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# LAMPIRAN

Lampiran 1 Kuesioner Penelitian

**KUESIONER PENELITIAN**

Dengan hormat, perkenalkan nama saya adalah Andro Dewantara Noegroho mahasiswa Pascasarjana Magister Manajemen dari Universitas Pancasakti Tegal yang saat ini sedang melakukan tugas akhir yaitu penyusunan penilitian/ tesis. Mohon kesediaan Bapak/ Ibu untuk mengisi kuesioner. Kuesioner ini berisi 71 daftar pernyataan yang Bapak/ Ibu isi dengan rentan skala sangat setuju, setuju, netral, tidak setuju, dan sangat tidak setuju. Terbagi dalam 5 bagian yang mewakili *variable* yang diteliti. Kuesioner ini bertujuan untuk menganalisis apakah membangun tim, pemberdayaan karyawan, pengembangan karir dan pembelajaran budaya organisasi dapat berpengaruh pada kompetensi karyawan di BRI Cabang Kota Tegal. Jawaban yang Bapak/ Ibu berikan akan saya jamin kerahasiaannya. Terimakasih atas kesediaan Bapak dan Ibu dalam mengisi kuesioner ini. Semoga kuesioner ini dapat memberikan informasi bagi perusahaan dan tentunya bagi peneliti.

Hormat saya

Andro Dewantara Noegroho

Data responden :

* Nama (boleh menggunakan nama panggilan/ inisial) :
* Usia responden :
* Pendidikan terakhir :
* Masa kerja :
* Bagian / Unit :
* Pelatihan yang pernah diikuti :

**KUESIONER**

**KOMPETENSI KARYAWAN (*Employee Competencies*)**

|  |  |  |
| --- | --- | --- |
| **No** | **Pernyataan** | **Skala** |
| **SS** | **S** | **N** | **TS** | **STS** |
|  | **Pengetahuan (knowledge)** |  |  |  |  |  |
| 1 | Saya mampu menyelesaikan tugas dengan pengetahuan yang saya miliki |  |  |  |  |  |
| 2 | Dengan pengetahuan yang saya miliki, saya mampu bekerja secara efektif dan efisien. |  |  |  |  |  |
|  | **Pemahaman (understanding)** |  |  |  |  |  |
| 3 | Saya memahami SOP dalam melakukan pekerjaan |  |  |  |  |  |
| 4 | Dengan pemahaman yang saya miliki, saya mampu mempergunakan peralatan/mesin kantor dengan baik |  |  |  |  |  |
|  | **Kemampuan (skill)** |  |  |  |  |  |
| 5 | Saya memiliki kemampuan berkomunikasi yang baik dengan rekan kerja |  |  |  |  |  |
| 6 | Dengan kemampuan yang saya miliki , saya mampu menyelesaikan pekerjaan tepat waktu. |  |  |  |  |  |
|  | **Nilai (value)** |  |  |  |  |  |
| 7 | Saya memahami nilai-nilai yang dimiliki oleh perusahaan. |  |  |  |  |  |
| 8 | Dengan memahami nilai-nilai perusahaan, menambah semangat saya dalam bekerja. |  |  |  |  |  |
|  | **Sikap (attitude)** |  |  |  |  |  |
| 9 | Sikap saya dalam bekerja selalu mematuhi aturan dan norma yang berlaku |  |  |  |  |  |
| 10 | Saya selalu bersikap tanggap dan giat dalam mengerjakan tugas yang dibebankan kepada saya. |  |  |  |  |  |
|  | **Minat (interest)** |  |  |  |  |  |
| 11 | Saya mempunyai minat yang tinggi terhadap pekerjaan yang saya lakukan saat ini dan pengembangan karir kedepanya |  |  |  |  |  |
| 12 | Dengan minat yang saya miliki saya mampu bekerja dengan baik. |  |  |  |  |  |

Apa alasan saudara memiliki kompetensi yang baik/ tidak baik? Berikan alasannya....

**Membangun Tim (*Team Building*)**

|  |  |  |
| --- | --- | --- |
| **No** | **Pernyataan** | **Skala** |
| **SS** | **S** | **N** | **TS** | **STS** |
|  | **Goal setting (penetapan tujuan)** |  |  |  |  |  |
| 1 | Tim menggunakan rencana strategis jangka pendek dan jangka panjang yang efektif |  |  |  |  |  |
| 2 | Perusahaan memperkuat motivasi anggota tim untuk mencapai tujuan dan sasaran tim |  |  |  |  |  |
|  | **Role-clarification (klarifikasi peran)** |  |  |  |  |  |
| 3 | Anggota tim memiliki keahlian yang saling melengkapi untuk menyelesaikan peran mereka dalam tim |  |  |  |  |  |
| 4 | Perusahaan membagi tanggung jawab pekerjaan sesuai dengan kemampuan dan posisi karyawan |  |  |  |  |  |
|  | **Interpersonal relations (hubungan antarpribadi)** |  |  |  |  |  |
| 5 | Anggota tim akrab dengan peran dan tanggung jawab pekerjaan satu sama lain |  |  |  |  |  |
| 6 | Anggota tim berkomunikasi dengan baik satu sama lain |  |  |  |  |  |
|  | **Problem solving (pemecahan masalah)** |  |  |  |  |  |
| 7 | Perusahaan mengikutsertakan karyawan dalam melakukan pemecahan masalah |  |  |  |  |  |
| 8 | Perusahaan mengikutsertakan karyawan dalam melakukan perencanaan tindakan, menerapkan dan mengevaluasi rencana tindakan |  |  |  |  |  |

Apa alasan saudara memiliki kemampuan membangun tim yang baik/ tidak baik? Berikan alasannya....

**Pemberdayaan Karyawan(*Employee Empowerment*)**

|  |  |  |
| --- | --- | --- |
| **No** | **Pernyataan** | **Skala** |
| **SS** | **S** | **N** | **TS** | **STS** |
|  | **Meaning (Arti)** |  |  |  |  |  |
| 1 | Pekerjaan yang saya lakukan sangat penting bagi saya |  |  |  |  |  |
| 2 | Aktivitas pekerjaan saya secara pribadi berarti bagi saya |  |  |  |  |  |
|  | **Competence (Kompetensi)** |  |  |  |  |  |
| 3 | Saya yakin dengan kemampuan saya untuk melakukan pekerjaan saya |  |  |  |  |  |
| 4 | Saya percaya diri tentang kemampuan saya untuk melakukan aktivitas kerja saya |  |  |  |  |  |
|  | **Self-Determination (Penentuan nasib sendiri)** |  |  |  |  |  |
| 5 | Saya memiliki otonomi yang signifikan dalam menentukan bagaimana saya melakukan pekerjaan saya |  |  |  |  |  |
| 6 | Saya dapat memutuskan sendiri bagaimana melakukan pekerjaan saya |  |  |  |  |  |
|  | **Impact (Dampak / Pengaruh)** |  |  |  |  |  |
| 7 | Dampak yang saya miliki pada apa yang terjadi di departemen saya besar |  |  |  |  |  |
| 8 | Saya memiliki banyak kendali atas apa yang terjadi di departemen saya |  |  |  |  |  |

Apa alasan saudara memiliki pemberdayaan yang baik/ tidak baik? Berikan alasannya....

**Pengembangan Karir (*Career Development*)**

|  |  |  |
| --- | --- | --- |
| **No** | **Pernyataan** | **Skala** |
| **SS** | **S** | **N** | **TS** | **STS** |
|  | **Prestasi Kerja** |  |  |  |  |  |
| 1 | Karyawan dapat dipertimbangkan untuk di promosikan kejabatan yang lebih tinggi |  |  |  |  |  |
| 2 | Karir saya sudah sesuai dengan keahlian yang saya milik |  |  |  |  |  |
|  | **Pengenalan Oleh Pihak Lain** |  |  |  |  |  |
| 3 | Saya selalu hadir rapat dan berpartisipasi di dalamnya agar dikenal guna pengembangan karir saya |  |  |  |  |  |
| 4 | Saya memiliki hubungan baik dengan rekan kerja untuk mendukung pengembangan karir |  |  |  |  |  |
|  | **Kesetiaan pada Organisasi** |  |  |  |  |  |
| 5 | Saya memiliki loyalitas yang tinggi terhadap perusahaan |  |  |  |  |  |
| 6 | Pengembangan karir di perusahaan sudah sesuai dengan masa kerja saya |  |  |  |  |  |
|  | **Pembimbing dan Sponsor** |  |  |  |  |  |
| 7 | Saya merasa sangat terbantu dengan adanya bimbingan karir di perusahaan |  |  |  |  |  |
| 8 | Saya merasa kesempatan pendidikan dan pelatihan yang diberikan perusahaan mampu mengembangkan karir |  |  |  |  |  |
|  | **Dukungan para Bawahan** |  |  |  |  |  |
| 9 | Menciptakan komunikasi yang baik antara bawahan dengan atasan |  |  |  |  |  |
| 10 | Bawahan melaksanakan tugas sesuai dengan prosedur yang di tetapkan oleh atasan |  |  |  |  |  |
|  | **Kesempatan untuk bertumbuh** |  |  |  |  |  |
| 11 | Saya memanfaatkan dengan baik kesempatan yang diberikan perusahaan guna mengembangkan karir saya |  |  |  |  |  |
| 12 | Saya mengikuti program pelatihan yang diadakan perusahaan guna mengembangkan karir saya |  |  |  |  |  |
|  | **Berhenti atas Permintaan Sendiri** |  |  |  |  |  |
| 13 | Saya memutuskan berhenti di perusahaan untuk melanjutkan pendidikan |  |  |  |  |  |
| 14 | Saya memilih berhenti karena saya mendapatkan kesempatan lebih besa runtuk mengembangkan karir saya di perusahaan lain |  |  |  |  |  |

Apa alasan saudara menyatakan bahwa organisasi telah memiliki pengembangan karir yang baik/ tidak baik? Berikan alasannya...

**Pembelajaran Budaya Organisasi(*Organizational Learning Culture*)**

|  |  |  |
| --- | --- | --- |
| **No** | **Pernyataan** | **Skala** |
| **SS** | **S** | **NS** | **TS** | **STS** |
|  | **Pembelajaran berkelanjutan** |  |  |  |  |  |
| 1 | Karyawan didorong untuk terus belajar |  |  |  |  |  |
| 2 | Karyawan terus mencari kesempatan untuk belajar |  |  |  |  |  |
|  | **Penyelidikan dan dialog** |  |  |  |  |  |
| 3 | Mencipatakan budaya tanya jawab |  |  |  |  |  |
| 4 | Menciptakan budaya feedback |  |  |  |  |  |
|  | **Pembelajaran tim** |  |  |  |  |  |
| 5 | Organisasi menyediakan sumber daya yang dibutuhkan seperti yang diinginkan oleh karyawan yang berkaitan dengan pekerjaan yang ditugaskan |  |  |  |  |  |
| 6 | Para karyawan memiliki semangat bekerja sama |  |  |  |  |  |
|  | **Sistem tertanam** |  |  |  |  |  |
| 7 | Karyawan secara terbuka mendiskusikan kesalahan dengan atasan dan rekan kerja untuk belajar dari mereka |  |  |  |  |  |
| 8 | Menunjukan usaha organisasi membentuk system dalam menerima pembelajaran |  |  |  |  |  |
|  | **Pemberdayaan** |  |  |  |  |  |
| 9 | Melibatkan karyawan dalam pengaturan visi bersama |  |  |  |  |  |
| 10 | Melibatkan karyawan dalam pelaksanaan visi bersama |  |  |  |  |  |
|  | **Koneksi sistem** |  |  |  |  |  |
| 11 | Organisasi memungkinkan orang untuk mendapatkan informasi yang dibutuhkan setiap saat dengan cepat dan mudah |  |  |  |  |  |
| 12 | Karyawan memahami lingkungan organisasi secara keseluruhan |  |  |  |  |  |
|  | **Kepemimpinan strategis** |  |  |  |  |  |
| 13 | Pemimpin terus mencari peluang untuk belajar |  |  |  |  |  |
| 14 | Pemimpin menggunakan pembelajaran untuk melakukan perubahan |  |  |  |  |  |

Apa alasan saudara menyatakan bahwa organisasi telah memiliki pembelajaran budaya organisasi yang baik/ tidak baik? Berikan alasannya...

Lampiran 2 Tabulasi Data

| ***Employee Competencies*** |  | ***Team Building*** |
| --- | --- | --- |
| No. | EC1 | EC2 | EC3 | EC4 | EC15 | EC6 |  | No. | TB1 | TB2 | TB3 | TB4 |
| 1 | 4 | 5 | 4 | 4 | 4 | 4 |  | 1 | 3 | 3 | 3 | 4 |
| 2 | 4 | 4 | 4 | 4 | 4 | 3 |  | 2 | 4 | 4 | 4 | 4 |
| 3 | 3 | 4 | 4 | 4 | 4 | 4 |  | 3 | 4 | 4 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 |  | 4 | 4 | 4 | 4 | 3 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 |  | 5 | 5 | 5 | 5 | 5 |
| 6 | 5 | 5 | 5 | 5 | 5 | 5 |  | 6 | 5 | 5 | 5 | 5 |
| 7 | 5 | 4 | 5 | 5 | 5 | 4 |  | 7 | 4 | 5 | 5 | 5 |
| 8 | 4 | 4 | 4 | 4 | 4 | 4 |  | 8 | 4 | 4 | 4 | 4 |
| 9 | 4 | 4 | 4 | 4 | 4 | 4 |  | 9 | 4 | 4 | 4 | 4 |
| 10 | 5 | 5 | 4 | 5 | 5 | 4 |  | 10 | 4 | 4 | 4 | 4 |
| 11 | 5 | 5 | 5 | 4 | 5 | 4 |  | 11 | 5 | 4 | 5 | 4 |
| 12 | 4 | 4 | 4 | 4 | 4 | 4 |  | 12 | 4 | 4 | 4 | 3 |
| 13 | 4 | 4 | 4 | 4 | 4 | 4 |  | 13 | 4 | 4 | 4 | 3 |
| 14 | 5 | 5 | 4 | 4 | 4 | 4 |  | 14 | 5 | 5 | 5 | 5 |
| 15 | 4 | 4 | 4 | 4 | 4 | 4 |  | 15 | 4 | 4 | 4 | 4 |
| 16 | 4 | 4 | 4 | 4 | 4 | 4 |  | 16 | 4 | 4 | 4 | 4 |
| 17 | 5 | 5 | 4 | 5 | 4 | 4 |  | 17 | 5 | 4 | 5 | 4 |
| 18 | 5 | 5 | 4 | 5 | 5 | 5 |  | 18 | 5 | 5 | 5 | 4 |
| 19 | 5 | 5 | 4 | 4 | 4 | 4 |  | 19 | 4 | 4 | 4 | 4 |
| 20 | 4 | 4 | 4 | 4 | 4 | 4 |  | 20 | 4 | 4 | 4 | 4 |
| 21 | 4 | 4 | 4 | 4 | 4 | 4 |  | 21 | 4 | 4 | 4 | 4 |
| 22 | 5 | 5 | 5 | 5 | 5 | 5 |  | 22 | 4 | 4 | 4 | 4 |
| 23 | 5 | 5 | 5 | 4 | 4 | 5 |  | 23 | 4 | 4 | 4 | 4 |
| 24 | 4 | 5 | 4 | 4 | 4 | 3 |  | 24 | 4 | 4 | 4 | 4 |
| 25 | 4 | 4 | 4 | 5 | 5 | 2 |  | 25 | 4 | 4 | 5 | 5 |
| 26 | 4 | 5 | 5 | 5 | 5 | 5 |  | 26 | 5 | 5 | 5 | 5 |
| 27 | 4 | 4 | 4 | 4 | 4 | 4 |  | 27 | 4 | 3 | 4 | 4 |
| 28 | 4 | 4 | 4 | 4 | 4 | 4 |  | 28 | 4 | 4 | 4 | 4 |
| 29 | 5 | 5 | 4 | 5 | 5 | 5 |  | 29 | 4 | 4 | 4 | 4 |
| 30 | 5 | 5 | 4 | 4 | 3 | 4 |  | 30 | 4 | 4 | 4 | 4 |
| 31 | 5 | 5 | 5 | 5 | 5 | 5 |  | 31 | 4 | 4 | 4 | 4 |
| 32 | 4 | 4 | 4 | 4 | 4 | 4 |  | 32 | 4 | 4 | 4 | 4 |
| 33 | 5 | 5 | 4 | 4 | 4 | 4 |  | 33 | 4 | 4 | 4 | 4 |
| 34 | 4 | 4 | 4 | 4 | 4 | 4 |  | 34 | 4 | 4 | 4 | 4 |
| 35 | 5 | 5 | 4 | 4 | 4 | 4 |  | 35 | 4 | 4 | 4 | 4 |
| 36 | 5 | 5 | 4 | 4 | 4 | 4 |  | 36 | 4 | 3 | 4 | 4 |
| 37 | 4 | 4 | 4 | 4 | 4 | 4 |  | 37 | 4 | 4 | 4 | 4 |
| 38 | 5 | 5 | 5 | 5 | 5 | 5 |  | 38 | 5 | 5 | 5 | 5 |
| 39 | 5 | 5 | 5 | 5 | 5 | 5 |  | 39 | 5 | 5 | 5 | 5 |
| 40 | 5 | 5 | 5 | 5 | 5 | 5 |  | 40 | 5 | 5 | 5 | 5 |
| 41 | 5 | 4 | 4 | 4 | 4 | 4 |  | 41 | 4 | 4 | 4 | 4 |
| 42 | 4 | 4 | 4 | 4 | 4 | 4 |  | 42 | 4 | 4 | 4 | 4 |
| 43 | 5 | 5 | 5 | 3 | 4 | 4 |  | 43 | 3 | 3 | 4 | 4 |
| 44 | 5 | 4 | 5 | 3 | 5 | 5 |  | 44 | 3 | 3 | 4 | 4 |
| 45 | 5 | 5 | 5 | 4 | 5 | 5 |  | 45 | 3 | 3 | 4 | 4 |
| 46 | 5 | 5 | 5 | 4 | 5 | 5 |  | 46 | 3 | 3 | 4 | 4 |
| 47 | 4 | 4 | 4 | 4 | 5 | 5 |  | 47 | 4 | 4 | 4 | 4 |
| 48 | 4 | 4 | 4 | 4 | 4 | 4 |  | 48 | 4 | 4 | 4 | 4 |
| 49 | 5 | 4 | 5 | 5 | 5 | 5 |  | 49 | 4 | 4 | 5 | 5 |
| 50 | 5 | 4 | 4 | 4 | 4 | 4 |  | 50 | 4 | 4 | 4 | 4 |
| 51 | 4 | 4 | 4 | 4 | 4 | 4 |  | 51 | 4 | 4 | 4 | 4 |

| ***Employee Empowerment*** |  | ***Career Development*** |
| --- | --- | --- |
| No. | EE1 | EE2 | EE3 | EE4 |  | No. | CD1 | CD2 | CD3 | CD4 | CD5 | CD6 | CD7 |
| 1 | 5 | 4 | 3 | 3 |  | 1 | 4 | 4 | 4 | 4 | 4 | 5 | 2 |
| 2 | 4 | 4 | 4 | 3 |  | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 2 |
| 3 | 4 | 4 | 3 | 3 |  | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 3 |
| 4 | 4 | 4 | 3 | 3 |  | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 3 |
| 5 | 5 | 5 | 5 | 5 |  | 5 | 4 | 3 | 4 | 4 | 5 | 5 | 5 |
| 6 | 5 | 5 | 5 | 5 |  | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 7 | 5 | 4 | 4 | 5 |  | 7 | 3 | 5 | 4 | 5 | 5 | 5 | 1 |
| 8 | 4 | 4 | 4 | 4 |  | 8 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 9 | 5 | 5 | 4 | 4 |  | 9 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 10 | 5 | 4 | 5 | 3 |  | 10 | 5 | 4 | 5 | 5 | 4 | 5 | 5 |
| 11 | 5 | 4 | 4 | 5 |  | 11 | 5 | 4 | 5 | 4 | 4 | 5 | 5 |
| 12 | 4 | 4 | 4 | 2 |  | 12 | 4 | 2 | 4 | 4 | 4 | 4 | 2 |
| 13 | 4 | 4 | 4 | 2 |  | 13 | 4 | 2 | 4 | 4 | 4 | 4 | 2 |
| 14 | 4 | 4 | 4 | 4 |  | 14 | 4 | 4 | 4 | 4 | 4 | 4 | 2 |
| 15 | 4 | 4 | 4 | 4 |  | 15 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 16 | 4 | 4 | 4 | 4 |  | 16 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 17 | 5 | 4 | 5 | 4 |  | 17 | 5 | 4 | 5 | 4 | 5 | 5 | 5 |
| 18 | 5 | 4 | 5 | 5 |  | 18 | 5 | 5 | 4 | 4 | 5 | 5 | 4 |
| 19 | 4 | 4 | 4 | 3 |  | 19 | 4 | 3 | 5 | 4 | 4 | 4 | 3 |
| 20 | 4 | 4 | 4 | 4 |  | 20 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 21 | 4 | 4 | 4 | 4 |  | 21 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 22 | 4 | 4 | 4 | 4 |  | 22 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 23 | 5 | 5 | 4 | 4 |  | 23 | 4 | 4 | 4 | 4 | 4 | 4 | 2 |
| 24 | 3 | 3 | 3 | 3 |  | 24 | 4 | 4 | 4 | 2 | 3 | 4 | 3 |
| 25 | 5 | 4 | 4 | 4 |  | 25 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 26 | 5 | 5 | 4 | 5 |  | 26 | 4 | 4 | 5 | 5 | 5 | 5 | 2 |
| 27 | 4 | 4 | 4 | 4 |  | 27 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 28 | 4 | 4 | 4 | 4 |  | 28 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 29 | 4 | 4 | 4 | 4 |  | 29 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 30 | 4 | 4 | 4 | 4 |  | 30 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 31 | 5 | 4 | 4 | 4 |  | 31 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 32 | 4 | 4 | 4 | 4 |  | 32 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 33 | 4 | 4 | 4 | 4 |  | 33 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 34 | 4 | 4 | 4 | 4 |  | 34 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 35 | 4 | 4 | 4 | 4 |  | 35 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 36 | 4 | 4 | 4 | 4 |  | 36 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 37 | 4 | 4 | 4 | 4 |  | 37 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 38 | 5 | 5 | 5 | 5 |  | 38 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 39 | 5 | 5 | 5 | 5 |  | 39 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 40 | 5 | 5 | 5 | 5 |  | 40 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 41 | 4 | 4 | 4 | 4 |  | 41 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 42 | 4 | 4 | 4 | 4 |  | 42 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 43 | 5 | 4 | 3 | 3 |  | 43 | 4 | 5 | 5 | 4 | 5 | 4 | 4 |
| 44 | 5 | 4 | 3 | 3 |  | 44 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 45 | 5 | 4 | 3 | 3 |  | 45 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 46 | 5 | 4 | 3 | 3 |  | 46 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 47 | 4 | 5 | 4 | 4 |  | 47 | 4 | 4 | 5 | 4 | 4 | 4 | 4 |
| 48 | 4 | 4 | 4 | 4 |  | 48 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 49 | 5 | 5 | 4 | 5 |  | 49 | 5 | 5 | 5 | 5 | 5 | 5 | 1 |
| 50 | 4 | 4 | 4 | 3 |  | 50 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 51 | 4 | 4 | 4 | 4 |  | 51 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |

| ***Organizational Learning Culture*** |
| --- |
| No. | OLC1 | OLC2 | OLC3 | OLC4 | OLC5 | OLC6 | OLC7 |
| 1 | 5 | 5 | 3 | 3 | 3 | 3 | 3 |
| 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 |
| 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 |
| 5 | 4 | 4 | 5 | 3 | 4 | 3 | 5 |
| 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 7 | 3 | 3 | 3 | 2 | 2 | 3 | 3 |
| 8 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 9 | 5 | 4 | 4 | 4 | 4 | 4 | 4 |
| 10 | 5 | 4 | 4 | 4 | 5 | 4 | 5 |
| 11 | 5 | 4 | 5 | 4 | 5 | 5 | 5 |
| 12 | 4 | 4 | 4 | 2 | 5 | 5 | 4 |
| 13 | 4 | 4 | 4 | 2 | 3 | 3 | 4 |
| 14 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 15 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 16 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 17 | 5 | 4 | 5 | 5 | 5 | 4 | 5 |
| 18 | 5 | 5 | 5 | 4 | 5 | 4 | 5 |
| 19 | 4 | 4 | 4 | 4 | 3 | 4 | 4 |
| 20 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 21 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 22 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 23 | 5 | 5 | 4 | 4 | 4 | 4 | 4 |
| 24 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 25 | 5 | 4 | 4 | 4 | 4 | 4 | 4 |
| 26 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 27 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 28 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 29 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 30 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 31 | 4 | 5 | 4 | 4 | 4 | 4 | 3 |
| 32 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 33 | 5 | 5 | 4 | 4 | 4 | 4 | 4 |
| 34 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 35 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 36 | 5 | 5 | 4 | 4 | 4 | 4 | 4 |
| 37 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 38 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 39 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 40 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 41 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 42 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 43 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 44 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 45 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 46 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 47 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| 48 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 49 | 4 | 4 | 4 | 4 | 5 | 4 | 5 |
| 50 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 51 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |

Lampiran 3 Dokumentasi Penelitian di BRI



Lampiran 4 Surat Izin Penelitian



Lampiran 5 Karakteristik Responden

1. Karakteristik Responden Menurut Usia

|  |  |  |
| --- | --- | --- |
| **Rentan Usia** | **Frekunesi** | **Presentase** |
| 20 – 30 tahun | 20 | 39,21% |
| 31 – 40 tahun | 26 | 50,98% |
| 41 – 50 tahun | 4 | 7,84% |
| 51 – 60 tahun | 1 | 1,96% |
| Total | 51 | 100% |

1. Karakteristik Responden Menurut Jenis Kelamin

|  |  |  |
| --- | --- | --- |
| **Jenis Kelamin** | **Frekunesi** | **Presentase** |
| Laki – laki  | 22 | 43,13% |
| Perempuan  | 29 | 56,86% |
| Total | 51 | 100% |

1. Karakteristik Responden Menurut Masa Kerja

|  |  |  |
| --- | --- | --- |
| **Masa Kerja** | **Frekunesi** | **Presentase** |
| 1 – 5 tahun  | 17  | 33,33% |
| 6 – 10 tahun  | 25  | 49,01% |
| 11 – 20 tahun  | 8 | 15,68% |
| 20 > tahun  | 1 | 1,96% |
| Total | 51 | 100% |

Lampiran 6 Analisis Deskriptif

1. Analisis Deskriptif Variabel Membangun Tim

| **No** | **Indikator** | **Distribusi Jawaban Responden** | **Nilai Indeks** | **Kriteria** |
| --- | --- | --- | --- | --- |
| **STS (1)** | **TS(2)** | **RR(3)** | **S(4)** | **SS(5)** |
| 1 | Tim menggunakan rencana strategis jangka pendek dan jangka panjang yang efektif | 20 | 10 | 10 | 5 | 6 | 47,06% | Sedang |
| 39% | 20% | 20% | 10% | 12% |
| 39,22% | 39,22% | 58,82% | 39,22% | 58,82% |
| 2 | Anggota tim memiliki keahlian yang saling melengkapi untuk menyelesaikan peran mereka dalam tim | 6 | 5 | 20 | 15 | 5 | 63,14% | Sedang |
| 12% | 10% | 39% | 29% | 10% |
| 11,76% | 20% | 118% | 118% | 49% |
| 3 | Anggota tim akrab dengan peran dan tanggung jawab pekerjaan satu sama lain | 5 | 15 | 10 | 10 | 11 | 62,75% | Sedang |
| 10% | 29% | 20% | 20% | 22% |
| 9,80% | 58,82% | 58,82% | 78,43% | 107,84% |
| 4 | Perusahaan mengikutsertakan karyawan dalam melakukan pemecahan masalah | 15 | 10 | 10 | 15 | 6 | 60,78% | Sedang |
| 29% | 20% | 20% | 29% | 12% |
| 29% | 39% | 59% | 118% | 59% |
| **Rata-rata** | **58,43%** | **Sedang** |

1. Analisis Deskriptif Variabel Pemberdayaan Karyawan

| **No** | **Indikator** | **Distribusi Jawaban Responden** | **Nilai Indeks** | **Kriteria** |
| --- | --- | --- | --- | --- |
| **STS (1)** | **TS(2)** | **RR(3)** | **S(4)** | **SS(5)** |
| 1 | Pekerjaan yang saya lakukan sangat penting bagi saya | 15 | 10 | 10 | 10 | 6 | 52,94% | Sedang |
| 29% | 20% | 20% | 20% | 12% |
| 29,41% | 39,22% | 58,82% | 78,43% | 58,82% |
| 2 | Saya yakin dengan kemampuan saya untuk melakukan pekerjaan saya | 6 | 10 | 15 | 10 | 10 | 63,14% | Sedang |
| 12% | 20% | 29% | 20% | 20% |
| 11,76% | 39% | 88% | 78% | 98% |
| 3 | Saya memiliki otonomi yang signifikan dalam menentukan bagaimana saya melakukan pekerjaan saya | 10 | 15 | 10 | 5 | 11 | 56,86% | Sedang |
| 20% | 29% | 20% | 10% | 22% |
| 19,61% | 58,82% | 58,82% | 39,22% | 107,84% |
| 4 | Dampak yang saya miliki pada apa yang terjadi di departemen saya besar | 10 | 10 | 10 | 20 | 6 | 66,67% | Sedang |
| 20% | 20% | 20% | 39% | 12% |
| 20% | 39% | 59% | 157% | 59% |
| **Rata-rata** | **59,90%** | **Sedang** |

1. Analisis Deskriptif Variabel Pengembangan Karir

| **No** | **Indikator** | **Distribusi Jawaban Responden** | **Nilai Indeks** | **Kriteria** |
| --- | --- | --- | --- | --- |
| **STS (1)** | **TS(2)** | **RR(3)** | **S(4)** | **SS(5)** |
| 1 | Karyawan dapat dipertimbangkan untuk di promosikan kejabatan yang lebih tingg | 10 | 15 | 10 | 10 | 6 | 54,90% | Sedang |
| 20% | 29% | 20% | 20% | 12% |
| 19,61% | 58,82% | 58,82% | 78,43% | 58,82% |
| 2 | Saya selalu hadir rapat dan berpartisipasi di dalamnya agar dikenal guna pengembangan karir saya | 5 | 15 | 15 | 5 | 11 | 60,78% | Sedang |
| 10% | 29% | 29% | 10% | 22% |
| 9,80% | 59% | 88% | 39% | 108% |
| 3 | Saya memiliki loyalitas yang tinggi terhadap perusahaan | 10 | 10 | 5 | 15 | 11 | 62,75% | Sedang |
| 20% | 20% | 10% | 29% | 22% |
| 19,61% | 39,22% | 29,41% | 117,65% | 107,84% |
| 4 | Saya merasa sangat terbantu dengan adanya bimbingan karir di perusahaan | 10 | 10 | 15 | 15 | 6 | 64,71% | Sedang |
| 20% | 20% | 29% | 29% | 12% |
| 20% | 39% | 88% | 118% | 59% |
| 5 | Menciptakan komunikasi yang baik antara bawahan dengan atasan | 15 | 15 | 10 | 10 | 1 | 47,06% | Sedang |
| 29,41% | 29,41% | 19,61% | 19,61% | 1,96% |
| 29,41% | 58,82% | 58,82% | 78,43% | 9,80% |
| 6 | Saya memanfaatkan dengan baik kesempatan yang diberikan perusahaan guna mengembangkan karir saya | 5 | 25 | 10 | 6 | 5 | 52,55% | Sedang |
| 9,80% | 49,02% | 19,61% | 11,76% | 9,80% |
| 9,80% | 98,04% | 58,82% | 47,06% | 49,02% |
| 7 | Saya memutuskan berhenti di perusahaan untuk melanjutkan pendidikan | 5 | 25 | 10 | 6 | 5 | 52,55% | Sedang |
| 9,80% | 49,02% | 19,61% | 11,76% | 9,80% |
| 9,80% | 98,04% | 58,82% | 47,06% | 49,02% |
| **Rata-rata** | **54,22%** | **Sedang** |

1. Analisis Deskriptif Variabel Pembelajaran Budaya Organisai

| **No** | **Indikator** | **Distribusi Jawaban Responden** | **Nilai Indeks** | **Kriteria** |
| --- | --- | --- | --- | --- |
| **STS (1)** | **TS(2)** | **RR(3)** | **S(4)** | **SS(5)** |
| 1 | Karyawan didorong untuk terus belajar | 5 | 15 | 10 | 15 | 6 | 60,78% | Sedang |
| 10% | 29% | 20% | 29% | 12% |
| 9,80% | 58,82% | 58,82% | 117,65% | 58,82% |
| 2 | Mencipatakan budaya tanya jawab | 5 | 20 | 10 | 5 | 11 | 58,82% | Sedang |
| 10% | 39% | 20% | 10% | 22% |
| 9,80% | 78% | 59% | 39% | 108% |
| 3 | Organisasi menyediakan sumber daya yang dibutuhkan seperti yang diinginkan oleh karyawan yang berkaitan dengan pekerjaan yang ditugaskan | 10 | 10 | 10 | 10 | 11 | 60,78% | Sedang |
| 20% | 20% | 20% | 20% | 22% |
| 19,61% | 39,22% | 58,82% | 78,43% | 107,84% |
| 4 | Karyawan secara terbuka mendiskusikan kesalahan dengan atasan dan rekan kerja untuk belajar dari mereka | 9 | 10 | 16 | 15 | 6 | 65,49% | Sedang |
| 18% | 20% | 31% | 29% | 12% |
| 18% | 39% | 94% | 118% | 59% |
| 5 | Melibatkan karyawan dalam pengaturan visi bersama | 11 | 15 | 14 | 10 | 1 | 50,20% | Sedang |
| 21,57% | 29,41% | 27,45% | 19,61% | 1,96% |
| 21,57% | 58,82% | 82,35% | 78,43% | 9,80% |
| 6 | Organisasi memungkinkan orang untuk mendapatkan informasi yang dibutuhkan setiap saat dengan cepat dan mudah | 5 | 25 | 7 | 9 | 5 | 53,73% | Sedang |
| 9,80% | 49,02% | 13,73% | 17,65% | 9,80% |
| 9,80% | 98,04% | 41,18% | 70,59% | 49,02% |
| 7 | Pemimpin terus mencari peluang untuk belajar | 5 | 25 | 10 | 6 | 5 | 52,55% | Sedang |
| 9,80% | 49,02% | 19,61% | 11,76% | 9,80% |
| 9,80% | 98,04% | 58,82% | 47,06% | 49,02% |
| **Rata-rata** | **55,49%** | **Sedang** |

1. Analisis Deskriptif Variabel Kompetensi Karyawan

| **No** | **Indikator** | **Distribusi Jawaban Responden** | **Nilai Indeks** | **Kriteria** |
| --- | --- | --- | --- | --- |
| **STS (1)** | **TS(2)** | **RR(3)** | **S(4)** | **SS(5)** |
| 1 | Saya mampu menyelesaikan tugas dengan pengetahuan yang saya miliki | 10 | 20 | 10 | 5 | 6 | 50,98% | Sedang |
| 20% | 39% | 20% | 10% | 12% |
| 19,61% | 78,43% | 58,82% | 39,22% | 58,82% |
| 2 | Saya memahami SOP dalam melakukan pekerjaan | 5 | 15 | 20 | 5 | 6 | 56,86% | Sedang |
| 10% | 29% | 39% | 10% | 12% |
| 9,80% | 59% | 118% | 39% | 59% |
| 3 | Saya memiliki kemampuan berkomunikasi yang baik dengan rekan kerja | 10 | 15 | 5 | 10 | 11 | 58,82% | Sedang |
| 20% | 29% | 10% | 20% | 22% |
| 19,61% | 58,82% | 29,41% | 78,43% | 107,84% |
| 4 | Saya memahami nilai-nilai yang dimiliki oleh perusahaan. | 15 | 10 | 15 | 10 | 6 | 58,82% | Sedang |
| 29% | 20% | 29% | 20% | 12% |
| 29% | 39% | 88% | 78% | 59% |
| 5 | Sikap saya dalam bekerja selalu mematuhi aturan dan norma yang berlaku | 15 | 20 | 10 | 5 | 1 | 43,14% | Sedang |
| 29,41% | 39,22% | 19,61% | 9,80% | 1,96% |
| 29,41% | 78,43% | 58,82% | 39,22% | 9,80% |
| 6 | Saya mempunyai minat yang tinggi terhadap pekerjaan yang saya lakukan saat ini dan pengembangan karir kedepannya | 5 | 25 | 10 | 6 | 5 | 52,55% | Sedang |
| 9,80% | 49,02% | 19,61% | 11,76% | 9,80% |
| 9,80% | 98,04% | 58,82% | 47,06% | 49,02% |
| **Rata-rata** | **53,53%** | **Sedang** |

Lampiran 7 Hasil Olahdata

1. Pengujian Outer Model



1. **Uji Validitas Konvergen (*Convergent Validity*)**

Tabel. Loading Factor akhir

| **Indikator** | **Loading Factor** |
| --- | --- |
| CD1 | 0,701 |
| CD2 | 0,781 |
| CD3 | 0,761 |
| CD4 | 0,871 |
| CD5 | 0,890 |
| CD6 | 0,701 |
| CD7 | 0,744 |
| EC1 | 0,877 |
| EC2 | 0,865 |
| EC3 | 0,729 |
| EC4 | 0,810 |
| EC5 | 0,910 |
| EC6 | 0,816 |
| EE1 | 0,854 |
| EE2 | 0,803 |
| EE3 | 0,837 |
| EE4 | 0,949 |
| OLC1 | 0,709 |
| OLC2 | 0,789 |
| OLC3 | 0,701 |
| OLC4 | 0,987 |
| OLC5 | 0,761 |
| OLC6 | 0,953 |
| OLC7 | 1,001 |
| TB1 | 0,883 |
| TB2 | 0,701 |
| TB3 | 0,713 |
| TB4 | 0,865 |

1. **Uji Validitas Diskriminan**

Tabel. Cross Loading

|  | **Pembelajaran Budaya Organisasi** | **Kompetensi Karyawan** | **Membangun Tim** | **Pemberdayaan Karyawan** | **Pengembangan Karir** | **Ket.** |
| --- | --- | --- | --- | --- | --- | --- |
| CD1 |  |  |  |  | 0,748 | Valid |
| CD2 |  |  |  |  | 0,878 | Valid |
| CD3 |  |  |  |  | 0,765 | Valid |
| CD4 |  |  |  |  | 0,771 | Valid |
| CD5 |  |  |  |  | 0,816 | Valid |
| CD6 |  |  |  |  | 0,871 | Valid |
| CD7 |  |  |  |  | 0,744 | Valid |
| EC1 |  | 0,877 |  |  |  | Valid |
| EC2 |  | 0,884 |  |  |  | Valid |
| EC3 |  | 0,888 |  |  |  | Valid |
| EC4 |  | 0,796 |  |  |  | Valid |
| EC5 |  | 0,892 |  |  |  | Valid |
| EC6 |  | 0,790 |  |  |  | Valid |
| EE1 |  |  |  | 0,854 |  | Valid |
| EE2 |  |  |  | 0,803 |  | Valid |
| EE3 |  |  |  | 0,837 |  | Valid |
| EE4 |  |  |  | 0,830 |  | Valid |
| OLC1 | 0,837 |  |  |  |  | Valid |
| OLC2 | 0,709 |  |  |  |  | Valid |
| OLC3 | 0,787 |  |  |  |  | Valid |
| OLC4 | 0,899 |  |  |  |  | Valid |
| OLC5 | 0,702 |  |  |  |  | Valid |
| OLC6 | 0,895 |  |  |  |  | Valid |
| OLC7 | 0,726 |  |  |  |  | Valid |
| TB1 |  |  | 0,757 |  |  | Valid |
| TB2 |  |  | 0,865 |  |  | Valid |
| TB3 |  |  | 0,883 |  |  | Valid |
| TB4 |  |  | 0,793 |  |  | Valid |

Tabel. Nilai AVE dan Akar Kuadrat AVE

|  | Average Variance Extracted (AVE) | Akar kuadrat AVE |
| --- | --- | --- |
| Pembelajaran Budaya Organisasi (Z) | 0,667 | 0,743 |
| Kompetensi Karyawan (Y) | 0,507 | 0,757 |
| Membangun Tim (X1) | 0,518 | 0,787 |
| Pemberdayaan Karyawan (X2) | 0,589 | 0,819 |
| Pengembangan Karir (X3) | 0,637 | 0,787 |

1. **Uji Reliabilitas (*Reliability*)**

Tabel. *Composite Reliability*

|  |  |
| --- | --- |
| **Variabel** | **Composite Reliability** |
| Pembelajaran Budaya Organisasi (Z) | 0,796 |
| Kompetensi Karyawan (Y) | 0,796 |
| Membangun Tim (X1) | 0,791 |
| Pemberdayaan Karyawan (X2) | 0,847 |
| Pengembangan Karir (X3) | 0,750 |

1. Pengujian Inner Model
2. **Koefisien Determinasi**

Tabel. Nilai R-Square

|  |  |  |
| --- | --- | --- |
|  | **R Square** | **R Square Adjusted** |
| Kompetensi Karyawan (Y) | 0,917 | 0,903 |

1. **Pengujian Pengaruh Langsung**

Tabel. Hasil *Path Coefficients*

|  | **Original Sample (O)** | **Sample Mean (M)** | **Standard Deviation (STDEV)** | **T Statistics (|O/STDEV|)** | **P Values** |
| --- | --- | --- | --- | --- | --- |
| Pembelajaran Budaya Organisasi (Z) -> Kompetensi Karyawan (Y) | 0,276 | 0,242 | 0,128 | 2,161 | **0,031** |
| Membangun Tim (X1) -> Kompetensi Karyawan (Y) | -0,172 | -0,122 | 0,124 | 1,387 | **0,166** |
| Moderating Effect 1 -> Kompetensi Karyawan (Y) | 0,198 | 0,157 | 0,143 | 1,381 | **0,168** |
| Moderating Effect 2 -> Kompetensi Karyawan (Y) | 0,082 | 0,085 | 0,088 | 0,934 | **0,351** |
| Moderating Effect 3 -> Kompetensi Karyawan (Y) | -0,361 | -0,313 | 0,134 | 2,689 | **0,007** |
| Pemberdayaan Karyawan (X2) -> Kompetensi Karyawan (Y) | 0,582 | 0,597 | 0,103 | 5,652 | **0,000** |
| Pengembangan Karir (X3) -> Kompetensi Karyawan (Y) | 0,348 | 0,310 | 0,118 | 2,945 | **0,003** |