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# LAMPIRAN

## Lampiran 1. Kuesioner Penelitian

### Kuesioner Penelitian

Perihal : Permohonan Pengisian Kuesioner

Judul penelitian : Pengaruh Kompetensi Digital, Budaya Kerja Dan Iklim Organisasi Terhadap Kinerja Dengan Pemberdayaan Psikologis Sebagai Pemediasi Pada Pegawai Politeknik Keselamatan Transportasi Jalan (PKTJ).

Kepada

Yth. Bapak/Ibu Pegawai Politeknik Keselamatan Transportasi Jalan (PKTJ)

Dengan hormat,

Dalam rangka menyelesaikan penelitian untuk Tesis pada Magister Manajemen Program Pascasarjana Universitas Pancasakti Tegal, kami mohon bantuan Bapak/Ibu mengisi daftar pertanyaan yang telah kami siapkan dengan menjawab secara sungguh-sungguh dan sesuai dengan keadaan yang sebenarnya. Tidak ada jawaban benar atau salah dalam penelitian ini dan semua data yang terkumpul hanya akan digunakan untuk keperluan penelitian sehingga kerahasiaan Bapak/Ibu dalam menjawab pertanyaan, akan kami jaga sepenuhnya.

Besar harapan kami agar Bapak/Ibu berkenan meluangkan waktu sebentar ditengah kesibukan, demi kemajuan ilmu pengetahuan. Atas perhatian dan kerjasama Bapak/Ibu, kami ucapkan terimakasih.

Tegal, Oktober 2023

Hormat saya,

**Agung Bachrudin**



NPM: 712180032

## Identitas Responden

1. Nama : ..... (Boleh tidak diisi)

2. Jenis Kelamin :

Perempuan

Laki-Laki

3. Usia :

20 – 30 Tahun

31 – 40 Tahun

41 – 50 Tahun

Lebih dari 51 Tahun

4. Pendidikan terakhir

Sekolah Menengah Atas

Diploma

Sarjana (S1)

Pasca Sarjana (S2)

Doktoral (S3)

## Petunjuk Pengisian Angket

Untuk pernyataan di bawah ini, isilah jawaban dengan memberikan tanda (√) pada kolom yang mewakili jawaban Bapak/Ibu.

Keterangan :

SS = Sangat setuju

S = Setuju

N = Netral

TS = Tidak setuju

STS = Sangat tidak setuju



**Variabel Kinerja Pegawai (Y)**

| No                                    | Pernyataan  | Jawaban |   |   |    |     |
|---------------------------------------|---|---------|---|---|----|-----|
|                                       |   | SS      | S | N | TS | STS |
| <i>Indikator Quality</i>              |   |         |   |   |    |     |
| 1                                     | Instansi menetapkan standar kinerja bagi masing-masing pegawai                    |         |   |   |    |     |
| 2                                     | Saya mampu menyelesaikan pekerjaan sesuai dengan standar yang ditentukan instansi |         |   |   |    |     |
| <i>Indikator Quantity</i>             |   |         |   |   |    |     |
| 3                                     | Saya menyelesaikan pekerjaan sesuai dengan target yang ditentukan                 |         |   |   |    |     |
| 4                                     | Saya memiliki tanggungjawab terhadap pekerjaan masing-masing                      |         |   |   |    |     |
| <i>Indikator Cost – effectiveness</i> |   |         |   |   |    |     |
| 5                                     | Saya hanya memakai asset instansi untuk keperluan instansi                        |         |   |   |    |     |
| 6                                     | Saya menggunakan asset yang ada di instansi dengan efisien                        |         |   |   |    |     |
| <i>Indikator Need for supervision</i> |   |         |   |   |    |     |
| 7                                     | Saya membutuhkan supervise dari atasan  |         |   |   |    |     |
| 8                                     | Saya membutuhkan motivasi dari atasan   |         |   |   |    |     |

**Variabel Pemberdayaan Psikologis (Z)**

| No   | Pernyataan   | Jawaban |   |   |    |     |
|--|--|---------|---|---|----|-----|
|  |  | SS      | S | N | TS | STS |
| Indikator Bermakna ( <i>meaning</i> )                    |  |         |   |   |    |     |
| 1  | Saya merasa menjadi bagian dari instansi                                     |         |   |   |    |     |
| 2  | Saya menyukai pekerjaan yang dilakukan saat ini                              |         |   |   |    |     |
| Indikator Mampu ( <i>competence</i> )                    |  |         |   |   |    |     |
| 3  | Saya yakin akan kemampuan diri sendiri dalam menyelesaikan tugas             |         |   |   |    |     |
| 4  | Saya yakin mampu menyelesaikan tugas secara khusus                           |         |   |   |    |     |
| Indikator Determinasi diri ( <i>self determination</i> ) |  |         |   |   |    |     |
| 5  | Saya mampu mengambil keputusan sendiri berkaitan dengan pekerjaan            |         |   |   |    |     |
| 6  | Instansi memberi kebebasan bagi pegawai dalam cara menyelesaikan pekerjaan   |         |   |   |    |     |
| Indikator Akibat ( <i>Impact</i> )                       |  |         |   |   |    |     |
| 7  | Pegawai di instansi memiliki peranan penting dalam kemajuan instansi         |         |   |   |    |     |
| 8  | Pegawai di instansi ikut berpartisipasi dalam pelaksanaan kebijakan instansi |         |   |   |    |     |

**Variabel Kompetensi Digital (X<sub>1</sub>)**

| No  | Pernyataan  | Jawaban |   |   |    |     |
|---|---|---------|---|---|----|-----|
|   |   | SS      | S | N | TS | STS |
| Indikator Critical Thinking and Problem Solving |   |         |   |   |    |     |
| 1   | Saya mampu berpikir kritis dalam pemecahan masalah  |         |   |   |    |     |
| 2   | Saya memecahkan berbagai permasalahan yang ada menggunakan cara yang logis  |         |   |   |    |     |
| Indikator Creativity                            |   |         |   |   |    |     |
| 3   | Saya memiliki pengetahuan umum mengenai teknologi   |         |   |   |    |     |
| 4   | Saya memiliki menguasai teknologi digital untuk menunjang kreatifitas dalam menyelesaikan pekerjaan                     |         |   |   |    |     |
| Indikator Communication Skills                  |   |         |   |   |    |     |
| 5   | Saya mampu menyampaikan pesan atau ide kepada rekan kerja atau atasan dengan baik                                       |         |   |   |    |     |
| 6   | Saya memiliki kemampuan untuk berkomunikasi secara online dengan rekan kerja  |         |   |   |    |     |
| Indikator Ability to Work Collaboratively       |   |         |   |   |    |     |
| 7   | Saya memiliki keterampilan yang baik dalam bekerja sama dalam tim   |         |   |   |    |     |
| 8   | Pengambilan keputusan yang dilakukan di instansi berdasarkan data real time yang diperoleh dari berbagai sumber digital |         |   |   |    |     |

**Variabel Budaya kerja (X<sub>2</sub>)**

| No                    | Pernyataan  | Jawaban |   |   |    |     |
|-----------------------|---|---------|---|---|----|-----|
|                       |   | SS      | S | N | TS | STS |
| Indikator Kebiasaan   |   |         |   |   |    |     |
| 1                     | Instansi memiliki kebiasaan-kebiasaan yang harus dilaksanakan oleh pegawai                      |         |   |   |    |     |
| 2                     | Saya memiliki kesadaran akan hak dan kewajiban dalam bekerja                                    |         |   |   |    |     |
| Indikator Peraturan   |   |         |   |   |    |     |
| 3                     | Saya mampu memahami visi dan misi instansi  |         |   |   |    |     |
| 4                     | Saya selalu mentaati peraturan yang ditetapkan instansi   |         |   |   |    |     |
| Indikator Nilai-nilai |   |         |   |   |    |     |
| 5                     | Terdapat kesesuaian antara nilai-nilai yang ada di instansi dengan nilai-nilai yang Saya Yakini |         |   |   |    |     |
| 6                     | Saya memegang teguh nilai-nilai yang Saya yakini  |         |   |   |    |     |

**Variabel Iklim Organisasi (X<sub>3</sub>)**

| No   | Pernyataan  | Jawaban |   |   |    |     |
|--|---|---------|---|---|----|-----|
|  |   | SS      | S | N | TS | STS |
| <b>Indikator Struktur (<i>structure</i>)</b>           |   |         |   |   |    |     |
| 1  | Instansi memiliki stuktur organisasi yang mengatur tugas dan wewenang setiap pegawai dengan jelas |         |   |   |    |     |
| 2  | Setiap tugas atau pekerjaan di instansi didefinisikan dengan jelas dan terstruktur                |         |   |   |    |     |
| <b>Indikator Tanggungjawab (<i>responsibility</i>)</b> |   |         |   |   |    |     |
| 3  | Instansi menghendaki setiap pegawai memiliki tanggung jawab atas pekerjaannya                     |         |   |   |    |     |
| 4  | Instansi memiliki standar hasil kerja yang harus dipenuhi oleh setiap pegawai                     |         |   |   |    |     |
| <b>Indikator Resiko (<i>risk</i>)</b>                  |   |         |   |   |    |     |
| 5  | Pegawai di instansi siap menghadapi resiko dalam menjalankan tugasnya                             |         |   |   |    |     |
| 6  | Pegawai di instansi siap menerima risiko atas pelanggaran yang dilakukan                          |         |   |   |    |     |
| <b>Indikator Imbalan dan sanksi</b>                    |   |         |   |   |    |     |
| 7  | Instansi memberikan reward kepada pegawai yang berprestasi berupa promosi jabatan                 |         |   |   |    |     |
| 8  | Instansi memberikan sanksi tegas bagi pegawai yang melanggar peraturan                            |         |   |   |    |     |



## Lampiran 2

### Tabulasi Data dan Hasil Pengujian Instrumen Penelitian

#### A. Variabel Kompetensi Digital

| No. Resp | KD01 | KD02 | KD03 | KD04 | KD05 | KD06 | KD07 | KD08 | KD |
|----------|------|------|------|------|------|------|------|------|----|
| R_1      | 5    | 4    | 4    | 5    | 4    | 5    | 4    | 5    | 36 |
| R_2      | 4    | 5    | 4    | 4    | 4    | 4    | 5    | 5    | 35 |
| R_3      | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 2    | 37 |
| R_4      | 5    | 5    | 3    | 3    | 4    | 5    | 5    | 3    | 33 |
| R_5      | 4    | 4    | 5    | 4    | 5    | 4    | 5    | 5    | 36 |
| R_6      | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 40 |
| R_7      | 4    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 39 |
| R_8      | 4    | 4    | 4    | 4    | 3    | 4    | 4    | 2    | 29 |
| R_9      | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 32 |
| R_10     | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 40 |
| R_11     | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 40 |
| R_12     | 4    | 4    | 4    | 5    | 4    | 4    | 5    | 4    | 34 |
| R_13     | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 32 |
| R_14     | 5    | 5    | 5    | 5    | 5    | 4    | 5    | 5    | 39 |
| R_15     | 3    | 3    | 3    | 3    | 3    | 4    | 3    | 4    | 26 |
| R_16     | 3    | 3    | 4    | 3    | 3    | 3    | 3    | 3    | 25 |
| R_17     | 4    | 4    | 4    | 4    | 4    | 4    | 5    | 4    | 33 |
| R_18     | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 32 |
| R_19     | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 40 |
| R_20     | 4    | 4    | 5    | 5    | 5    | 5    | 5    | 4    | 37 |
| R_21     | 5    | 4    | 4    | 4    | 5    | 4    | 5    | 4    | 35 |
| R_22     | 4    | 4    | 3    | 4    | 4    | 4    | 4    | 4    | 31 |
| R_23     | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 3    | 31 |
| R_24     | 4    | 4    | 5    | 5    | 4    | 5    | 5    | 4    | 36 |
| R_25     | 4    | 5    | 5    | 5    | 5    | 4    | 4    | 5    | 37 |
| R_26     | 2    | 3    | 4    | 4    | 4    | 4    | 4    | 1    | 26 |
| R_27     | 4    | 4    | 4    | 4    | 4    | 3    | 5    | 3    | 31 |
| R_28     | 4    | 4    | 4    | 4    | 3    | 4    | 3    | 3    | 29 |
| R_29     | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 40 |
| R_30     | 4    | 5    | 5    | 4    | 5    | 5    | 5    | 5    | 38 |

## Correlations

Correlations

|                          | KD01   | KD02   | KD03   | KD04   | KD05   | KD06   | KD07   | KD08   | KD     |
|--------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| KD01 Pearson Correlation | 1      | .756** | .365*  | .511** | .564** | .557** | .566** | .490** | .766** |
| Sig. (2-tailed)          |        | .000   | .047   | .004   | .001   | .001   | .001   | .006   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KD02 Pearson Correlation | .756** | 1      | .561** | .561** | .701** | .611** | .660** | .538** | .853** |
| Sig. (2-tailed)          | .000   |        | .001   | .001   | .000   | .000   | .000   | .002   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KD03 Pearson Correlation | .365*  | .561** | 1      | .763** | .743** | .488** | .535** | .434*  | .767** |
| Sig. (2-tailed)          | .047   | .001   |        | .000   | .000   | .006   | .002   | .017   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KD04 Pearson Correlation | .511** | .561** | .763** | 1      | .669** | .574** | .535** | .434*  | .790** |
| Sig. (2-tailed)          | .004   | .001   | .000   |        | .000   | .001   | .002   | .017   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KD05 Pearson Correlation | .564** | .701** | .743** | .669** | 1      | .567** | .756** | .544** | .878** |
| Sig. (2-tailed)          | .001   | .000   | .000   | .000   |        | .001   | .000   | .002   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KD06 Pearson Correlation | .557** | .611** | .488** | .574** | .567** | 1      | .500** | .368*  | .722** |
| Sig. (2-tailed)          | .001   | .000   | .006   | .001   | .001   |        | .005   | .046   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KD07 Pearson Correlation | .566** | .660** | .535** | .535** | .756** | .500** | 1      | .373*  | .771** |
| Sig. (2-tailed)          | .001   | .000   | .002   | .002   | .000   | .005   |        | .042   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KD08 Pearson Correlation | .490** | .538** | .434*  | .434*  | .544** | .368*  | .373*  | 1      | .717** |
| Sig. (2-tailed)          | .006   | .002   | .017   | .017   | .002   | .046   | .042   |        | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KD Pearson Correlation   | .766** | .853** | .767** | .790** | .878** | .722** | .771** | .717** | 1      |
| Sig. (2-tailed)          | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |        |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |

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

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

## Reliability

**Case Processing Summary**

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 30 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 30 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .899             | 8          |

**Item-Total Statistics**

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| KD01 | 30.1000                    | 15.748                         | .686                             | .885                             |
| KD02 | 30.0000                    | 15.586                         | .805                             | .876                             |
| KD03 | 29.9667                    | 16.033                         | .695                             | .885                             |
| KD04 | 29.9667                    | 15.895                         | .724                             | .883                             |
| KD05 | 30.0000                    | 15.103                         | .834                             | .872                             |
| KD06 | 29.9667                    | 16.585                         | .647                             | .890                             |
| KD07 | 29.8000                    | 15.890                         | .697                             | .885                             |
| KD08 | 30.3000                    | 14.355                         | .563                             | .912                             |

## B. Variabel Budaya Kerja

| No. Resp | BK01 | BK02 | BK03 | BK04 | BK05 | BK06 | BK |
|----------|------|------|------|------|------|------|----|
| R_1      | 4    | 4    | 5    | 5    | 3    | 4    | 25 |
| R_2      | 4    | 4    | 4    | 5    | 5    | 4    | 26 |
| R_3      | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| R_4      | 5    | 5    | 5    | 5    | 3    | 5    | 28 |
| R_5      | 4    | 4    | 4    | 5    | 4    | 4    | 25 |
| R_6      | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| R_7      | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| R_8      | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| R_9      | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| R_10     | 4    | 4    | 5    | 5    | 5    | 4    | 27 |
| R_11     | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| R_12     | 4    | 4    | 4    | 4    | 5    | 4    | 25 |
| R_13     | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| R_14     | 5    | 5    | 5    | 4    | 5    | 5    | 29 |
| R_15     | 3    | 3    | 4    | 4    | 3    | 3    | 20 |
| R_16     | 3    | 2    | 3    | 3    | 1    | 1    | 13 |
| R_17     | 4    | 4    | 4    | 4    | 3    | 4    | 23 |
| R_18     | 4    | 4    | 4    | 5    | 4    | 4    | 25 |
| R_19     | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| R_20     | 4    | 4    | 4    | 4    | 5    | 4    | 25 |
| R_21     | 4    | 4    | 5    | 5    | 5    | 4    | 27 |
| R_22     | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| R_23     | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| R_24     | 4    | 4    | 4    | 5    | 5    | 4    | 26 |
| R_25     | 4    | 4    | 4    | 5    | 5    | 4    | 26 |
| R_26     | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| R_27     | 4    | 4    | 3    | 4    | 4    | 4    | 23 |
| R_28     | 3    | 3    | 5    | 5    | 5    | 3    | 24 |
| R_29     | 3    | 3    | 5    | 5    | 5    | 3    | 24 |
| R_30     | 5    | 5    | 5    | 5    | 5    | 5    | 30 |

## Correlations

|      |                     | Correlations |        |        |        |        |        |        |
|------|---------------------|--------------|--------|--------|--------|--------|--------|--------|
|      |                     | BK01         | BK02   | BK03   | BK04   | BK05   | BK06   | BK     |
| BK01 | Pearson Correlation | 1            | .970** | .493** | .371*  | .392*  | .910** | .836** |
|      | Sig. (2-tailed)     |              | .000   | .006   | .043   | .032   | .000   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     |
| BK02 | Pearson Correlation | .970**       | 1      | .543** | .458*  | .514** | .983** | .910** |
|      | Sig. (2-tailed)     | .000         |        | .002   | .011   | .004   | .000   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     |
| BK03 | Pearson Correlation | .493**       | .543** | 1      | .700** | .512** | .560** | .752** |
|      | Sig. (2-tailed)     | .006         | .002   |        | .000   | .004   | .001   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     |
| BK04 | Pearson Correlation | .371*        | .458*  | .700** | 1      | .583** | .506** | .716** |
|      | Sig. (2-tailed)     | .043         | .011   | .000   |        | .001   | .004   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     |
| BK05 | Pearson Correlation | .392*        | .514** | .512** | .583** | 1      | .586** | .762** |
|      | Sig. (2-tailed)     | .032         | .004   | .004   | .001   |        | .001   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     |
| BK06 | Pearson Correlation | .910**       | .983** | .560** | .506** | .586** | 1      | .930** |
|      | Sig. (2-tailed)     | .000         | .000   | .001   | .004   | .001   |        | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     |
| BK   | Pearson Correlation | .836**       | .910** | .752** | .716** | .762** | .930** | 1      |
|      | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .000   | .000   |        |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     |

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

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

## Reliability

**Case Processing Summary**

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 30 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 30 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .894             | 6          |

**Item-Total Statistics**

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| BK01 | 21.3667                    | 9.206                          | .769                             | .869                             |
| BK02 | 21.4000                    | 8.455                          | .863                             | .852                             |
| BK03 | 21.1333                    | 9.637                          | .660                             | .884                             |
| BK04 | 20.9667                    | 9.964                          | .622                             | .890                             |
| BK05 | 21.2000                    | 8.303                          | .606                             | .905                             |
| BK06 | 21.4333                    | 7.771                          | .884                             | .846                             |



## Correlations

| Correlations             |        |        |        |        |        |        |        |        |        |
|--------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|                          | IO01   | IO02   | IO03   | IO04   | IO05   | IO06   | IO07   | IO08   | IO     |
| IO01 Pearson Correlation | 1      | .762** | .856** | .636** | .543** | .577** | .657** | .587** | .868** |
| Sig. (2-tailed)          |        | .000   | .000   | .000   | .002   | .001   | .000   | .001   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| IO02 Pearson Correlation | .762** | 1      | .620** | .620** | .640** | .672** | .632** | .535** | .851** |
| Sig. (2-tailed)          | .000   |        | .000   | .000   | .000   | .000   | .000   | .002   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| IO03 Pearson Correlation | .856** | .620** | 1      | .526** | .511** | .550** | .489** | .469** | .766** |
| Sig. (2-tailed)          | .000   | .000   |        | .003   | .004   | .002   | .006   | .009   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| IO04 Pearson Correlation | .636** | .620** | .526** | 1      | .584** | .550** | .653** | .577** | .797** |
| Sig. (2-tailed)          | .000   | .000   | .003   |        | .001   | .002   | .000   | .001   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| IO05 Pearson Correlation | .543** | .640** | .511** | .584** | 1      | .836** | .433*  | .491** | .772** |
| Sig. (2-tailed)          | .002   | .000   | .004   | .001   |        | .000   | .017   | .006   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| IO06 Pearson Correlation | .577** | .672** | .550** | .550** | .836** | 1      | .380*  | .480** | .771** |
| Sig. (2-tailed)          | .001   | .000   | .002   | .002   | .000   |        | .038   | .007   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| IO07 Pearson Correlation | .657** | .632** | .489** | .653** | .433*  | .380*  | 1      | .712** | .798** |
| Sig. (2-tailed)          | .000   | .000   | .006   | .000   | .017   | .038   |        | .000   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| IO08 Pearson Correlation | .587** | .535** | .469** | .577** | .491** | .480** | .712** | 1      | .783** |
| Sig. (2-tailed)          | .001   | .002   | .009   | .001   | .006   | .007   | .000   |        | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| IO Pearson Correlation   | .868** | .851** | .766** | .797** | .772** | .771** | .798** | .783** | 1      |
| Sig. (2-tailed)          | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |        |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |

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

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



## Reliability

**Case Processing Summary**

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 30 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 30 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .915             | 8          |

**Item-Total Statistics**

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| IO01 | 29.3000                    | 18.907                         | .825                             | .896                             |
| IO02 | 29.3667                    | 18.516                         | .797                             | .898                             |
| IO03 | 29.3000                    | 19.941                         | .701                             | .906                             |
| IO04 | 29.3000                    | 19.734                         | .740                             | .904                             |
| IO05 | 29.4333                    | 19.564                         | .703                             | .906                             |
| IO06 | 29.4000                    | 19.490                         | .700                             | .906                             |
| IO07 | 29.7333                    | 17.857                         | .708                             | .908                             |
| IO08 | 29.6000                    | 17.972                         | .687                             | .910                             |



## Correlations

|      |                     | Correlations |        |        |        |        |        |        |        |        |
|------|---------------------|--------------|--------|--------|--------|--------|--------|--------|--------|--------|
|      |                     | PP01         | PP02   | PP03   | PP04   | PP05   | PP06   | PP07   | PP08   | PP     |
| PP01 | Pearson Correlation | 1            | .551** | .364*  | .326   | .644** | .585** | .904** | .548** | .815** |
|      | Sig. (2-tailed)     |              | .002   | .048   | .079   | .000   | .001   | .000   | .002   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| PP02 | Pearson Correlation | .551**       | 1      | .514** | .620** | .978** | .665** | .479** | .439*  | .845** |
|      | Sig. (2-tailed)     | .002         |        | .004   | .000   | .000   | .000   | .007   | .015   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| PP03 | Pearson Correlation | .364*        | .514** | 1      | .632** | .444*  | .502** | .416*  | .251   | .613** |
|      | Sig. (2-tailed)     | .048         | .004   |        | .000   | .014   | .005   | .022   | .182   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| PP04 | Pearson Correlation | .326         | .620** | .632** | 1      | .535** | .634** | .345   | .256   | .656** |
|      | Sig. (2-tailed)     | .079         | .000   | .000   |        | .002   | .000   | .062   | .172   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| PP05 | Pearson Correlation | .644**       | .978** | .444*  | .535** | 1      | .629** | .555** | .494** | .863** |
|      | Sig. (2-tailed)     | .000         | .000   | .014   | .002   |        | .000   | .001   | .005   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| PP06 | Pearson Correlation | .585**       | .665** | .502** | .634** | .629** | 1      | .649** | .509** | .826** |
|      | Sig. (2-tailed)     | .001         | .000   | .005   | .000   | .000   |        | .000   | .004   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| PP07 | Pearson Correlation | .904**       | .479** | .416*  | .345   | .555** | .649** | 1      | .647** | .828** |
|      | Sig. (2-tailed)     | .000         | .007   | .022   | .062   | .001   | .000   |        | .000   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| PP08 | Pearson Correlation | .548**       | .439*  | .251   | .256   | .494** | .509** | .647** | 1      | .714** |
|      | Sig. (2-tailed)     | .002         | .015   | .182   | .172   | .005   | .004   | .000   |        | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| PP   | Pearson Correlation | .815**       | .845** | .613** | .656** | .863** | .826** | .828** | .714** | 1      |
|      | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .000   | .000   | .000   | .000   |        |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |

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

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

## Reliability

**Case Processing Summary**

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 30 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 30 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .899             | 8          |

**Item-Total Statistics**

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| PP01 | 29.9667                    | 16.516                         | .751                             | .880                             |
| PP02 | 30.3333                    | 15.954                         | .785                             | .877                             |
| PP03 | 29.7667                    | 18.944                         | .540                             | .899                             |
| PP04 | 29.9333                    | 18.340                         | .577                             | .896                             |
| PP05 | 30.3667                    | 15.413                         | .802                             | .874                             |
| PP06 | 30.1333                    | 16.671                         | .769                             | .879                             |
| PP07 | 30.0333                    | 15.689                         | .754                             | .880                             |
| PP08 | 30.2667                    | 15.995                         | .584                             | .901                             |



## Correlations

Correlations

|                          | KJ01   | KJ02   | KJ03   | KJ04   | KJ05   | KJ06   | KJ07   | KJ08   | KJ     |
|--------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| KJ01 Pearson Correlation | 1      | .560** | .668** | .583** | .521** | .947** | .548** | .452*  | .848** |
| Sig. (2-tailed)          |        | .001   | .000   | .001   | .003   | .000   | .002   | .012   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KJ02 Pearson Correlation | .560** | 1      | .786** | .558** | .447*  | .629** | .374*  | .165   | .709** |
| Sig. (2-tailed)          | .001   |        | .000   | .001   | .013   | .000   | .042   | .384   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KJ03 Pearson Correlation | .668** | .786** | 1      | .678** | .447*  | .738** | .459*  | .242   | .790** |
| Sig. (2-tailed)          | .000   | .000   |        | .000   | .013   | .000   | .011   | .197   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KJ04 Pearson Correlation | .583** | .558** | .678** | 1      | .435*  | .644** | .441*  | .250   | .719** |
| Sig. (2-tailed)          | .001   | .001   | .000   |        | .016   | .000   | .015   | .183   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KJ05 Pearson Correlation | .521** | .447*  | .447*  | .435*  | 1      | .576** | .424*  | .431*  | .717** |
| Sig. (2-tailed)          | .003   | .013   | .013   | .016   |        | .001   | .019   | .018   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KJ06 Pearson Correlation | .947** | .629** | .738** | .644** | .576** | 1      | .625** | .532** | .919** |
| Sig. (2-tailed)          | .000   | .000   | .000   | .000   | .001   |        | .000   | .002   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KJ07 Pearson Correlation | .548** | .374*  | .459*  | .441*  | .424*  | .625** | 1      | .652** | .763** |
| Sig. (2-tailed)          | .002   | .042   | .011   | .015   | .019   | .000   |        | .000   | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KJ08 Pearson Correlation | .452*  | .165   | .242   | .250   | .431*  | .532** | .652** | 1      | .653** |
| Sig. (2-tailed)          | .012   | .384   | .197   | .183   | .018   | .002   | .000   |        | .000   |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| KJ Pearson Correlation   | .848** | .709** | .790** | .719** | .717** | .919** | .763** | .653** | 1      |
| Sig. (2-tailed)          | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |        |
| N                        | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |

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

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

## Reliability

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 30 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 30 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .889             | 8          |

### Item-Total Statistics

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| KJ01 | 30.7667                    | 11.013                         | .797                             | .863                             |
| KJ02 | 30.9333                    | 11.582                         | .622                             | .879                             |
| KJ03 | 30.9333                    | 11.237                         | .722                             | .870                             |
| KJ04 | 30.8000                    | 11.821                         | .645                             | .878                             |
| KJ05 | 30.9333                    | 10.892                         | .601                             | .883                             |
| KJ06 | 30.7333                    | 10.754                         | .890                             | .855                             |
| KJ07 | 31.1667                    | 10.695                         | .664                             | .875                             |
| KJ08 | 31.3000                    | 11.045                         | .508                             | .896                             |





## Lampiran 3

### A. Variabel Kompetensi Digital

#### Tabulasi Data Penelitian

| Resp. | KD01 | KD02 | KD03 | KD04 | KD05 | KD06 | KD07 | KD08 |
|-------|------|------|------|------|------|------|------|------|
| R_1   | 3    | 4    | 5    | 5    | 3    | 3    | 4    | 4    |
| R_2   | 3    | 3    | 4    | 4    | 4    | 4    | 4    | 3    |
| R_3   | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_4   | 5    | 4    | 5    | 5    | 5    | 5    | 5    | 3    |
| R_5   | 4    | 5    | 5    | 4    | 4    | 4    | 5    | 5    |
| R_6   | 4    | 4    | 4    | 4    | 2    | 3    | 3    | 3    |
| R_7   | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_8   | 3    | 4    | 5    | 4    | 4    | 5    | 5    | 4    |
| R_9   | 5    | 5    | 5    | 5    | 5    | 4    | 5    | 5    |
| R_10  | 3    | 4    | 5    | 5    | 3    | 3    | 3    | 3    |
| R_11  | 5    | 5    | 4    | 5    | 4    | 4    | 5    | 3    |
| R_12  | 4    | 4    | 3    | 4    | 4    | 4    | 4    | 4    |
| R_13  | 5    | 4    | 6    | 4    | 3    | 4    | 6    | 4    |
| R_14  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_15  | 5    | 5    | 4    | 4    | 4    | 5    | 4    | 4    |
| R_16  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_17  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_18  | 4    | 4    | 1    | 2    | 4    | 4    | 4    | 2    |
| R_19  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_20  | 4    | 4    | 4    | 4    | 3    | 4    | 4    | 4    |
| R_21  | 5    | 4    | 4    | 5    | 4    | 5    | 4    | 5    |
| R_22  | 4    | 5    | 4    | 4    | 4    | 4    | 5    | 5    |
| R_23  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 2    |
| R_24  | 5    | 5    | 3    | 3    | 4    | 5    | 5    | 3    |
| R_25  | 4    | 4    | 5    | 4    | 5    | 4    | 5    | 5    |
| R_26  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_27  | 4    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_28  | 4    | 4    | 4    | 4    | 3    | 4    | 4    | 4    |
| R_29  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_30  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_31  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_32  | 4    | 4    | 4    | 5    | 4    | 4    | 5    | 4    |
| R_33  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_34  | 5    | 5    | 5    | 5    | 5    | 4    | 5    | 5    |
| R_35  | 3    | 3    | 3    | 3    | 3    | 4    | 3    | 4    |



| Resp. | KD01 | KD02 | KD03 | KD04 | KD05 | KD06 | KD07 | KD08 |
|-------|------|------|------|------|------|------|------|------|
| R_79  | 4    | 4    | 4    | 3    | 4    | 4    | 4    | 4    |
| R_80  | 3    | 4    | 4    | 4    | 3    | 3    | 2    | 1    |
| R_81  | 4    | 3    | 4    | 4    | 3    | 4    | 4    | 4    |
| R_82  | 4    | 4    | 4    | 5    | 4    | 5    | 5    | 4    |
| R_83  | 4    | 5    | 5    | 2    | 4    | 5    | 5    | 5    |
| R_84  | 3    | 4    | 5    | 2    | 5    | 5    | 5    | 4    |
| R_85  | 3    | 4    | 4    | 2    | 5    | 5    | 5    | 3    |
| R_86  | 3    | 3    | 3    | 2    | 5    | 3    | 3    | 3    |
| R_87  | 4    | 4    | 4    | 2    | 4    | 4    | 4    | 4    |
| R_88  | 4    | 4    | 4    | 2    | 3    | 4    | 4    | 4    |
| R_89  | 4    | 5    | 5    | 2    | 4    | 4    | 4    | 5    |
| R_90  | 4    | 4    | 4    | 2    | 4    | 4    | 4    | 4    |
| R_91  | 3    | 4    | 3    | 2    | 4    | 4    | 3    | 4    |
| R_92  | 4    | 5    | 5    | 2    | 4    | 5    | 5    | 5    |
| R_93  | 4    | 5    | 5    | 2    | 4    | 5    | 5    | 5    |
| R_94  | 2    | 2    | 2    | 2    | 5    | 2    | 2    | 2    |
| R_95  | 3    | 4    | 4    | 2    | 5    | 5    | 4    | 4    |
| R_96  | 3    | 4    | 4    | 2    | 2    | 4    | 4    | 4    |
| R_97  | 3    | 3    | 3    | 3    | 4    | 4    | 3    | 4    |
| R_98  | 3    | 3    | 4    | 3    | 3    | 3    | 3    | 3    |
| R_99  | 4    | 4    | 4    | 4    | 4    | 4    | 5    | 4    |
| R_100 | 3    | 4    | 4    | 4    | 5    | 4    | 4    | 4    |
| R_101 | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_102 | 4    | 4    | 5    | 5    | 5    | 5    | 5    | 4    |
| R_103 | 3    | 4    | 4    | 4    | 5    | 4    | 5    | 4    |
| R_104 | 4    | 4    | 3    | 4    | 4    | 4    | 4    | 4    |
| R_105 | 3    | 4    | 4    | 4    | 3    | 4    | 4    | 3    |
| R_106 | 4    | 4    | 5    | 5    | 4    | 5    | 5    | 4    |
| R_107 | 3    | 5    | 5    | 5    | 5    | 4    | 4    | 5    |
| R_108 | 3    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_109 | 3    | 4    | 4    | 4    | 4    | 3    | 5    | 3    |
| R_110 | 4    | 4    | 4    | 4    | 5    | 4    | 3    | 3    |
| R_111 | 4    | 5    | 5    | 2    | 4    | 5    | 5    | 5    |
| R_112 | 4    | 5    | 5    | 2    | 4    | 5    | 5    | 5    |
| R_113 | 2    | 2    | 2    | 2    | 5    | 2    | 2    | 2    |
| R_114 | 3    | 4    | 4    | 2    | 5    | 5    | 4    | 4    |
| R_115 | 3    | 4    | 4    | 2    | 2    | 4    | 4    | 4    |
| R_116 | 3    | 3    | 3    | 3    | 4    | 4    | 3    | 4    |
| R_117 | 3    | 3    | 4    | 3    | 3    | 3    | 3    | 3    |
| R_118 | 4    | 4    | 4    | 4    | 4    | 4    | 5    | 4    |
| R_119 | 3    | 4    | 4    | 4    | 5    | 4    | 4    | 4    |
| R_120 | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_121 | 4    | 4    | 5    | 5    | 5    | 5    | 5    | 4    |

| Resp. | KD01 | KD02 | KD03 | KD04 | KD05 | KD06 | KD07 | KD08 |
|-------|------|------|------|------|------|------|------|------|
| R_122 | 3    | 4    | 4    | 4    | 5    | 4    | 5    | 4    |
| R_123 | 4    | 4    | 3    | 4    | 4    | 4    | 4    | 4    |
| R_124 | 3    | 4    | 4    | 4    | 3    | 4    | 4    | 3    |
| R_125 | 4    | 4    | 5    | 5    | 4    | 5    | 5    | 4    |
| R_126 | 3    | 5    | 5    | 5    | 5    | 4    | 4    | 5    |
| R_127 | 3    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_128 | 3    | 4    | 4    | 4    | 4    | 3    | 5    | 3    |
| R_129 | 4    | 4    | 4    | 4    | 5    | 4    | 3    | 3    |

## B. Variabel Budaya Kerja

| Resp. | BK01 | BK02 | BK03 | BK04 | BK05 | BK06 |
|-------|------|------|------|------|------|------|
| R_1   | 5    | 4    | 4    | 4    | 4    | 4    |
| R_2   | 4    | 4    | 4    | 4    | 3    | 3    |
| R_3   | 4    | 4    | 4    | 4    | 4    | 4    |
| R_4   | 5    | 5    | 4    | 4    | 4    | 5    |
| R_5   | 5    | 5    | 5    | 5    | 5    | 5    |
| R_6   | 3    | 3    | 3    | 4    | 2    | 4    |
| R_7   | 4    | 4    | 5    | 5    | 5    | 5    |
| R_8   | 4    | 4    | 3    | 4    | 3    | 4    |
| R_9   | 3    | 3    | 5    | 4    | 4    | 4    |
| R_10  | 3    | 3    | 4    | 4    | 4    | 5    |
| R_11  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_12  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_13  | 4    | 4    | 3    | 4    | 4    | 3    |
| R_14  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_15  | 4    | 4    | 4    | 5    | 4    | 5    |
| R_16  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_17  | 4    | 4    | 5    | 5    | 5    | 5    |
| R_18  | 3    | 3    | 4    | 4    | 5    | 5    |
| R_19  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_20  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_21  | 4    | 4    | 5    | 5    | 3    | 5    |
| R_22  | 4    | 4    | 4    | 5    | 5    | 4    |
| R_23  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_24  | 5    | 5    | 5    | 5    | 3    | 5    |
| R_25  | 4    | 4    | 4    | 5    | 4    | 5    |
| R_26  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_27  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_28  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_29  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_30  | 4    | 4    | 5    | 5    | 5    | 5    |
| R_31  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_32  | 4    | 4    | 4    | 4    | 5    | 5    |
| R_33  | 4    | 4    | 4    | 4    | 4    | 5    |
| R_34  | 5    | 5    | 5    | 4    | 5    | 4    |
| R_35  | 3    | 3    | 4    | 4    | 3    | 4    |
| R_36  | 3    | 3    | 3    | 3    | 4    | 5    |
| R_37  | 4    | 4    | 4    | 4    | 3    | 4    |
| R_38  | 4    | 4    | 4    | 5    | 4    | 5    |
| R_39  | 5    | 5    | 5    | 5    | 5    | 5    |

| Resp. | BK01 | BK02 | BK03 | BK04 | BK05 | BK06 |
|-------|------|------|------|------|------|------|
| R_40  | 4    | 4    | 4    | 4    | 5    | 5    |
| R_41  | 4    | 4    | 5    | 5    | 5    | 5    |
| R_42  | 4    | 4    | 4    | 4    | 4    | 3    |
| R_43  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_44  | 4    | 4    | 4    | 5    | 5    | 5    |
| R_45  | 4    | 4    | 4    | 5    | 5    | 5    |
| R_46  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_47  | 4    | 4    | 3    | 4    | 4    | 4    |
| R_48  | 3    | 3    | 5    | 5    | 5    | 5    |
| R_49  | 3    | 3    | 5    | 5    | 5    | 5    |
| R_50  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_51  | 3    | 3    | 4    | 4    | 4    | 5    |
| R_52  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_53  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_54  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_55  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_56  | 4    | 4    | 5    | 4    | 4    | 4    |
| R_57  | 2    | 2    | 5    | 4    | 4    | 4    |
| R_58  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_59  | 4    | 4    | 4    | 4    | 3    | 4    |
| R_60  | 4    | 4    | 2    | 5    | 5    | 4    |
| R_61  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_62  | 5    | 5    | 5    | 5    | 5    | 4    |
| R_63  | 4    | 4    | 5    | 5    | 5    | 3    |
| R_64  | 3    | 3    | 3    | 3    | 3    | 3    |
| R_65  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_66  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_67  | 5    | 5    | 4    | 4    | 4    | 5    |
| R_68  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_69  | 3    | 3    | 4    | 4    | 3    | 4    |
| R_70  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_71  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_72  | 2    | 2    | 2    | 2    | 2    | 2    |
| R_73  | 4    | 4    | 4    | 5    | 4    | 4    |
| R_74  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_75  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_76  | 5    | 5    | 5    | 5    | 4    | 5    |
| R_77  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_78  | 4    | 4    | 5    | 5    | 5    | 4    |
| R_79  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_80  | 3    | 3    | 3    | 3    | 3    | 3    |
| R_81  | 3    | 4    | 3    | 4    | 3    | 4    |
| R_82  | 4    | 4    | 4    | 4    | 4    | 5    |

| Resp. | BK01 | BK02 | BK03 | BK04 | BK05 | BK06 |
|-------|------|------|------|------|------|------|
| R_83  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_84  | 5    | 5    | 5    | 5    | 5    | 4    |
| R_85  | 3    | 4    | 4    | 5    | 5    | 5    |
| R_86  | 3    | 3    | 3    | 4    | 3    | 2    |
| R_87  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_88  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_89  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_90  | 3    | 3    | 3    | 2    | 3    | 3    |
| R_91  | 4    | 4    | 4    | 4    | 3    | 3    |
| R_92  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_93  | 5    | 5    | 5    | 5    | 5    | 5    |
| R_94  | 1    | 2    | 2    | 2    | 2    | 2    |
| R_95  | 5    | 4    | 4    | 4    | 4    | 4    |
| R_96  | 4    | 4    | 4    | 4    | 4    | 4    |
| R_97  | 3    | 4    | 4    | 4    | 3    | 4    |
| R_98  | 3    | 3    | 3    | 3    | 4    | 5    |
| R_99  | 4    | 4    | 4    | 4    | 3    | 4    |
| R_100 | 4    | 4    | 4    | 5    | 4    | 5    |
| R_101 | 5    | 5    | 5    | 5    | 5    | 5    |
| R_102 | 4    | 4    | 4    | 4    | 5    | 5    |
| R_103 | 4    | 5    | 5    | 5    | 5    | 5    |
| R_104 | 4    | 4    | 4    | 4    | 4    | 3    |
| R_105 | 4    | 4    | 4    | 4    | 4    | 4    |
| R_106 | 4    | 4    | 4    | 5    | 5    | 5    |
| R_107 | 4    | 4    | 4    | 5    | 5    | 5    |
| R_108 | 4    | 4    | 4    | 4    | 4    | 4    |
| R_109 | 4    | 3    | 3    | 4    | 4    | 4    |
| R_110 | 3    | 5    | 5    | 5    | 5    | 5    |
| R_111 | 5    | 5    | 5    | 5    | 5    | 5    |
| R_112 | 5    | 5    | 5    | 5    | 5    | 5    |
| R_113 | 1    | 2    | 2    | 2    | 2    | 2    |
| R_114 | 5    | 4    | 4    | 4    | 4    | 4    |
| R_115 | 4    | 4    | 4    | 4    | 4    | 4    |
| R_116 | 3    | 4    | 4    | 4    | 3    | 4    |
| R_117 | 3    | 3    | 3    | 3    | 4    | 5    |
| R_118 | 4    | 4    | 4    | 4    | 3    | 4    |
| R_119 | 4    | 4    | 4    | 5    | 4    | 5    |
| R_120 | 5    | 5    | 5    | 5    | 5    | 5    |
| R_121 | 4    | 4    | 4    | 4    | 5    | 5    |
| R_122 | 4    | 5    | 5    | 5    | 5    | 5    |
| R_123 | 4    | 4    | 4    | 4    | 4    | 3    |
| R_124 | 4    | 4    | 4    | 4    | 4    | 4    |
| R_125 | 4    | 4    | 4    | 5    | 5    | 5    |

| Resp. | BK01 | BK02 | BK03 | BK04 | BK05 | BK06 |
|-------|------|------|------|------|------|------|
| R_126 | 4    | 4    | 4    | 5    | 5    | 5    |
| R_127 | 4    | 4    | 4    | 4    | 4    | 4    |
| R_128 | 4    | 3    | 3    | 4    | 4    | 4    |
| R_129 | 3    | 5    | 5    | 5    | 5    | 5    |



### C. Variabel Iklim Organisasi

| Resp. | IO01 | IO02 | IO03 | IO04 | IO05 | IO06 | IO07 | IO08 |
|-------|------|------|------|------|------|------|------|------|
| R_1   | 4    | 5    | 4    | 4    | 5    | 4    | 5    | 3    |
| R_2   | 4    | 3    | 4    | 4    | 4    | 5    | 4    | 5    |
| R_3   | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_4   | 5    | 5    | 5    | 5    | 3    | 5    | 4    | 4    |
| R_5   | 5    | 5    | 4    | 5    | 4    | 4    | 4    | 5    |
| R_6   | 4    | 3    | 4    | 3    | 3    | 3    | 1    | 1    |
| R_7   | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_8   | 4    | 4    | 4    | 4    | 4    | 3    | 3    | 4    |
| R_9   | 3    | 4    | 3    | 3    | 3    | 3    | 3    | 3    |
| R_10  | 4    | 4    | 5    | 4    | 4    | 4    | 4    | 4    |
| R_11  | 5    | 4    | 4    | 4    | 5    | 4    | 4    | 4    |
| R_12  | 5    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_13  | 4    | 4    | 3    | 4    | 4    | 5    | 3    | 4    |
| R_14  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_15  | 3    | 3    | 3    | 4    | 4    | 4    | 1    | 2    |
| R_16  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_17  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_18  | 4    | 2    | 4    | 4    | 4    | 2    | 5    | 2    |
| R_19  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_20  | 4    | 4    | 4    | 4    | 4    | 4    | 3    | 4    |
| R_21  | 4    | 4    | 5    | 4    | 4    | 4    | 4    | 4    |
| R_22  | 5    | 4    | 4    | 5    | 5    | 5    | 4    | 5    |
| R_23  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 3    |
| R_24  | 5    | 3    | 5    | 5    | 3    | 3    | 5    | 5    |
| R_25  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_26  | 3    | 4    | 3    | 5    | 5    | 4    | 4    | 4    |
| R_27  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_28  | 4    | 4    | 4    | 4    | 4    | 4    | 3    | 3    |
| R_29  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_30  | 5    | 5    | 5    | 4    | 5    | 4    | 4    | 5    |
| R_31  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_32  | 4    | 5    | 4    | 5    | 4    | 5    | 4    | 5    |
| R_33  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 3    |
| R_34  | 5    | 5    | 5    | 5    | 5    | 5    | 4    | 5    |
| R_35  | 3    | 3    | 3    | 4    | 3    | 3    | 3    | 3    |
| R_36  | 4    | 4    | 4    | 4    | 3    | 3    | 2    | 2    |
| R_37  | 4    | 4    | 4    | 4    | 4    | 5    | 3    | 4    |
| R_38  | 4    | 4    | 4    | 3    | 4    | 4    | 3    | 4    |
| R_39  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_40  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_41  | 5    | 5    | 5    | 5    | 4    | 4    | 4    | 5    |

| Resp. | IO01 | IO02 | IO03 | IO04 | IO05 | IO06 | IO07 | IO08 |
|-------|------|------|------|------|------|------|------|------|
| R_42  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 5    |
| R_43  | 4    | 4    | 4    | 4    | 3    | 3    | 4    | 3    |
| R_44  | 5    | 5    | 5    | 5    | 5    | 5    | 3    | 3    |
| R_45  | 5    | 5    | 5    | 4    | 4    | 5    | 4    | 4    |
| R_46  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_47  | 5    | 5    | 4    | 4    | 4    | 4    | 5    | 4    |
| R_48  | 3    | 2    | 4    | 3    | 4    | 4    | 1    | 2    |
| R_49  | 3    | 3    | 3    | 3    | 3    | 3    | 3    | 3    |
| R_50  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_51  | 5    | 4    | 4    | 4    | 4    | 4    | 3    | 3    |
| R_52  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_53  | 5    | 5    | 5    | 5    | 5    | 5    | 4    | 3    |
| R_54  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_55  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_56  | 4    | 4    | 4    | 4    | 4    | 4    | 3    | 3    |
| R_57  | 4    | 2    | 4    | 3    | 4    | 4    | 2    | 4    |
| R_58  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_59  | 5    | 4    | 4    | 4    | 4    | 4    | 3    | 3    |
| R_60  | 5    | 4    | 5    | 5    | 5    | 5    | 5    | 4    |
| R_61  | 5    | 5    | 5    | 5    | 5    | 5    | 4    | 5    |
| R_62  | 5    | 5    | 5    | 5    | 5    | 4    | 4    | 5    |
| R_63  | 3    | 4    | 4    | 5    | 5    | 5    | 5    | 5    |
| R_64  | 3    | 3    | 3    | 4    | 3    | 2    | 3    | 3    |
| R_65  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_66  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_67  | 5    | 5    | 5    | 5    | 5    | 5    | 4    | 3    |
| R_68  | 3    | 2    | 3    | 2    | 3    | 3    | 1    | 1    |
| R_69  | 4    | 3    | 4    | 4    | 3    | 3    | 4    | 4    |
| R_70  | 5    | 5    | 5    | 5    | 5    | 5    | 1    | 5    |
| R_71  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_72  | 1    | 1    | 2    | 2    | 2    | 2    | 2    | 2    |
| R_73  | 5    | 5    | 4    | 4    | 4    | 4    | 3    | 4    |
| R_74  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_75  | 5    | 4    | 5    | 5    | 5    | 5    | 4    | 5    |
| R_76  | 5    | 5    | 5    | 5    | 5    | 5    | 4    | 5    |
| R_77  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_78  | 5    | 5    | 4    | 5    | 4    | 4    | 5    | 4    |
| R_79  | 4    | 4    | 4    | 4    | 4    | 4    | 3    | 3    |
| R_80  | 1    | 1    | 3    | 3    | 3    | 3    | 1    | 2    |
| R_81  | 4    | 4    | 4    | 3    | 4    | 4    | 4    | 3    |
| R_82  | 3    | 3    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_83  | 4    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_84  | 4    | 5    | 5    | 5    | 5    | 4    | 4    | 4    |



| Resp. | IO01 | IO02 | IO03 | IO04 | IO05 | IO06 | IO07 | IO08 |
|-------|------|------|------|------|------|------|------|------|
| R_128 | 5    | 5    | 4    | 4    | 4    | 4    | 5    | 4    |
| R_129 | 3    | 2    | 4    | 3    | 4    | 4    | 1    | 2    |

#### D. Variabel Pemberdayaan Psikologis

| Resp. | PP01 | PP02 | PP03 | PP04 | PP05 | PP06 | PP07 | PP08 |
|-------|------|------|------|------|------|------|------|------|
| R_1   | 4    | 4    | 3    | 4    | 4    | 4    | 5    | 4    |
| R_2   | 4    | 4    | 4    | 4    | 3    | 5    | 5    | 4    |
| R_3   | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_4   | 5    | 5    | 5    | 5    | 2    | 5    | 5    | 5    |
| R_5   | 4    | 4    | 5    | 4    | 4    | 4    | 4    | 4    |
| R_6   | 3    | 3    | 4    | 4    | 3    | 3    | 5    | 4    |
| R_7   | 5    | 5    | 5    | 4    | 4    | 4    | 4    | 5    |
| R_8   | 5    | 3    | 5    | 4    | 3    | 4    | 4    | 4    |
| R_9   | 5    | 4    | 4    | 4    | 4    | 4    | 5    | 4    |
| R_10  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_11  | 4    | 4    | 4    | 4    | 3    | 4    | 5    | 4    |
| R_12  | 4    | 5    | 4    | 4    | 3    | 4    | 4    | 4    |
| R_13  | 4    | 3    | 4    | 3    | 3    | 4    | 4    | 4    |
| R_14  | 5    | 5    | 4    | 4    | 4    | 4    | 5    | 5    |
| R_15  | 5    | 5    | 4    | 4    | 4    | 3    | 4    | 3    |
| R_16  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_17  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_18  | 4    | 5    | 4    | 5    | 4    | 4    | 5    | 2    |
| R_19  | 5    | 5    | 5    | 5    | 3    | 5    | 5    | 4    |
| R_20  | 4    | 3    | 4    | 3    | 3    | 4    | 4    | 4    |
| R_21  | 5    | 4    | 5    | 5    | 5    | 5    | 5    | 3    |
| R_22  | 4    | 4    | 5    | 4    | 3    | 4    | 5    | 5    |
| R_23  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_24  | 5    | 5    | 4    | 5    | 4    | 4    | 4    | 3    |
| R_25  | 4    | 4    | 4    | 4    | 4    | 5    | 5    | 5    |
| R_26  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_27  | 5    | 5    | 5    | 5    | 4    | 5    | 5    | 4    |
| R_28  | 4    | 3    | 4    | 4    | 3    | 4    | 4    | 4    |
| R_29  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_30  | 5    | 4    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_31  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_32  | 4    | 5    | 5    | 4    | 4    | 3    | 4    | 4    |
| R_33  | 5    | 4    | 4    | 4    | 3    | 4    | 5    | 5    |
| R_34  | 4    | 5    | 5    | 5    | 4    | 4    | 5    | 5    |
| R_35  | 4    | 4    | 4    | 4    | 3    | 3    | 4    | 4    |
| R_36  | 3    | 3    | 4    | 4    | 3    | 3    | 5    | 3    |
| R_37  | 5    | 5    | 5    | 4    | 3    | 4    | 4    | 4    |
| R_38  | 5    | 5    | 5    | 4    | 4    | 4    | 4    | 4    |
| R_39  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_40  | 4    | 5    | 5    | 5    | 5    | 4    | 5    | 5    |
| R_41  | 5    | 5    | 5    | 4    | 4    | 4    | 4    | 4    |

| Resp. | PP01 | PP02 | PP03 | PP04 | PP05 | PP06 | PP07 | PP08 |
|-------|------|------|------|------|------|------|------|------|
| R_42  | 4    | 4    | 4    | 4    | 3    | 4    | 5    | 5    |
| R_43  | 4    | 4    | 4    | 4    | 4    | 3    | 5    | 4    |
| R_44  | 5    | 4    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_45  | 5    | 5    | 5    | 5    | 4    | 5    | 5    | 5    |
| R_46  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_47  | 4    | 4    | 4    | 3    | 4    | 4    | 5    | 5    |
| R_48  | 2    | 5    | 5    | 5    | 2    | 4    | 5    | 2    |
| R_49  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 3    |
| R_50  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_51  | 4    | 5    | 5    | 4    | 4    | 5    | 4    | 4    |
| R_52  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_53  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_54  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_55  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_56  | 5    | 5    | 5    | 5    | 4    | 4    | 4    | 4    |
| R_57  | 4    | 5    | 5    | 5    | 4    | 2    | 4    | 4    |
| R_58  | 4    | 5    | 5    | 4    | 4    | 4    | 4    | 4    |
| R_59  | 5    | 5    | 5    | 4    | 5    | 4    | 4    | 5    |
| R_60  | 5    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_61  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_62  | 5    | 5    | 5    | 4    | 4    | 4    | 5    | 5    |
| R_63  | 5    | 4    | 4    | 4    | 5    | 5    | 5    | 5    |
| R_64  | 4    | 3    | 3    | 2    | 3    | 3    | 3    | 3    |
| R_65  | 4    | 5    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_66  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_67  | 4    | 4    | 5    | 4    | 4    | 4    | 5    | 5    |
| R_68  | 4    | 3    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_69  | 5    | 4    | 4    | 4    | 4    | 3    | 5    | 5    |
| R_70  | 5    | 3    | 5    | 5    | 5    | 4    | 5    | 1    |
| R_71  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_72  | 1    | 2    | 2    | 2    | 5    | 2    | 2    | 2    |
| R_73  | 4    | 5    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_74  | 4    | 4    | 3    | 4    | 4    | 4    | 4    | 4    |
| R_75  | 4    | 4    | 5    | 5    | 4    | 4    | 5    | 4    |
| R_76  | 4    | 5    | 5    | 5    | 5    | 4    | 5    | 5    |
| R_77  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_78  | 5    | 5    | 4    | 4    | 4    | 5    | 5    | 5    |
| R_79  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_80  | 3    | 3    | 3    | 3    | 3    | 3    | 4    | 2    |
| R_81  | 3    | 4    | 3    | 4    | 4    | 3    | 4    | 3    |
| R_82  | 4    | 4    | 5    | 4    | 4    | 4    | 4    | 4    |
| R_83  | 5    | 5    | 5    | 5    | 5    | 3    | 3    | 4    |
| R_84  | 5    | 5    | 5    | 5    | 4    | 3    | 3    | 5    |



| Resp. | PP01 | PP02 | PP03 | PP04 | PP05 | PP06 | PP07 | PP08 |
|-------|------|------|------|------|------|------|------|------|
| R_128 | 4    | 4    | 4    | 3    | 4    | 4    | 4    | 4    |
| R_129 | 2    | 5    | 5    | 5    | 2    | 3    | 3    | 5    |



## E. Kinerja Pegawai

| Resp. | KJ01 | KJ02 | KJ03 | KJ04 | KJ05 | KJ06 | KJ07 | KJ08 |
|-------|------|------|------|------|------|------|------|------|
| R_1   | 4    | 4    | 4    | 5    | 5    | 4    | 5    | 4    |
| R_2   | 3    | 4    | 4    | 5    | 4    | 4    | 3    | 2    |
| R_3   | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_4   | 5    | 4    | 5    | 5    | 4    | 5    | 2    | 1    |
| R_5   | 4    | 4    | 4    | 5    | 5    | 5    | 5    | 5    |
| R_6   | 3    | 4    | 5    | 5    | 4    | 4    | 2    | 5    |
| R_7   | 4    | 5    | 5    | 5    | 5    | 5    | 4    | 5    |
| R_8   | 5    | 5    | 4    | 5    | 4    | 5    | 4    | 5    |
| R_9   | 3    | 5    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_10  | 5    | 5    | 5    | 5    | 5    | 5    | 3    | 5    |
| R_11  | 4    | 4    | 4    | 4    | 5    | 5    | 4    | 5    |
| R_12  | 4    | 4    | 4    | 4    | 4    | 4    | 3    | 4    |
| R_13  | 4    | 4    | 4    | 5    | 4    | 5    | 4    | 5    |
| R_14  | 4    | 4    | 4    | 4    | 4    | 4    | 3    | 3    |
| R_15  | 3    | 5    | 5    | 5    | 5    | 5    | 4    | 4    |
| R_16  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_17  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_18  | 5    | 5    | 4    | 5    | 4    | 5    | 4    | 5    |
| R_19  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_20  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_21  | 4    | 5    | 5    | 5    | 3    | 5    | 4    | 4    |
| R_22  | 4    | 4    | 5    | 5    | 5    | 5    | 4    | 3    |
| R_23  | 5    | 5    | 5    | 5    | 5    | 5    | 4    | 4    |
| R_24  | 5    | 4    | 4    | 5    | 5    | 5    | 4    | 4    |
| R_25  | 4    | 4    | 4    | 5    | 5    | 5    | 5    | 5    |
| R_26  | 5    | 4    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_27  | 4    | 5    | 4    | 4    | 5    | 4    | 3    | 3    |
| R_28  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 3    |
| R_29  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_30  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 4    |
| R_31  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_32  | 4    | 4    | 4    | 4    | 4    | 5    | 4    | 5    |
| R_33  | 3    | 4    | 4    | 4    | 5    | 5    | 5    | 5    |
| R_34  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_35  | 4    | 4    | 4    | 4    | 4    | 4    | 3    | 3    |
| R_36  | 5    | 3    | 3    | 4    | 3    | 3    | 3    | 3    |
| R_37  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_38  | 5    | 5    | 5    | 5    | 5    | 5    | 4    | 4    |
| R_39  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_40  | 5    | 5    | 5    | 5    | 5    | 5    | 4    | 5    |
| R_41  | 5    | 5    | 5    | 4    | 5    | 5    | 5    | 4    |

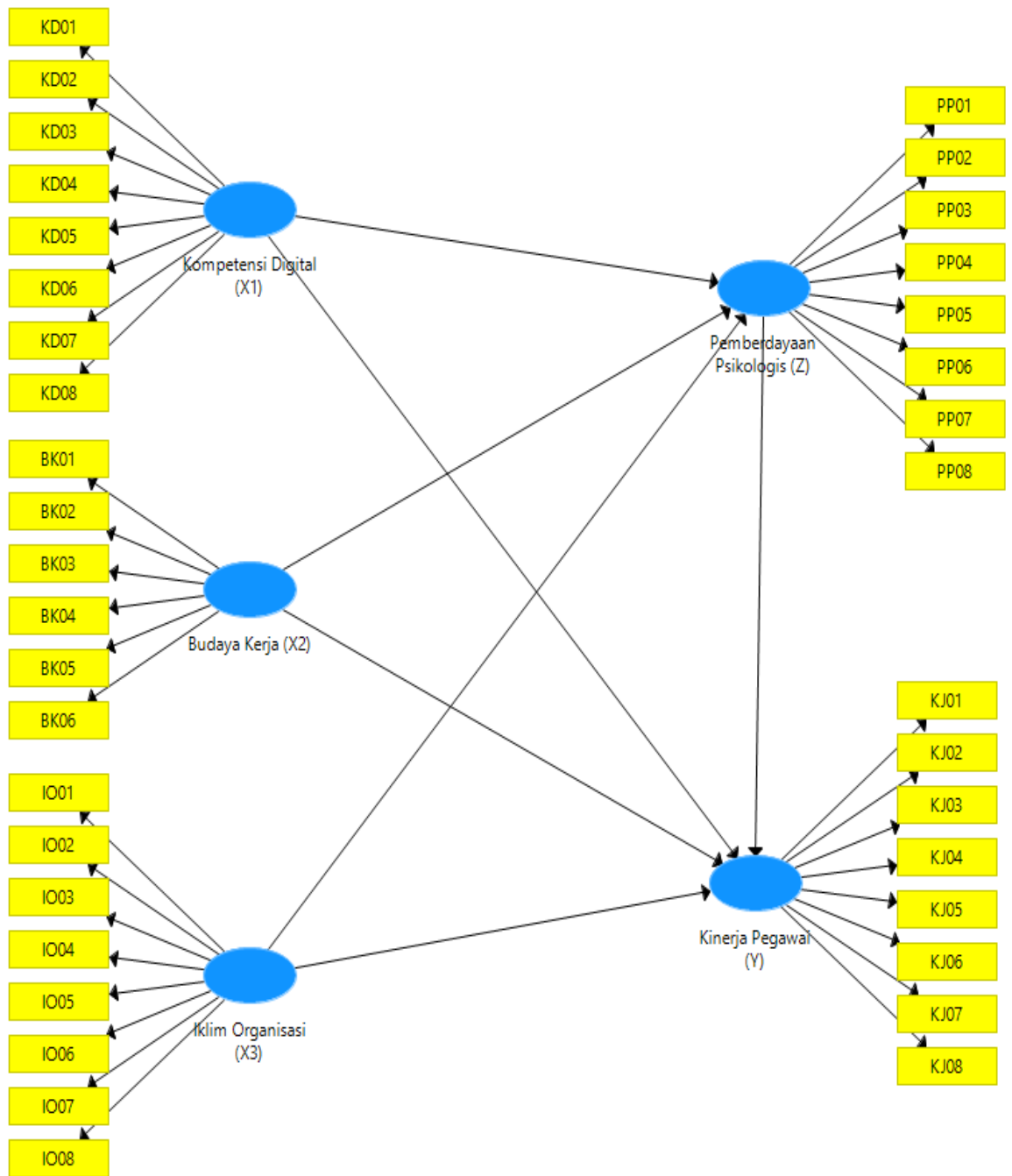
| Resp. | KJ01 | KJ02 | KJ03 | KJ04 | KJ05 | KJ06 | KJ07 | KJ08 |
|-------|------|------|------|------|------|------|------|------|
| R_42  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_43  | 4    | 4    | 4    | 4    | 3    | 4    | 3    | 3    |
| R_44  | 5    | 4    | 4    | 5    | 4    | 4    | 4    | 4    |
| R_45  | 4    | 5    | 4    | 5    | 5    | 5    | 5    | 4    |
| R_46  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_47  | 4    | 4    | 4    | 4    | 4    | 5    | 4    | 5    |
| R_48  | 3    | 5    | 5    | 5    | 5    | 5    | 3    | 3    |
| R_49  | 5    | 5    | 5    | 5    | 3    | 5    | 5    | 3    |
| R_50  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_51  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_52  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_53  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 4    |
| R_54  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_55  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_56  | 5    | 4    | 4    | 5    | 5    | 4    | 5    | 5    |
| R_57  | 3    | 5    | 4    | 5    | 2    | 4    | 4    | 4    |
| R_58  | 4    | 4    | 4    | 5    | 4    | 4    | 4    | 4    |
| R_59  | 4    | 4    | 4    | 5    | 4    | 4    | 3    | 4    |
| R_60  | 4    | 4    | 3    | 4    | 5    | 4    | 3    | 4    |
| R_61  | 5    | 5    | 5    | 5    | 5    | 5    | 4    | 5    |
| R_62  | 5    | 5    | 4    | 4    | 5    | 5    | 5    | 5    |
| R_63  | 5    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_64  | 3    | 3    | 3    | 3    | 3    | 3    | 3    | 3    |
| R_65  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_66  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_67  | 4    | 5    | 5    | 5    | 4    | 4    | 3    | 3    |
| R_68  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_69  | 4    | 4    | 3    | 4    | 4    | 4    | 2    | 2    |
| R_70  | 5    | 5    | 5    | 5    | 5    | 5    | 3    | 5    |
| R_71  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_72  | 1    | 2    | 2    | 2    | 2    | 2    | 2    | 2    |
| R_73  | 4    | 4    | 4    | 5    | 4    | 4    | 3    | 4    |
| R_74  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_75  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 5    |
| R_76  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 5    |
| R_77  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_78  | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    |
| R_79  | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    |
| R_80  | 3    | 3    | 3    | 3    | 3    | 3    | 4    | 2    |
| R_81  | 3    | 4    | 3    | 3    | 4    | 3    | 4    | 3    |
| R_82  | 4    | 5    | 4    | 5    | 5    | 4    | 4    | 4    |
| R_83  | 4    | 5    | 4    | 5    | 4    | 4    | 3    | 4    |
| R_84  | 5    | 5    | 3    | 4    | 5    | 4    | 3    | 4    |

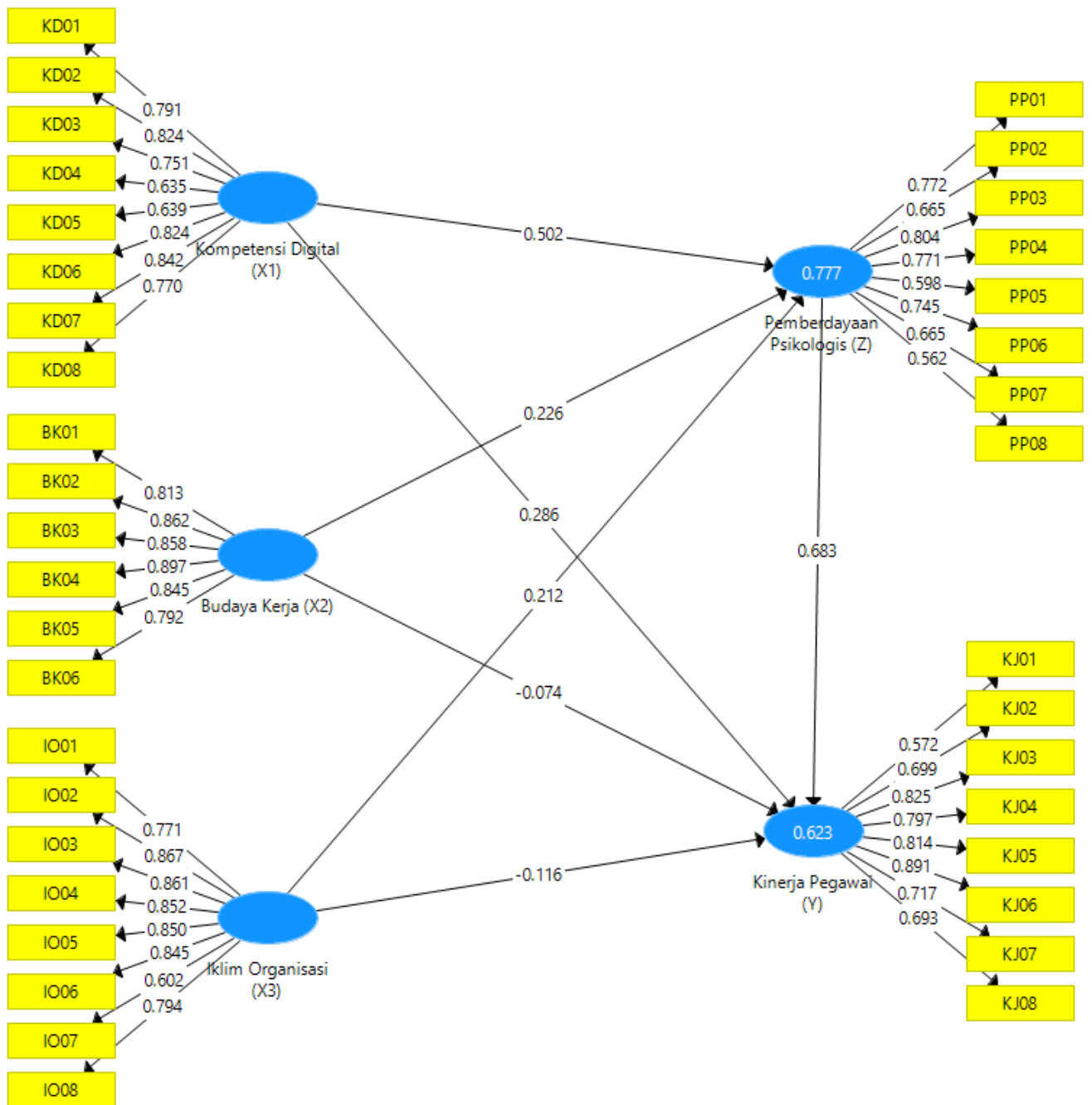


| Resp. | KJ01 | KJ02 | KJ03 | KJ04 | KJ05 | KJ06 | KJ07 | KJ08 |
|-------|------|------|------|------|------|------|------|------|
| R_128 | 4    | 4    | 4    | 4    | 4    | 5    | 4    | 5    |
| R_129 | 3    | 5    | 5    | 5    | 5    | 5    | 3    | 3    |

## Lampiran 4

### Hasil Pengolahan Data Dengan Analisis PLS





### Outer Loadings

| Matrix | Budaya Kerja (X2) | Iklim Organisasi (X3) | Kinerja Pegawai (Y) | Kompetensi Digital (X1) | Pemberdayaan Psikologis (Z) |
|--------|-------------------|-----------------------|---------------------|-------------------------|-----------------------------|
| BK01   | 0.813             |                       |                     |                         |                             |
| BK02   | 0.862             |                       |                     |                         |                             |
| BK03   | 0.858             |                       |                     |                         |                             |
| BK04   | 0.897             |                       |                     |                         |                             |
| BK05   | 0.845             |                       |                     |                         |                             |
| BK06   | 0.792             |                       |                     |                         |                             |
| IO01   |                   | 0.771                 |                     |                         |                             |
| IO02   |                   | 0.867                 |                     |                         |                             |
| IO03   |                   | 0.861                 |                     |                         |                             |
| IO04   |                   | 0.852                 |                     |                         |                             |
| IO05   |                   | 0.850                 |                     |                         |                             |
| IO06   |                   | 0.845                 |                     |                         |                             |
| IO07   |                   | 0.602                 |                     |                         |                             |
| IO08   |                   | 0.794                 |                     |                         |                             |
| KD01   |                   |                       |                     | 0.791                   |                             |
| KD02   |                   |                       |                     | 0.824                   |                             |
| KD03   |                   |                       |                     | 0.751                   |                             |
| KD04   |                   |                       |                     | 0.635                   |                             |
| KD05   |                   |                       |                     | 0.639                   |                             |
| KD06   |                   |                       |                     | 0.824                   |                             |
| KD07   |                   |                       |                     | 0.842                   |                             |
| KD08   |                   |                       |                     | 0.770                   |                             |



### Outer Loadings

| Matrix |                   | Copy to Clipboard:    |                     |                         |                             | Excel Format | R Format |
|--------|-------------------|-----------------------|---------------------|-------------------------|-----------------------------|--------------|----------|
|        | Budaya Kerja (X2) | Iklim Organisasi (X3) | Kinerja Pegawai (Y) | Kompetensi Digital (X1) | Pemberdayaan Psikologis (Z) |              |          |
| KJ01   |                   |                       | 0.572               |                         |                             |              |          |
| KJ02   |                   |                       | 0.699               |                         |                             |              |          |
| KJ03   |                   |                       | 0.825               |                         |                             |              |          |
| KJ04   |                   |                       | 0.797               |                         |                             |              |          |
| KJ05   |                   |                       | 0.814               |                         |                             |              |          |
| KJ06   |                   |                       | 0.891               |                         |                             |              |          |
| KJ07   |                   |                       | 0.717               |                         |                             |              |          |
| KJ08   |                   |                       | 0.693               |                         |                             |              |          |
| PP01   |                   |                       |                     |                         | 0.772                       |              |          |
| PP02   |                   |                       |                     |                         | 0.665                       |              |          |
| PP03   |                   |                       |                     |                         | 0.804                       |              |          |
| PP04   |                   |                       |                     |                         | 0.771                       |              |          |
| PP05   |                   |                       |                     |                         | 0.598                       |              |          |
| PP06   |                   |                       |                     |                         | 0.745                       |              |          |
| PP07   |                   |                       |                     |                         | 0.665                       |              |          |
| PP08   |                   |                       |                     |                         | 0.562                       |              |          |

### Path Coefficients

| Matrix                      |                   | Copy to Clipboard:    |                     |                         |                             | Excel Format | R Format |
|-----------------------------|-------------------|-----------------------|---------------------|-------------------------|-----------------------------|--------------|----------|
|                             | Budaya Kerja (X2) | Iklim Organisasi (X3) | Kinerja Pegawai (Y) | Kompetensi Digital (X1) | Pemberdayaan Psikologis (Z) |              |          |
| Budaya Kerja (X2)           |                   |                       | -0.074              |                         | 0.226                       |              |          |
| Iklim Organisasi (X3)       |                   |                       | -0.116              |                         | 0.212                       |              |          |
| Kinerja Pegawai (Y)         |                   |                       |                     |                         |                             |              |          |
| Kompetensi Digital (X1)     |                   |                       | 0.286               |                         | 0.502                       |              |          |
| Pemberdayaan Psikologis (Z) |                   |                       | 0.683               |                         |                             |              |          |

### Indirect Effects

| Total Indirect Effects      |                   | Specific Indirect Effects |                     | Copy to Clipboard:      |                             | Excel Format | R Format |
|-----------------------------|-------------------|---------------------------|---------------------|-------------------------|-----------------------------|--------------|----------|
|                             | Budaya Kerja (X2) | Iklim Organisasi (X3)     | Kinerja Pegawai (Y) | Kompetensi Digital (X1) | Pemberdayaan Psikologis (Z) |              |          |
| Budaya Kerja (X2)           |                   |                           | 0.155               |                         |                             |              |          |
| Iklim Organisasi (X3)       |                   |                           | 0.145               |                         |                             |              |          |
| Kinerja Pegawai (Y)         |                   |                           |                     |                         |                             |              |          |
| Kompetensi Digital (X1)     |                   |                           | 0.343               |                         |                             |              |          |
| Pemberdayaan Psikologis (Z) |                   |                           |                     |                         |                             |              |          |

### Total Effects

| Matrix                      |                   | Copy to Clipboard:    |                     | Excel Format            | R Format                    |
|-----------------------------|-------------------|-----------------------|---------------------|-------------------------|-----------------------------|
|                             | Budaya Kerja (X2) | Iklim Organisasi (X3) | Kinerja Pegawai (Y) | Kompetensi Digital (X1) | Pemberdayaan Psikologis (Z) |
| Budaya Kerja (X2)           |                   |                       | 0.080               |                         | 0.226                       |
| Iklim Organisasi (X3)       |                   |                       | 0.028               |                         | 0.212                       |
| Kinerja Pegawai (Y)         |                   |                       |                     |                         |                             |
| Kompetensi Digital (X1)     |                   |                       | 0.630               |                         | 0.502                       |
| Pemberdayaan Psikologis (Z) |                   |                       | 0.683               |                         |                             |

### R Square

| Matrix                      |  | R Square | R Square Adjusted | Copy to Clipboard: |  | Excel Format | R Format |
|-----------------------------|--|----------|-------------------|--------------------|--|--------------|----------|
|                             |  | R Square | R Square Adjusted |                    |  |              |          |
| Kinerja Pegawai (Y)         |  | 0.623    | 0.611             |                    |  |              |          |
| Pemberdayaan Psikologis (Z) |  | 0.777    | 0.772             |                    |  |              |          |

## f Square

| Matrix                      |                   | f Square              |                     |                         |                             | Copy to Clipboard: |          |
|-----------------------------|-------------------|-----------------------|---------------------|-------------------------|-----------------------------|--------------------|----------|
|                             | Budaya Kerja (X2) | Iklim Organisasi (X3) | Kinerja Pegawai (Y) | Kompetensi Digital (X1) | Pemberdayaan Psikologis (Z) | Excel Format       | R Format |
| Budaya Kerja (X2)           |                   |                       | <b>0.004</b>        |                         | 0.059                       |                    |          |
| Iklim Organisasi (X3)       |                   |                       | <b>0.011</b>        |                         | 0.068                       |                    |          |
| Kinerja Pegawai (Y)         |                   |                       |                     |                         |                             |                    |          |
| Kompetensi Digital (X1)     |                   |                       | 0.045               |                         | <b>0.303</b>                |                    |          |
| Pemberdayaan Psikologis (Z) |                   |                       | <b>0.276</b>        |                         |                             |                    |          |

## Construct Reliability and Validity

| Matrix                      |                  | Cronbach's Alpha | rho_A                 | Composite Reliability            | Average Variance Extracted (AVE) | Copy to Clipboard: |  |
|-----------------------------|------------------|------------------|-----------------------|----------------------------------|----------------------------------|--------------------|--|
|                             | Cronbach's Alpha | rho_A            | Composite Reliability | Average Variance Extracted (AVE) | Excel Format                     | R Format           |  |
| Budaya Kerja (X2)           | <b>0.914</b>     | <b>0.917</b>     | <b>0.933</b>          | <b>0.700</b>                     |                                  |                    |  |
| Iklim Organisasi (X3)       | <b>0.927</b>     | <b>0.935</b>     | <b>0.940</b>          | <b>0.665</b>                     |                                  |                    |  |
| Kinerja Pegawai (Y)         | <b>0.896</b>     | <b>0.900</b>     | <b>0.917</b>          | <b>0.582</b>                     |                                  |                    |  |
| Kompetensi Digital (X1)     | <b>0.899</b>     | <b>0.903</b>     | <b>0.919</b>          | <b>0.589</b>                     |                                  |                    |  |
| Pemberdayaan Psikologis (Z) | <b>0.854</b>     | <b>0.867</b>     | <b>0.888</b>          | <b>0.500</b>                     |                                  |                    |  |

### Discriminant Validity

| Fornell-Larcker Criterion   |                   | Cross Loadings        |                     | Heterotrait-Monotrait Ratio (HTMT) |                             | Heterotrait-Monotrait Ratio (HTMT) |  | Copy to Clipboard: |          |
|-----------------------------|-------------------|-----------------------|---------------------|------------------------------------|-----------------------------|------------------------------------|--|--------------------|----------|
|                             | Budaya Kerja (X2) | Iklim Organisasi (X3) | Kinerja Pegawai (Y) | Kompetensi Digital (X1)            | Pemberdayaan Psikologis (Z) |                                    |  | Excel Format       | R Format |
| Budaya Kerja (X2)           | 0.837             |                       |                     |                                    |                             |                                    |  |                    |          |
| Iklim Organisasi (X3)       | 0.785             | 0.816                 |                     |                                    |                             |                                    |  |                    |          |
| Kinerja Pegawai (Y)         | 0.675             | 0.607                 | 0.763               |                                    |                             |                                    |  |                    |          |
| Kompetensi Digital (X1)     | 0.831             | 0.752                 | 0.735               | 0.768                              |                             |                                    |  |                    |          |
| Pemberdayaan Psikologis (Z) | 0.816             | 0.766                 | 0.786               | 0.839                              | 0.707                       |                                    |  |                    |          |

### Model\_Fit

| Fit Summary |                 | rms Theta       |  | Copy to Clipboard: |          |
|-------------|-----------------|-----------------|--|--------------------|----------|
|             | Saturated Model | Estimated Model |  | Excel Format       | R Format |
| SRMR        | 0.101           | 0.101           |  |                    |          |
| d_ULS       | 7.543           | 7.543           |  |                    |          |
| d_G         | 4.135           | 4.135           |  |                    |          |
| Chi-Square  | 1909.374        | 1909.374        |  |                    |          |
| NFI         | 0.577           | 0.577           |  |                    |          |

## Model\_Fit

| Fit Summary | rms Theta | Copy to Clipboard: | Excel Format | R Format |
|-------------|-----------|--------------------|--------------|----------|
| rms Theta   | 0.173     |                    |              |          |

### Path Coefficients

|  | Mean, STDEV, T-Values, P-Values | Confidence Intervals | Confidence Intervals Bias Corrected | Samples                  | Copy to Clipboard: | Excel Format | R Format |
|--|---------------------------------|----------------------|-------------------------------------|--------------------------|--------------------|--------------|----------|
|  | Original Sample (O)             | Sample Mean (M)      | Standard Deviation (STDEV)          | T Statistics ( O /STDEV) | P Values           |              |          |
| Budaya Kerja (X2) -> Kinerja Pegawai (Y)               | -0.074                          | -0.070               | 0.147                               | 0.504                    | 0.615              |              |          |
| Budaya Kerja (X2) -> Pemberdayaan Psikologis (Z)       | 0.226                           | 0.235                | 0.097                               | 2.332                    | 0.021              |              |          |
| Iklim Organisasi (X3) -> Kinerja Pegawai (Y)           | -0.116                          | -0.118               | 0.108                               | 1.078                    | 0.282              |              |          |
| Iklim Organisasi (X3) -> Pemberdayaan Psikologis (Z)   | 0.212                           | 0.204                | 0.068                               | 3.113                    | 0.002              |              |          |
| Kompetensi Digital (X1) -> Kinerja Pegawai (Y)         | 0.286                           | 0.282                | 0.136                               | 2.111                    | 0.036              |              |          |
| Kompetensi Digital (X1) -> Pemberdayaan Psikologis (Z) | 0.502                           | 0.502                | 0.103                               | 4.875                    | 0.000              |              |          |
| Pemberdayaan Psikologis (Z) -> Kinerja Pegawai (Y)     | 0.683                           | 0.690                | 0.128                               | 5.326                    | 0.000              |              |          |

### Total Indirect Effects

|  | Mean, STDEV, T-Values, P-Values | Confidence Intervals | Confidence Intervals Bias Corrected | Samples                  | Copy to Clipboard: | Excel Format | R Format |
|--|---------------------------------|----------------------|-------------------------------------|--------------------------|--------------------|--------------|----------|
|  | Original Sample (O)             | Sample Mean (M)      | Standard Deviation (STDEV)          | T Statistics ( O /STDEV) | P Values           |              |          |
| Budaya Kerja (X2) -> Kinerja Pegawai (Y)               | 0.155                           | 0.162                | 0.075                               | 2.062                    | 0.040              |              |          |
| Budaya Kerja (X2) -> Pemberdayaan Psikologis (Z)       |                                 |                      |                                     |                          |                    |              |          |
| Iklim Organisasi (X3) -> Kinerja Pegawai (Y)           | 0.145                           | 0.140                | 0.052                               | 2.754                    | 0.006              |              |          |
| Iklim Organisasi (X3) -> Pemberdayaan Psikologis (Z)   |                                 |                      |                                     |                          |                    |              |          |
| Kompetensi Digital (X1) -> Kinerja Pegawai (Y)         | 0.343                           | 0.347                | 0.101                               | 3.389                    | 0.001              |              |          |
| Kompetensi Digital (X1) -> Pemberdayaan Psikologis (Z) |                                 |                      |                                     |                          |                    |              |          |
| Pemberdayaan Psikologis (Z) -> Kinerja Pegawai (Y)     |                                 |                      |                                     |                          |                    |              |          |

### Specific Indirect Effects

|   | Mean, STDEV, T-Values, P-Values | Confidence Intervals | Confidence Intervals Bias Corrected | Samples                  | Copy to Clipboard: | Excel Format | R Format |
|---|---------------------------------|----------------------|-------------------------------------|--------------------------|--------------------|--------------|----------|
|   | Original Sample (O)             | Sample Mean (M)      | Standard Deviation (STDEV)          | T Statistics ( O /STDEV) | P Values           |              |          |
| Kompetensi Digital (X1) -> Pemberdayaan Psikologis (Z) -> Kinerja Pegawai (Y) | 0.343                           | 0.347                | 0.101                               | 3.389                    | 0.001              |              |          |
| Budaya Kerja (X2) -> Pemberdayaan Psikologis (Z) -> Kinerja Pegawai (Y)       | 0.155                           | 0.162                | 0.075                               | 2.062                    | 0.040              |              |          |
| Iklim Organisasi (X3) -> Pemberdayaan Psikologis (Z) -> Kinerja Pegawai (Y)   | 0.145                           | 0.140                | 0.052                               | 2.754                    | 0.006              |              |          |