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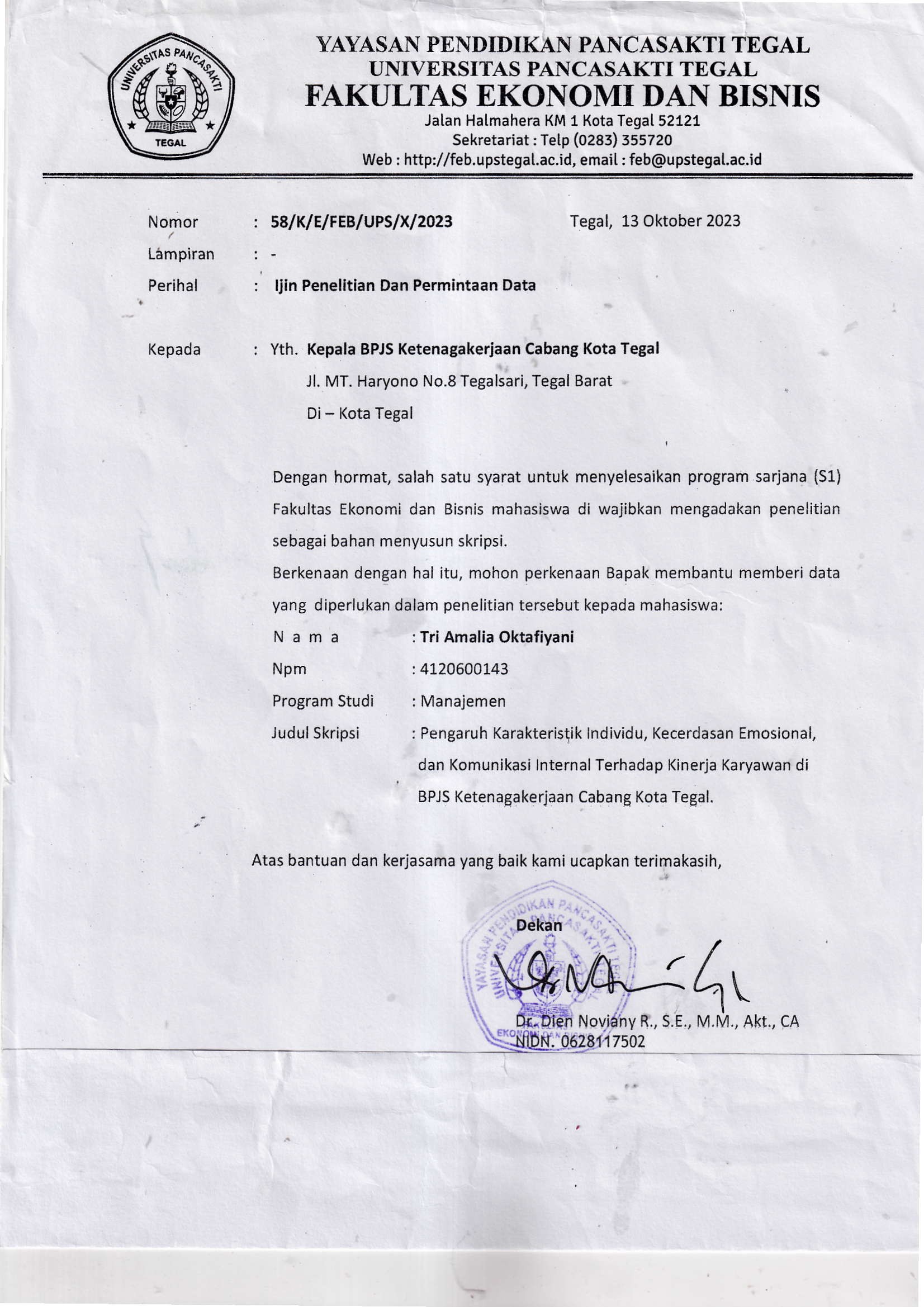
Sukrispiyanto. (2019). *Manajemen Sumber Daya Manusia* (Pertama). Indomedia Pustaka.

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**LAMPIRAN**

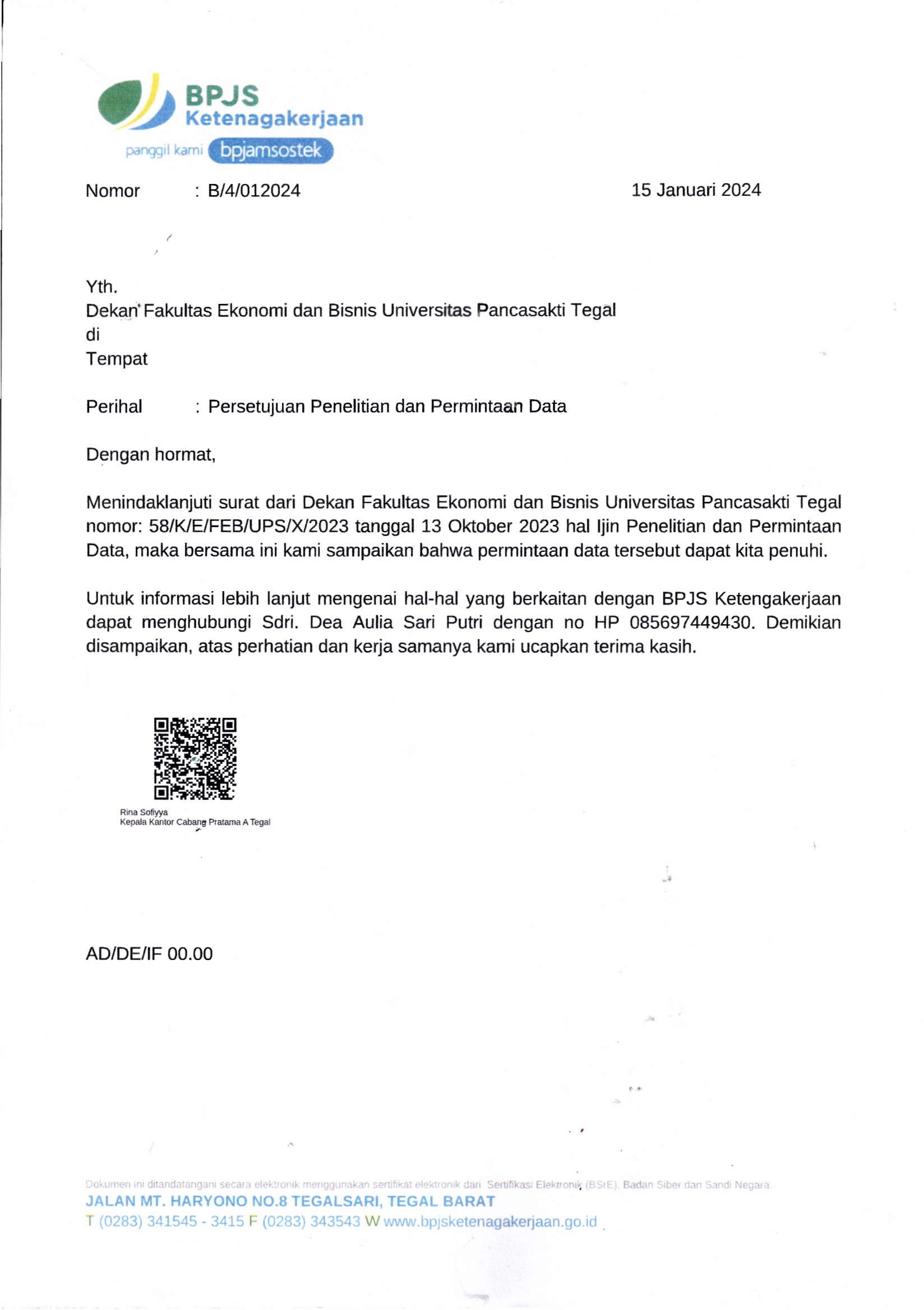
**Lampiran 1**

**Penelitian BPJS Ketenagakerjaan Cabang Kota Tegal**



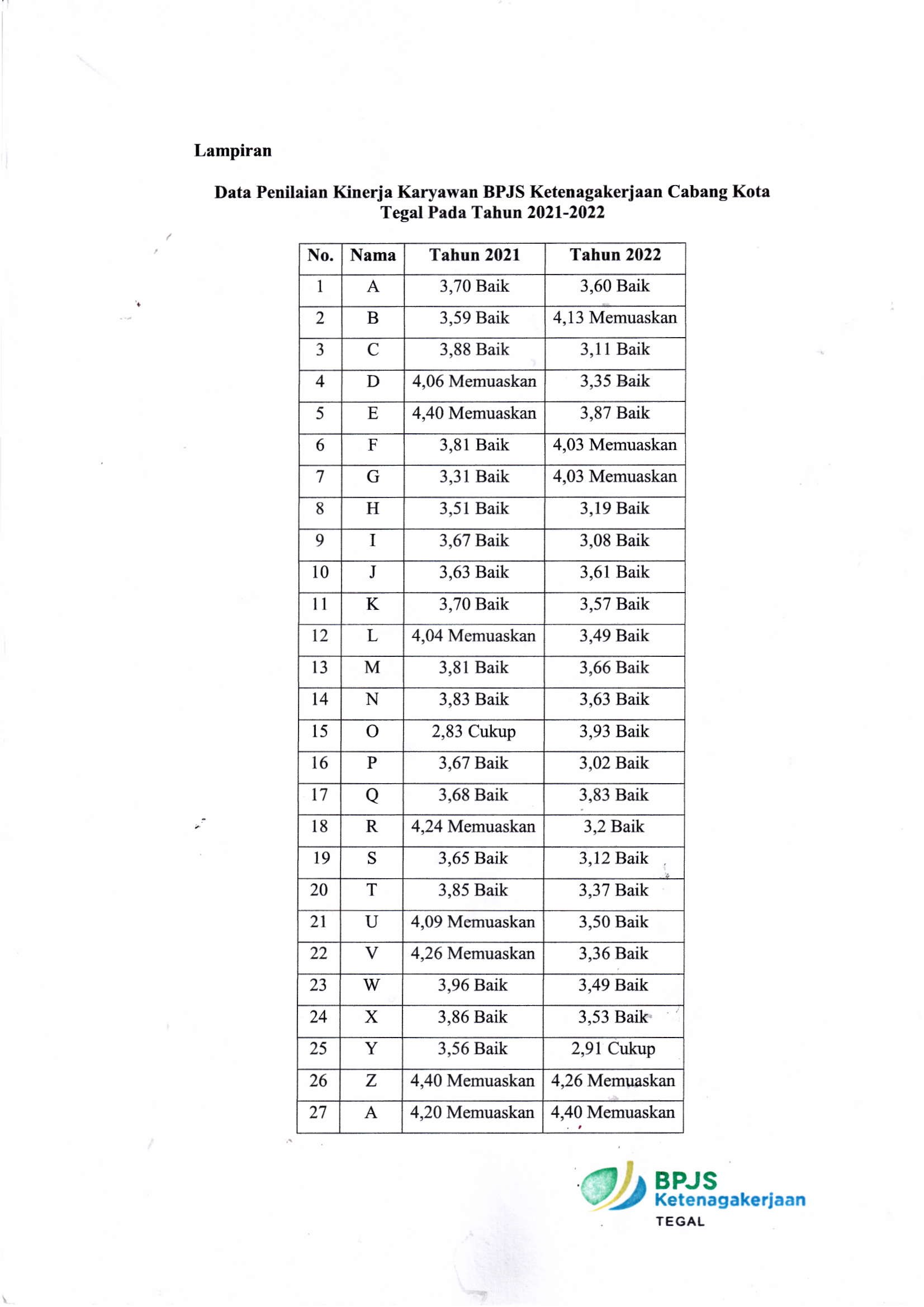
**Lampiran 2**

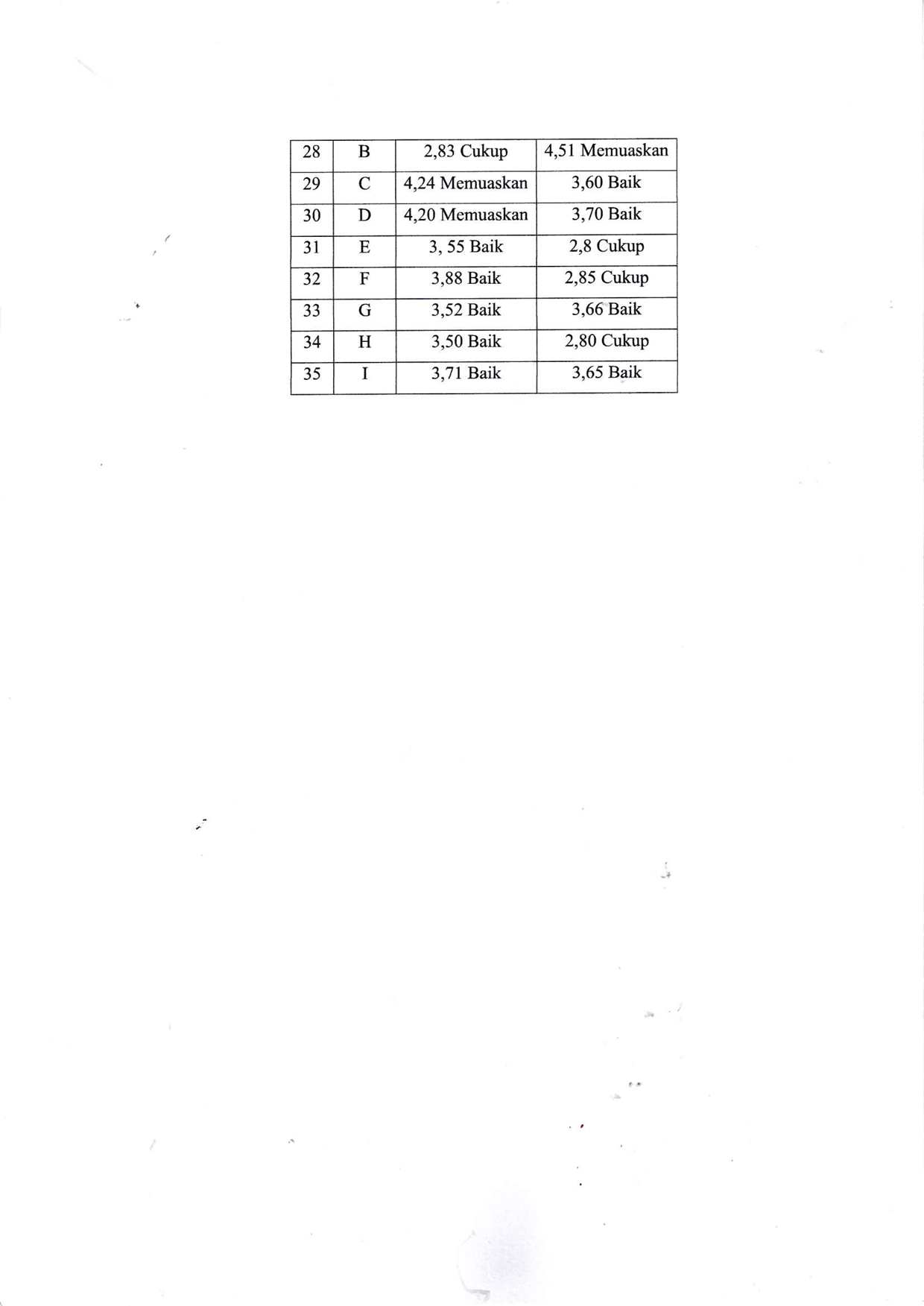
**Surat Balasan Ijin Penelitian BPJS Ketenagakerjaan Cabang Kota Tegal**



**Lampiran 3**

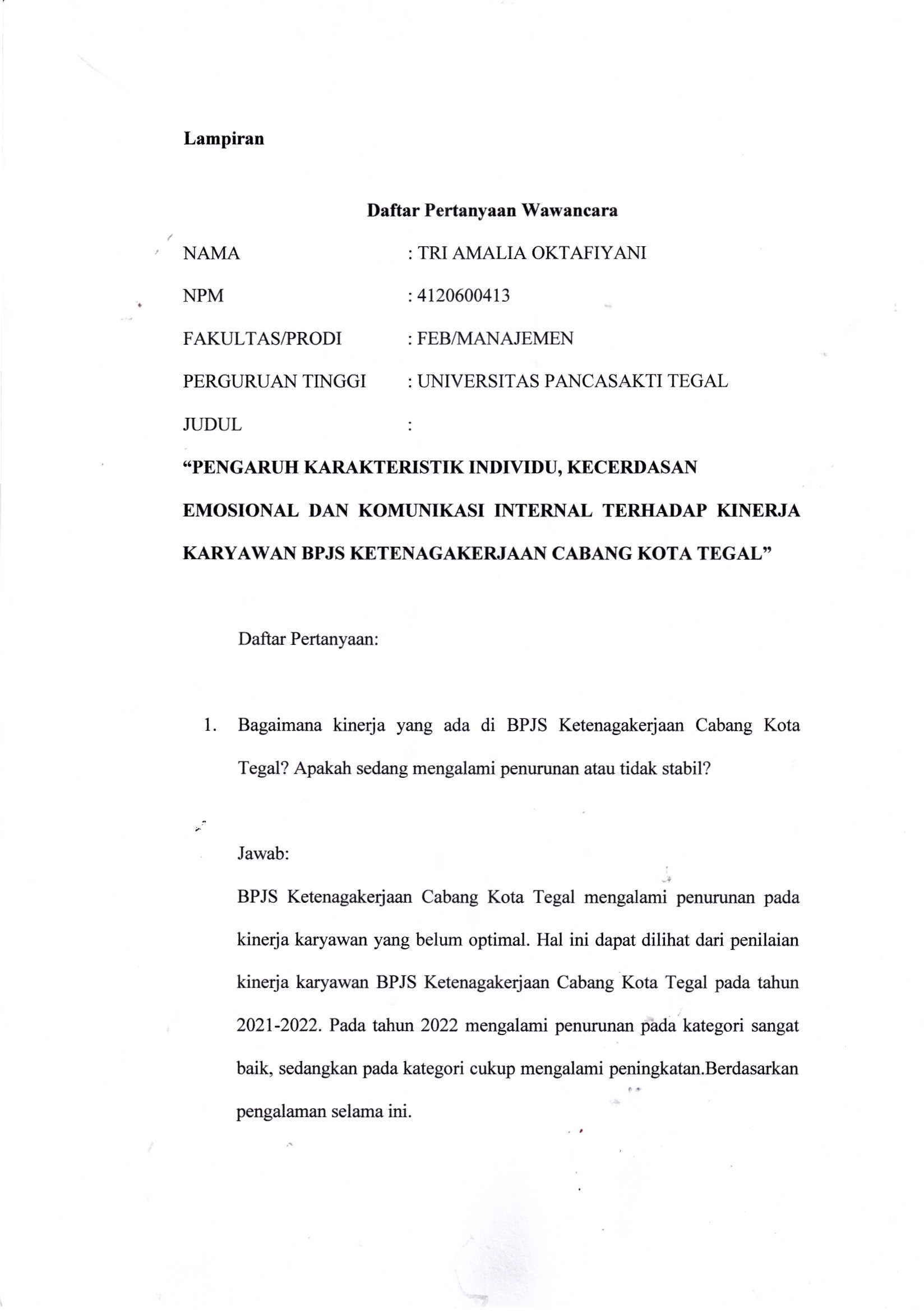
**Data Penilaian Kinerja Karyawan BPJS Ketenagakerjaan Cabang Kota Tegal Pada Tahun 2021-2022**

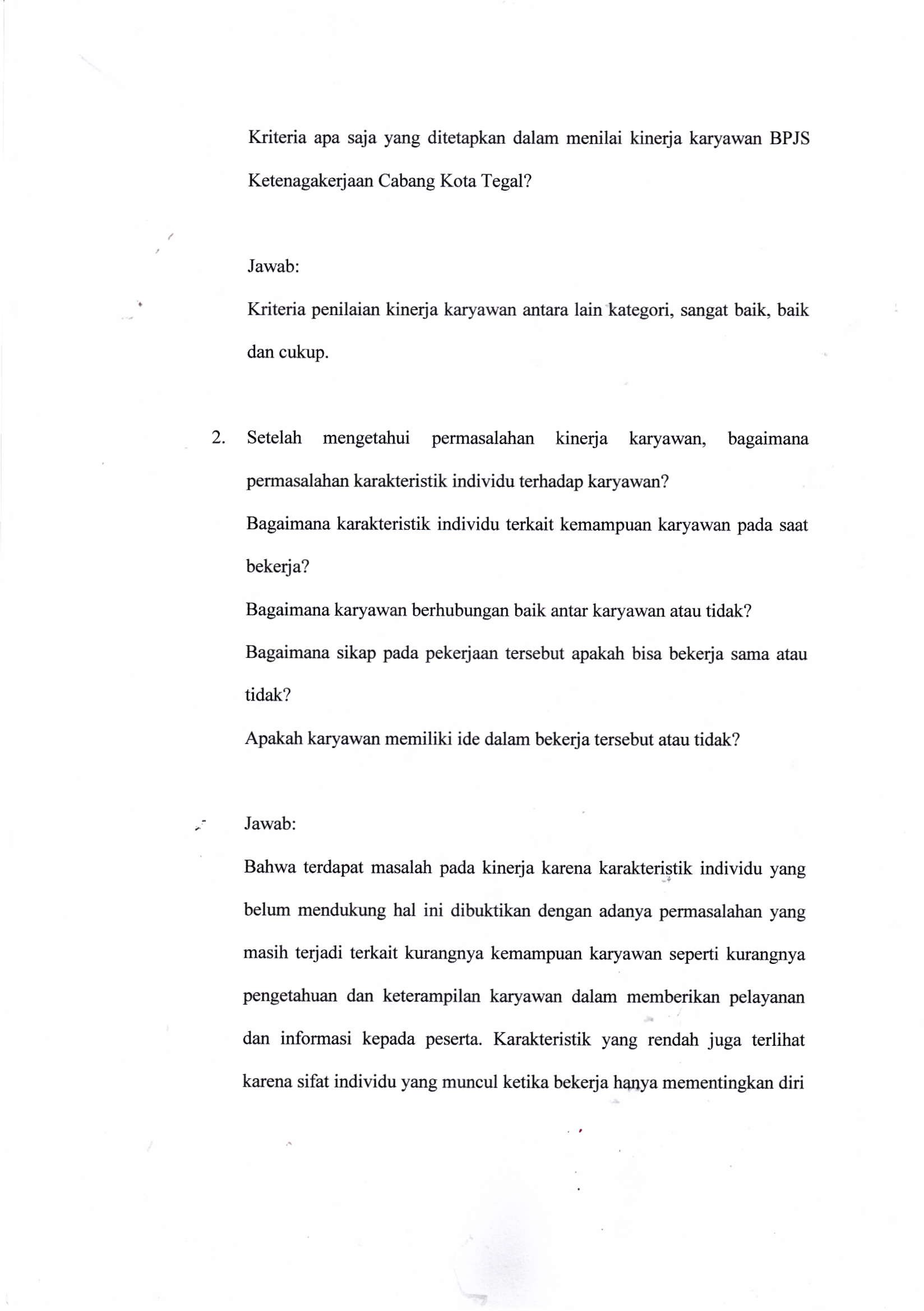


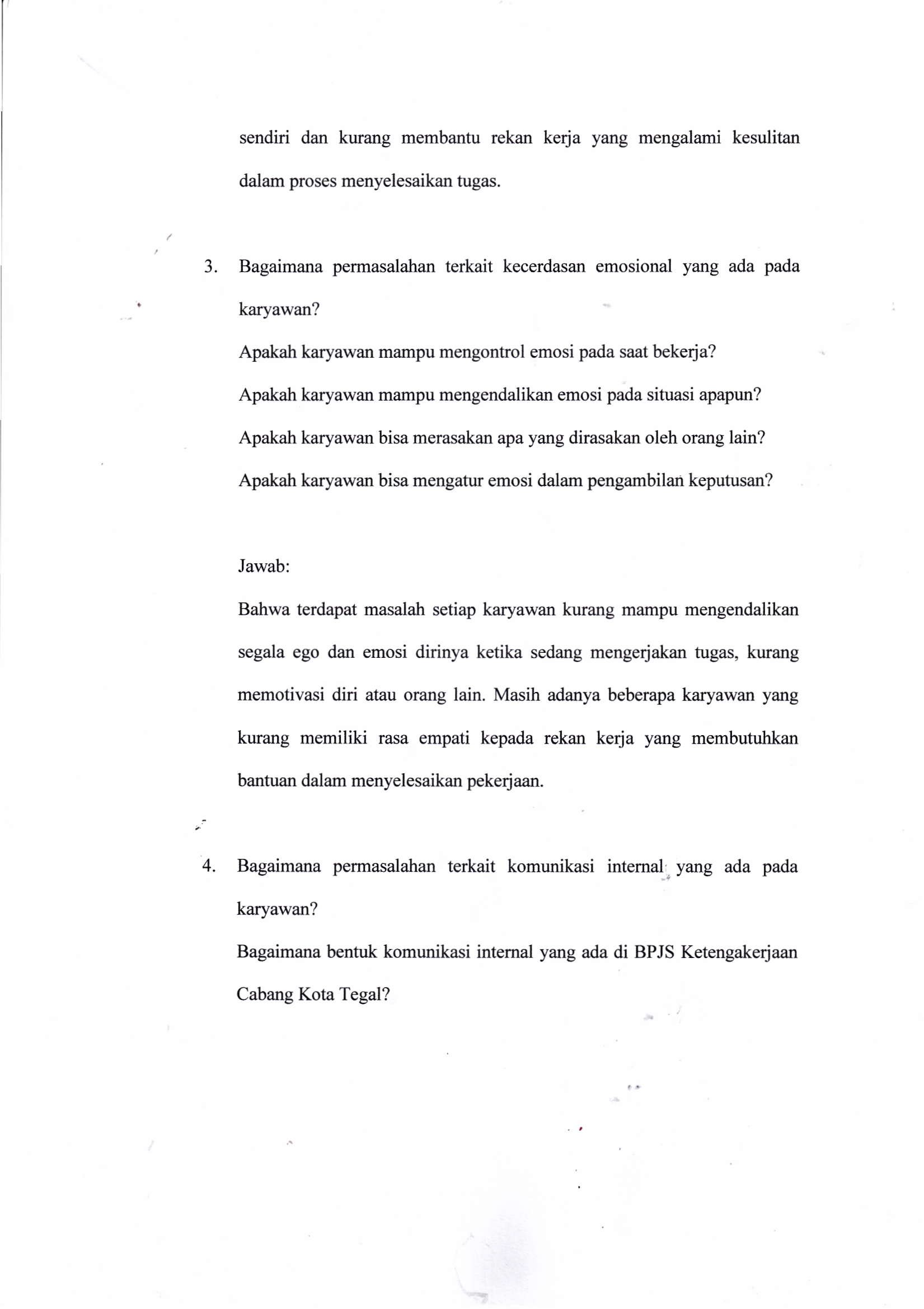


**Lampiran 4**

**Deskripsi Wawancara Kabid. BPJS Ketenagakerjaan Cabang Kota Tegal**

**

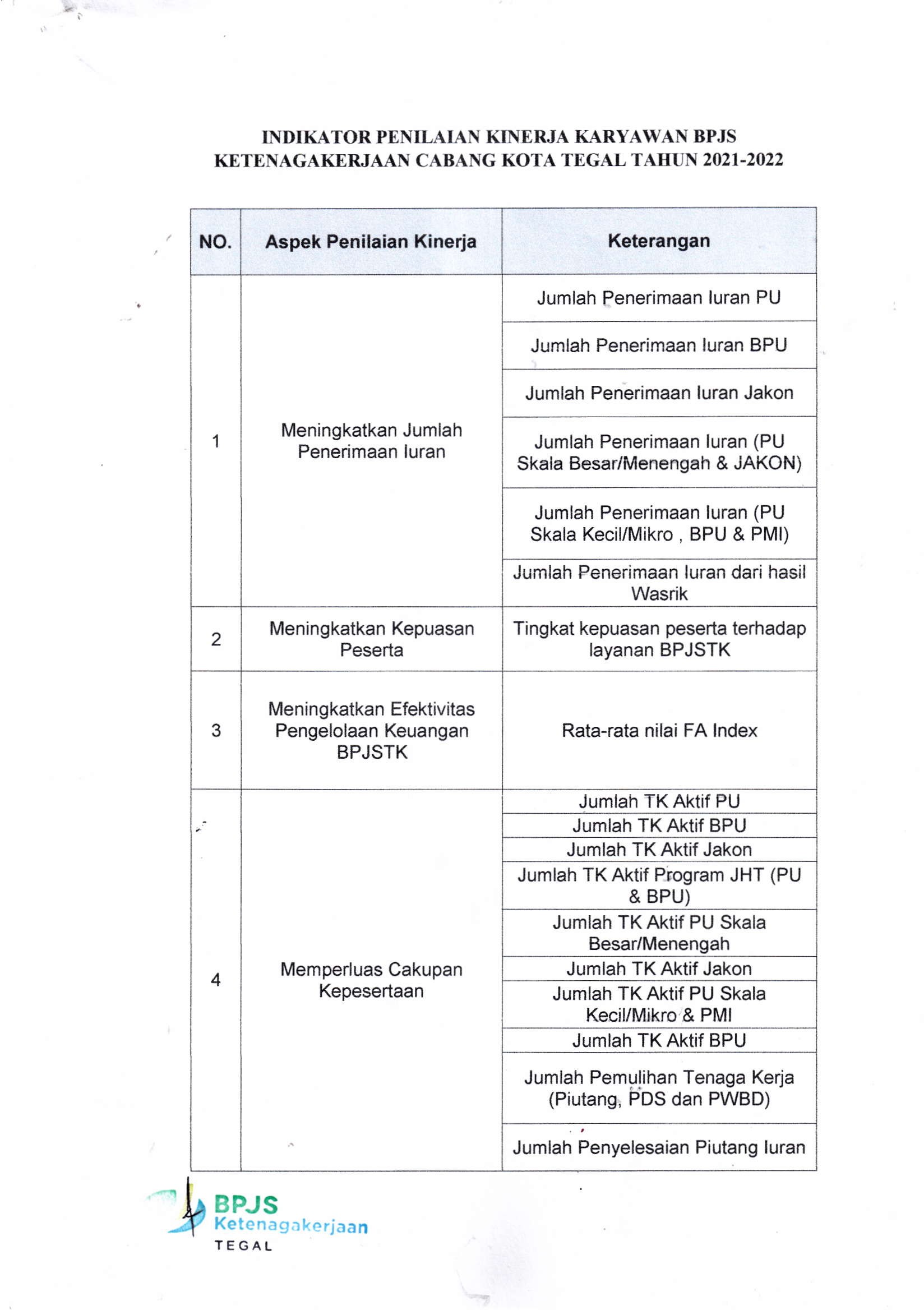


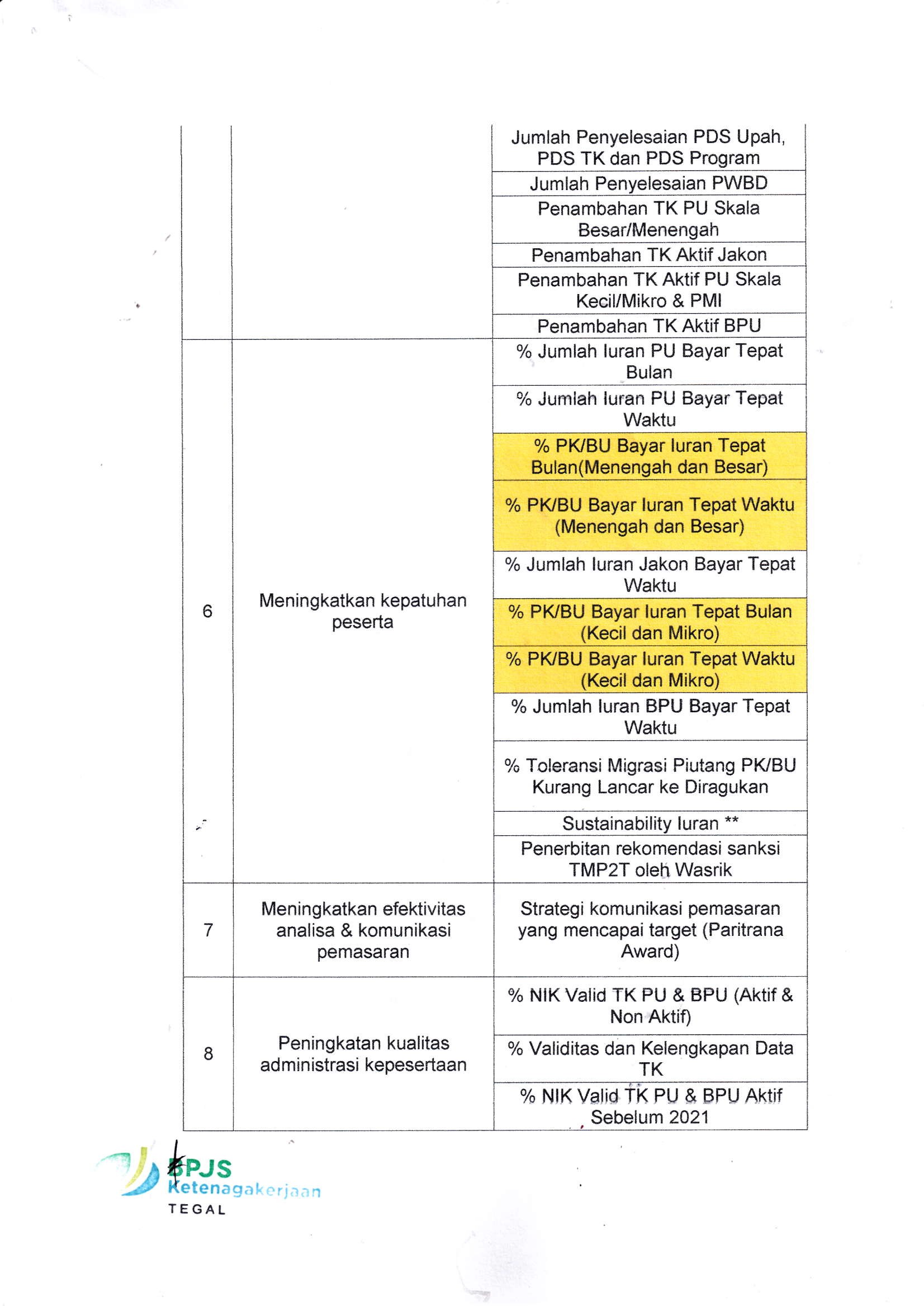


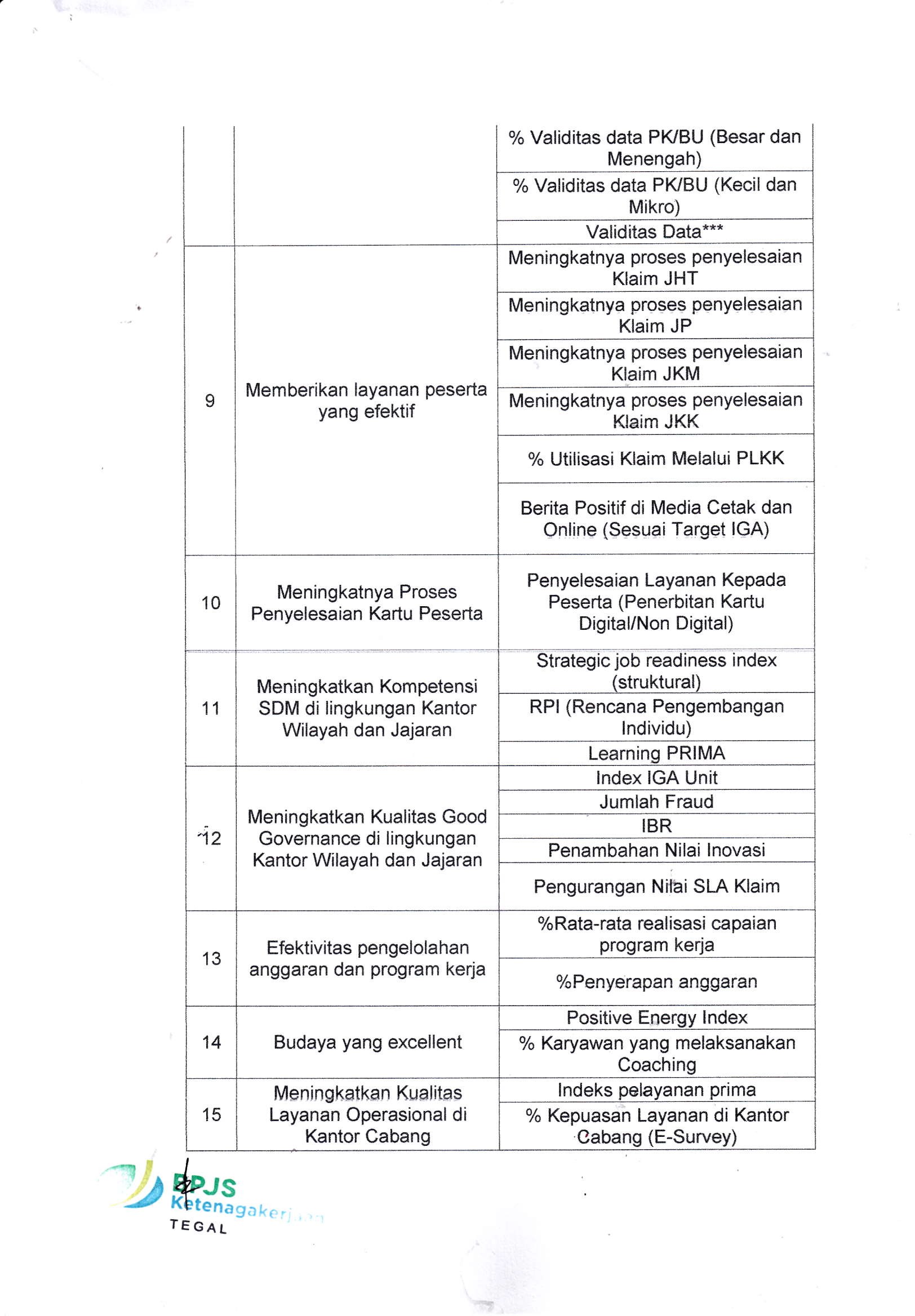


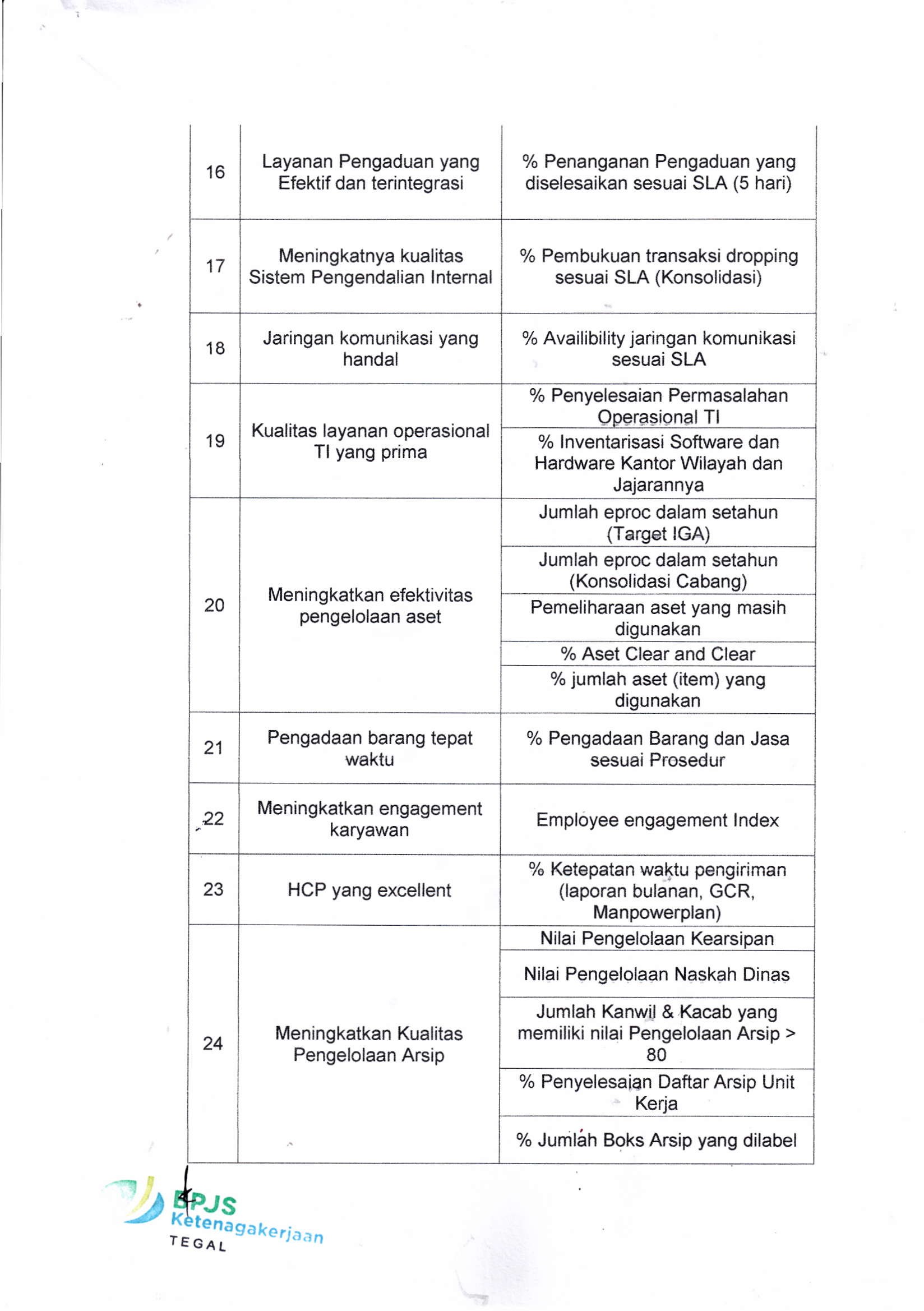
**Lampiran 5**

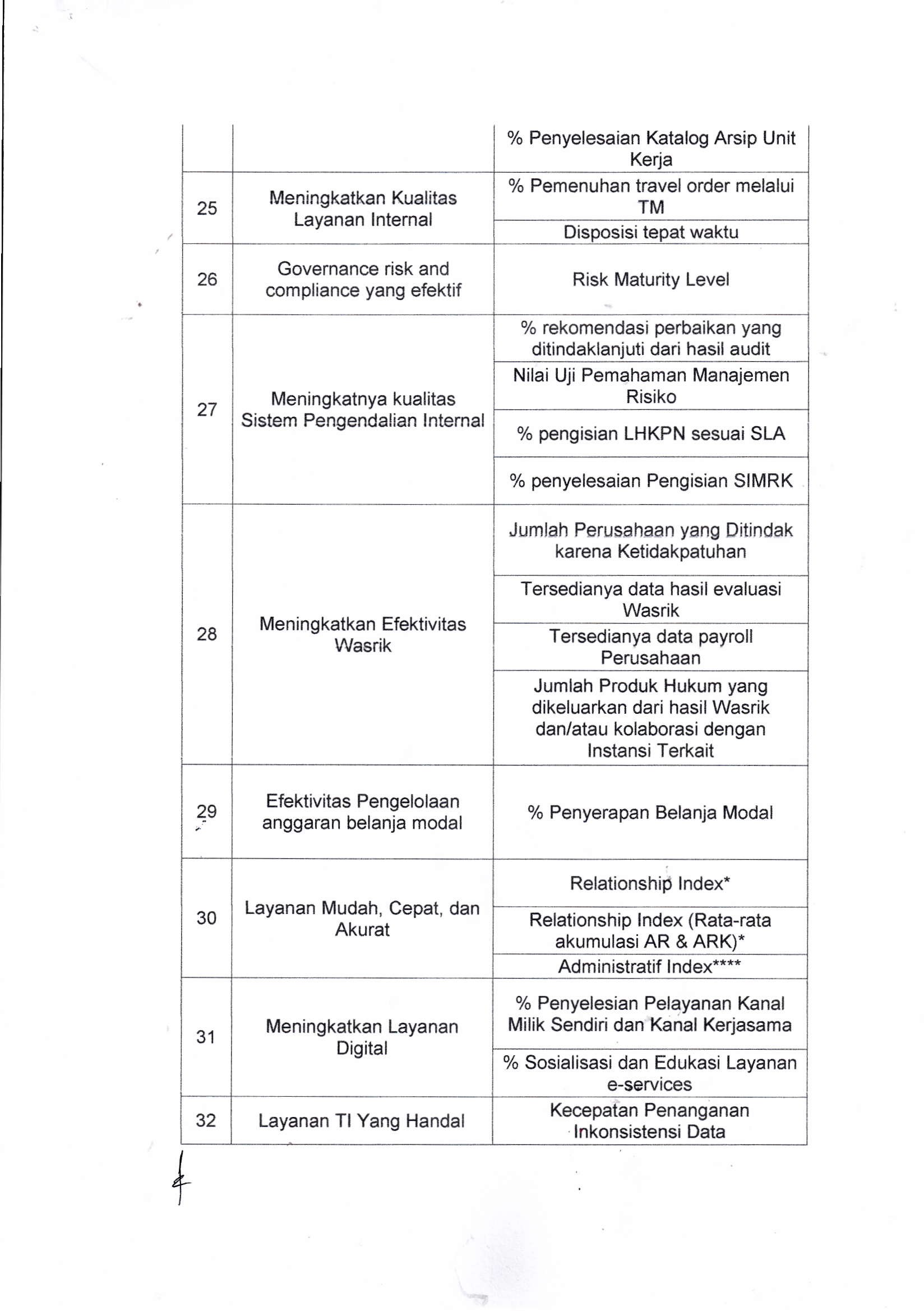
**Indikator Penilaian Kinerja Karyawan BPJS Ketenagkerjaan Cabang Kota Tegal Tahun 2021-2022**











**Lampiran 6**

**Lembar Kuesioner**

**KATA PENGANTAR KUESIONER PENELITIAN**

Kepada

Yth. Bapak/Ibu/Saudara/i

**BPJS Ketenagakerjaan Cabang Kota Tegal**

Dengan hormat,

Dalam rangka penyusunan skripsi untuk menyelesaikan studi jenjang strata 1 (S1) yang berjudul **“Pengaruh Karakteristik Individu, Kecerdasan Emosional dan Komunikasi Internal Terhadap Kinerja Karyawan BPJS Ketenagakerjaan Cabang Kota Tegal”**. Data yang diberikan akan digunakan untuk penelitian skripsi pada Fakultas Ekonomi dan Bisnis Universitas Pancasakti Tegal.

Sehubungan dengan hal tersebut, maka saya mohon bantuan Bapak/Ibu/Saudara/i untuk bersedia mengisi kuesioner ini sesuai dengan keadaan yang dialami dan dirasakan, kami menjamin penuh kerahasiaan informasi yang Bapak/Ibu/Saudara/i berikan.

Atas kerjasamanya dan bersedia untuk meluangkan waktu mengisi kuesioner ini, saya ucapkan banyak terimakasih.

Hormat Saya,

**Tri Amalia Oktafiyani**

**KUESIONER**

**PENGARUH KARAKTERISTIK INDIVIDU, KECERDASAN EMOSIONAL DAN KOMUNIKASI INTERNAL TERHADAP KINERJA KARYAWAN BPJS KETENAGAKERJAAN CABANG KOTA TEGAL**

1. **KARAKTERISTIK RESPONDEN**
2. Jenis Kelamin : a. Laki-laki

b. Perempuan

1. Pendidikan Terakhir : a. SMA/SMK

b. D3

c. S1

d. S2

e. Lainnya

1. Umur : a. 20-30 Tahun

b. 31-41 Tahun

c. 42-52 Tahun

d. > 53 Tahun

1. Lama Bekerja : a. < 1 Tahun

b. 1-5 Tahun

c. 6-10 Tahun

d. >10 Tahun

1. **PETUNJUK PENGISIAN**
2. Mohon dengan hormat dan kesediaan
3. Bapak/Ibu/Sdr untuk menanggapi seluruh pertanyaan yang ada
4. Beri tanda (✓) pada kolom yang tersedia
5. Ada lima alternatif jawaban, yaitu:

|  |  |  |
| --- | --- | --- |
| **No.** | **Jenis Jawaban** | **Bobot** |
| 1 | Sangat Tidak Setuju (STS) | 1 |
| 2 | Tidak Setuju (TS) | 2 |
| 3 | Netral (N) | 3 |
| 4 | Setuju (S) | 4 |
| 5 | Sangat Setuju (SS) | 5 |

1. **Kinerja Karyawan (Y)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **NO.** | **PERNYATAAN** | **PENILAIAN** | | | | |
| **SS** | **S** | **N** | **TS** | **STS** |
| **Kualitas** | | | | | | |
| 1. | Saya mempunyai kemampuan yang tinggi dalam bekerja |  |  |  |  |  |
| 2. | Saya mempunyai keterampilan dalam bekerja |  |  |  |  |  |
| 3. | Saya mengerjakan pekerjaan dengan tepat dan sempurna |  |  |  |  |  |
| **Kuantitas** | | | | | | |
| 4. | Saya mampu menghasilkan tugas sesuai dengan harapan organisasi |  |  |  |  |  |
| 5. | Saya menyelesaikan pekerjaan sesuai dengan keinginan atasan |  |  |  |  |  |
| 6. | Saya mengerjakan tugas kerja dengan baik dan teliti |  |  |  |  |  |
| **Ketepatan Waktu** | | | | | | |
| 7. | Saya bekerja sesuai dengan target organisasi |  |  |  |  |  |
| 8. | Saya menyelesaikan tugas sesuai prosedur kerja dengan tepat waktu |  |  |  |  |  |
| **Efektivitas** | | | | | | |
| 9. | Saya memanfaatkan sumber daya yang ada dalam pekerjaan |  |  |  |  |  |
| 10. | Saya mempunyai kemampuan dalam menggunakan teknologi yang ada di organisasi |  |  |  |  |  |

1. **Karakteristik Individu (X1)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **NO.** | **PERNYATAAN** | **PENILAIAN** | | | | |
| **SS** | **S** | **N** | **TS** | **STS** |
| **Kemampuan** | | | | | | |
| 1. | Saya memiliki keterampilan yang cukup untuk menyelesaikan pekerjaan |  |  |  |  |  |
| 2. | Saya dapat mengembangkan keterampilan yang berhubungan dengan pekerjaan |  |  |  |  |  |
| **Nilai** | | | | | | |
| 3. | Saya berusaha agar pekerjaan yang dilakukan memuaskan |  |  |  |  |  |
| 4. | Saya mempunyai hubungan baik dengan rekan kerja |  |  |  |  |  |
| 5. | Saya memiliki kapasitas intelektual yang dibutuhkan organisasi |  |  |  |  |  |
| **Sikap** | | | | | | |
| 6. | Saya merasa tertantang untuk menyelesaikan pekerjaan dengan baik |  |  |  |  |  |
| 7. | Saya memiliki kemampuan bekerja dalam kelompok atau tim kerja |  |  |  |  |  |
| 8. | Saya selalu menjaga nama baik organisasi |  |  |  |  |  |
| **Minat** | | | | | | |
| 9. | Saya menyukai pekerjaan yang diberikan oleh organisasi |  |  |  |  |  |
| 10. | Saya memiliki ide dalam menyelesaikan pekerjaan dengan cepat |  |  |  |  |  |

1. **Kecerdasan Emosional (X2)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **NO.** | **PERNYATAAN** | **PENILAIAN** | | | | |
| **SS** | **S** | **N** | **TS** | **STS** |
| **Kesadaran Diri** | | | | | | |
| 1. | Saya dapat mengontrol emosi serta mengetahui kelebihan dan kekurangan yang dimiliki |  |  |  |  |  |
| 2. | Saya mempunyai kemampuan untuk mendapatkan apa yang diinginkan |  |  |  |  |  |
| **Penguasaan diri** | | | | | | |
| 3. | Saya memiliki kemampuan mengelola dan mengendalikan emosi dalam situasi apapun |  |  |  |  |  |
| 4. | Saya mampu menanggapi kritik dan saran secara efektif |  |  |  |  |  |
| **Motivasi Diri** | | | | | | |
| 5. | Saya mampu memotivasi diri sendiri untuk meningkatkan kinerja |  |  |  |  |  |
| 6. | Saya dapat mengelola emosi sehingga mendapatkan hasil keputusan |  |  |  |  |  |
| **Empati** | | | | | | |
| 7. | Saya bisa merasakan apa yang dirasakan oleh orang lain |  |  |  |  |  |
| 8. | Saya selalu memberikan informasi terkait pekerjaan yang sudah dilakukan |  |  |  |  |  |
| **Keterampilan sosial** | | | | | | |
| 9. | Saya memiliki kemampuan yang baik dalam hubungan sosial |  |  |  |  |  |
| 10. | Saya selalu menjaga suasana kondusif di tempat kerja |  |  |  |  |  |
| 11. | Saya selalu melihat hal positif didalam segala situasi di tempat kerja |  |  |  |  |  |

1. **Komunikasi Internal (X3)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **NO.** | **PERNYATAAN** | **PENILAIAN** | | | | |
| **SS** | **S** | **N** | **TS** | **STS** |
| **Komunikasi ke atas** | | | | | | |
| 1. | Pimpinan memberikan instruksi kepada bawahan dengan jelas |  |  |  |  |  |
| 2. | Pimpinan memberikan informasi kebijakan kepada bawahan dengan jelas |  |  |  |  |  |
| 3. | Pimpinan memberikan penjelasan mengenai tugas yang diberikan kepada bawahan dengan jelas |  |  |  |  |  |
| **Komunikasi ke bawah** | | | | | | |
| 4. | Bawahan rutin memberikan laporan kepada pimpinan |  |  |  |  |  |
| 5. | Bawahan terbuka dalam memberikan saran kepada pimpinan |  |  |  |  |  |
| 6. | Bawahan memberikan pengaduan kepada pimpinan ketika ada permasalahan didalam organisasi |  |  |  |  |  |
| **Komunikasi Horizontal** | | | | | | |
| 7. | Antar karyawan berinteraksi dengan baik dalam bekerja |  |  |  |  |  |
| 8. | Antar karyawan menyampaikan informasi dengan jelas |  |  |  |  |  |
| 9. | Antar karyawan memberikan saran untuk memecahkan permasalahan dalam bekerja |  |  |  |  |  |
| **Komunikasi Diagonal** | | | | | | |
| 10. | Terdapat komunikasi yang baik antar karyawan dan pimpinan pada divisi yang berbeda |  |  |  |  |  |
| 11. | Jika ada kendala dalam pekerjaan, karyawan selalu meminta respon terhadap divisi yang berbeda atau dengan pimpinan |  |  |  |  |  |

**Lampiran 7**

**Data Penelitian Non Responden Variabel Kinerja (Y)**



**Lampiran 8**

**Data Penelitian Non Responden Variabel Karakteristik Individu (X1)**



**Lampiran 9**

**Data Penelitian Non Responden Variabel Kecerdasan Emosional (X2)**



**Lampiran 10**

**Data Penelitian Non Responden Variabel Komunikasi Internal (X3)**



**Lampiran 11**

**Transformasi Data Method of Successive Interval (MSI) Non Responden Variabel Kinerja (Y)**



**Lampiran 12**

**Transformasi Data Method of Successive Interval (MSI) Non Responden Variabel Karakteristik Individu (X1)**



**Lampiran 13**

**Transformasi Data Method of Successive Interval (MSI) Non Responden Variabel Kecerdasan Emosional (X2)**



**Lampiran 14**

**Transformasi Data Method of Successive Interval (MSI) Non Responden Variabel Komunikasi Internal (X3)**



**Lampiran 15**

**Hasil Uji Validitas Variabel Kinerja (Y)**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Correlations** | | | | | | | | | | | | |
|  | | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | Y7 | Y8 | Y9 | Y10 | TOTAL\_Y |
| Y1 | Pearson Correlation | 1 | .551\*\* | .714\*\* | .221 | .054 | .485\*\* | .257 | .414\* | .479\*\* | .309 | .625\*\* |
| Sig. (2-tailed) |  | .002 | .000 | .240 | .777 | .007 | .170 | .023 | .007 | .096 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Y2 | Pearson Correlation | .551\*\* | 1 | .719\*\* | .482\*\* | .400\* | .453\* | .391\* | .413\* | .429\* | .195 | .724\*\* |
| Sig. (2-tailed) | .002 |  | .000 | .007 | .028 | .012 | .033 | .023 | .018 | .301 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Y3 | Pearson Correlation | .714\*\* | .719\*\* | 1 | .467\*\* | .292 | .700\*\* | .407\* | .507\*\* | .668\*\* | .283 | .814\*\* |
| Sig. (2-tailed) | .000 | .000 |  | .009 | .118 | .000 | .026 | .004 | .000 | .129 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Y4 | Pearson Correlation | .221 | .482\*\* | .467\*\* | 1 | .597\*\* | .424\* | .465\*\* | .440\* | .475\*\* | .313 | .716\*\* |
| Sig. (2-tailed) | .240 | .007 | .009 |  | .000 | .020 | .010 | .015 | .008 | .092 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Y5 | Pearson Correlation | .054 | .400\* | .292 | .597\*\* | 1 | .235 | .348 | .347 | .182 | .422\* | .579\*\* |
| Sig. (2-tailed) | .777 | .028 | .118 | .000 |  | .212 | .059 | .060 | .335 | .020 | .001 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Y6 | Pearson Correlation | .485\*\* | .453\* | .700\*\* | .424\* | .235 | 1 | .331 | .503\*\* | .540\*\* | .146 | .667\*\* |
| Sig. (2-tailed) | .007 | .012 | .000 | .020 | .212 |  | .074 | .005 | .002 | .442 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Y7 | Pearson Correlation | .257 | .391\* | .407\* | .465\*\* | .348 | .331 | 1 | .804\*\* | .553\*\* | .442\* | .707\*\* |
| Sig. (2-tailed) | .170 | .033 | .026 | .010 | .059 | .074 |  | .000 | .002 | .014 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Y8 | Pearson Correlation | .414\* | .413\* | .507\*\* | .440\* | .347 | .503\*\* | .804\*\* | 1 | .741\*\* | .517\*\* | .801\*\* |
| Sig. (2-tailed) | .023 | .023 | .004 | .015 | .060 | .005 | .000 |  | .000 | .003 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Y9 | Pearson Correlation | .479\*\* | .429\* | .668\*\* | .475\*\* | .182 | .540\*\* | .553\*\* | .741\*\* | 1 | .535\*\* | .788\*\* |
| Sig. (2-tailed) | .007 | .018 | .000 | .008 | .335 | .002 | .002 | .000 |  | .002 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Y10 | Pearson Correlation | .309 | .195 | .283 | .313 | .422\* | .146 | .442\* | .517\*\* | .535\*\* | 1 | .595\*\* |
| Sig. (2-tailed) | .096 | .301 | .129 | .092 | .020 | .442 | .014 | .003 | .002 |  | .001 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| TOTAL\_Y | Pearson Correlation | .625\*\* | .724\*\* | .814\*\* | .716\*\* | .579\*\* | .667\*\* | .707\*\* | .801\*\* | .788\*\* | .595\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .001 | .000 | .000 | .000 | .000 | .001 |  |
| N | 30 | 30 | 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). | | | | | | | | | | | | |

**Lampiran 16**

**Hasil Uji Validitas Variabel Karakteristik Individu (X1)**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Correlations** | | | | | | | | | | | | |
|  | | X1.1 | X1.2 | X1.3 | X1.4 | X1.5 | X1.6 | X1.7 | X1.8 | X1.9 | X1.10 | TOTAL\_X1 |
| X1.1 | Pearson Correlation | 1 | .422\* | .395\* | .121 | .460\* | .608\*\* | .289 | .572\*\* | .748\*\* | .614\*\* | .816\*\* |
| Sig. (2-tailed) |  | .020 | .031 | .523 | .011 | .000 | .121 | .001 | .000 | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X1.2 | Pearson Correlation | .422\* | 1 | .419\* | .012 | .255 | .520\*\* | .134 | .387\* | .294 | .063 | .534\*\* |
| Sig. (2-tailed) | .020 |  | .021 | .951 | .173 | .003 | .480 | .035 | .114 | .743 | .002 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X1.3 | Pearson Correlation | .395\* | .419\* | 1 | .401\* | .105 | .367\* | .440\* | .466\*\* | .174 | .133 | .582\*\* |
| Sig. (2-tailed) | .031 | .021 |  | .028 | .581 | .046 | .015 | .009 | .358 | .484 | .001 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X1.4 | Pearson Correlation | .121 | .012 | .401\* | 1 | .274 | .123 | .183 | -.015 | -.041 | .322 | .395\* |
| Sig. (2-tailed) | .523 | .951 | .028 |  | .142 | .517 | .333 | .939 | .829 | .083 | .031 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X1.5 | Pearson Correlation | .460\* | .255 | .105 | .274 | 1 | .066 | .194 | .047 | .212 | .285 | .477\*\* |
| Sig. (2-tailed) | .011 | .173 | .581 | .142 |  | .727 | .304 | .805 | .261 | .127 | .008 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X1.6 | Pearson Correlation | .608\*\* | .520\*\* | .367\* | .123 | .066 | 1 | .425\* | .716\*\* | .512\*\* | .497\*\* | .762\*\* |
| Sig. (2-tailed) | .000 | .003 | .046 | .517 | .727 |  | .019 | .000 | .004 | .005 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X1.7 | Pearson Correlation | .289 | .134 | .440\* | .183 | .194 | .425\* | 1 | .500\*\* | .348 | .369\* | .631\*\* |
| Sig. (2-tailed) | .121 | .480 | .015 | .333 | .304 | .019 |  | .005 | .060 | .045 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X1.8 | Pearson Correlation | .572\*\* | .387\* | .466\*\* | -.015 | .047 | .716\*\* | .500\*\* | 1 | .557\*\* | .283 | .689\*\* |
| Sig. (2-tailed) | .001 | .035 | .009 | .939 | .805 | .000 | .005 |  | .001 | .130 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X1.9 | Pearson Correlation | .748\*\* | .294 | .174 | -.041 | .212 | .512\*\* | .348 | .557\*\* | 1 | .694\*\* | .714\*\* |
| Sig. (2-tailed) | .000 | .114 | .358 | .829 | .261 | .004 | .060 | .001 |  | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X1.10 | Pearson Correlation | .614\*\* | .063 | .133 | .322 | .285 | .497\*\* | .369\* | .283 | .694\*\* | 1 | .703\*\* |
| Sig. (2-tailed) | .000 | .743 | .484 | .083 | .127 | .005 | .045 | .130 | .000 |  | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| TOTAL\_X1 | Pearson Correlation | .816\*\* | .534\*\* | .582\*\* | .395\* | .477\*\* | .762\*\* | .631\*\* | .689\*\* | .714\*\* | .703\*\* | 1 |
| Sig. (2-tailed) | .000 | .002 | .001 | .031 | .008 | .000 | .000 | .000 | .000 | .000 |  |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| \*. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | | | | | | |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | | | | | | |

**Lampiran 17**

**Hasil Uji Validitas Variabel Kecerdasan Emosional (X2)**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Correlations** | | | | | | | | | | | | | |
|  | | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | X2.6 | X2.7 | X2.8 | X2.9 | X2.10 | X2.11 | TOTAL\_X2 |
| X2.1 | Pearson Correlation | 1 | .391\* | .543\*\* | .492\*\* | .409\* | .586\*\* | .293 | .320 | .228 | -.036 | .234 | .593\*\* |
| Sig. (2-tailed) |  | .033 | .002 | .006 | .025 | .001 | .117 | .084 | .225 | .852 | .213 | .001 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X2.2 | Pearson Correlation | .391\* | 1 | .498\*\* | .509\*\* | .398\* | .402\* | .116 | .536\*\* | .449\* | .151 | .433\* | .640\*\* |
| Sig. (2-tailed) | .033 |  | .005 | .004 | .030 | .028 | .541 | .002 | .013 | .427 | .017 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X2.3 | Pearson Correlation | .543\*\* | .498\*\* | 1 | .567\*\* | .395\* | .787\*\* | .408\* | .540\*\* | .448\* | .606\*\* | .598\*\* | .862\*\* |
| Sig. (2-tailed) | .002 | .005 |  | .001 | .031 | .000 | .025 | .002 | .013 | .000 | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X2.4 | Pearson Correlation | .492\*\* | .509\*\* | .567\*\* | 1 | .457\* | .556\*\* | .067 | .442\* | .409\* | .428\* | .593\*\* | .722\*\* |
| Sig. (2-tailed) | .006 | .004 | .001 |  | .011 | .001 | .724 | .014 | .025 | .018 | .001 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X2.5 | Pearson Correlation | .409\* | .398\* | .395\* | .457\* | 1 | .653\*\* | .222 | .405\* | .337 | .337 | .266 | .630\*\* |
| Sig. (2-tailed) | .025 | .030 | .031 | .011 |  | .000 | .239 | .027 | .069 | .069 | .156 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X2.6 | Pearson Correlation | .586\*\* | .402\* | .787\*\* | .556\*\* | .653\*\* | 1 | .431\* | .319 | .358 | .420\* | .504\*\* | .812\*\* |
| Sig. (2-tailed) | .001 | .028 | .000 | .001 | .000 |  | .017 | .085 | .052 | .021 | .004 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X2.7 | Pearson Correlation | .293 | .116 | .408\* | .067 | .222 | .431\* | 1 | .214 | .406\* | .310 | .213 | .535\*\* |
| Sig. (2-tailed) | .117 | .541 | .025 | .724 | .239 | .017 |  | .256 | .026 | .095 | .259 | .002 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X2.8 | Pearson Correlation | .320 | .536\*\* | .540\*\* | .442\* | .405\* | .319 | .214 | 1 | .668\*\* | .401\* | .331 | .676\*\* |
| Sig. (2-tailed) | .084 | .002 | .002 | .014 | .027 | .085 | .256 |  | .000 | .028 | .074 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X2.9 | Pearson Correlation | .228 | .449\* | .448\* | .409\* | .337 | .358 | .406\* | .668\*\* | 1 | .594\*\* | .325 | .696\*\* |
| Sig. (2-tailed) | .225 | .013 | .013 | .025 | .069 | .052 | .026 | .000 |  | .001 | .079 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X2.10 | Pearson Correlation | -.036 | .151 | .606\*\* | .428\* | .337 | .420\* | .310 | .401\* | .594\*\* | 1 | .522\*\* | .632\*\* |
| Sig. (2-tailed) | .852 | .427 | .000 | .018 | .069 | .021 | .095 | .028 | .001 |  | .003 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X2.11 | Pearson Correlation | .234 | .433\* | .598\*\* | .593\*\* | .266 | .504\*\* | .213 | .331 | .325 | .522\*\* | 1 | .670\*\* |
| Sig. (2-tailed) | .213 | .017 | .000 | .001 | .156 | .004 | .259 | .074 | .079 | .003 |  | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| TOTAL\_X2 | Pearson Correlation | .593\*\* | .640\*\* | .862\*\* | .722\*\* | .630\*\* | .812\*\* | .535\*\* | .676\*\* | .696\*\* | .632\*\* | .670\*\* | 1 |
| Sig. (2-tailed) | .001 | .000 | .000 | .000 | .000 | .000 | .002 | .000 | .000 | .000 | .000 |  |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| \*. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | | | | | | | |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | | | | | | | |

**Lampiran 18**

**Hasil Uji Validitas Komunikasi Internal (X3)**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Correlations** | | | | | | | | | | | | | |
|  | | X3.1 | X3.2 | X3.3 | X3.4 | X3.5 | X3.6 | X3.7 | X3.8 | X3.9 | X3.10 | X3.11 | TOTAL\_X3 |
| X3.1 | Pearson Correlation | 1 | .836\*\* | .605\*\* | .736\*\* | .434\* | .884\*\* | .438\* | .599\*\* | .566\*\* | .493\*\* | .298 | .864\*\* |
| Sig. (2-tailed) |  | .000 | .000 | .000 | .017 | .000 | .015 | .000 | .001 | .006 | .109 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X3.2 | Pearson Correlation | .836\*\* | 1 | .625\*\* | .600\*\* | .478\*\* | .702\*\* | .385\* | .632\*\* | .502\*\* | .484\*\* | .277 | .819\*\* |
| Sig. (2-tailed) | .000 |  | .000 | .000 | .007 | .000 | .036 | .000 | .005 | .007 | .138 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X3.3 | Pearson Correlation | .605\*\* | .625\*\* | 1 | .426\* | .113 | .460\* | .553\*\* | .704\*\* | .735\*\* | .753\*\* | .648\*\* | .790\*\* |
| Sig. (2-tailed) | .000 | .000 |  | .019 | .550 | .011 | .002 | .000 | .000 | .000 | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X3.4 | Pearson Correlation | .736\*\* | .600\*\* | .426\* | 1 | .538\*\* | .756\*\* | .303 | .393\* | .173 | .423\* | .342 | .721\*\* |
| Sig. (2-tailed) | .000 | .000 | .019 |  | .002 | .000 | .103 | .032 | .360 | .020 | .065 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X3.5 | Pearson Correlation | .434\* | .478\*\* | .113 | .538\*\* | 1 | .514\*\* | .267 | .267 | .105 | .279 | .134 | .544\*\* |
| Sig. (2-tailed) | .017 | .007 | .550 | .002 |  | .004 | .154 | .154 | .582 | .136 | .479 | .002 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X3.6 | Pearson Correlation | .884\*\* | .702\*\* | .460\* | .756\*\* | .514\*\* | 1 | .464\*\* | .432\* | .420\* | .422\* | .150 | .787\*\* |
| Sig. (2-tailed) | .000 | .000 | .011 | .000 | .004 |  | .010 | .017 | .021 | .020 | .430 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X3.7 | Pearson Correlation | .438\* | .385\* | .553\*\* | .303 | .267 | .464\*\* | 1 | .729\*\* | .620\*\* | .737\*\* | .534\*\* | .707\*\* |
| Sig. (2-tailed) | .015 | .036 | .002 | .103 | .154 | .010 |  | .000 | .000 | .000 | .002 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X3.8 | Pearson Correlation | .599\*\* | .632\*\* | .704\*\* | .393\* | .267 | .432\* | .729\*\* | 1 | .620\*\* | .737\*\* | .534\*\* | .787\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .032 | .154 | .017 | .000 |  | .000 | .000 | .002 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X3.9 | Pearson Correlation | .566\*\* | .502\*\* | .735\*\* | .173 | .105 | .420\* | .620\*\* | .620\*\* | 1 | .641\*\* | .594\*\* | .714\*\* |
| Sig. (2-tailed) | .001 | .005 | .000 | .360 | .582 | .021 | .000 | .000 |  | .000 | .001 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X3.10 | Pearson Correlation | .493\*\* | .484\*\* | .753\*\* | .423\* | .279 | .422\* | .737\*\* | .737\*\* | .641\*\* | 1 | .786\*\* | .801\*\* |
| Sig. (2-tailed) | .006 | .007 | .000 | .020 | .136 | .020 | .000 | .000 | .000 |  | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| X3.11 | Pearson Correlation | .298 | .277 | .648\*\* | .342 | .134 | .150 | .534\*\* | .534\*\* | .594\*\* | .786\*\* | 1 | .618\*\* |
| Sig. (2-tailed) | .109 | .138 | .000 | .065 | .479 | .430 | .002 | .002 | .001 | .000 |  | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| TOTAL\_X3 | Pearson Correlation | .864\*\* | .819\*\* | .790\*\* | .721\*\* | .544\*\* | .787\*\* | .707\*\* | .787\*\* | .714\*\* | .801\*\* | .618\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .002 | .000 | .000 | .000 | .000 | .000 | .000 |  |
| N | 30 | 30 | 30 | 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). | | | | | | | | | | | | | |

**Lampiran 19**

**Hasil Uji Reliabilitas Variabel Kinerja (Y)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Case Processing Summary** | | | |
|  | | N | % |
| Cases | Valid | 30 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 30 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| .883 | 10 |

**Lampiran 20**

**Hasil Uji Reliabilitas Variabel Karakteristik Individu (X1)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Case Processing Summary** | | | |
|  | | N | % |
| Cases | Valid | 30 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 30 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| .821 | 10 |

**Lampiran 21**

**Hasil Uji Reliabilitas Variabel Kecerdasan Emosional (X2)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Case Processing Summary** | | | |
|  | | N | % |
| Cases | Valid | 30 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 30 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| .878 | 11 |

**Lampiran 22**

**Hasil Uji Reliabilitas Variabel Komunikasi Internal (X3)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Case Processing Summary** | | | |
|  | | N | % |
| Cases | Valid | 30 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 30 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| .912 | 11 |

**Lampiran 23**

**Data Penelitian Variabel Kinerja (Y)**



**Lampiran 24**

**Data Penelitian Variabel Karakteristik Individu (X1)**



**Lampiran 25**

**Data Penelitian Variabel Kecerdasan Emosional (X2)**



**Lampiran 26**

**Data Penelitian Variabel Komunikasi Internal (X3)**



**Lampiran 27**

**Transformasi Data Method of Successive Interval (MSI) Variabel Kinerja (Y)**



**Lampiran 28**

**Transformasi Data Method of Successive Interval (MSI) Variabel Karakteristik Individu (X1)**



**Lampiran 29**

**Transformasi Data Method of Successive Interval (MSI) Variabel Kecerdasan Emosional (X2)**



**Lampiran 30**

**Transformasi Data Method of Successive Interval (MSI) Variabel Komunikasi Internal (X3)**



**Lampiran 31**

**Uji Asumsi Klasik (Uji Normalitas)**

|  |  |  |
| --- | --- | --- |
| **One-Sample Kolmogorov-Smirnov Test** | | |
|  | | Unstandardized Residual |
| N | | 35 |
| Normal Parametersa,b | Mean | .0000000 |
| Std. Deviation | 2017.75897885 |
| Most Extreme Differences | Absolute | .087 |
| Positive | .087 |
| Negative | -.074 |
| Test Statistic | | .087 |
| Asymp. Sig. (2-tailed) | | .200c,d |
| a. Test distribution is Normal. | | |
| b. Calculated from data. | | |
| c. Lilliefors Significance Correction. | | |
| d. This is a lower bound of the true significance. | | |

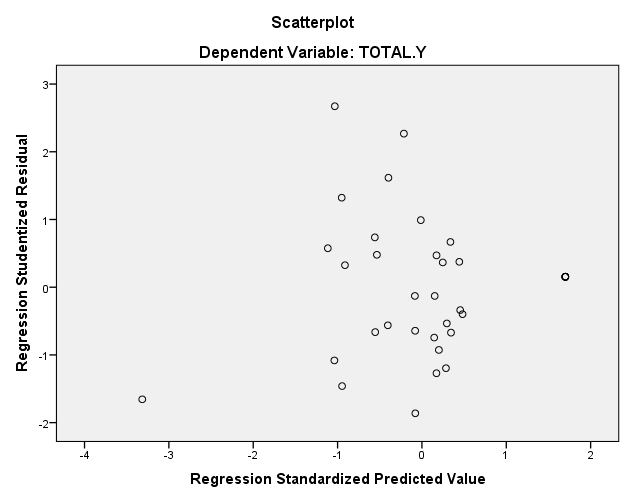
**Lampiran 32**

**Uji Asumsi Klasik (Uji Multikolonieritas)**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| B | Std. Error | Beta | Tolerance | VIF |
| 1 | (Constant) | -2902.461 | 2784.671 |  | -1.042 | .305 |  |  |
| Karakteristik Individu | .878 | .116 | .775 | 7.547 | .000 | .328 | 3.052 |
| Kecerdasan Emosional | .142 | .121 | .121 | 1.177 | .248 | .325 | 3.077 |
| Komunikasi Internal | .089 | .090 | .092 | .987 | .331 | .401 | 2.494 |
| a. Dependent Variable: Kinerja Karyawan | | | | | | | | |

**Lampiran 33**

**Uji Asumsi Klasik (Uji Heteroskedastisitas)**



|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 5390.709 | 1540.968 |  | 3.498 | .001 |
| Karakteristik Individu | -.072 | .064 | -.313 | -1.119 | .272 |
| Kecerdasan Emosional | -.010 | .067 | -.043 | -.152 | .880 |
| Komunikasi Internal | -.026 | .050 | -.130 | -.515 | .610 |
| a. Dependent Variable: Kinerja Karyawan | | | | | | |

**Lampiran 34**

**Analisis Regresi Berganda**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | -2902.461 | 2784.671 |  | -1.042 | .305 |
| Karakteristik Individu | .878 | .116 | .775 | 7.547 | .000 |
| Kecerdasan Emosional | .142 | .121 | .121 | 1.177 | .248 |
| Komunikasi Internal | .089 | .090 | .092 | .987 | .331 |
| a. Dependent Variable: Kinerja Karyawan | | | | | | |

**Lampiran 35**

**Uji Signifikansi Parsial (Uji t)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | -2902.461 | 2784.671 |  | -1.042 | .305 |
| Karakteristik Individu | .878 | .116 | .775 | 7.547 | .000 |
| Kecerdasan Emosional | .142 | .121 | .121 | 1.177 | .248 |
| Komunikasi Internal | .089 | .090 | .092 | .987 | .331 |
| a. Dependent Variable: Kinerja Karyawan | | | | | | |

**Lampiran 36**

**Uji Signifikansi Simultan (Uji F)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ANOVAa** | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1153323005.797 | 3 | 384441001.932 | 86.094 | .000b |
| Residual | 138425944.089 | 31 | 4465353.035 |  |  |
| Total | 1291748949.886 | 34 |  |  |  |
| a. Dependent Variable: Kinerja Karyawan | | | | | | |
| b. Predictors: (Constant), Karakteristik Individu, Kecerdasan Emosional, Komunikasi Internal | | | | | | |

**Lampiran 37**

**Analisis Koefisien Determinasi**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|
| 1 | .945a | .893 | .882 | 2113.138196 |
| a. Predictors: (Constant), Karakteristik Individu, Kecerdasan Emosional, Komunikasi Internal | | | | |
| b. Dependent Variable: Kinerja Karyawan | | | | |