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# LAMPIRAN

Lampiran 1 Lembar Kuisioner

KATA PENGANTAR

Perihal : Permohonan Pengisian Kuesioner

Judul Penelitian : Pengaruh *Human Capital Knowledge*, Human *Capital Skill*, Human *Capital Capacity* Terhadap *Achievement* Karyawan PT. Bank Negara Indonesia (Persero) Cabang Tegal

Kepada Yth

Bapak/Ibu/Sdr

Di Tempat

Dengan Hormat,

Dalam rangka menyelesaikan penelitian, kami mahasiswa Fakultas Ekonomi dan Bisnis Universitas Pancasaki Tegal, mohon partisipasi dari Bapak/Ibu/Sdr untuk mengisi kuesioner yang telah kami disediakan.

Adapaun data yang kami minta adalah seusai dengan kondisi yang dirasakan Bapak/Ibu/Sdr selama ini. Kami akan menjaga kerahasiaannya karena data ini hanya untuk kepentingan penelitian.

Kami memberikan jangka waktu selama satu minggu setelah kuesioner ini kami sebarkan, agar Bapak/Ibu/Sdr dapat segera mengembalikannya kepada kami. Atas perhatian dan bantuannya, kami mengucapkan terima kasih.

Tegal, 1 Mei 2023

Hormat Saya,

LiLisa Yuniarti

# KARAKTERISTIK RESPONDEN

# Lingkari pilihan jawaban Saudara berikut.

A. Jenis Kelamin : a. Laki-laki

b. Perempuan

B. Pendidikan Terakhir : a. SMA

b. DIII/S1

c. S2

C. Umur : a. 25-35 tahun

b. 35-40 tahun

c. 40-45 tahun

d. >45 tahun

D. Masa Kerja : a. 11 tahun

b. 1-5 tahun

c. 6-10 tahun

d. >11 tahun

**KUESIONER PENELITIAN**

a. Mohon dengan hormat dan kesediaan Bapak/Ibu/Sdr untuk menanggapi seluruh

pertanyaan yang ada.

b. Beri tanda (X) pada kolom yang tersedia.

c. Ada 5 alternatif jawaban, yaitu: SS : Sangat Setuju S : Setuju KS : Kurang

Setuju TS : Tidak Setuju STS : Sangat Tidak Setuju

**KUESIONER PENELITIAN**

1. **Variabel *Achievement* (Y)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No** | **Pernyataan** | **Jawaban** | | | | |
| **SS** | **S** | **N** | **TS** | **STS** |
| **Kuantitas** | |  |  |  |  |  |
| 1. | Karyawan dapat menyelesaikan tugas sesuai dengan target yang telah ditentukan |  |  |  |  |  |
| **Kualitas** | |  |  |  |  |  |
| 2. | Karyawan dapat menyelesaikan tugas yang telah menjadi tanggung jawab dengan hasil yang memuaskan |  |  |  |  |  |
| 3. | Hasil kerja saya karyawan tidak diragukan lagi karena sesuai dengan standar yang telah ditetapkan |  |  |  |  |  |
| **Ketepatan Waktu** | |  |  |  |  |  |
| 4. | Karyawan tidak pernah menunda pekerjaan yang telah menjadi tanggung jawabnya |  |  |  |  |  |
| 5. | Karyawan selalu menyelesaikan pekerjaan tepat waktu |  |  |  |  |  |
| **Kehadiran** | |  |  |  |  |  |
| 6. | Karyawan selalu hadir tepat waktu dalam bekerja |  |  |  |  |  |
| 7. | Karyawan tidak pernah membolos dalam bekerja |  |  |  |  |  |
| **Kerja sama** | |  |  |  |  |  |
| 8. | Karyawan selalu meningkatkan pengetahuan tentang pekerjaan |  |  |  |  |  |
| 9. | Karyawan dapat bekerjasama dengan baik saat bekerja dalam tim |  |  |  |  |  |

1. **Variabel *Human capital Knowledge (X1)***

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No** | **Pernyataan** | **Jawaban** | | | | |
| **SS** | **S** | **N** | **TS** | **STS** |
| **Kemampuan** | |  |  |  |  |  |
| 1. | Karyawan mampu mengerjakan pekerjaan dengan baik sesuai dengan standar perusahaan |  |  |  |  |  |
| **Motivasi** | |  |  |  |  |  |
| 2. | Karyawan semangat dalam bekerja |  |  |  |  |  |
| **Dukungan** | |  |  |  |  |  |
| 3. | Karyawan mampu memberikan dukungan kepada karyawan lain |  |  |  |  |  |
| 4. | Karyawan mampu mengerjakan pekerjaan yang diberikan sesuai dengan komponen saat mengikuti pelatihan |  |  |  |  |  |
| 5. | Perusahaan menyediakan fasilitas untuk para karyawan |  |  |  |  |  |
| **Keberadaan pekerjaan yang dilakukan** | |  |  |  |  |  |
| 6. | Mampu mencapai target yang telah ditentukan |  |  |  |  |  |
| **Hubungan antara karyawan dengan perusahaan** | |  |  |  |  |  |
| 7. | Karyawan mampu beradaptasi dengan lingkungan pekerjaan |  |  |  |  |  |
| 8. | Karyawan mempunyai kesadaran bekerja keras untuk menghasilkan prestasi |  |  |  |  |  |
| 9. | Karyawan mampu menyelesaikan pekerjaan agar tepat waktu |  |  |  |  |  |

1. **Variabel *Human Capital Skill (X2)***

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No** | **Pernyataan** | **Jawaban** | | | | |
| **SS** | **S** | **N** | **TS** | **STS** |
| ***Technical Skill*** | |  |  |  |  |  |
| 1. | Karyawan memiliki keterampilan yang mumpuni untuk menyelsaikan pekerjaan |  |  |  |  |  |
| 2. | Karyawan memiliki kemampuan berbicara yang baik dan benar |  |  |  |  |  |
| 3. | Karyawan mampu menyelesaikan pekerjaan sesuai waktu yang sudah ditentukan |  |  |  |  |  |
| 4. | Karyawan selalu meningkatkan kualitas kerja |  |  |  |  |  |
| 5. | Karyawan mampu memberikan solusi terhadap permasalahan nasabah |  |  |  |  |  |
| ***Conceptual Skill*** | |  |  |  |  |  |
| 6. | Komunikasi antar bawahan dengan pimpinan sudah  terjalin dengan baik |  |  |  |  |  |
| 7. | Pimpinan selalu memberikan arahan sebelum  karyawan melaksanakan tugas |  |  |  |  |  |
| 8. | Komunikasi antara rekan kerja sangat harmonis |  |  |  |  |  |
| 9. | Kerja sama sudah terjalin dengan baik |  |  |  |  |  |

1. **Variabel *Human Capital Capacity* (X3)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No** | **Pernyataan** | **Jawaban** | | | | |
| **SS** | **S** | **N** | **TS** | **STS** |
| ***Efficiency*** | |  |  |  |  |  |
| 1. | Karyawan yang memiliki keyakinan yang kuat dapat mempertahankan nilai-nilai perusahaan |  |  |  |  |  |
| 2. | Identifikasi terhadap karyawan, dilakukan untuk memenuhi kebutuhan dan ketergantungan organisasi |  |  |  |  |  |
| 3. | Keikutsertaan karyawan dalam perusahaan sebagai  bagian dari komitmen bersama mewujudkan visi dan misi perusahaan |  |  |  |  |  |
| ***Effectiveness*** | |  |  |  |  |  |
| 4. | Karyawan boleh saja berpersepsi tentang kerugian yang akan dihadapi perusahaan |  |  |  |  |  |
| 5. | Keterampilan karyawan bermanfaat untuk menunjang pekerjaan rutin |  |  |  |  |  |
| 6. | Aspirasi karyawan dapat disalurkan melalui  organisasi pegawai yang ada di Institusi |  |  |  |  |  |
| ***Responsiveness*** | |  |  |  |  |  |
| 7. | Kesetiaan karyawan dipertahankan agar tidak  meninggalkan perusahaan |  |  |  |  |  |
| 8. | Karyawan tetap percaya dan loyal kepada institusinya |  |  |  |  |  |
| 9. | Karyawan wajib berkomitmen terhadap pekerjaannya |  |  |  |  |  |

Lampiran 2 Data Uji validitas dan reliabilitas variabel Achievement Karyawa

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Responden | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 | Item 9 | Total |
| 1 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 32 |
| 2 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 30 |
| 3 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 39 |
| 4 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 29 |
| 5 | 3 | 3 | 2 | 4 | 3 | 3 | 3 | 3 | 2 | 26 |
| 6 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 42 |
| 7 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 28 |
| 8 | 4 | 5 | 3 | 4 | 5 | 3 | 4 | 3 | 3 | 34 |
| 9 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 32 |
| 10 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 34 |
| 11 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 34 |
| 12 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 2 | 24 |
| 13 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | 31 |
| 14 | 4 | 4 | 4 | 5 | 3 | 3 | 3 | 3 | 4 | 33 |
| 15 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 29 |
| 16 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 5 | 35 |
| 17 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 36 |
| 18 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 43 |
| 19 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 28 |
| 20 | 4 | 4 | 3 | 3 | 5 | 5 | 3 | 4 | 5 | 36 |
| 21 | 4 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 32 |
| 22 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 40 |
| 23 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 29 |
| 24 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 41 |
| 25 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 34 |
| 26 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 43 |
| 27 | 4 | 4 | 3 | 3 | 4 | 4 | 5 | 5 | 4 | 36 |
| 28 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 34 |
| 29 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 25 |
| 30 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 31 |

Lampiran 3 Data Uji validitas dan reliabilitas variabel *Human Capital Skill*

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Responden | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 | Item 9 | Total |
| 1 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 36 |
| 2 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 37 |
| 3 | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 35 |
| 4 | 4 | 4 | 5 | 3 | 4 | 5 | 5 | 3 | 5 | 38 |
| 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 40 |
| 6 | 3 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 3 | 39 |
| 7 | 4 | 4 | 5 | 5 | 4 | 3 | 5 | 4 | 3 | 37 |
| 8 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 39 |
| 9 | 5 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 37 |
| 10 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 37 |
| 11 | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 37 |
| 12 | 5 | 4 | 4 | 5 | 4 | 3 | 4 | 5 | 3 | 37 |
| 13 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 38 |
| 14 | 4 | 4 | 5 | 5 | 3 | 3 | 4 | 4 | 5 | 37 |
| 15 | 4 | 3 | 5 | 4 | 4 | 4 | 3 | 5 | 4 | 36 |
| 16 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 38 |
| 17 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 38 |
| 18 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 38 |
| 19 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 29 |
| 20 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 45 |
| 21 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 3 | 35 |
| 22 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 37 |
| 23 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 43 |
| 24 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 43 |
| 25 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 38 |
| 26 | 5 | 3 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 36 |
| 27 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 3 | 39 |
| 28 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 3 | 3 | 37 |
| 29 | 4 | 3 | 3 | 3 | 4 | 5 | 4 | 4 | 4 | 34 |
| 30 | 3 | 2 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 27 |

Lampiran 4 Data Uji validitas dan reliabilitas variabel *Human Capital Skill*

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Responden | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 | Item 9 | Total |
| 1 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 45 |
| 2 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 44 |
| 3 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 42 |
| 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 44 |
| 5 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 3 | 40 |
| 6 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 40 |
| 7 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 43 |
| 8 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 38 |
| 9 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 43 |
| 10 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 43 |
| 11 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 44 |
| 12 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 37 |
| 13 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 41 |
| 14 | 3 | 4 | 3 | 4 | 4 | 5 | 3 | 5 | 5 | 36 |
| 15 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 37 |
| 16 | 4 | 3 | 5 | 3 | 3 | 5 | 3 | 4 | 5 | 35 |
| 17 | 5 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 38 |
| 18 | 5 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 38 |
| 19 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 41 |
| 20 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 34 |
| 21 | 5 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 35 |
| 22 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 41 |
| 23 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 40 |
| 24 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 35 |
| 25 | 3 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 3 | 38 |
| 26 | 2 | 4 | 4 | 4 | 4 | 3 | 5 | 4 | 4 | 34 |
| 27 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 41 |
| 28 | 4 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 3 | 35 |
| 29 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 35 |
| 30 | 4 | 5 | 4 | 3 | 4 | 3 | 5 | 4 | 4 | 36 |

Lampiran 5 Data Uji validitas dan reliabilitas variabel *Human Capital Capacity*

| **Responden** | **Item 1** | **Item 2** | **Item 3** | **Item 4** | **Item 5** | **Item 6** | **Item 7** | **Item 8** | **Item 9** | **Total** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 3 | 5 | 38 |
| 2 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 39 |
| 3 | 5 | 5 | 5 | 5 | 3 | 5 | 3 | 4 | 5 | 40 |
| 4 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 41 |
| 5 | 4 | 4 | 4 | 3 | 3 | 5 | 3 | 3 | 5 | 34 |
| 6 | 4 | 5 | 4 | 4 | 3 | 5 | 4 | 4 | 4 | 37 |
| 7 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 44 |
| 8 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 44 |
| 9 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 41 |
| 10 | 5 | 5 | 5 | 4 | 4 | 3 | 4 | 5 | 5 | 40 |
| 11 | 4 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 31 |
| 12 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 40 |
| 13 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 43 |
| 14 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 41 |
| 15 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 43 |
| 16 | 5 | 3 | 5 | 3 | 3 | 5 | 3 | 5 | 4 | 36 |
| 17 | 3 | 3 | 4 | 3 | 2 | 5 | 3 | 3 | 4 | 30 |
| 18 | 3 | 4 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 30 |
| 19 | 3 | 4 | 5 | 4 | 5 | 3 | 4 | 4 | 5 | 37 |
| 20 | 4 | 4 | 5 | 5 | 4 | 4 | 3 | 4 | 5 | 38 |
| 21 | 4 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 5 | 34 |
| 22 | 5 | 3 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 36 |
| 23 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 39 |
| 24 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | 3 | 5 | 32 |
| 25 | 4 | 4 | 4 | 4 | 4 | 3 | 5 | 4 | 4 | 36 |
| 26 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 36 |
| 27 | 4 | 5 | 3 | 3 | 4 | 5 | 5 | 4 | 4 | 37 |
| 28 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 40 |
| 29 | 4 | 5 | 3 | 4 | 5 | 3 | 4 | 3 | 3 | 34 |
| 30 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 30 |

Lampiran 6 Data Uji variabel *Achievement* Karyawan

| **Responden** | **Item 1** | **Item 2** | **Item 3** | **Item 4** | **Item 5** | **Item 6** | **Item 7** | **Item 8** | **Item 9** | **Total** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 39 |
| 2 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 41 |
| 3 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 40 |
| 4 | 3 | 4 | 4 | 5 | 3 | 4 | 5 | 4 | 4 | 36 |
| 5 | 4 | 5 | 3 | 5 | 4 | 4 | 5 | 5 | 3 | 38 |
| 6 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 40 |
| 7 | 5 | 5 | 5 | 4 | 5 | 3 | 4 | 5 | 3 | 39 |
| 8 | 5 | 4 | 4 | 5 | 4 | 4 | 3 | 5 | 4 | 38 |
| 9 | 5 | 4 | 3 | 5 | 5 | 4 | 5 | 4 | 4 | 39 |
| 10 | 5 | 3 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 39 |
| 11 | 4 | 5 | 3 | 4 | 5 | 4 | 3 | 4 | 5 | 37 |
| 12 | 4 | 4 | 5 | 5 | 4 | 3 | 4 | 4 | 4 | 37 |
| 13 | 3 | 4 | 3 | 3 | 5 | 4 | 5 | 5 | 4 | 36 |
| 14 | 4 | 4 | 3 | 5 | 4 | 5 | 4 | 5 | 5 | 39 |
| 15 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 3 | 4 | 39 |
| 16 | 5 | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 3 | 33 |
| 17 | 4 | 3 | 4 | 5 | 3 | 5 | 5 | 4 | 4 | 37 |
| 18 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 41 |
| 19 | 4 | 5 | 5 | 4 | 4 | 3 | 4 | 5 | 4 | 38 |
| 20 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 3 | 40 |
| 21 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 39 |
| 22 | 4 | 5 | 4 | 5 | 4 | 3 | 5 | 5 | 5 | 40 |
| 23 | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 37 |
| 24 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 40 |
| 25 | 4 | 5 | 3 | 5 | 5 | 4 | 4 | 5 | 5 | 40 |
| 26 | 5 | 4 | 5 | 3 | 4 | 3 | 4 | 3 | 4 | 35 |
| 27 | 5 | 5 | 3 | 4 | 4 | 4 | 5 | 5 | 5 | 40 |
| 28 | 5 | 3 | 4 | 3 | 3 | 4 | 5 | 4 | 5 | 36 |
| 29 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 40 |
| 30 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 40 |
| 31 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 42 |
| 32 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 42 |
| 33 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 38 |
| 34 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 43 |
| 35 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 3 | 42 |
| 36 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 37 |
| 37 | 5 | 4 | 4 | 4 | 3 | 4 | 3 | 5 | 3 | 35 |
| 38 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 40 |
| 39 | 3 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | 5 | 37 |
| 40 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 42 |
| 41 | 4 | 5 | 5 | 5 | 4 | 4 | 3 | 5 | 4 | 39 |
| 42 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 38 |
| 43 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 42 |
| 44 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 3 | 4 | 39 |
| 45 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 42 |
| 46 | 5 | 5 | 5 | 4 | 4 | 3 | 5 | 5 | 5 | 41 |
| 47 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 43 |
| 48 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 42 |
| 49 | 4 | 5 | 4 | 5 | 5 | 4 | 3 | 5 | 4 | 39 |
| 50 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 41 |
| 51 | 5 | 5 | 3 | 5 | 5 | 4 | 5 | 5 | 4 | 41 |
| 52 | 5 | 3 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 39 |
| 53 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 40 |
| 54 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 39 |
| 55 | 5 | 3 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 36 |
| 56 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 42 |
| 57 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 35 |
| 58 | 4 | 3 | 4 | 5 | 5 | 4 | 3 | 5 | 4 | 37 |
| 59 | 5 | 4 | 5 | 5 | 3 | 5 | 4 | 5 | 4 | 40 |
| 60 | 5 | 5 | 5 | 4 | 4 | 4 | 3 | 5 | 3 | 38 |
| 61 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 40 |

Lampiran 7 Data Uji variabel *Human Capital Knowledge*

| **Responden** | **Item 1** | **Item 2** | **Item 3** | **Item 4** | **Item 5** | **Item 6** | **Item 7** | **Item 8** | **Item 9** | **Total** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | 4 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 36 |
| 2 | 5 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | 4 | 41 |
| 3 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 3 | 3 | 40 |
| 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 42 |
| 5 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 5 | 4 | 40 |
| 6 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 43 |
| 7 | 5 | 5 | 5 | 4 | 4 | 3 | 4 | 5 | 5 | 44 |
| 8 | 5 | 5 | 4 | 5 | 4 | 4 | 3 | 5 | 4 | 44 |
| 9 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 42 |
| 10 | 5 | 3 | 3 | 4 | 5 | 4 | 5 | 4 | 5 | 41 |
| 11 | 4 | 5 | 3 | 4 | 4 | 5 | 4 | 4 | 5 | 42 |
| 12 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 5 | 4 | 42 |
| 13 | 3 | 3 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 38 |
| 14 | 3 | 3 | 5 | 5 | 5 | 5 | 4 | 3 | 4 | 40 |
| 15 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 3 | 4 | 44 |
| 16 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 35 |
| 17 | 4 | 3 | 4 | 5 | 3 | 5 | 5 | 4 | 4 | 42 |
| 18 | 4 | 4 | 5 | 5 | 4 | 3 | 5 | 5 | 4 | 43 |
| 19 | 4 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 4 | 40 |
| 20 | 5 | 3 | 4 | 4 | 5 | 4 | 5 | 3 | 3 | 41 |
| 21 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 45 |
| 22 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 45 |
| 23 | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 40 |
| 24 | 5 | 4 | 5 | 5 | 3 | 5 | 3 | 3 | 4 | 41 |
| 25 | 4 | 5 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 40 |
| 26 | 3 | 4 | 3 | 4 | 4 | 5 | 3 | 5 | 5 | 40 |
| 27 | 3 | 4 | 5 | 3 | 5 | 4 | 5 | 3 | 5 | 42 |
| 28 | 5 | 3 | 5 | 3 | 4 | 5 | 4 | 4 | 5 | 42 |
| 29 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 45 |
| 30 | 4 | 4 | 3 | 4 | 4 | 5 | 5 | 4 | 4 | 42 |
| 31 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 3 | 5 | 43 |
| 32 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 47 |
| 33 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 44 |
| 34 | 5 | 4 | 5 | 5 | 5 | 5 | 6 | 5 | 4 | 48 |
| 35 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 47 |
| 36 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 44 |
| 37 | 5 | 3 | 4 | 5 | 3 | 4 | 5 | 4 | 2 | 39 |
| 38 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 42 |
| 39 | 3 | 4 | 5 | 5 | 5 | 3 | 5 | 4 | 3 | 42 |
| 40 | 4 | 4 | 5 | 3 | 4 | 4 | 5 | 4 | 4 | 41 |
| 41 | 4 | 3 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 42 |
| 42 | 5 | 4 | 4 | 4 | 5 | 3 | 3 | 4 | 4 | 41 |
| 43 | 5 | 4 | 3 | 3 | 5 | 5 | 5 | 5 | 5 | 45 |
| 44 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 3 | 5 | 44 |
| 45 | 5 | 4 | 5 | 3 | 4 | 5 | 5 | 5 | 5 | 46 |
| 46 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 47 |
| 47 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 48 |
| 48 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 47 |
| 49 | 5 | 4 | 3 | 3 | 3 | 4 | 5 | 5 | 5 | 41 |
| 50 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 44 |
| 51 | 5 | 5 | 3 | 5 | 4 | 5 | 5 | 5 | 3 | 44 |
| 52 | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 53 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 3 | 5 | 42 |
| 54 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 5 | 41 |
| 55 | 3 | 4 | 3 | 3 | 4 | 5 | 5 | 4 | 4 | 38 |
| 56 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 44 |
| 57 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 42 |
| 58 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 3 | 5 | 39 |
| 59 | 3 | 3 | 4 | 5 | 3 | 5 | 4 | 5 | 4 | 40 |
| 60 | 4 | 5 | 4 | 5 | 4 | 4 | 3 | 3 | 3 | 39 |
| 61 | 4 | 5 | 5 | 4 | 4 | 3 | 4 | 4 | 5 | 42 |

Lampiran 8 Data Uji variabel *Human Capital Skill*

| **Responden** | **Item 1** | **Item 2** | **Item 3** | **Item 4** | **Item 5** | **Item 6** | **Item 7** | **Item 8** | **Item 9** | **Total** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | 5 | 3 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 40 |
| 2 | 4 | 5 | 5 | 5 | 4 | 4 | 3 | 5 | 5 | 40 |
| 3 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 38 |
| 4 | 5 | 4 | 5 | 5 | 3 | 4 | 4 | 5 | 4 | 39 |
| 5 | 5 | 3 | 4 | 5 | 4 | 5 | 3 | 4 | 4 | 37 |
| 6 | 4 | 5 | 4 | 4 | 4 | 3 | 5 | 5 | 4 | 38 |
| 7 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 40 |
| 8 | 5 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 37 |
| 9 | 4 | 4 | 4 | 4 | 5 | 3 | 5 | 3 | 5 | 37 |
| 10 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 36 |
| 11 | 4 | 3 | 4 | 5 | 5 | 4 | 3 | 5 | 5 | 38 |
| 12 | 5 | 4 | 5 | 3 | 5 | 4 | 4 | 4 | 3 | 37 |
| 13 | 4 | 3 | 5 | 4 | 4 | 3 | 4 | 4 | 4 | 35 |
| 14 | 4 | 3 | 5 | 4 | 4 | 3 | 5 | 4 | 4 | 36 |
| 15 | 4 | 4 | 5 | 5 | 5 | 5 | 3 | 4 | 3 | 38 |
| 16 | 4 | 5 | 3 | 5 | 4 | 5 | 3 | 3 | 4 | 36 |
| 17 | 5 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 36 |
| 18 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 3 | 3 | 39 |
| 19 | 5 | 4 | 4 | 5 | 3 | 3 | 3 | 5 | 4 | 36 |
| 20 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 3 | 3 | 39 |
| 21 | 4 | 4 | 4 | 5 | 3 | 3 | 5 | 5 | 5 | 38 |
| 22 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 3 | 39 |
| 23 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 40 |
| 24 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 40 |
| 25 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 40 |
| 26 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 3 | 33 |
| 27 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 37 |
| 28 | 5 | 4 | 5 | 3 | 3 | 4 | 4 | 3 | 5 | 36 |
| 29 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 39 |
| 30 | 5 | 3 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 38 |
| 31 | 5 | 5 | 5 | 5 | 3 | 5 | 4 | 4 | 5 | 41 |
| 32 | 5 | 4 | 3 | 4 | 4 | 5 | 5 | 5 | 5 | 40 |
| 33 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 40 |
| 34 | 5 | 5 | 5 | 4 | 5 | 3 | 4 | 4 | 4 | 39 |
| 35 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 39 |
| 36 | 5 | 5 | 4 | 5 | 5 | 4 | 3 | 3 | 5 | 39 |
| 37 | 4 | 4 | 4 | 4 | 5 | 3 | 4 | 4 | 4 | 36 |
| 38 | 3 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 3 | 38 |
| 39 | 5 | 4 | 4 | 3 | 3 | 5 | 5 | 5 | 3 | 37 |
| 40 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 39 |
| 41 | 4 | 3 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 39 |
| 42 | 5 | 4 | 4 | 5 | 5 | 4 | 3 | 4 | 4 | 38 |
| 43 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 40 |
| 44 | 5 | 3 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 41 |
| 45 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 42 |
| 46 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 41 |
| 47 | 5 | 3 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 40 |
| 48 | 5 | 4 | 5 | 5 | 4 | 5 | 3 | 5 | 4 | 40 |
| 49 | 5 | 5 | 5 | 4 | 3 | 3 | 4 | 4 | 5 | 38 |
| 50 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 39 |
| 51 | 5 | 4 | 4 | 5 | 3 | 4 | 5 | 4 | 5 | 39 |
| 52 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 37 |
| 53 | 5 | 3 | 5 | 5 | 4 | 4 | 5 | 4 | 3 | 38 |
| 54 | 4 | 4 | 5 | 3 | 4 | 5 | 5 | 3 | 5 | 38 |
| 55 | 5 | 4 | 4 | 4 | 3 | 3 | 4 | 5 | 4 | 36 |
| 56 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 3 | 41 |
| 57 | 4 | 4 | 4 | 4 | 4 | 3 | 5 | 3 | 3 | 34 |
| 58 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36 |
| 59 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 38 |
| 60 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 36 |

Lampiran 9 Data Uji variabel *Human Capital Capacity*

| **Responden** | **Item 1** | **Item 2** | **Item 3** | **Item 4** | **Item 5** | **Item 6** | **Item 7** | **Item 8** | **Item 9** | **Total** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | 5 | 5 | 5 | 4 | 5 | 3 | 5 | 3 | 5 | 40 |
| 2 | 5 | 4 | 5 | 4 | 5 | 4 | 3 | 4 | 5 | 43 |
| 3 | 4 | 5 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 41 |
| 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 3 | 40 |
| 5 | 5 | 3 | 4 | 4 | 5 | 4 | 4 | 3 | 5 | 40 |
| 6 | 4 | 4 | 4 | 4 | 3 | 3 | 5 | 5 | 5 | 41 |
| 7 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 40 |
| 8 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 44 |
| 9 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 44 |
| 10 | 4 | 3 | 4 | 4 | 5 | 5 | 5 | 3 | 5 | 43 |
| 11 | 4 | 3 | 4 | 5 | 4 | 4 | 3 | 5 | 4 | 40 |
| 12 | 4 | 4 | 5 | 3 | 4 | 4 | 4 | 3 | 4 | 39 |
| 13 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 38 |
| 14 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 3 | 5 | 41 |
| 15 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 45 |
| 16 | 4 | 5 | 3 | 5 | 4 | 3 | 3 | 3 | 4 | 37 |
| 17 | 4 | 4 | 3 | 4 | 4 | 5 | 5 | 4 | 3 | 40 |
| 18 | 5 | 4 | 5 | 3 | 5 | 5 | 4 | 3 | 4 | 43 |
| 19 | 5 | 4 | 3 | 5 | 3 | 3 | 5 | 4 | 5 | 42 |
| 20 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 42 |
| 21 | 5 | 4 | 5 | 3 | 3 | 4 | 5 | 5 | 4 | 43 |
| 22 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 44 |
| 23 | 5 | 5 | 4 | 5 | 5 | 4 | 3 | 4 | 4 | 43 |
| 24 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 45 |
| 25 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 3 | 5 | 45 |
| 26 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 5 | 4 | 38 |
| 27 | 4 | 5 | 3 | 5 | 5 | 3 | 5 | 5 | 4 | 44 |
| 28 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 3 | 4 | 41 |
| 29 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 5 | 5 | 42 |
| 30 | 5 | 3 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 43 |
| 31 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 47 |
| 32 | 5 | 4 | 5 | 4 | 5 | 3 | 4 | 5 | 5 | 45 |
| 33 | 5 | 4 | 5 | 5 | 5 | 5 | 3 | 5 | 5 | 46 |
| 34 | 3 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 46 |
| 35 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 45 |
| 36 | 4 | 4 | 5 | 4 | 5 | 4 | 3 | 5 | 5 | 43 |
| 37 | 3 | 3 | 4 | 4 | 5 | 3 | 4 | 4 | 4 | 38 |
| 38 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 44 |
| 39 | 4 | 3 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 45 |
| 40 | 5 | 3 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 44 |
| 41 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 44 |
| 42 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 3 | 42 |
| 43 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 45 |
| 44 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 44 |
| 45 | 3 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 45 |
| 46 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 43 |
| 47 | 5 | 4 | 5 | 3 | 5 | 4 | 5 | 5 | 5 | 45 |
| 48 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 44 |
| 49 | 4 | 5 | 5 | 3 | 5 | 4 | 5 | 4 | 5 | 44 |
| 50 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 45 |
| 51 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 43 |
| 52 | 5 | 4 | 4 | 3 | 4 | 5 | 4 | 3 | 4 | 41 |
| 53 | 4 | 5 | 5 | 5 | 3 | 4 | 3 | 4 | 4 | 42 |
| 54 | 3 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 42 |
| 55 | 4 | 4 | 4 | 5 | 3 | 5 | 3 | 3 | 5 | 41 |
| 56 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 44 |
| 57 | 4 | 3 | 5 | 4 | 5 | 4 | 5 | 2 | 4 | 39 |
| 58 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 5 | 40 |
| 59 | 4 | 4 | 5 | 3 | 5 | 5 | 4 | 4 | 4 | 42 |
| 60 | 5 | 4 | 4 | 4 | 4 | 3 | 3 | 5 | 4 | 39 |

Lampiran 10 MSI Achievement Karyawan

|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **Total** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | 3,829 | 2,249 | 2,149 | 2,426 | 3,739 | 2,369 | 2,039 | 2,374 | 3,727 | 24,902 |
| 2 | 3,829 | 2,249 | 3,405 | 2,426 | 2,335 | 3,770 | 3,331 | 3,829 | 2,345 | 27,519 |
| 3 | 2,374 | 3,570 | 2,149 | 3,867 | 2,335 | 2,369 | 2,039 | 3,829 | 3,727 | 26,259 |
| 4 | 1,000 | 2,249 | 2,149 | 3,867 | 1,000 | 2,369 | 3,331 | 2,374 | 2,345 | 20,684 |
| 5 | 2,374 | 3,570 | 1,000 | 3,867 | 2,335 | 2,369 | 3,331 | 3,829 | 1,000 | 23,676 |
| 6 | 2,374 | 3,570 | 2,149 | 3,867 | 3,739 | 2,369 | 3,331 | 2,374 | 2,345 | 26,119 |
| 7 | 3,829 | 3,570 | 3,405 | 2,426 | 3,739 | 1,000 | 2,039 | 3,829 | 1,000 | 24,837 |
| 8 | 3,829 | 2,249 | 2,149 | 3,867 | 2,335 | 2,369 | 1,000 | 3,829 | 2,345 | 23,972 |
| 9 | 3,829 | 2,249 | 1,000 | 3,867 | 3,739 | 2,369 | 3,331 | 2,374 | 2,345 | 25,103 |
| 10 | 3,829 | 1,000 | 2,149 | 2,426 | 3,739 | 3,770 | 2,039 | 2,374 | 3,727 | 25,054 |
| 11 | 2,374 | 3,570 | 1,000 | 2,426 | 3,739 | 2,369 | 1,000 | 2,374 | 3,727 | 22,581 |
| 12 | 2,374 | 2,249 | 3,405 | 3,867 | 2,335 | 1,000 | 2,039 | 2,374 | 2,345 | 21,988 |
| 13 | 1,000 | 2,249 | 1,000 | 1,000 | 3,739 | 2,369 | 3,331 | 3,829 | 2,345 | 20,862 |
| 14 | 2,374 | 2,249 | 1,000 | 3,867 | 2,335 | 3,770 | 2,039 | 3,829 | 3,727 | 25,190 |
| 15 | 3,829 | 2,249 | 3,405 | 2,426 | 3,739 | 2,369 | 3,331 | 1,000 | 2,345 | 24,694 |
| 16 | 3,829 | 1,000 | 1,000 | 2,426 | 2,335 | 2,369 | 1,000 | 2,374 | 1,000 | 17,334 |
| 17 | 2,374 | 1,000 | 2,149 | 3,867 | 1,000 | 3,770 | 3,331 | 2,374 | 2,345 | 22,211 |
| 18 | 2,374 | 2,249 | 3,405 | 3,867 | 2,335 | 3,770 | 3,331 | 3,829 | 2,345 | 27,505 |
| 19 | 2,374 | 3,570 | 3,405 | 2,426 | 2,335 | 1,000 | 2,039 | 3,829 | 2,345 | 23,324 |
| 20 | 3,829 | 2,249 | 2,149 | 3,867 | 3,739 | 2,369 | 3,331 | 3,829 | 1,000 | 26,362 |
| 21 | 3,829 | 2,249 | 3,405 | 2,426 | 2,335 | 2,369 | 3,331 | 2,374 | 2,345 | 24,664 |
| 22 | 2,374 | 3,570 | 2,149 | 3,867 | 2,335 | 1,000 | 3,331 | 3,829 | 3,727 | 26,183 |
| 23 | 2,374 | 1,000 | 2,149 | 2,426 | 2,335 | 2,369 | 3,331 | 2,374 | 3,727 | 22,087 |
| 24 | 3,829 | 2,249 | 2,149 | 3,867 | 2,335 | 3,770 | 2,039 | 2,374 | 3,727 | 26,339 |
| 25 | 2,374 | 3,570 | 1,000 | 3,867 | 3,739 | 2,369 | 2,039 | 3,829 | 3,727 | 26,514 |
| 26 | 3,829 | 2,249 | 3,405 | 1,000 | 2,335 | 1,000 | 2,039 | 1,000 | 2,345 | 19,202 |
| 27 | 3,829 | 3,570 | 1,000 | 2,426 | 2,335 | 2,369 | 3,331 | 3,829 | 3,727 | 26,417 |
| 28 | 3,829 | 1,000 | 2,149 | 1,000 | 1,000 | 2,369 | 3,331 | 2,374 | 3,727 | 20,779 |
| 29 | 2,374 | 2,249 | 3,405 | 2,426 | 2,335 | 3,770 | 2,039 | 3,829 | 3,727 | 26,155 |
| 30 | 2,374 | 3,570 | 2,149 | 2,426 | 3,739 | 3,770 | 3,331 | 2,374 | 2,345 | 26,080 |
| 31 | 2,374 | 3,570 | 2,149 | 3,867 | 3,739 | 3,770 | 2,039 | 3,829 | 3,727 | 29,064 |
| 32 | 2,374 | 3,570 | 3,405 | 2,426 | 3,739 | 3,770 | 3,331 | 3,829 | 2,345 | 28,790 |
| 33 | 3,829 | 2,249 | 2,149 | 2,426 | 2,335 | 2,369 | 3,331 | 2,374 | 2,345 | 23,408 |
| 34 | 3,829 | 2,249 | 3,405 | 3,867 | 3,739 | 3,770 | 3,331 | 3,829 | 2,345 | 30,364 |
| 35 | 3,829 | 3,570 | 3,405 | 2,426 | 3,739 | 3,770 | 3,331 | 3,829 | 1,000 | 28,900 |
| 36 | 2,374 | 2,249 | 3,405 | 2,426 | 2,335 | 2,369 | 2,039 | 2,374 | 2,345 | 21,917 |
| 37 | 3,829 | 2,249 | 2,149 | 2,426 | 1,000 | 2,369 | 1,000 | 3,829 | 1,000 | 19,851 |
| 38 | 3,829 | 3,570 | 2,149 | 2,426 | 3,739 | 2,369 | 3,331 | 2,374 | 2,345 | 26,133 |
| 39 | 1,000 | 2,249 | 2,149 | 1,000 | 2,335 | 3,770 | 3,331 | 2,374 | 3,727 | 21,936 |
| 40 | 2,374 | 2,249 | 3,405 | 3,867 | 3,739 | 3,770 | 3,331 | 3,829 | 2,345 | 28,909 |
| 41 | 2,374 | 3,570 | 3,405 | 3,867 | 2,335 | 2,369 | 1,000 | 3,829 | 2,345 | 25,095 |
| 42 | 3,829 | 2,249 | 2,149 | 2,426 | 3,739 | 2,369 | 2,039 | 2,374 | 2,345 | 23,520 |
| 43 | 3,829 | 2,249 | 3,405 | 2,426 | 2,335 | 3,770 | 3,331 | 3,829 | 3,727 | 28,902 |
| 44 | 2,374 | 3,570 | 2,149 | 3,867 | 3,739 | 3,770 | 2,039 | 1,000 | 2,345 | 24,853 |
| 45 | 3,829 | 2,249 | 3,405 | 3,867 | 3,739 | 2,369 | 3,331 | 3,829 | 2,345 | 28,963 |
| 46 | 3,829 | 3,570 | 3,405 | 2,426 | 2,335 | 1,000 | 3,331 | 3,829 | 3,727 | 27,453 |
| 47 | 3,829 | 3,570 | 3,405 | 2,426 | 3,739 | 3,770 | 3,331 | 2,374 | 3,727 | 30,172 |
| 48 | 3,829 | 2,249 | 3,405 | 3,867 | 3,739 | 2,369 | 3,331 | 2,374 | 3,727 | 28,890 |
| 49 | 2,374 | 3,570 | 2,149 | 3,867 | 3,739 | 2,369 | 1,000 | 3,829 | 2,345 | 25,243 |
| 50 | 2,374 | 3,570 | 3,405 | 3,867 | 3,739 | 2,369 | 3,331 | 2,374 | 2,345 | 27,375 |
| 51 | 3,829 | 3,570 | 1,000 | 3,867 | 3,739 | 2,369 | 3,331 | 3,829 | 2,345 | 27,879 |
| 52 | 3,829 | 1,000 | 2,149 | 2,426 | 2,335 | 3,770 | 3,331 | 3,829 | 2,345 | 25,015 |
| 53 | 3,829 | 2,249 | 3,405 | 2,426 | 2,335 | 3,770 | 2,039 | 2,374 | 3,727 | 26,155 |
| 54 | 2,374 | 2,249 | 3,405 | 2,426 | 2,335 | 3,770 | 2,039 | 2,374 | 3,727 | 24,700 |
| 55 | 3,829 | 1,000 | 1,000 | 2,426 | 2,335 | 2,369 | 3,331 | 2,374 | 2,345 | 21,010 |
| 56 | 3,829 | 2,249 | 2,149 | 2,426 | 3,739 | 3,770 | 3,331 | 3,829 | 3,727 | 29,050 |
| 57 | 2,374 | 1,000 | 1,000 | 2,426 | 2,335 | 2,369 | 2,039 | 2,374 | 3,727 | 19,645 |
| 58 | 2,374 | 1,000 | 2,149 | 3,867 | 3,739 | 2,369 | 1,000 | 3,829 | 2,345 | 22,672 |
| 59 | 3,829 | 2,249 | 3,405 | 3,867 | 1,000 | 3,770 | 2,039 | 3,829 | 2,345 | 26,332 |
| 60 | 3,829 | 3,570 | 3,405 | 2,426 | 2,335 | 2,369 | 1,000 | 3,829 | 1,000 | 23,764 |

Lampiran 11 MSI Human Capital Knowledge

|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | Total |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | 2,345 | 1,000 | 2,206 | 2,249 | 3,740 | 2,279 | 2,081 | 2,211 | 3,193 | 21,303 |
| 2 | 3,727 | 2,234 | 2,206 | 1,000 | 2,347 | 3,637 | 3,352 | 2,211 | 3,193 | 23,906 |
| 3 | 2,345 | 3,491 | 2,206 | 2,249 | 2,347 | 3,637 | 2,081 | 1,000 | 1,938 | 21,294 |
| 4 | 2,345 | 2,234 | 2,206 | 3,570 | 2,347 | 2,279 | 3,352 | 2,211 | 3,193 | 23,736 |
| 5 | 2,345 | 2,234 | 1,000 | 2,249 | 2,347 | 2,279 | 3,352 | 3,478 | 3,193 | 22,477 |
| 6 | 2,345 | 3,491 | 2,206 | 3,570 | 3,740 | 2,279 | 2,081 | 2,211 | 3,193 | 25,115 |
| 7 | 3,727 | 3,491 | 3,511 | 2,249 | 2,347 | 1,000 | 2,081 | 3,478 | 4,595 | 26,479 |
| 8 | 3,727 | 3,491 | 2,206 | 3,570 | 2,347 | 2,279 | 1,000 | 3,478 | 3,193 | 25,291 |
| 9 | 2,345 | 2,234 | 2,206 | 3,570 | 3,740 | 2,279 | 2,081 | 2,211 | 3,193 | 23,858 |
| 10 | 3,727 | 1,000 | 1,000 | 2,249 | 3,740 | 2,279 | 3,352 | 2,211 | 4,595 | 24,153 |
| 11 | 2,345 | 3,491 | 1,000 | 2,249 | 2,347 | 3,637 | 2,081 | 2,211 | 4,595 | 23,955 |
| 12 | 2,345 | 2,234 | 2,206 | 3,570 | 2,347 | 2,279 | 1,000 | 3,478 | 3,193 | 22,651 |
| 13 | 1,000 | 1,000 | 2,206 | 2,249 | 3,740 | 2,279 | 1,000 | 2,211 | 3,193 | 18,878 |
| 14 | 1,000 | 1,000 | 3,511 | 3,570 | 3,740 | 3,637 | 2,081 | 1,000 | 3,193 | 22,733 |
| 15 | 3,727 | 2,234 | 3,511 | 2,249 | 3,740 | 2,279 | 3,352 | 1,000 | 3,193 | 25,285 |
| 16 | 2,345 | 1,000 | 2,206 | 2,249 | 2,347 | 1,000 | 1,000 | 2,211 | 1,938 | 16,296 |
| 17 | 2,345 | 1,000 | 2,206 | 3,570 | 1,000 | 3,637 | 3,352 | 2,211 | 3,193 | 22,514 |
| 18 | 2,345 | 2,234 | 3,511 | 3,570 | 2,347 | 1,000 | 3,352 | 3,478 | 3,193 | 25,030 |
| 19 | 2,345 | 2,234 | 3,511 | 2,249 | 2,347 | 1,000 | 2,081 | 2,211 | 3,193 | 21,170 |
| 20 | 3,727 | 1,000 | 2,206 | 2,249 | 3,740 | 2,279 | 3,352 | 1,000 | 1,938 | 21,491 |
| 21 | 2,345 | 2,234 | 3,511 | 2,249 | 3,740 | 3,637 | 3,352 | 2,211 | 3,193 | 26,472 |
| 22 | 2,345 | 2,234 | 3,511 | 2,249 | 2,347 | 3,637 | 3,352 | 3,478 | 4,595 | 27,749 |
| 23 | 2,345 | 1,000 | 2,206 | 2,249 | 2,347 | 2,279 | 3,352 | 3,478 | 3,193 | 22,449 |
| 24 | 3,727 | 2,234 | 3,511 | 3,570 | 1,000 | 3,637 | 1,000 | 1,000 | 3,193 | 22,872 |
| 25 | 2,345 | 3,491 | 2,206 | 1,000 | 1,000 | 2,279 | 2,081 | 2,211 | 3,193 | 19,805 |
| 26 | 1,000 | 2,234 | 1,000 | 2,249 | 2,347 | 3,637 | 1,000 | 3,478 | 4,595 | 21,540 |
| 27 | 1,000 | 2,234 | 3,511 | 1,000 | 3,740 | 2,279 | 3,352 | 1,000 | 4,595 | 22,711 |
| 28 | 3,727 | 1,000 | 3,511 | 1,000 | 2,347 | 3,637 | 2,081 | 2,211 | 4,595 | 24,109 |
| 29 | 2,345 | 2,234 | 3,511 | 3,570 | 3,740 | 2,279 | 2,081 | 3,478 | 3,193 | 26,431 |
| 30 | 2,345 | 2,234 | 1,000 | 2,249 | 2,347 | 3,637 | 3,352 | 2,211 | 3,193 | 22,568 |
| 31 | 2,345 | 3,491 | 2,206 | 3,570 | 3,740 | 2,279 | 2,081 | 1,000 | 4,595 | 25,306 |
| 32 | 2,345 | 3,491 | 3,511 | 2,249 | 3,740 | 2,279 | 3,352 | 3,478 | 4,595 | 29,041 |
| 33 | 3,727 | 2,234 | 2,206 | 2,249 | 2,347 | 3,637 | 3,352 | 2,211 | 3,193 | 25,155 |
| 34 | 3,727 | 2,234 | 3,511 | 3,570 | 3,740 | 3,637 | 6,000 | 3,478 | 3,193 | 33,091 |
| 35 | 3,727 | 3,491 | 3,511 | 2,249 | 3,740 | 3,637 | 3,352 | 2,211 | 3,193 | 29,112 |
| 36 | 2,345 | 2,234 | 3,511 | 2,249 | 2,347 | 3,637 | 3,352 | 2,211 | 3,193 | 25,079 |
| 37 | 3,727 | 1,000 | 2,206 | 3,570 | 1,000 | 2,279 | 3,352 | 2,211 | 1,000 | 20,345 |
| 38 | 3,727 | 3,491 | 2,206 | 2,249 | 2,347 | 2,279 | 2,081 | 3,478 | 3,193 | 25,050 |
| 39 | 1,000 | 2,234 | 3,511 | 3,570 | 3,740 | 1,000 | 3,352 | 2,211 | 1,938 | 22,557 |
| 40 | 2,345 | 2,234 | 3,511 | 1,000 | 2,347 | 2,279 | 3,352 | 2,211 | 3,193 | 22,472 |
| 41 | 2,345 | 1,000 | 2,206 | 3,570 | 2,347 | 2,279 | 3,352 | 3,478 | 3,193 | 23,770 |
| 42 | 3,727 | 2,234 | 2,206 | 2,249 | 3,740 | 1,000 | 1,000 | 2,211 | 3,193 | 21,559 |
| 43 | 3,727 | 2,234 | 1,000 | 1,000 | 3,740 | 3,637 | 3,352 | 3,478 | 4,595 | 26,764 |
| 44 | 2,345 | 3,491 | 2,206 | 3,570 | 3,740 | 3,637 | 2,081 | 1,000 | 4,595 | 26,665 |
| 45 | 3,727 | 2,234 | 3,511 | 1,000 | 2,347 | 3,637 | 3,352 | 3,478 | 4,595 | 27,882 |
| 46 | 3,727 | 3,491 | 2,206 | 3,570 | 3,740 | 3,637 | 3,352 | 3,478 | 3,193 | 30,395 |
| 47 | 3,727 | 3,491 | 3,511 | 2,249 | 3,740 | 3,637 | 3,352 | 2,211 | 4,595 | 30,514 |
| 48 | 3,727 | 2,234 | 3,511 | 3,570 | 3,740 | 2,279 | 3,352 | 2,211 | 4,595 | 29,219 |
| 49 | 3,727 | 2,234 | 1,000 | 1,000 | 1,000 | 2,279 | 3,352 | 3,478 | 4,595 | 22,665 |
| 50 | 2,345 | 3,491 | 3,511 | 3,570 | 3,740 | 2,279 | 2,081 | 3,478 | 3,193 | 27,688 |
| 51 | 3,727 | 3,491 | 1,000 | 3,570 | 2,347 | 3,637 | 3,352 | 3,478 | 1,938 | 26,541 |
| 52 | 3,727 | 1,000 | 2,206 | 2,249 | 2,347 | 2,279 | 2,081 | 2,211 | 3,193 | 21,292 |
| 53 | 2,345 | 2,234 | 3,511 | 2,249 | 2,347 | 3,637 | 2,081 | 1,000 | 4,595 | 23,999 |
| 54 | 2,345 | 2,234 | 3,511 | 3,570 | 2,347 | 2,279 | 2,081 | 1,000 | 4,595 | 23,961 |
| 55 | 1,000 | 2,234 | 1,000 | 1,000 | 2,347 | 3,637 | 3,352 | 2,211 | 3,193 | 19,974 |
| 56 | 2,345 | 2,234 | 2,206 | 2,249 | 3,740 | 2,279 | 3,352 | 3,478 | 3,193 | 25,076 |
| 57 | 2,345 | 1,000 | 2,206 | 2,249 | 2,347 | 3,637 | 2,081 | 2,211 | 4,595 | 22,670 |
| 58 | 2,345 | 3,491 | 3,511 | 2,249 | 2,347 | 2,279 | 1,000 | 1,000 | 4,595 | 22,817 |
| 59 | 1,000 | 1,000 | 2,206 | 3,570 | 1,000 | 3,637 | 2,081 | 3,478 | 3,193 | 21,165 |
| 60 | 2,345 | 3,491 | 2,206 | 3,570 | 2,347 | 2,279 | 1,000 | 1,000 | 1,938 | 20,176 |

Lampiran 12 MSI *Human Capital Skill*

|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **Total** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | 4,201 | 1,000 | 3,758 | 3,784 | 2,446 | 2,234 | 2,184 | 3,758 | 3,499 | 26,864 |
| 2 | 2,663 | 3,578 | 3,758 | 3,784 | 2,446 | 2,234 | 1,000 | 3,758 | 3,499 | 26,720 |
| 3 | 4,201 | 2,275 | 3,758 | 2,357 | 2,446 | 2,234 | 2,184 | 2,370 | 2,232 | 24,058 |
| 4 | 4,201 | 2,275 | 3,758 | 3,784 | 1,000 | 2,234 | 2,184 | 3,758 | 2,232 | 25,426 |
| 5 | 4,201 | 1,000 | 2,334 | 3,784 | 2,446 | 3,491 | 1,000 | 2,370 | 2,232 | 22,859 |
| 6 | 2,663 | 3,578 | 2,334 | 2,357 | 2,446 | 1,000 | 3,483 | 3,758 | 2,232 | 23,852 |
| 7 | 4,201 | 2,275 | 2,334 | 3,784 | 2,446 | 2,234 | 3,483 | 2,370 | 3,499 | 26,627 |
| 8 | 4,201 | 1,000 | 2,334 | 2,357 | 2,446 | 2,234 | 3,483 | 2,370 | 2,232 | 22,658 |
| 9 | 2,663 | 2,275 | 2,334 | 2,357 | 3,884 | 1,000 | 3,483 | 1,000 | 3,499 | 22,496 |
| 10 | 2,663 | 3,578 | 2,334 | 2,357 | 2,446 | 1,000 | 2,184 | 2,370 | 2,232 | 21,165 |
| 11 | 2,663 | 1,000 | 2,334 | 3,784 | 3,884 | 2,234 | 1,000 | 3,758 | 3,499 | 24,156 |
| 12 | 4,201 | 2,275 | 3,758 | 1,000 | 3,884 | 2,234 | 2,184 | 2,370 | 1,000 | 22,907 |
| 13 | 2,663 | 1,000 | 3,758 | 2,357 | 2,446 | 1,000 | 2,184 | 2,370 | 2,232 | 20,011 |
| 14 | 2,663 | 1,000 | 3,758 | 2,357 | 2,446 | 1,000 | 3,483 | 2,370 | 2,232 | 21,309 |
| 15 | 2,663 | 2,275 | 3,758 | 3,784 | 3,884 | 3,491 | 1,000 | 2,370 | 1,000 | 24,226 |
| 16 | 2,663 | 3,578 | 1,000 | 3,784 | 2,446 | 3,491 | 1,000 | 1,000 | 2,232 | 21,195 |
| 17 | 4,201 | 2,275 | 1,000 | 2,357 | 2,446 | 2,234 | 2,184 | 2,370 | 2,232 | 21,300 |
| 18 | 2,663 | 3,578 | 3,758 | 3,784 | 3,884 | 2,234 | 3,483 | 1,000 | 1,000 | 25,384 |
| 19 | 4,201 | 2,275 | 2,334 | 3,784 | 1,000 | 1,000 | 1,000 | 3,758 | 2,232 | 21,585 |
| 20 | 4,201 | 3,578 | 3,758 | 3,784 | 2,446 | 2,234 | 3,483 | 1,000 | 1,000 | 25,485 |
| 21 | 2,663 | 2,275 | 2,334 | 3,784 | 1,000 | 1,000 | 3,483 | 3,758 | 3,499 | 23,796 |
| 22 | 4,201 | 2,275 | 3,758 | 3,784 | 2,446 | 3,491 | 2,184 | 2,370 | 1,000 | 25,511 |
| 23 | 4,201 | 3,578 | 2,334 | 3,784 | 3,884 | 2,234 | 2,184 | 2,370 | 2,232 | 26,803 |
| 24 | 2,663 | 3,578 | 3,758 | 3,784 | 2,446 | 2,234 | 2,184 | 2,370 | 3,499 | 26,517 |
| 25 | 4,201 | 2,275 | 3,758 | 3,784 | 2,446 | 2,234 | 2,184 | 3,758 | 2,232 | 26,873 |
| 26 | 2,663 | 2,275 | 1,000 | 2,357 | 2,446 | 1,000 | 2,184 | 2,370 | 1,000 | 17,296 |
| 27 | 4,201 | 2,275 | 2,334 | 2,357 | 2,446 | 1,000 | 2,184 | 2,370 | 3,499 | 22,668 |
| 28 | 4,201 | 2,275 | 3,758 | 1,000 | 1,000 | 2,234 | 2,184 | 1,000 | 3,499 | 21,151 |
| 29 | 2,663 | 2,275 | 3,758 | 2,357 | 2,446 | 2,234 | 3,483 | 3,758 | 2,232 | 25,206 |
| 30 | 4,201 | 1,000 | 2,334 | 3,784 | 2,446 | 3,491 | 2,184 | 2,370 | 2,232 | 24,043 |
| 31 | 4,201 | 3,578 | 3,758 | 3,784 | 1,000 | 3,491 | 2,184 | 2,370 | 3,499 | 27,866 |
| 32 | 4,201 | 2,275 | 1,000 | 2,357 | 2,446 | 3,491 | 3,483 | 3,758 | 3,499 | 26,511 |
| 33 | 2,663 | 3,578 | 3,758 | 3,784 | 2,446 | 2,234 | 2,184 | 3,758 | 2,232 | 26,637 |
| 34 | 4,201 | 3,578 | 3,758 | 2,357 | 3,884 | 1,000 | 2,184 | 2,370 | 2,232 | 25,566 |
| 35 | 4,201 | 2,275 | 3,758 | 2,357 | 2,446 | 2,234 | 3,483 | 2,370 | 2,232 | 25,357 |
| 36 | 4,201 | 3,578 | 2,334 | 3,784 | 3,884 | 2,234 | 1,000 | 1,000 | 3,499 | 25,515 |
| 37 | 2,663 | 2,275 | 2,334 | 2,357 | 3,884 | 1,000 | 2,184 | 2,370 | 2,232 | 21,300 |
| 38 | 1,000 | 2,275 | 2,334 | 2,357 | 3,884 | 3,491 | 3,483 | 3,758 | 1,000 | 23,583 |
| 39 | 4,201 | 2,275 | 2,334 | 1,000 | 1,000 | 3,491 | 3,483 | 3,758 | 1,000 | 22,543 |
| 40 | 2,663 | 3,578 | 3,758 | 2,357 | 2,446 | 2,234 | 3,483 | 2,370 | 2,232 | 25,121 |
| 41 | 2,663 | 1,000 | 2,334 | 2,357 | 3,884 | 3,491 | 2,184 | 3,758 | 3,499 | 25,170 |
| 42 | 4,201 | 2,275 | 2,334 | 3,784 | 3,884 | 2,234 | 1,000 | 2,370 | 2,232 | 24,316 |
| 43 | 2,663 | 2,275 | 3,758 | 3,784 | 2,446 | 3,491 | 3,483 | 2,370 | 2,232 | 26,503 |
| 44 | 4,201 | 1,000 | 3,758 | 2,357 | 2,446 | 3,491 | 3,483 | 3,758 | 3,499 | 27,994 |
| 45 | 4,201 | 3,578 | 3,758 | 2,357 | 2,446 | 3,491 | 3,483 | 2,370 | 3,499 | 29,185 |
| 46 | 2,663 | 3,578 | 3,758 | 3,784 | 2,446 | 2,234 | 3,483 | 3,758 | 2,232 | 27,936 |
| 47 | 4,201 | 1,000 | 3,758 | 3,784 | 3,884 | 2,234 | 3,483 | 2,370 | 2,232 | 26,947 |
| 48 | 4,201 | 2,275 | 3,758 | 3,784 | 2,446 | 3,491 | 1,000 | 3,758 | 2,232 | 26,946 |
| 49 | 4,201 | 3,578 | 3,758 | 2,357 | 1,000 | 1,000 | 2,184 | 2,370 | 3,499 | 23,949 |
| 50 | 2,663 | 3,578 | 2,334 | 2,357 | 2,446 | 3,491 | 2,184 | 3,758 | 2,232 | 25,044 |
| 51 | 4,201 | 2,275 | 2,334 | 3,784 | 1,000 | 2,234 | 3,483 | 2,370 | 3,499 | 25,181 |
| 52 | 4,201 | 2,275 | 2,334 | 3,784 | 2,446 | 2,234 | 2,184 | 2,370 | 1,000 | 22,830 |
| 53 | 4,201 | 1,000 | 3,758 | 3,784 | 2,446 | 2,234 | 3,483 | 2,370 | 1,000 | 24,277 |
| 54 | 2,663 | 2,275 | 3,758 | 1,000 | 2,446 | 3,491 | 3,483 | 1,000 | 3,499 | 23,615 |
| 55 | 4,201 | 2,275 | 2,334 | 2,357 | 1,000 | 1,000 | 2,184 | 3,758 | 2,232 | 21,342 |
| 56 | 4,201 | 3,578 | 3,758 | 2,357 | 3,884 | 3,491 | 3,483 | 2,370 | 1,000 | 28,124 |
| 57 | 2,663 | 2,275 | 2,334 | 2,357 | 2,446 | 1,000 | 3,483 | 1,000 | 1,000 | 18,559 |
| 58 | 2,663 | 2,275 | 2,334 | 2,357 | 2,446 | 2,234 | 2,184 | 2,370 | 2,232 | 21,096 |
| 59 | 4,201 | 2,275 | 2,334 | 3,784 | 2,446 | 2,234 | 2,184 | 2,370 | 2,232 | 24,061 |
| 60 | 2,663 | 2,275 | 2,334 | 2,357 | 2,446 | 2,234 | 3,483 | 2,370 | 1,000 | 21,163 |

Lampiran 13 MSI *Human Capital Capacity*

|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **Total** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | 3,855 | 3,698 | 3,556 | 2,379 | 3,581 | 1,000 | 3,544 | 2,262 | 3,881 | 27,755 |
| 2 | 3,855 | 2,336 | 3,556 | 2,379 | 3,581 | 2,240 | 1,000 | 3,405 | 3,881 | 26,233 |
| 3 | 2,425 | 3,698 | 2,172 | 3,768 | 2,235 | 1,000 | 2,254 | 3,405 | 2,422 | 23,380 |
| 4 | 2,425 | 2,336 | 3,556 | 2,379 | 2,235 | 2,240 | 2,254 | 3,405 | 1,000 | 21,830 |
| 5 | 3,855 | 1,000 | 2,172 | 2,379 | 3,581 | 2,240 | 2,254 | 2,262 | 3,881 | 23,624 |
| 6 | 2,425 | 2,336 | 2,172 | 2,379 | 1,000 | 1,000 | 3,544 | 4,662 | 3,881 | 23,400 |
| 7 | 2,425 | 2,336 | 3,556 | 2,379 | 2,235 | 2,240 | 1,000 | 3,405 | 2,422 | 21,999 |
| 8 | 3,855 | 2,336 | 3,556 | 3,768 | 3,581 | 2,240 | 2,254 | 3,405 | 3,881 | 28,875 |
| 9 | 3,855 | 2,336 | 2,172 | 2,379 | 2,235 | 2,240 | 3,544 | 3,405 | 3,881 | 26,047 |
| 10 | 2,425 | 1,000 | 2,172 | 2,379 | 3,581 | 3,546 | 3,544 | 2,262 | 3,881 | 24,790 |
| 11 | 2,425 | 1,000 | 2,172 | 3,768 | 2,235 | 2,240 | 1,000 | 4,662 | 2,422 | 21,926 |
| 12 | 2,425 | 2,336 | 3,556 | 1,000 | 2,235 | 2,240 | 2,254 | 2,262 | 2,422 | 20,729 |
| 13 | 2,425 | 1,000 | 2,172 | 1,000 | 2,235 | 2,240 | 2,254 | 3,405 | 2,422 | 19,154 |
| 14 | 1,000 | 2,336 | 2,172 | 2,379 | 2,235 | 2,240 | 3,544 | 2,262 | 3,881 | 22,049 |
| 15 | 3,855 | 2,336 | 3,556 | 2,379 | 2,235 | 3,546 | 3,544 | 3,405 | 2,422 | 27,278 |
| 16 | 2,425 | 3,698 | 1,000 | 3,768 | 2,235 | 1,000 | 1,000 | 2,262 | 2,422 | 19,810 |
| 17 | 2,425 | 2,336 | 1,000 | 2,379 | 2,235 | 3,546 | 3,544 | 3,405 | 1,000 | 21,870 |
| 18 | 3,855 | 2,336 | 3,556 | 1,000 | 3,581 | 3,546 | 2,254 | 2,262 | 2,422 | 24,811 |
| 19 | 3,855 | 2,336 | 1,000 | 3,768 | 1,000 | 1,000 | 3,544 | 3,405 | 3,881 | 23,788 |
| 20 | 2,425 | 3,698 | 3,556 | 2,379 | 2,235 | 2,240 | 2,254 | 3,405 | 2,422 | 24,615 |
| 21 | 3,855 | 2,336 | 3,556 | 1,000 | 1,000 | 2,240 | 3,544 | 4,662 | 2,422 | 24,615 |
| 22 | 2,425 | 3,698 | 3,556 | 2,379 | 2,235 | 3,546 | 2,254 | 3,405 | 3,881 | 27,378 |
| 23 | 3,855 | 3,698 | 2,172 | 3,768 | 3,581 | 2,240 | 1,000 | 3,405 | 2,422 | 26,142 |
| 24 | 2,425 | 2,336 | 3,556 | 2,379 | 3,581 | 3,546 | 2,254 | 3,405 | 3,881 | 27,362 |
| 25 | 3,855 | 3,698 | 2,172 | 3,768 | 2,235 | 3,546 | 2,254 | 2,262 | 3,881 | 27,670 |
| 26 | 2,425 | 2,336 | 1,000 | 1,000 | 2,235 | 1,000 | 2,254 | 4,662 | 2,422 | 19,334 |
| 27 | 2,425 | 3,698 | 1,000 | 3,768 | 3,581 | 1,000 | 3,544 | 4,662 | 2,422 | 26,101 |
| 28 | 2,425 | 2,336 | 3,556 | 3,768 | 2,235 | 3,546 | 2,254 | 2,262 | 2,422 | 24,803 |
| 29 | 2,425 | 2,336 | 3,556 | 2,379 | 2,235 | 2,240 | 1,000 | 4,662 | 3,881 | 24,714 |
| 30 | 3,855 | 1,000 | 2,172 | 3,768 | 2,235 | 2,240 | 3,544 | 4,662 | 2,422 | 25,899 |
| 31 | 2,425 | 3,698 | 3,556 | 2,379 | 3,581 | 3,546 | 3,544 | 3,405 | 3,881 | 30,015 |
| 32 | 3,855 | 2,336 | 3,556 | 2,379 | 3,581 | 1,000 | 2,254 | 4,662 | 3,881 | 27,503 |
| 33 | 3,855 | 2,336 | 3,556 | 3,768 | 3,581 | 3,546 | 1,000 | 4,662 | 3,881 | 30,184 |
| 34 | 1,000 | 3,698 | 3,556 | 2,379 | 3,581 | 3,546 | 2,254 | 4,662 | 3,881 | 28,557 |
| 35 | 2,425 | 3,698 | 2,172 | 3,768 | 2,235 | 3,546 | 2,254 | 3,405 | 3,881 | 27,384 |
| 36 | 2,425 | 2,336 | 3,556 | 2,379 | 3,581 | 2,240 | 1,000 | 4,662 | 3,881 | 26,060 |
| 37 | 1,000 | 1,000 | 2,172 | 2,379 | 3,581 | 1,000 | 2,254 | 3,405 | 2,422 | 19,214 |
| 38 | 2,425 | 2,336 | 3,556 | 2,379 | 2,235 | 2,240 | 3,544 | 4,662 | 2,422 | 25,800 |
| 39 | 2,425 | 1,000 | 3,556 | 3,768 | 3,581 | 3,546 | 3,544 | 3,405 | 2,422 | 27,247 |
| 40 | 3,855 | 1,000 | 3,556 | 2,379 | 3,581 | 2,240 | 2,254 | 4,662 | 3,881 | 27,408 |
| 41 | 2,425 | 2,336 | 3,556 | 3,768 | 2,235 | 2,240 | 2,254 | 3,405 | 3,881 | 26,099 |
| 42 | 2,425 | 3,698 | 3,556 | 2,379 | 3,581 | 3,546 | 2,254 | 3,405 | 1,000 | 25,844 |
| 43 | 3,855 | 2,336 | 3,556 | 3,768 | 2,235 | 2,240 | 3,544 | 4,662 | 2,422 | 28,618 |
| 44 | 2,425 | 2,336 | 2,172 | 2,379 | 3,581 | 2,240 | 3,544 | 3,405 | 3,881 | 25,964 |
| 45 | 1,000 | 3,698 | 3,556 | 2,379 | 3,581 | 2,240 | 2,254 | 4,662 | 3,881 | 27,251 |
| 46 | 2,425 | 2,336 | 3,556 | 2,379 | 3,581 | 3,546 | 2,254 | 3,405 | 2,422 | 25,904 |
| 47 | 3,855 | 2,336 | 3,556 | 1,000 | 3,581 | 2,240 | 3,544 | 4,662 | 3,881 | 28,654 |
| 48 | 2,425 | 3,698 | 2,172 | 2,379 | 2,235 | 3,546 | 2,254 | 3,405 | 3,881 | 25,995 |
| 49 | 2,425 | 3,698 | 3,556 | 1,000 | 3,581 | 2,240 | 3,544 | 3,405 | 3,881 | 27,330 |
| 50 | 3,855 | 2,336 | 3,556 | 2,379 | 2,235 | 3,546 | 2,254 | 4,662 | 2,422 | 27,245 |
| 51 | 3,855 | 3,698 | 2,172 | 2,379 | 2,235 | 2,240 | 2,254 | 3,405 | 3,881 | 26,119 |
| 52 | 3,855 | 2,336 | 2,172 | 1,000 | 2,235 | 3,546 | 2,254 | 2,262 | 2,422 | 22,081 |
| 53 | 2,425 | 3,698 | 3,556 | 3,768 | 1,000 | 2,240 | 1,000 | 3,405 | 2,422 | 23,515 |
| 54 | 1,000 | 2,336 | 2,172 | 2,379 | 3,581 | 3,546 | 2,254 | 3,405 | 3,881 | 24,554 |
| 55 | 2,425 | 2,336 | 2,172 | 3,768 | 1,000 | 3,546 | 1,000 | 2,262 | 3,881 | 22,389 |
| 56 | 2,425 | 3,698 | 3,556 | 2,379 | 3,581 | 3,546 | 2,254 | 3,405 | 2,422 | 27,266 |
| 57 | 2,425 | 1,000 | 3,556 | 2,379 | 3,581 | 2,240 | 3,544 | 1,000 | 2,422 | 22,148 |
| 58 | 3,855 | 2,336 | 2,172 | 2,379 | 1,000 | 2,240 | 2,254 | 2,262 | 3,881 | 22,379 |
| 59 | 2,425 | 2,336 | 3,556 | 1,000 | 3,581 | 3,546 | 2,254 | 3,405 | 2,422 | 24,524 |
| 60 | 3,855 | 2,336 | 2,172 | 2,379 | 2,235 | 1,000 | 1,000 | 4,662 | 2,422 | 22,062 |

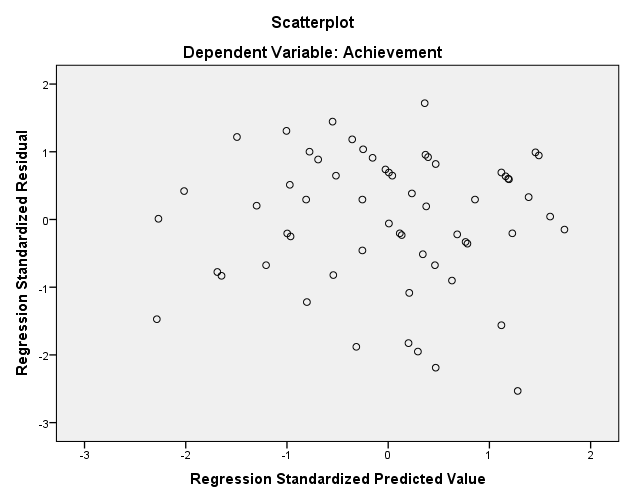
Lampiran 14 Uji Normalitas

|  |  |  |
| --- | --- | --- |
| **One-Sample Kolmogorov-Smirnov Test** | | |
|  | | Unstandardized Residual |
| N | | 60 |
| Normal Parametersa,b | Mean | ,0000000 |
| Std. Deviation | 1,29548606 |
| Most Extreme Differences | Absolute | ,102 |
| Positive | ,060 |
| Negative | -,102 |
| Test Statistic | | ,102 |
| Asymp. Sig. (2-tailed) | | ,200c |
| a. Test distribution is Normal. | | |
| b. Calculated from data. | | |
| c. Lilliefors Significance Correction. | | |

Lampiran 15 Uji Multikolinieritas

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | | | |
| Model | | Collinearity Statistics | |
| Tolerance | VIF |
| 1 | (Constant) |  |  |
| Human Capital Knowledge | ,447 | 2,235 |
| Human Capital Skill | ,541 | 1,849 |
| Human Capital Capacity | ,567 | 1,763 |
| a. Dependent Variable: Achievement | | | | |

Lampiran 16 Uji Heteroskedasitas



Lampiran 17 Analisis Regresi Linier Berganda

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | ,973 | 3,749 |  | ,260 | ,796 |
| Human Capital Knowledge | ,349 | ,111 | ,367 | 3,146 | ,003 |
| Human Capital Skill | ,409 | ,127 | ,342 | 3,223 | ,002 |
| Human Capital Capacity | ,181 | ,083 | ,225 | 2,173 | ,034 |
| a. Dependent Variable: Achievement | | | | | | | |

Lampiran 18 Uji Signifikansi Parsial (Uji-t)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | ,973 | 3,749 |  | ,260 | ,796 |
| Human Capital Knowledge | ,349 | ,111 | ,367 | 3,146 | ,003 |
| Human Capital Skill | ,409 | ,127 | ,342 | 3,223 | ,002 |
| Human Capital Capacity | ,181 | ,083 | ,225 | 2,173 | ,034 |
| * 1. Dependent Variable: Achievement | | | | | | | |

Lampiran 19 Uji Signifikansi Simultan (Uji F-test)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ANOVAa** | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 190,715 | 3 | 63,572 | 35,953 | ,000b |
| Residual | 99,019 | 56 | 1,768 |  |  |
| Total | 289,733 | 59 |  |  |  |
| a. Dependent Variable: Achievement | | | | | | |
| b. Predictors: (Constant), Human Capital Capacity, Human Capital Knowledge, Human Capital Skill | | | | | | |

Lampiran 20 Analisis Koefisien Determinasi

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model Summaryb** | | | | | |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | ,811a | ,658 | ,640 | 1,32973 | 2,155 |
| a. Predictors: (Constant), Human Capital Capacity, Human Capital Knowledge, Human Capital Skill | | | | | |
| b. Dependent Variable: Achievement | | | | | |