 | 3,327 | 2,318 | 3,541 | 4,704 | 3,112 | 2,287 | 32,586 |

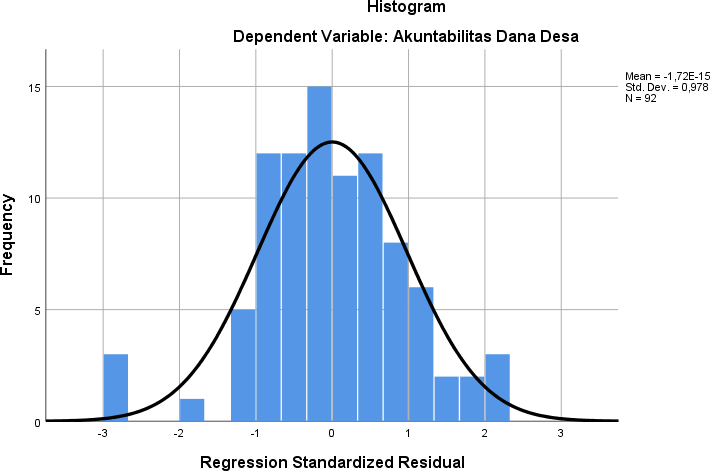
**Lampiran 12**

**Hasil Perhitungan Msi Pengembangan Karir**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **X3.1** | **X3.2** | **X3.3** | **X3.4** | **X3.5** | **X3.6** | **X3.7** | **X3.8** | **X3.9** | **X3.10** | **Jumlah** |
| 2,362 | 3,526 | 2,239 | 3,366 | 3,277 | 3,610 | 2,201 | 1,000 | 2,051 | 3,502 | 27,134 |
| 2,362 | 2,239 | 2,239 | 4,667 | 3,277 | 2,274 | 3,543 | 2,247 | 3,341 | 3,502 | 29,691 |
| 2,362 | 2,239 | 1,000 | 3,366 | 3,277 | 2,274 | 3,543 | 3,574 | 3,341 | 2,306 | 27,281 |
| 2,362 | 3,526 | 2,239 | 4,667 | 4,631 | 2,274 | 2,201 | 2,247 | 3,341 | 3,502 | 30,989 |
| 3,745 | 3,526 | 3,580 | 3,366 | 3,277 | 1,000 | 2,201 | 3,574 | 4,743 | 3,502 | 32,514 |
| 3,745 | 3,526 | 2,239 | 4,667 | 3,277 | 2,274 | 1,000 | 3,574 | 3,341 | 4,803 | 32,445 |
| 2,362 | 2,239 | 2,239 | 4,667 | 4,631 | 2,274 | 2,201 | 2,247 | 3,341 | 3,502 | 29,702 |
| 3,745 | 1,000 | 1,000 | 3,366 | 4,631 | 2,274 | 3,543 | 2,247 | 4,743 | 2,306 | 28,855 |
| 2,362 | 3,526 | 1,000 | 3,366 | 3,277 | 3,610 | 2,201 | 2,247 | 4,743 | 3,502 | 29,834 |
| 2,362 | 2,239 | 2,239 | 4,667 | 3,277 | 2,274 | 1,000 | 3,574 | 3,341 | 4,803 | 29,775 |
| 1,000 | 1,000 | 2,239 | 3,366 | 4,631 | 2,274 | 1,000 | 2,247 | 3,341 | 3,502 | 24,600 |
| 1,000 | 1,000 | 3,580 | 4,667 | 4,631 | 3,610 | 2,201 | 1,000 | 3,341 | 2,306 | 27,336 |
| 3,745 | 2,239 | 3,580 | 3,366 | 4,631 | 2,274 | 3,543 | 1,000 | 3,341 | 4,803 | 32,523 |
| 2,362 | 1,000 | 2,239 | 3,366 | 3,277 | 1,000 | 1,000 | 2,247 | 2,051 | 2,306 | 20,848 |
| 2,362 | 1,000 | 2,239 | 4,667 | 2,089 | 3,610 | 3,543 | 2,247 | 3,341 | 4,803 | 29,901 |
| 2,362 | 2,239 | 3,580 | 4,667 | 3,277 | 1,000 | 3,543 | 3,574 | 3,341 | 3,502 | 31,086 |
| 2,362 | 2,239 | 3,580 | 3,366 | 3,277 | 1,000 | 2,201 | 2,247 | 3,341 | 3,502 | 27,116 |
| 3,745 | 1,000 | 2,239 | 3,366 | 4,631 | 2,274 | 3,543 | 1,000 | 2,051 | 4,803 | 28,652 |
| 2,362 | 2,239 | 3,580 | 3,366 | 4,631 | 3,610 | 3,543 | 2,247 | 3,341 | 4,803 | 33,723 |
| 2,362 | 2,239 | 3,580 | 3,366 | 3,277 | 3,610 | 3,543 | 3,574 | 4,743 | 3,502 | 33,797 |
| 2,362 | 1,000 | 2,239 | 3,366 | 3,277 | 2,274 | 3,543 | 3,574 | 3,341 | 2,306 | 27,281 |
| 3,745 | 2,239 | 3,580 | 4,667 | 2,089 | 3,610 | 1,000 | 1,000 | 3,341 | 3,502 | 28,774 |
| 2,362 | 3,526 | 2,239 | 2,221 | 2,089 | 2,274 | 2,201 | 2,247 | 3,341 | 4,803 | 27,301 |
| 1,000 | 2,239 | 1,000 | 3,366 | 3,277 | 3,610 | 1,000 | 3,574 | 4,743 | 3,502 | 27,312 |
| 1,000 | 2,239 | 3,580 | 2,221 | 4,631 | 2,274 | 3,543 | 1,000 | 4,743 | 4,803 | 30,034 |
| 3,745 | 1,000 | 3,580 | 2,221 | 3,277 | 3,610 | 2,201 | 2,247 | 4,743 | 3,502 | 30,126 |
| 2,362 | 2,239 | 3,580 | 4,667 | 4,631 | 2,274 | 2,201 | 3,574 | 3,341 | 4,803 | 33,671 |
| 2,362 | 2,239 | 1,000 | 3,366 | 3,277 | 3,610 | 3,543 | 2,247 | 3,341 | 4,803 | 29,789 |
| 2,362 | 3,526 | 2,239 | 4,667 | 4,631 | 2,274 | 2,201 | 1,000 | 4,743 | 3,502 | 31,144 |
| 2,362 | 3,526 | 3,580 | 3,366 | 4,631 | 2,274 | 3,543 | 3,574 | 4,743 | 4,803 | 36,402 |
| 3,745 | 2,239 | 2,239 | 3,366 | 3,277 | 3,610 | 3,543 | 2,247 | 3,341 | 4,803 | 32,411 |

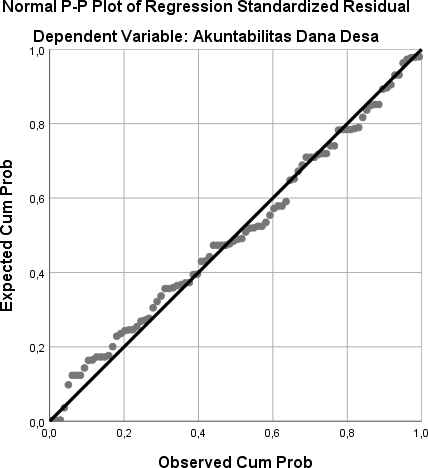
|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 3,745 | 2,239 | 3,580 | 4,667 | 4,631 | 3,610 | 6,000 | 3,574 | 3,341 | 3,502 | 38,890 |
| 3,745 | 3,526 | 3,580 | 3,366 | 4,631 | 3,610 | 3,543 | 2,247 | 3,341 | 4,803 | 36,393 |
| 2,362 | 2,239 | 3,580 | 3,366 | 3,277 | 3,610 | 3,543 | 2,247 | 3,341 | 4,803 | 32,369 |
| 3,745 | 1,000 | 2,239 | 4,667 | 2,089 | 2,274 | 3,543 | 2,247 | 1,000 | 3,502 | 26,306 |
| 3,745 | 3,526 | 2,239 | 3,366 | 3,277 | 2,274 | 2,201 | 3,574 | 3,341 | 2,306 | 29,847 |
| 1,000 | 2,239 | 3,580 | 4,667 | 4,631 | 1,000 | 3,543 | 2,247 | 2,051 | 4,803 | 29,763 |
| 2,362 | 2,239 | 3,580 | 2,221 | 3,277 | 2,274 | 3,543 | 2,247 | 3,341 | 3,502 | 28,586 |
| 2,362 | 1,000 | 2,239 | 4,667 | 3,277 | 2,274 | 3,543 | 3,574 | 3,341 | 3,502 | 29,778 |
| 3,745 | 2,239 | 2,239 | 3,366 | 4,631 | 1,000 | 1,000 | 2,247 | 3,341 | 4,803 | 28,611 |
| 3,745 | 2,239 | 1,000 | 2,221 | 4,631 | 3,610 | 3,543 | 3,574 | 4,743 | 4,803 | 34,109 |

**Lampiran 13 Output SPSS Uji Asumsi Klasik Uji Normalitas**



**Hitogram**

**Dependent Variable : Kinerja Pegawai ASN**



**Normal P –P Plot of Regression Standardized Residual Dependent Variable : Kinerja Pegawai ASN**

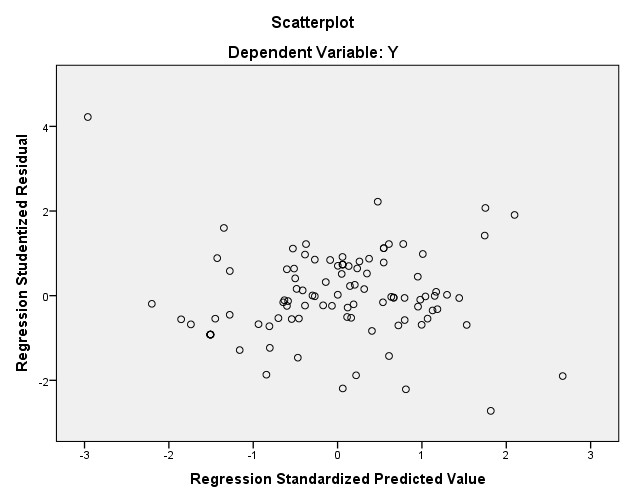
**One-Sample Kolmogorov-Smirnov Test**

|  |  |  |
| --- | --- | --- |
| Unstandardiz ed Residual | | |
| N | | 80 |
| Normal Parametersa,b | Mean | ,0000000 |
| Std. Deviation | ,96780164 |
| Most Extreme Differences | Absolute | 0,064 |
| Positive | 0,052 |
| Negative | 0,064 |
| Test Statistic | | 0,064 |
| Asymp. Sig. (2-tailed) | | 0,200c,d |
| 1. Test distribution is Normal. 2. Calculated from data. 3. Lilliefors Significance Correction. 4. This is a lower bound of the true significance. | | |

**Lampiran 14 Output SPSS Uji Asumsi Klasik Uji Multikolonieritas**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | | Standardized Coefficients | Collinearity Statistics | |
| B | Std. Error | Beta | Tolerance | VIF |
| 1 (Constant) | 5,414 | 3,189 |  |  |  |
| Sistem | -,023 | ,159 | -,014 | ,772 | 1,296 |
| Pengendalian |  |  |  |  |  |
| Manajemen |  |  |  |  |  |
| Pengembangan | ,524 | ,129 | ,461 | ,601 | 1,663 |
| Kompetensi SDM |  |  |  |  |  |
| Pengembangan Karir | ,408 | ,117 | ,400 | ,592 | 1,690 |

Sumber : data primer yang diolah, 2024

**Lampiran 15 Output SPSS Uji Asumsi Klasik Uji Heterokedastisitas**

**Scatterplot**

**Dependent Variable : Kinerja Pegawai ASN**

**Lampiran 16 Output SPSS Analisis Regresi Linier Berganda**

**Coefficientsa**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Unstandardized | Coefficients | Standardized Coefficients | T | Sig. |
| B | Std. Error | Beta |
| 1 (Constant) | 5,414 | 3,189 |  | 1,698 | ,095 |
| Sistem Pengendalian | -,023 | ,159 | -,014 | -,136 | ,892 |
| Manajemen |  |  |  |  |  |
| Pengembangan | ,524 | ,129 | ,461 | 4,049 | ,000 |
| Kompetensi SDM |  |  |  |  |  |
| Pengembangan Karir | ,408 | ,117 | ,400 | 3,490 | ,001 |

**Lampiran 16 Output SPSS Uji Signifikansi Parsial (Uji T)**

**Coefficientsa**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Unstandardized | Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 (Constant) | 5,414 | 3,189 |  | 1,698 | ,095 |
| Sistem Pengendalian | -,023 | ,159 | -,014 | -,136 | ,892 |
| Manajemen |  |  |  |  |  |
| Pengembangan | ,524 | ,129 | ,461 | 4,049 | ,000 |
| Kompetensi SDM |  |  |  |  |  |
| Pengembangan Karir | ,408 | ,117 | ,400 | 3,490 | ,001 |

Sumber : data primer yang diolah, 2024

**ANOVAa**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 Regression | 404,927 | 3 | 134,976 | 25,112 | ,000b |
| Residual | 284,872 | 53 | 5,375 |  |  |
| Total | 689,799 | 56 |  |  |  |

**Model Summaryb**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | ,766a | ,587 | ,564 | 2,31839 | 2,103 |

Sumber : data primer yang diolah, 2024

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**LAMPIRAN**

**Lampiran 18 Lembar Kuisioner**

**KUESIONER PENELITIAN**

**PENGARUH SISTEM PENGENDALIAN MANAJEMEN, PENGEMBANGAN KOMPETENSI SDM, DAN PENGEMBANGAN KARIR TERHADAP KINERJA PEGAWAI APARATUR SIPIL NEGARA (ASN) DI DINAS PENDIDIKAN DAN KEBUDAYAAN**

**KABUPATEN TEGAL**

**Alfian Hidayatulloh NPM : 412600046**

****

**PROGRAM STUDI MANAJEMEN FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS PANCASAKTI TEGAL 2025**

Perihal : Permohonan Pengisian Kuesioner

Judul Penelitian : Pengaruh Sistem Pengendalian Manajemen, Pengembangan Kompetensi SDM, Dan Pengembangan Karir Terhadap Kinerja Pegawai Aparatur Sipil Negara (ASN) Di Dinas Pendidikan Dan Kebudayaan Kabupaten Tegal

Kepada Yth, Sdr. Responden Di Tempat

Dengan Hormat,

Dalam rangka menyelesaikan penelitian, saya Mahasiswa Fakultas Ekonomi dan Bisnis Universitas Pancasakti Tegal, mohon partisipasi dari Sdr untuk mengisi kuesioner yang telah kami sediakan.

Adapun data yang kami minta adalah sesuai dengan kondisi yang dirasakan Sdr selama ini. Kami akan menjaga kerahasiaan karena data ini hanya untuk kepentingan penelitian.

Setiap jawaban yang diberikan merupakan bantuan yang tidak ternilai harganya bagi penelitian ini.

Atas perhatian dan bantuannya, kami mengucapkan terima kasih.

Tegal, Januari 2025 Hormat Saya,

Alfian Hidayatulloh

**PETUNJUK**

Bapak/Ibu dimohon untuk mengisi setiap pertanyaan sesuai dengan yang sebenarnya dirasakan atau dialami dengan cara mengisi pada kolom yang telah disediakan dan memberi tanda *check list* pada kolom yang tersedia.

**BAGIAN I: IDENTITAS RESPONDEN**

A. IDENTITAS PERSONAL

1. Nomor Responden (diisi oleh peneliti)
2. Jenis Kelamin : Laki-laki  Perempuan
3. Umur : a.  20 – 35 Tahun
4.  35 – 45 Tahun
5.  45 – 55 Tahun

5. Tingkat Pendidikan : a.  SMA

b.  D3

c.  S1

Pangkah, Januari 2025 Responden,

………………………………………

**PETUNJUK PENGISIAN**

Berilah tanda *check list* (√ ) pada salah satu jawaban yang paling sesuai dengan pendapat saudara.

**Keterangan**

Skor 1 : Sangat Tidak Setuju (STS) Skor 2 : Tidak Setuju (TS)

Skor 3 : Netral (N) Skor 4 : Setuju (S)

Skor 5 : Sangat Setuju (SS)

**Variabel Kinerja Pegawai Aparatur Sipil Negara ASN (Y)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No. | Pernyataan | STS | TS | N | S | SS |
| **Target secara kuantitas** | | | | | | |
| 1 | Saya sering menyelesaikan tugas sesuai dengan target yang ditetapkan |  |  |  |  |  |
| 2 | Saya sering berhasil mencapai target  dalam waktu yang ditentukan |  |  |  |  |  |
| **Target secara kualitas** | | | | | | |
| 3 | Saya mampu mencapai hasil kerja yang mencerminkan standar kualitas sesuai ketentuan perusahaan |  |  |  |  |  |
| 4 | Saya merasakan adanya peningkatan  dalam layanan yang saya berikan |  |  |  |  |  |
| **Taat terhadap kebijakan** | | | | | | |
| 5 | Saya memahami kebijakan-kebijakan  yang diterapkan ditempat kerja |  |  |  |  |  |
| 6 | Saya memahami perintah dan intruksi  yang diberikan oleh pimpinan |  |  |  |  |  |
| **Terampil** | | | | | | |
| 7 | Saya mengikuti program pengembangan keterampilan untuk meningkatkan kinerja dalam perusahaan |  |  |  |  |  |

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|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 8 | Saya sering menemukan dan memperbaiki kesalahan kecil dalam  bekerja |  |  |  |  |  |
| **Pencapaian** | | | | | | |
| 9 | Saya sering mencari umpan balik untuk meningkatkan kinerja dan pencapaian dalam bekerja |  |  |  |  |  |
| 10 | Saya termotivasi untuk bekerja karena  merasa kesejahteraan diperhatikan oleh perusahaan |  |  |  |  |  |

**Variabel Sistem Pengendalian Manajemen (X1)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No. | Pernyataan | STS | TS | N | S | SS |
| **Pelacak (detector) atau sensor** | | | | | | |
| 1 | Sudah tersedia sistem dokumentasi yang  berbentuk formal atas prosedur pemantauan |  |  |  |  |  |
| 2 | Sudah tersedia prosedur kegiatan pemantauan yang efektif baik bersifat  rutin maupun bersifat khusus |  |  |  |  |  |
| **Penilai (assessor)** | | | | | | |
| 3 | Menyediakan data dan informasi yang  diperlukan untuk pengambilan keputusan strategis. |  |  |  |  |  |
| 4 | Menggunakan observasi, wawancara, dan umpan balik untuk mengevaluasi aspek-aspek non-numerik seperti kepuasan pelanggan atau kemampuan kerja sama. |  |  |  |  |  |
| **Effector** | | | | | | |
| 5 | Effector mempengaruhi kinerja sistem otomasi dalam suatu organisasi? |  |  |  |  |  |
| 6 | Evaluasi kinerja effector dilakukan untuk memastikan efektivitasnya |  |  |  |  |  |
| **Jaringan Komunikasi** | | | | | | |
| 7 | Komunikasi efektif dapat meningkatkan kinerja karyawan dan organisasi |  |  |  |  |  |
| 8 | Komunikasi dalam organisasi dapat dibagi  menjadi komunikasi formal dan informal |  |  |  |  |  |

**Variabel Pengembangan Kompetensi SDM (X2)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No. | Pernyataan | STS | TS | N | S | SS |
| **Perilaku** | | | | | | |
| 1 | Mengidentifikasi Pola Perilaku membantu dalam memahami kebiasaan dan  kecenderungan perilaku individu |  |  |  |  |  |
| 2 | Menganalisis Faktor Penyebab menggali faktor-faktor yang mempengaruhi perilaku,  seperti lingkungan, pengalaman, dan motivasi |  |  |  |  |  |
| **Tingginya pengetahuan** | | | | | | |
| 3 | Saya menggunakan pengetahuan yang di peroleh dari pendidikan saya dalam pekerjaan  sehari-hari |  |  |  |  |  |
| 4 | Saya mengikuti dengan baik perkembangan terbaru dalam materi yang diperoleh perusahaan |  |  |  |  |  |
| **Kemampuan** | | | | | | |
| 5 | Saya memberikan keunggulan kompetitif di tempat kerja |  |  |  |  |  |
| 6 | Saya berkolaborasi sangat baik dengan rekan kerja dalam mencapai  tujuan bersama |  |  |  |  |  |
| **Sifat dan Perilaku** | | | | | | |
| 7 | Pengembangan Diri memberikan wawasan kepada individu tentang kekuatan dan area yang perlu diperbaiki |  |  |  |  |  |
| 8 | Mengumpulkan data untuk analisis lebih lanjut  dalam studi tentang perilaku manusia |  |  |  |  |  |

**Variabel Pengembangan Karir (X3)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No. | Pernyataan | STS | TS | N | S | SS |
| **Kepedulian atasan langsung** | | | | | | |
| 1 | Sejauh mana atasan Anda mendengarkan pendapat Anda? |  |  |  |  |  |
| 2 | Apakah Anda merasa atasan Anda  memberikan umpan balik yang konstruktif |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | tentang pekerjaan Anda? |  |  |  |  |  |
| **Memberikan umpan balik konstruktif** | | | | | | |
| 3 | Apakah umpan balik yang Anda terima  membantu Anda dalam meningkatkan kinerja? |  |  |  |  |  |
| 4 | Saya mengikuti dengan baik perkembangan  terbaru dalam materi yang diperoleh perusahaan |  |  |  |  |  |
| **Hasil kerja** | | | | | | |
| 5 | Saya mengelola tanggung jawab yang bertambah atau berubah di  tempat pekerjaan |  |  |  |  |  |
| 6 | Saya memahami tanggung jawab yang terkait dengan posisi di pekerjaan |  |  |  |  |  |
| **Penerimaan** | | | | | | |
| 7 | Saya merasa diterima oleh rekan-rekan di tempat kerja |  |  |  |  |  |
| 8 | Atasan saya menghargai kontribusi saya dalam  tim |  |  |  |  |  |

Lampiran 19

Data-data Dinas Pendidikan dan Kebudayaan Kabupaten Tegal

**Tabel 1**

**Jenjang Pendidikan Pegawai ASN pada**

**Dinas Pendidikan dan Kebudayaan Kabupaten Tegal**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No** | **Pendidikan** | **Jumlah** | | |
| **Lk** | **Pr** | **Total** |
| 1 | Master | 8 | 2 | 10 |
| 2 | Sarjana | 25 | 30 | 55 |
| 3 | Diploma | 7 | 3 | 10 |
| 4 | SMA/Sederajat | 5 | 0 | 5 |
| 5 | SMP/Sederajat | - | - | - |
| Jumlah | | 45 | 35 | 80 |

***Sumber: Bag. Umum & Kepegawaian Dinas Pendidikan dan Kebudayaan Kabupaten Tegal 2024***

**Tabel 2 Rekap Absensi Pegawai ASN Dinas Pendidikan dan Kebudayaan Kabupaten Tegal Tahun 2024**

|  |  |  |  |
| --- | --- | --- | --- |
| No | Bulan | Tahun 2024 | |
| Jumlah Pegawai (orang) | Tanpa Keterangan (orang) |
| 1 | Januari | 80 | 4 |
| 2 | Februari | 80 | 5 |
| 3 | Maret | 80 | 3 |
| 4 | April | 80 | 7 |
| 5 | Mei | 80 | 4 |
| 6 | Juni | 80 | 3 |
| 7 | Juli | 80 | 4 |
| 8 | Agustus | 80 | 5 |
| 9 | September | 80 | 2 |
| 10 | Oktober | 80 | 1 |
| 11 | November | 80 | 2 |
| 12 | Desember | 80 | 1 |

***Sumber: Bag. Umum & Kepegawaian Dinas Pendidikan dan Kebudayaan Kabupaten Tegal 2024***

**Tabel 3**

**Daftar Pegawai Menurut Keahlian Yang dimiliki Pada Dinas Pendidikan dan Kebudayaan Kabupaten Tegal**

|  |  |  |  |
| --- | --- | --- | --- |
| No | Jabatan | Tingkat Pendidikan | |
| Tingkat | Jurusan |
| 1 | Kepala Dinas Pendidikan dan kebudayaan | S2 | Manajemen |
| 2 | Sekretaris Dinas Dikbud | S2 | Manajemen |
| 3 | Ka.Sub bagian Kepegawaian | S1 | Hukum |
| 4 | Ka.Sub bagian Keuangan | S1 | Manajemen |
| 5 | Ka.Sub bagian Umum | S1 | Manajemen |
| 6 | Ka. Bidang Bina Program | S1 | Hukum |
| 7 | Ka. Pembinaan PAUD, Nonformal  dan Informal | S1 | Pendidikan |
| 8 | Ka. Bidang Pendidikan Dasar | S1 | Pendidikan |
| 9 | Ka. Bidang Kebudayaan | S1 | Pendidikan |
| 10 | Ka. Pembinaan PTK | S1 | Pendidikan |
| 11 | Ka. Seksi Pendataan dan Informasi | S1 | Pendidikan |
| 12 | Ka. Seksi PAUD dan Kesetaraan | S1 | Pendidikan |
| 13 | Ka. Seksi Kependidikan SD | S2 | Pendidikan |
| 14 | Ka. Seksi Cagar Budaya dan  Permuseuman | S1 | Teknik Sipil |
| 15 | Ka. Seksi PTK Paudini | S1 | Pendidikan |
| 16 | Ka. Seksi Perencanaan, Pengendalian, Evaluasi dan  Pelaporan. | SMA |  |
| 17 | Ka. Seksi Pendidikan  Kemasyarakatan | S1 | Teknik Sipil |
| 18 | Ka.Seksi Kependidikan SMP | S1 | Pendidikan |
| 19 | Ka. Seksi Sejarah dan Tradisi | D3 | Komputer |
| 20 | Ka. Seksi PTK SD | S1 | Ekonomi |
| 21 | Ka. Seksi Sarana dan Prasarana | S1 | Pendidikan |
| 22 | Ka. Seksi Sarpras Pendidikan Dasar | S1 | Ekonomi |
| 23 | Ka. Seksi Kesenian | S1 | Teknik Sipil |
| 24 | Ka. Seksi SMP | S1 | Manajemen |

***Sumber: Bag. Umum & Kepegawaian Dinas Pendidikan dan Kebudayaan Kabupaten Tegal 2024***

**Tabel 4**

**Kepala Bidang Sub Bagian yang mengikuti Diklat Kepemimpinan pada Dinas Pendidikan dan Kebudayaan Kabupaten Tegal**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| NO | Unit | Jumlah Pegawai | Jumlah Ikut Pelatihan | Jumlah Tidak Ikut Pelatihan |
| 1 | Kepala Dinas Pendidikan dan  kebudayaan | 1 | 1 | 0 |
| 2 | Sekretaris Dinas Dikbud | 1 | 1 | 0 |
| 3 | Ka.Sub bagian Kepegawaian | 1 | 1 | 0 |
| 4 | Ka.Sub bagian Keuangan | 1 | 0 | 1 |
| 5 | Ka.Sub bagian Umum | 1 | 1 | 0 |
| 6 | Ka. Bidang Bina Program | 1 | 1 | 0 |
| 7 | Ka. Pembinaan PAUD,  Nonformal dan Informal | 1 | 0 | 1 |
| 8 | Ka. Bidang Pendidikan  Dasar | 1 | 1 | 0 |
| 9 | Ka. Bidang Kebudayaan | 1 | 1 | 0 |
| 10 | Ka. Pembinaan PTK | 1 | 0 | 1 |
| 11 | Ka. Seksi Pendataan dan  Informasi | 1 | 1 | 0 |
| 12 | Ka. Seksi PAUD dan  Kesetaraan | 1 | 1 | 0 |
| 13 | Ka. Seksi Kependidikan SD | 1 | 1 | 0 |
| 14 | Ka. Seksi Cagar Budaya dan Permuseuman | 1 | 1 | 0 |
| 15 | Ka. Seksi PTK Paudini | 1 | 0 | 1 |
| 16 | Ka. Seksi Perencanaan, Pengendalian, Evaluasi dan Pelaporan. | 1 | 0 | 1 |
| 17 | Ka. Seksi Pendidikan Kemasyarakatan | 1 | 0 | 1 |

***Sumber: Bag. Umum & Kepegawaian Dinas Pendidikan dan Kebudayaan Kabupaten Tegal 2024***

**Lampiran 20**

Data Wawancara Dinas Pendidikan dan Kebudayaan Kabupaten Tegal.

**Daftar Pertanyaan Wawancara**

Nama : Alfian Hidayatulloh

Npm 4120600046

Fakultas/Prodi : E.konomi Dan Bisnis / Manaje.me.n SDM Pe.rguruan Tinggi : Unive.rsitas Pancasakti Te.gal

Judul : Pe.ngaruh Sistem Pengendalian Manajemen, Pengembangan Kompetensi SDM dan Pengembangan Kari Di Dinas Pendidikan dan Kebudayaan Kabupate.n Te.gal.

**WAWANCARA PENELITI**

Dalam Pe.ne.litian ini, Pe.ne.liti me.lakukan wawancara ke.pada Pe.gawai untuk me.ndapatkan informasi yang me.mbe.rikan kontribusi dalam pe.ne.litian ini. Salah satu Pe.gawai Dinas Pendidikan dan Kebudayaan Kabupaten Tegal yang me.njadi subje.k Pe.ne.liti ini.

**Pernyataan Peneliti:**

Pe.ne.liti : Assalamualikum wr. wb… Se.be.lumnya Izin Me.mpe.rke.nalkan diri saya, pe.rke.nalkan nama saya Alfian Hidayatulloh Mahasiswa Unive.rsitas Pancasakti Te.gal Program studi manaje.me.n ingin me.lakukan obse.rvasi dan wawancara me.nge.nai pe.rmasalahan yang te.rjadi pada Instansi Dinas Pendidikan dan Kebudayaan Kabupaten Tegal, barangkali dari bapak be.rke.nan me.mbe.rikan saya informasi yang se.kiranya bisa me.mbantu saya dalam me.lakukan pe.ne.litian ini.

Pe.gawai :Walaikumsalam wr.wb….te.ntu saja de.ngan se.nang hati saya akan me.mbantu

Pe.ne.liti : Baik pak, total pe.gawai ASN di Dinas Pendidikan dan Kebudayaan Kabupaten Tegal ada be.rapa pak?

Pe.gawai : Ada total se.kitar 80 Pe.gawai ASN disini

Pe.ne.liti : Apakah pe.gawai di Dinas Pendidikan dan Kebudayaan Kabupaten Tegal se.ring te.rjadi pe.gawai yang datang te.rlambat atau tidak hadir?

Pe.gawai : Untuk Pe.gawai yang datang te.lat hadir disini se.ring te.rjadi se.tiap hari pasti ada, tidak hadir tanpa ke.te.rangan juga masih se.ring ada

Pe.ne.liti : Apa saja pe.rmasalahan me.nge.nai Budaya Organisasi di sini?

Pe.gawai : Pe.rmasalahan Budaya organisasi disini adalah aturan-aturan yang dite.rapkan disini masih be.lum bisa dite.rapkan de.ngan baik salah satunya kurang disiplinya pe.gawai me.nge.nai waktu. Waktu istirahat ke.rja ada be.be.rapa pe.gawai yang masih be.ke.rja, istirahat te.lat, masuk jam ke.rja te.lat, masuk se.te.lah istirahat juga te.lat, dan jam ke.rja pada saat bulan puasa se.te.lah waktu istirahat ada se.bagian pe.gawai yang tidak langsung masuk me.nye.le.saikan pe.ke.rjaanya, ada yang masih santai-santai, istirahat sampai me.nde.kati jam pulang.

Pe.ne.liti : Bagaimana proses identifikasi kebutuhan pelatihan dan pengembangan kompetensi pegawai di dinas dilakukan?

Pe.gawai : Membuat format usulan yang diberikan kepada pegawai untuk memberikan formulir ke semua pegawai tapi tidak semua terealisasikan karena keterbatasan anggaran.

Pe.ne.liti : Apa peran pimpinan dinas dalam mendukung pengembangan kompetensi pegawai?

Pe.gawai : Mengirimkan pagawai untuk mengikuti pelatihan tapi tidak semua mengikuti karena keterbatasan anggaran.

Pe.ne.liti : Apa tantangan yang dihadapi dalam pengembangan kompetensi SDM di lingkungan kepegawaian dinas, dan bagaimana cara mengatasinya?

Pe.gawai : Latarbelakang pendidikan, kurang minat faktor usia, sibuk pekerjaan.

Pe.ne.liti : Bagaimana proses penilaian kinerja dilakukan untuk mendukung pengembangan karir pegawai di dinas?

Pe.gawai: Proses penilaian dapat dilihat dari kehadiran, kedisiplinan, dan kinerja Pe.ne.liti : Apa saja program pelatihan atau pengembangan yang ditawarkan untuk

mendukung kemajuan karir pegawai di dinas?

Pe.gawai: mereka mengikuti pelatihan sesuai tupoksi yang dipegang

Pe.ne.liti : Bagaimana cara pegawai dapat mengajukan rencana pengembangan karir mereka kepada atasan?

Pe.gawai: setela format itu disebar dan masing masing pegawai mengisi nanti ada sekala prioritas 80 pegawai

Pe.ne.liti : Terimakasih pak sudah menyempatkan waktunya untuk wawancara dengan saya pak, penelitian ini sangat bermanfaat bagi saya dan menambah wawasan saya, dan saya minta maaf pak barangkali mengganggu waktunya.

Pe.gawai: tidak apa-apa mas, se.lagi bapak bisa bantu pasti bapak bantu, Walikumsalam wr.wb

**Tanda Tangan Narasumber**

Alfian Hidayatulloh Budi Isanto, S.M.

Data foto atau bukti fisik wawancara

