

**LAMPIRAN-LAMPIRAN**



## DAFTAR RIWAYAT HIDUP

### Data Pribadi

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Program Studi : S1 Manajemen  
Tempat Tanggal Lahir : Gresik, 21 Februari 2000  
Jenis Kelamin : Laki-laki  
Agama : Islam  
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### Riwayat Pendidikan

2007 - 2013 : MI Al Mathlabatul Khoiriyyah  
2013 - 2016 : SMPN 4 Gresik  
2016 - 2018 : SMAN 1 Kebomas  
2023 - sekarang : Universitas Muhammadiyah Gresik

### Pengalaman Organisasi

1. Anggota Tim Karawitan SMAN 1 Kebomas
2. Anggota Green team SMAN 1 Kebomas

Pengetahuan Komputer : *Microsoft Office (Word, Excel, Power Point, Access, Publisher), Corel Draw, Macromedia Flash, Dreamweaver*

Pengetahuan Bahasa : Bahasa Indonesia, Bahasa Inggris dan Bahasa Jepang

## Lampiran 2

### **KUESIONER PENGARUH KOMPETENSI SUMBER DAYA MANUSIA, PENGEMBANGAN KARIR DAN KOMITMEN ORGANISASI TERHADAP KINERJA KARYAWAN PT Permata Energi Indonesia**

Dalam rangka penelitian Laporan Tugas Akhir dengan judul “Pengaruh Kompetensi Sumber Daya Manusia, Pengembangan Karir dan Komitmen Organisasi Terhadap Kinerja Karyawan PT Permata Energi Indonesia”. Saya Ruly Ikhsan Mahasiswa Program Studi S1 Manajemen, Jurusan Manajemen, Universitas Muhammadiyah Gresik memohon kesediaan Bapak/Ibu/Saudara untuk berpartisipasi dalam mengisi kuesioner ini dengan sebenarnya. Saya juga akan menjamin kerahasiaan informasi dan identitas yang Bapak/Ibu/Saudara berikan. Atas perhatian dan bantuan Bapak/Ibu/Saudara, saya ucapkan terima kasih.

#### **A. Identitas Responden**

Nama :  
Jenis Kelamin : L/P (\*)  
Jabatan/Divisi :  
Usia : (a) 20-30 (b) 31-40 (c) 41-50 (d) 51-60  
Domisili :  
(\*) Lingkari jawaban jawaban yang diinginkan

#### **B. Petunjuk Pengisian**

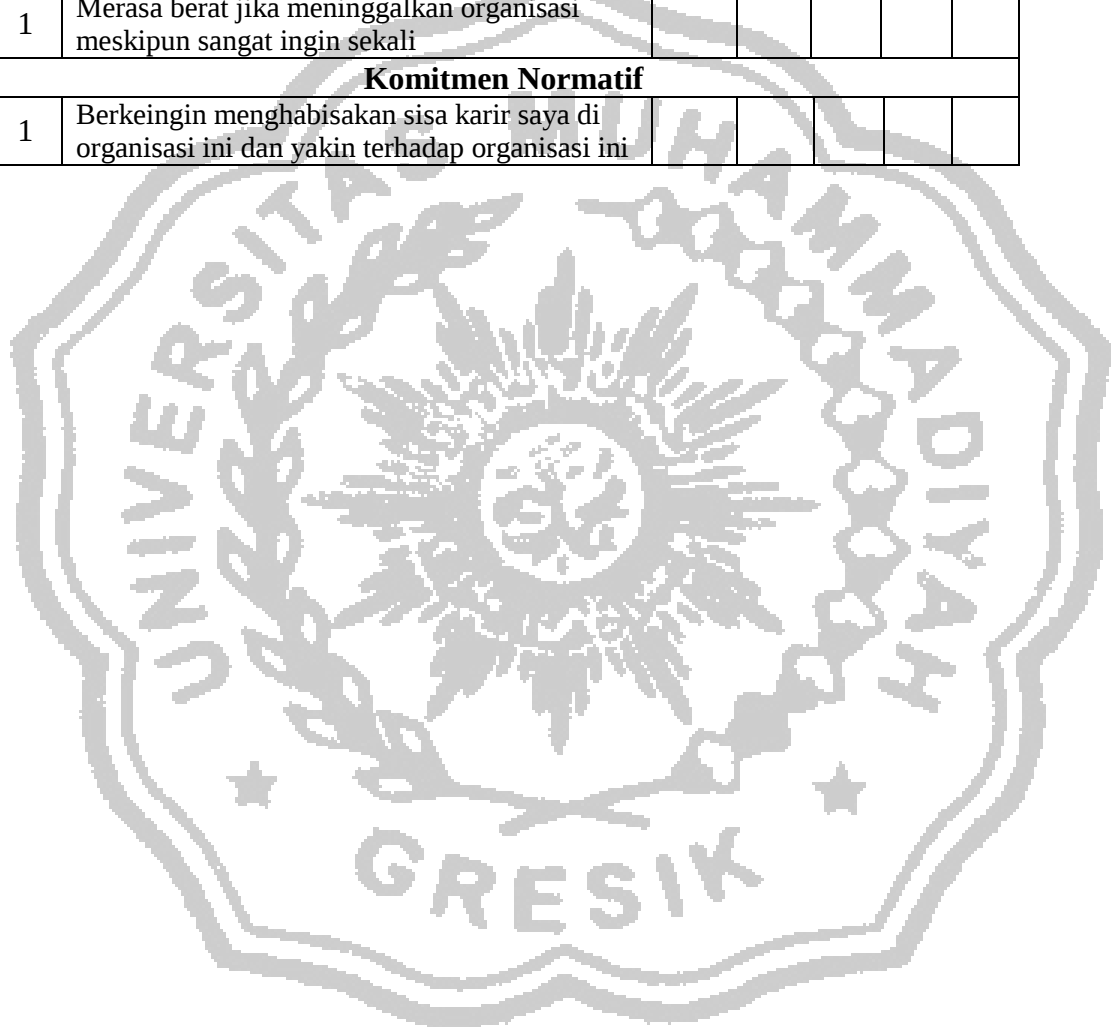
1. Kuesioner ditujukan untuk karyawan PT Permata Energi Indonesia
2. Bapak/Ibu/Saudara diharapkan dapat memberikan jawaban yang paling sesuai dengan persepsi Bapak/Ibu/Saudara terhadap penelitian ini
3. Bapak/Ibu/Saudara mengisi kuisisioner ini dengan memberikan satu tanda centang (✓) pada pernyataan yang dianggap sesuai.
4. Pada setiap pernyataan akan disediakan kategori jawaban:

- 1) STS (Sangat Tidak Setuju)
- 2) TS (Tidak Setuju)
- 3) CS (Cukup Setuju)
- 4) S (Setuju)
- 5) SS (Sangat Setuju)

| 1.1 Kinerja Karyawan |                                                                                                     |          |         |         |        |         |
|----------------------|-----------------------------------------------------------------------------------------------------|----------|---------|---------|--------|---------|
| Kualitas             |                                                                                                     |          |         |         |        |         |
| No                   | Pernyataan                                                                                          | STS<br>1 | TS<br>2 | CS<br>3 | S<br>4 | SS<br>5 |
| 1                    | Karyawan harus teliti dan terampil dalam bekerja dan juga cepat tepat dalam menyelesaikan pekerjaan |          |         |         |        |         |
| Kuantitas            |                                                                                                     |          |         |         |        |         |
| No                   | Pernyataan                                                                                          | STS<br>1 | TS<br>2 | CS<br>3 | S<br>4 | SS<br>5 |
| 1                    | Karyawan harus dapat memenuhi target dalam bekerja                                                  |          |         |         |        |         |
| Pengetahuan          |                                                                                                     |          |         |         |        |         |
| No                   | Pernyataan                                                                                          | STS<br>1 | TS<br>2 | CS<br>3 | S<br>4 | SS<br>5 |
| 1                    | Karyawan harus memiliki kemampuan dan terampil dalam melaksanakan pekerjaannya                      |          |         |         |        |         |
| Keandalan            |                                                                                                     |          |         |         |        |         |
| No                   | Pernyataan                                                                                          | STS<br>1 | TS<br>2 | CS<br>3 | S<br>4 | SS<br>5 |
| 1                    | Karyawan harus memiliki inisiatif dan disiplin dalam melaksanakan pekerjaannya                      |          |         |         |        |         |
| Kehadiran            |                                                                                                     |          |         |         |        |         |
| No                   | Pernyataan                                                                                          | STS      | TS      | CS      | S      | SS      |
| 1                    | Karyawan harus datang tepat waktu dan memiliki tingkat kehadiran yang baik                          |          |         |         |        |         |
| Kerjasama            |                                                                                                     |          |         |         |        |         |
| No                   | Pernyataan                                                                                          | STS      | TS      | CS      | S      | SS      |
| 1                    | Karyawan harus dapat bekerja dengan rekan kerja dalam menyelesaikan pekerjaan                       |          |         |         |        |         |

| 1. Kompetensi Sumber Daya Manusia (X <sub>1</sub> ) |                                                                                                                                                                                      |          |         |         |        |         |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------|---------|--------|---------|
| Task Achievement                                    |                                                                                                                                                                                      |          |         |         |        |         |
| No                                                  | Pernyataan                                                                                                                                                                           | STS<br>1 | TS<br>2 | CS<br>3 | S<br>4 | SS<br>5 |
| 1                                                   | Saya mampu bekerja dengan berorientasi pada target dengan kualitas hasil sesuai dengan target                                                                                        |          |         |         |        |         |
| Relationship                                        |                                                                                                                                                                                      |          |         |         |        |         |
| 1                                                   | Saya mampu menjalin komunikasi dengan baik serta mengatasi konflik yang saya alami dengan pegawai lainnya                                                                            |          |         |         |        |         |
| Personal Attribute                                  |                                                                                                                                                                                      |          |         |         |        |         |
| 1                                                   | Saya mampu berpikir analitis dan konseptual juga memiliki kemauan untuk belajar mengambil keputusan, memberikan ketegasan dalam bertindak serta dapat mengatasi stress dalam bekerja |          |         |         |        |         |
| Managerial                                          |                                                                                                                                                                                      |          |         |         |        |         |
| 1                                                   | Saya memiliki kemampuan memberdayakan, dan mengembangkan orang lain untuk pencapaian target kerja                                                                                    |          |         |         |        |         |
| Leadership                                          |                                                                                                                                                                                      |          |         |         |        |         |
| 1                                                   | Saya memiliki pola berpikir visioner (berorientasi pada visi atau tujuan organisasi)                                                                                                 |          |         |         |        |         |
| 2. Pengembangan Karir (X <sub>2</sub> )             |                                                                                                                                                                                      |          |         |         |        |         |
| Perlakuan Yang Adil Dalam Berkarir                  |                                                                                                                                                                                      |          |         |         |        |         |
| No                                                  | Pernyataan                                                                                                                                                                           | STS<br>1 | TS<br>2 | CS<br>3 | S<br>4 | SS<br>5 |
| 1                                                   | Pengembangan karir di perusahaan tempat anda bekerja sesuai dengan prestasi kerja yang diberikan                                                                                     |          |         |         |        |         |
| Kepedulian Para Atasan Langsung                     |                                                                                                                                                                                      |          |         |         |        |         |
| 1                                                   | Perhatian pimpinan terhadap pegawai sesuai dengan prestasi kerja yang dimiliki juga selalu ada interaksi atau hubungan antara pimpinan dengan para anggotanya                        |          |         |         |        |         |
| Informasi Tentang Berbagai Peluang Promosi          |                                                                                                                                                                                      |          |         |         |        |         |
| 1                                                   | Mendapatkan bimbingan karir yang diberikan oleh pihak organisasi tempat anda bekerja.                                                                                                |          |         |         |        |         |
| Adanya Minat Untuk Dipromosikan                     |                                                                                                                                                                                      |          |         |         |        |         |
| 1                                                   | Mendapatkan kesempatan lebih luas dan kepercayaan untuk bisa mengembangkan karir saudara.                                                                                            |          |         |         |        |         |
| Tingkat kepuasan                                    |                                                                                                                                                                                      |          |         |         |        |         |
| 1                                                   | Organisasi selalu mengadakan program pelatihan kepada seluruh pegawainya                                                                                                             |          |         |         |        |         |

| 3. Komitmen Organisasi (X <sub>3</sub> ) |                                                                                               |     |    |    |   |    |
|------------------------------------------|-----------------------------------------------------------------------------------------------|-----|----|----|---|----|
| Komitmen Afektif                         |                                                                                               |     |    |    |   |    |
| No                                       | Pernyataan                                                                                    | STS | TS | CS | S | SS |
|                                          |                                                                                               | 1   | 2  | 3  | 4 | 5  |
| 1                                        | Merasa nyaman dan bangga serta memiliki rasa suka duka terhadap organisasi ini                |     |    |    |   |    |
| Komitmen Berkelanjutan                   |                                                                                               |     |    |    |   |    |
| 1                                        | Merasa berat jika meninggalkan organisasi meskipun sangat ingin sekali                        |     |    |    |   |    |
| Komitmen Normatif                        |                                                                                               |     |    |    |   |    |
| 1                                        | Berkeinginan menghabiskan sisa karir saya di organisasi ini dan yakin terhadap organisasi ini |     |    |    |   |    |



Tabel r Hitung

| df = (N-2) | Tingkat signifikansi untuk uji satu arah |        |        |        |        |
|------------|------------------------------------------|--------|--------|--------|--------|
|            | 0.05                                     | 0.025  | 0.01   | 0.005  | 0.0005 |
|            | Tingkat signifikansi untuk uji dua arah  |        |        |        |        |
|            | 0.1                                      | 0.05   | 0.02   | 0.01   | 0.001  |
| 51         | 0.2284                                   | 0.2706 | 0.3188 | 0.3509 | 0.4393 |
| 52         | 0.2262                                   | 0.2681 | 0.3158 | 0.3477 | 0.4354 |
| 53         | 0.2241                                   | 0.2656 | 0.3129 | 0.3445 | 0.4317 |
| 54         | 0.2221                                   | 0.2632 | 0.3102 | 0.3415 | 0.4280 |
| 55         | 0.2201                                   | 0.2609 | 0.3074 | 0.3385 | 0.4244 |
| 56         | 0.2181                                   | 0.2586 | 0.3048 | 0.3357 | 0.4210 |
| 57         | 0.2162                                   | 0.2564 | 0.3022 | 0.3328 | 0.4176 |
| 58         | 0.2144                                   | 0.2542 | 0.2997 | 0.3301 | 0.4143 |
| 59         | 0.2126                                   | 0.2521 | 0.2972 | 0.3274 | 0.4110 |
| 60         | 0.2108                                   | 0.2500 | 0.2948 | 0.3248 | 0.4079 |
| 61         | 0.2091                                   | 0.2480 | 0.2925 | 0.3223 | 0.4048 |
| 62         | 0.2075                                   | 0.2461 | 0.2902 | 0.3198 | 0.4018 |
| 63         | 0.2058                                   | 0.2441 | 0.2880 | 0.3173 | 0.3988 |
| 64         | 0.2042                                   | 0.2423 | 0.2858 | 0.3150 | 0.3959 |
| 65         | 0.2027                                   | 0.2404 | 0.2837 | 0.3126 | 0.3931 |
| 66         | 0.2012                                   | 0.2387 | 0.2816 | 0.3104 | 0.3903 |
| 67         | 0.1997                                   | 0.2369 | 0.2796 | 0.3081 | 0.3876 |
| 68         | 0.1982                                   | 0.2352 | 0.2776 | 0.3060 | 0.3850 |
| 69         | 0.1968                                   | 0.2335 | 0.2756 | 0.3038 | 0.3823 |
| 70         | 0.1954                                   | 0.2319 | 0.2737 | 0.3017 | 0.3798 |

Tabel T Hitung

| Pr<br>df | 0.25<br>0.50 | 0.10<br>0.20 | 0.05<br>0.10 | 0.025<br>0.050 | 0.01<br>0.02 | 0.005<br>0.010 | 0.001<br>0.002 |
|----------|--------------|--------------|--------------|----------------|--------------|----------------|----------------|
| 41       | 0.68052      | 1.30254      | 1.68288      | 2.01954        | 2.42080      | 2.70118        | 3.30127        |
| 42       | 0.68038      | 1.30204      | 1.68195      | 2.01808        | 2.41847      | 2.69807        | 3.29595        |
| 43       | 0.68024      | 1.30155      | 1.68107      | 2.01669        | 2.41625      | 2.69510        | 3.29089        |
| 44       | 0.68011      | 1.30109      | 1.68023      | 2.01537        | 2.41413      | 2.69228        | 3.28607        |
| 45       | 0.67998      | 1.30065      | 1.67943      | 2.01410        | 2.41212      | 2.68959        | 3.28148        |
| 46       | 0.67986      | 1.30023      | 1.67866      | 2.01290        | 2.41019      | 2.68701        | 3.27710        |
| 47       | 0.67975      | 1.29982      | 1.67793      | 2.01174        | 2.40835      | 2.68456        | 3.27291        |
| 48       | 0.67964      | 1.29944      | 1.67722      | 2.01063        | 2.40658      | 2.68220        | 3.26891        |
| 49       | 0.67953      | 1.29907      | 1.67655      | 2.00958        | 2.40489      | 2.67995        | 3.26508        |
| 50       | 0.67943      | 1.29871      | 1.67591      | 2.00856        | 2.40327      | 2.67779        | 3.26141        |
| 51       | 0.67933      | 1.29837      | 1.67528      | 2.00758        | 2.40172      | 2.67572        | 3.25789        |
| 52       | 0.67924      | 1.29805      | 1.67469      | 2.00665        | 2.40022      | 2.67373        | 3.25451        |
| 53       | 0.67915      | 1.29773      | 1.67412      | 2.00575        | 2.39879      | 2.67182        | 3.25127        |
| 54       | 0.67906      | 1.29743      | 1.67356      | 2.00488        | 2.39741      | 2.66998        | 3.24815        |
| 55       | 0.67898      | 1.29713      | 1.67303      | 2.00404        | 2.39608      | 2.66822        | 3.24515        |
| 56       | 0.67890      | 1.29685      | 1.67252      | 2.00324        | 2.39480      | 2.66651        | 3.24226        |
| 57       | 0.67882      | 1.29658      | 1.67203      | 2.00247        | 2.39357      | 2.66487        | 3.23948        |
| 58       | 0.67874      | 1.29632      | 1.67155      | 2.00172        | 2.39238      | 2.66329        | 3.23680        |
| 59       | 0.67867      | 1.29607      | 1.67109      | 2.00100        | 2.39123      | 2.66176        | 3.23421        |
| 60       | 0.67860      | 1.29582      | 1.67065      | 2.00030        | 2.39012      | 2.66028        | 3.23171        |
| 61       | 0.67853      | 1.29558      | 1.67022      | 1.99962        | 2.38905      | 2.65886        | 3.22930        |
| 62       | 0.67847      | 1.29536      | 1.66980      | 1.99897        | 2.38801      | 2.65748        | 3.22696        |
| 63       | 0.67840      | 1.29513      | 1.66940      | 1.99834        | 2.38701      | 2.65615        | 3.22471        |
| 64       | 0.67834      | 1.29492      | 1.66901      | 1.99773        | 2.38604      | 2.65485        | 3.22253        |
| 65       | 0.67828      | 1.29471      | 1.66864      | 1.99714        | 2.38510      | 2.65360        | 3.22041        |



Lampiran 4

| RESPONDEN    | LINGKUNGAN KOMPETENSI SDM(X1) |      |      |      |      |       |           |
|--------------|-------------------------------|------|------|------|------|-------|-----------|
|              | X1.1                          | X1.2 | X1.3 | X1.4 | X1.5 | total | Rata-rata |
| Responden 1  | 5                             | 5    | 4    | 4    | 5    | 23    | 4,6       |
| Responden 2  | 5                             | 5    | 5    | 5    | 5    | 25    | 5,0       |
| Responden 3  | 4                             | 4    | 5    | 4    | 4    | 21    | 4,2       |
| Responden 4  | 4                             | 4    | 4    | 4    | 3    | 19    | 3,8       |
| Responden 5  | 4                             | 4    | 4    | 3    | 4    | 19    | 3,8       |
| Responden 6  | 4                             | 4    | 4    | 4    | 5    | 21    | 4,2       |
| Responden 7  | 5                             | 5    | 5    | 4    | 5    | 24    | 4,8       |
| Responden 8  | 5                             | 5    | 5    | 5    | 5    | 25    | 5,0       |
| Responden 9  | 4                             | 4    | 4    | 4    | 3    | 19    | 3,8       |
| Responden 10 | 5                             | 5    | 5    | 5    | 5    | 25    | 5,0       |
| Responden 11 | 4                             | 4    | 4    | 4    | 4    | 20    | 4,0       |
| Responden 12 | 4                             | 4    | 4    | 4    | 4    | 20    | 4,0       |
| Responden 13 | 4                             | 4    | 4    | 4    | 3    | 19    | 3,8       |
| Responden 14 | 3                             | 4    | 4    | 4    | 3    | 18    | 3,6       |
| Responden 15 | 5                             | 5    | 5    | 5    | 4    | 24    | 4,8       |
| Responden 16 | 5                             | 5    | 5    | 5    | 5    | 25    | 5,0       |
| Responden 17 | 5                             | 5    | 5    | 5    | 5    | 25    | 5,0       |
| Responden 18 | 4                             | 4    | 4    | 4    | 3    | 19    | 3,8       |
| Responden 19 | 5                             | 5    | 5    | 5    | 5    | 25    | 5,0       |
| Responden 20 | 5                             | 5    | 5    | 5    | 5    | 25    | 5,0       |
| Responden 21 | 5                             | 5    | 5    | 4    | 4    | 23    | 4,6       |
| Responden 22 | 5                             | 5    | 5    | 5    | 5    | 25    | 5,0       |
| Responden 23 | 4                             | 5    | 4    | 5    | 4    | 22    | 4,4       |
| Responden 24 | 4                             | 4    | 4    | 3    | 3    | 18    | 3,6       |
| Responden 25 | 4                             | 5    | 4    | 5    | 5    | 23    | 4,6       |
| Responden 26 | 4                             | 4    | 4    | 4    | 4    | 20    | 4,0       |
| Responden 27 | 5                             | 5    | 5    | 5    | 5    | 25    | 5,0       |
| Responden 28 | 5                             | 5    | 5    | 5    | 5    | 25    | 5,0       |
| Responden 29 | 4                             | 4    | 4    | 4    | 4    | 20    | 4,0       |
| Responden 30 | 4                             | 5    | 5    | 5    | 2    | 21    | 4,2       |
| Responden 31 | 4                             | 5    | 5    | 5    | 4    | 23    | 4,6       |
| Responden 32 | 4                             | 5    | 4    | 4    | 5    | 22    | 4,4       |
| Responden 33 | 5                             | 5    | 5    | 5    | 5    | 25    | 5,0       |
| Responden 34 | 4                             | 4    | 4    | 4    | 5    | 21    | 4,2       |
| Responden 35 | 5                             | 5    | 5    | 5    | 5    | 25    | 5,0       |
| Responden 36 | 5                             | 5    | 4    | 5    | 5    | 24    | 4,8       |
| Responden 37 | 4                             | 4    | 4    | 3    | 4    | 19    | 3,8       |

|              |   |   |   |   |   |    |     |
|--------------|---|---|---|---|---|----|-----|
| Responden 38 | 4 | 5 | 4 | 4 | 3 | 20 | 4,0 |
| Responden 39 | 4 | 5 | 4 | 5 | 4 | 22 | 4,4 |
| Responden 40 | 4 | 5 | 4 | 5 | 4 | 22 | 4,4 |
| Responden 41 | 3 | 4 | 5 | 4 | 3 | 19 | 3,8 |
| Responden 42 | 5 | 5 | 5 | 5 | 4 | 24 | 4,8 |
| Responden 43 | 3 | 4 | 4 | 4 | 4 | 19 | 3,8 |
| Responden 44 | 5 | 5 | 4 | 5 | 3 | 22 | 4,4 |
| Responden 45 | 3 | 4 | 4 | 5 | 3 | 19 | 3,8 |
| Responden 46 | 4 | 5 | 4 | 4 | 5 | 22 | 4,4 |
| Responden 47 | 3 | 4 | 3 | 4 | 3 | 17 | 3,4 |
| Responden 48 | 4 | 5 | 4 | 5 | 4 | 22 | 4,4 |
| Responden 49 | 5 | 5 | 5 | 5 | 3 | 23 | 4,6 |
| Responden 50 | 3 | 4 | 4 | 4 | 5 | 20 | 4,0 |
| Responden 51 | 4 | 4 | 3 | 4 | 4 | 19 | 3,8 |
| Responden 52 | 4 | 5 | 4 | 4 | 5 | 22 | 4,4 |
| Responden 53 | 5 | 4 | 5 | 4 | 4 | 22 | 4,4 |
| Responden 54 | 4 | 4 | 4 | 4 | 4 | 20 | 4,0 |
| Responden 55 | 3 | 4 | 3 | 5 | 4 | 19 | 3,8 |
| Responden 56 | 4 | 4 | 4 | 4 | 4 | 20 | 4,0 |
| Responden 57 | 5 | 4 | 5 | 4 | 5 | 23 | 4,6 |
| Responden 58 | 4 | 3 | 4 | 4 | 4 | 19 | 3,8 |
| Responden 59 | 3 | 4 | 4 | 4 | 5 | 20 | 4,0 |
| Responden 60 | 5 | 4 | 4 | 3 | 4 | 20 | 4,0 |
| Responden 61 | 4 | 5 | 5 | 4 | 5 | 23 | 4,6 |
| Responden 62 | 5 | 5 | 4 | 4 | 5 | 23 | 4,6 |

Lampiran 5

| RESPONDEN    | LINGKUNGAN PENGEMBANGAN KARIR (X2) |      |      |      |      |       |           |
|--------------|------------------------------------|------|------|------|------|-------|-----------|
|              | X1.1                               | X1.2 | X1.3 | X1.4 | X1.5 | total | Rata-rata |
| Responden 1  | 5                                  | 4    | 5    | 5    | 5    | 24    | 4,8       |
| Responden 2  | 4                                  | 4    | 4    | 4    | 4    | 20    | 4         |
| Responden 3  | 3                                  | 3    | 3    | 3    | 4    | 16    | 3,2       |
| Responden 4  | 4                                  | 4    | 4    | 4    | 5    | 21    | 4,2       |
| Responden 5  | 4                                  | 4    | 4    | 4    | 4    | 20    | 4         |
| Responden 6  | 3                                  | 4    | 3    | 5    | 4    | 19    | 3,8       |
| Responden 7  | 5                                  | 5    | 5    | 5    | 3    | 23    | 4,6       |
| Responden 8  | 4                                  | 4    | 4    | 4    | 5    | 21    | 4,2       |
| Responden 9  | 4                                  | 4    | 5    | 5    | 4    | 22    | 4,4       |
| Responden 10 | 4                                  | 4    | 4    | 4    | 5    | 21    | 4,2       |
| Responden 11 | 4                                  | 3    | 3    | 4    | 4    | 18    | 3,6       |
| Responden 12 | 4                                  | 4    | 3    | 4    | 4    | 19    | 3,8       |
| Responden 13 | 3                                  | 3    | 3    | 3    | 4    | 16    | 3,2       |
| Responden 14 | 4                                  | 3    | 5    | 5    | 4    | 21    | 4,2       |
| Responden 15 | 4                                  | 4    | 4    | 4    | 5    | 21    | 4,2       |
| Responden 16 | 5                                  | 5    | 5    | 5    | 3    | 23    | 4,6       |
| Responden 17 | 4                                  | 4    | 4    | 4    | 4    | 20    | 4         |
| Responden 18 | 4                                  | 4    | 4    | 4    | 5    | 21    | 4,2       |
| Responden 19 | 5                                  | 5    | 5    | 5    | 3    | 23    | 4,6       |
| Responden 20 | 4                                  | 4    | 4    | 4    | 4    | 20    | 4         |
| Responden 21 | 5                                  | 5    | 5    | 5    | 4    | 24    | 4,8       |
| Responden 22 | 5                                  | 3    | 4    | 4    | 4    | 20    | 4         |
| Responden 23 | 4                                  | 4    | 4    | 4    | 5    | 21    | 4,2       |
| Responden 24 | 4                                  | 4    | 5    | 4    | 4    | 21    | 4,2       |
| Responden 25 | 4                                  | 4    | 4    | 4    | 4    | 20    | 4         |
| Responden 26 | 5                                  | 5    | 5    | 5    | 5    | 25    | 5         |
| Responden 27 | 4                                  | 3    | 4    | 4    | 4    | 19    | 3,8       |
| Responden 28 | 4                                  | 4    | 4    | 4    | 4    | 20    | 4         |
| Responden 29 | 5                                  | 3    | 4    | 4    | 4    | 20    | 4         |
| Responden 30 | 4                                  | 3    | 3    | 4    | 4    | 18    | 3,6       |
| Responden 31 | 5                                  | 4    | 4    | 5    | 5    | 23    | 4,6       |
| Responden 32 | 5                                  | 3    | 3    | 3    | 4    | 18    | 3,6       |
| Responden 33 | 5                                  | 4    | 4    | 4    | 5    | 22    | 4,4       |
| Responden 34 | 5                                  | 5    | 5    | 5    | 4    | 24    | 4,8       |
| Responden 35 | 5                                  | 5    | 5    | 5    | 4    | 24    | 4,8       |
| Responden 36 | 4                                  | 4    | 3    | 3    | 5    | 19    | 3,8       |
| Responden 37 | 5                                  | 4    | 5    | 5    | 4    | 23    | 4,6       |

|              |   |   |   |   |   |    |     |
|--------------|---|---|---|---|---|----|-----|
| Responden 38 | 4 | 4 | 5 | 5 | 4 | 22 | 4,4 |
| Responden 39 | 5 | 4 | 5 | 4 | 4 | 22 | 4,4 |
| Responden 40 | 4 | 4 | 5 | 4 | 4 | 21 | 4,2 |
| Responden 41 | 5 | 4 | 5 | 4 | 4 | 22 | 4,4 |
| Responden 42 | 3 | 4 | 4 | 5 | 5 | 21 | 4,2 |
| Responden 43 | 4 | 4 | 5 | 4 | 4 | 21 | 4,2 |
| Responden 44 | 3 | 3 | 4 | 4 | 5 | 19 | 3,8 |
| Responden 45 | 4 | 4 | 5 | 5 | 4 | 22 | 4,4 |
| Responden 46 | 5 | 4 | 5 | 4 | 5 | 23 | 4,6 |
| Responden 47 | 4 | 4 | 5 | 5 | 4 | 22 | 4,4 |
| Responden 48 | 5 | 4 | 4 | 5 | 4 | 22 | 4,4 |
| Responden 49 | 5 | 4 | 3 | 4 | 5 | 21 | 4,2 |
| Responden 50 | 3 | 2 | 2 | 4 | 4 | 15 | 3   |
| Responden 51 | 4 | 4 | 4 | 3 | 4 | 19 | 3,8 |
| Responden 52 | 5 | 5 | 4 | 4 | 3 | 21 | 4,2 |
| Responden 53 | 4 | 4 | 4 | 5 | 4 | 21 | 4,2 |
| Responden 54 | 4 | 3 | 5 | 4 | 5 | 21 | 4,2 |
| Responden 55 | 5 | 5 | 4 | 5 | 4 | 23 | 4,6 |
| Responden 56 | 5 | 4 | 4 | 4 | 4 | 21 | 4,2 |
| Responden 57 | 4 | 3 | 5 | 3 | 5 | 20 | 4   |
| Responden 58 | 5 | 5 | 5 | 4 | 5 | 24 | 4,8 |
| Responden 59 | 4 | 4 | 4 | 5 | 4 | 21 | 4,2 |
| Responden 60 | 4 | 5 | 3 | 4 | 3 | 19 | 3,8 |
| Responden 61 | 5 | 4 | 4 | 3 | 4 | 20 | 4   |
| Responden 62 | 5 | 4 | 4 | 4 | 5 | 22 | 4,4 |

Lampiran 6

| RESPONDEN    | LINGKUNGAN KOMITMEN ORGANISASI (X3) |      |      |       |           |
|--------------|-------------------------------------|------|------|-------|-----------|
|              | X1.1                                | X1.2 | X1.3 | total | Rata-rata |
| Responden 1  | 5                                   | 4    | 5    | 14    | 4,67      |
| Responden 2  | 4                                   | 4    | 4    | 12    | 4,00      |
| Responden 3  | 3                                   | 3    | 3    | 9     | 3,00      |
| Responden 4  | 4                                   | 4    | 4    | 12    | 4,00      |
| Responden 5  | 4                                   | 4    | 4    | 12    | 4,00      |
| Responden 6  | 3                                   | 4    | 3    | 10    | 3,33      |
| Responden 7  | 5                                   | 5    | 5    | 15    | 5,00      |
| Responden 8  | 4                                   | 4    | 4    | 12    | 4,00      |
| Responden 9  | 4                                   | 4    | 5    | 13    | 4,33      |
| Responden 10 | 4                                   | 4    | 4    | 12    | 4,00      |
| Responden 11 | 4                                   | 3    | 3    | 10    | 3,33      |
| Responden 12 | 4                                   | 4    | 3    | 11    | 3,67      |
| Responden 13 | 3                                   | 3    | 3    | 9     | 3,00      |
| Responden 14 | 4                                   | 3    | 5    | 12    | 4,00      |
| Responden 15 | 4                                   | 4    | 4    | 12    | 4,00      |
| Responden 16 | 5                                   | 5    | 5    | 15    | 5,00      |
| Responden 17 | 4                                   | 4    | 4    | 12    | 4,00      |
| Responden 18 | 4                                   | 4    | 4    | 12    | 4,00      |
| Responden 19 | 5                                   | 5    | 5    | 15    | 5,00      |
| Responden 20 | 4                                   | 4    | 4    | 12    | 4,00      |
| Responden 21 | 5                                   | 5    | 5    | 15    | 5,00      |
| Responden 22 | 5                                   | 3    | 4    | 12    | 4,00      |
| Responden 23 | 4                                   | 4    | 4    | 12    | 4,00      |
| Responden 24 | 4                                   | 4    | 5    | 13    | 4,33      |
| Responden 25 | 4                                   | 4    | 4    | 12    | 4,00      |
| Responden 26 | 5                                   | 5    | 5    | 15    | 5,00      |
| Responden 27 | 4                                   | 3    | 4    | 11    | 3,67      |
| Responden 28 | 4                                   | 4    | 4    | 12    | 4,00      |
| Responden 29 | 5                                   | 3    | 4    | 12    | 4,00      |
| Responden 30 | 4                                   | 3    | 3    | 10    | 3,33      |
| Responden 31 | 5                                   | 4    | 4    | 13    | 4,33      |
| Responden 32 | 5                                   | 3    | 3    | 11    | 3,67      |
| Responden 33 | 5                                   | 4    | 4    | 13    | 4,33      |
| Responden 34 | 5                                   | 5    | 5    | 15    | 5,00      |
| Responden 35 | 5                                   | 5    | 5    | 15    | 5,00      |
| Responden 36 | 4                                   | 4    | 3    | 11    | 3,67      |
| Responden 37 | 5                                   | 4    | 5    | 14    | 4,67      |

|              |   |   |   |    |      |
|--------------|---|---|---|----|------|
| Responden 38 | 4 | 4 | 5 | 13 | 4,33 |
| Responden 39 | 5 | 4 | 5 | 14 | 4,67 |
| Responden 40 | 4 | 4 | 5 | 13 | 4,33 |
| Responden 41 | 5 | 4 | 5 | 14 | 4,67 |
| Responden 42 | 3 | 4 | 4 | 11 | 3,67 |
| Responden 43 | 4 | 4 | 5 | 13 | 4,33 |
| Responden 44 | 3 | 3 | 4 | 10 | 3,33 |
| Responden 45 | 4 | 4 | 5 | 13 | 4,33 |
| Responden 46 | 5 | 4 | 5 | 14 | 4,67 |
| Responden 47 | 4 | 4 | 5 | 13 | 4,33 |
| Responden 48 | 5 | 4 | 4 | 13 | 4,33 |
| Responden 49 | 5 | 4 | 3 | 12 | 4,00 |
| Responden 50 | 3 | 2 | 2 | 7  | 2,33 |
| Responden 51 | 4 | 4 | 4 | 12 | 4,00 |
| Responden 52 | 5 | 4 | 4 | 13 | 4,33 |
| Responden 53 | 4 | 4 | 4 | 12 | 4,00 |
| Responden 54 | 4 | 5 | 5 | 14 | 4,67 |
| Responden 55 | 4 | 4 | 5 | 13 | 4,33 |
| Responden 56 | 3 | 4 | 5 | 12 | 4,00 |
| Responden 57 | 4 | 5 | 4 | 13 | 4,33 |
| Responden 58 | 5 | 4 | 4 | 13 | 4,33 |
| Responden 59 | 4 | 4 | 4 | 12 | 4,00 |
| Responden 60 | 4 | 4 | 4 | 12 | 4,00 |
| Responden 61 | 5 | 3 | 5 | 14 | 4,33 |
| Responden 62 | 4 | 4 | 4 | 12 | 4,00 |

## Lampiran 6

[illegible]

|              |   |   |   |   |   |   |    |      |
|--------------|---|---|---|---|---|---|----|------|
| Responden 35 | 5 | 5 | 5 | 4 | 5 | 5 | 29 | 4,83 |
| Responden 36 | 5 | 5 | 3 | 3 | 4 | 4 | 24 | 4,00 |
| Responden 37 | 5 | 4 | 5 | 4 | 4 | 4 | 26 | 4,33 |
| Responden 38 | 5 | 4 | 5 | 4 | 4 | 4 | 26 | 4,33 |
| Responden 39 | 5 | 4 | 5 | 4 | 5 | 4 | 27 | 4,50 |
| Responden 40 | 4 | 4 | 5 | 5 | 4 | 4 | 26 | 4,33 |
| Responden 41 | 4 | 4 | 5 | 5 | 5 | 5 | 28 | 4,67 |
| Responden 42 | 4 | 5 | 5 | 4 | 5 | 4 | 27 | 4,50 |
| Responden 43 | 5 | 4 | 5 | 5 | 5 | 4 | 28 | 4,67 |
| Responden 44 | 5 | 4 | 5 | 4 | 5 | 3 | 26 | 4,33 |
| Responden 45 | 5 | 4 | 5 | 5 | 5 | 5 | 29 | 4,83 |
| Responden 46 | 4 | 3 | 5 | 4 | 4 | 4 | 24 | 4,00 |
| Responden 47 | 4 | 4 | 5 | 5 | 4 | 4 | 26 | 4,33 |
| Responden 48 | 4 | 4 | 4 | 3 | 5 | 3 | 23 | 3,83 |
| Responden 49 | 4 | 4 | 4 | 3 | 4 | 4 | 23 | 3,83 |
| Responden 50 | 4 | 4 | 4 | 5 | 3 | 3 | 23 | 3,83 |
| Responden 51 | 5 | 4 | 4 | 5 | 4 | 4 | 26 | 4,33 |
| Responden 52 | 4 | 5 | 5 | 4 | 5 | 5 | 28 | 4,67 |
| Responden 53 | 5 | 4 | 4 | 3 | 4 | 5 | 25 | 4,17 |
| Responden 54 | 4 | 4 | 4 | 5 | 4 | 5 | 26 | 4,33 |
| Responden 55 | 4 | 4 | 3 | 5 | 5 | 4 | 25 | 4,17 |
| Responden 56 | 4 | 4 | 4 | 5 | 4 | 4 | 25 | 4,17 |
| Responden 57 | 5 | 4 | 5 | 3 | 4 | 5 | 26 | 4,33 |
| Responden 58 | 5 | 4 | 5 | 4 | 4 | 4 | 26 | 4,33 |
| Responden 59 | 5 | 5 | 4 | 4 | 5 | 3 | 26 | 4,33 |
| Responden 60 | 4 | 5 | 4 | 5 | 4 | 4 | 26 | 4,33 |
| Responden 61 | 3 | 5 | 5 | 4 | 4 | 5 | 26 | 4.33 |
| Responden 62 | 4 | 3 | 3 | 5 | 4 | 4 | 23 | 3.83 |

Lampiran 7

1. Rekapitulasi Hasil Jawaban Variabel Kompetensi SDM

| Item   | Tanggapan Responden |    |    |     |     | Total Responden | Skor Nilai |   |    |     |     | Total | Rata-rata |
|--------|---------------------|----|----|-----|-----|-----------------|------------|---|----|-----|-----|-------|-----------|
|        | STS                 | TS | CS | S   | SS  |                 | 1          | 2 | 3  | 4   | 5   |       |           |
| 1      | 0                   | 0  | 8  | 31  | 23  | 62              | 0          | 0 | 24 | 124 | 115 | 263   | 4,24      |
| 2      | 0                   | 0  | 1  | 29  | 32  | 62              | 0          | 0 | 3  | 116 | 160 | 279   | 4,39      |
| 3      | 0                   | 0  | 3  | 35  | 24  | 62              | 0          | 0 | 9  | 140 | 120 | 269   | 4,22      |
| 4      | 0                   | 0  | 4  | 32  | 26  | 62              | 0          | 0 | 12 | 128 | 130 | 270   | 4,29      |
| 5      | 0                   | 1  | 12 | 23  | 26  | 62              | 0          | 2 | 36 | 92  | 130 | 260   | 4,22      |
| Jumlah | 0                   | 1  | 28 | 150 | 131 | 62              | 0          | 4 | 87 | 604 | 660 | 1341  | 4,27      |

2. Rekapitulasi Hasil Jawaban Variabel Pengembangan Karir

| Item   | Tanggapan Responden |    |    |     |    | Total Responden | Skor Nilai |   |     |     |     | Total | Rata-rata |
|--------|---------------------|----|----|-----|----|-----------------|------------|---|-----|-----|-----|-------|-----------|
|        | STS                 | TS | CS | S   | SS |                 | 1          | 2 | 3   | 4   | 5   |       |           |
| 1      | 0                   | 0  | 6  | 31  | 25 | 62              | 0          | 0 | 18  | 124 | 125 | 267   | 4,31      |
| 2      | 0                   | 1  | 12 | 38  | 11 | 62              | 0          | 2 | 36  | 152 | 55  | 245   | 4,13      |
| 3      | 0                   | 1  | 10 | 28  | 23 | 62              | 0          | 2 | 30  | 112 | 115 | 259   | 4,10      |
| 4      | 0                   | 0  | 7  | 34  | 21 | 62              | 0          | 0 | 21  | 136 | 105 | 262   | 4,16      |
| 5      | 0                   | 0  | 5  | 38  | 19 | 62              | 0          | 0 | 15  | 152 | 95  | 262   | 4,18      |
| Jumlah | 0                   | 1  | 40 | 169 | 99 | 62              | 0          | 6 | 123 | 680 | 500 | 1295  | 4,17      |

3. Rekapitulasi Hasil Jawaban Variabel Komitmen Organisasi

| Item   | Tanggapan Responden |    |    |     |    | Total Responden | Skor Nilai |   |     |     |     | Total | Rata-rata |
|--------|---------------------|----|----|-----|----|-----------------|------------|---|-----|-----|-----|-------|-----------|
|        | STS                 | TS | CS | S   | SS |                 | 1          | 2 | 3   | 4   | 5   |       |           |
| 1      | 0                   | 0  | 7  | 33  | 22 | 62              | 0          | 0 | 21  | 132 | 110 | 263   | 4,19      |
| 2      | 0                   | 1  | 11 | 41  | 9  | 62              | 0          | 2 | 33  | 164 | 45  | 244   | 4,05      |
| 3      | 0                   | 1  | 9  | 28  | 24 | 62              | 0          | 2 | 27  | 112 | 120 | 261   | 4,17      |
| Jumlah | 0                   | 1  | 39 | 174 | 95 | 62              | 0          | 6 | 120 | 700 | 480 | 1292  | 4,14      |

4. Rekapitulasi Hasil Jawaban Variabel Kinerja Karyawan

| Item   | Tanggapan Responden |    |    |     |     | Total Responden | Skor Nilai |   |     |     |     | Total | Rata-rata |
|--------|---------------------|----|----|-----|-----|-----------------|------------|---|-----|-----|-----|-------|-----------|
|        | STS                 | TS | CS | S   | SS  |                 | 1          | 2 | 3   | 4   | 5   |       |           |
| 1      | 0                   | 0  | 5  | 28  | 29  | 62              | 0          | 0 | 15  | 112 | 145 | 272   | 4,27      |
| 2      | 0                   | 1  | 7  | 34  | 20  | 62              | 0          | 2 | 21  | 136 | 100 | 259   | 4,19      |
| 3      | 0                   | 0  | 14 | 23  | 25  | 62              | 0          | 0 | 42  | 92  | 125 | 259   | 4,21      |
| 4      | 0                   | 0  | 14 | 25  | 23  | 62              | 0          | 0 | 42  | 100 | 115 | 257   | 4,15      |
| 5      | 0                   | 0  | 5  | 30  | 27  | 62              | 0          | 0 | 15  | 120 | 135 | 270   | 4,28      |
| 6      | 0                   | 0  | 8  | 31  | 23  | 62              | 0          | 0 | 24  | 124 | 115 | 263   | 4,18      |
| Jumlah | 0                   | 1  | 45 | 140 | 124 | 62              | 0          | 4 | 138 | 564 | 625 | 1317  | 4,21      |

Lampiran 8. Hasil Output SPSS

1. Analisis Statistik deskriptif

| Descriptive Statistics |    |         |         |         |                |
|------------------------|----|---------|---------|---------|----------------|
|                        | N  | Minimum | Maximum | Mean    | Std. Deviation |
| Kompetensi SDM         | 62 | 17.00   | 25.00   | 21.6290 | 2.33459        |
| Pengembangan Karir     | 62 | 15.00   | 25.00   | 20.8871 | 2.01718        |
| Komitmen Organisasi    | 62 | 7.00    | 15.00   | 12.3871 | 1.60281        |
| Kinerja Karyawan       | 62 | 19.00   | 30.00   | 25.4839 | 2.73257        |
| Valid N (listwise)     | 62 |         |         |         |                |

2. Hasil Uji Validitas Variabel Kompetensi SDM (X1)

|      |                     | Correlations |        |        |        |        | KOMPETENSI SDM (X1) |
|------|---------------------|--------------|--------|--------|--------|--------|---------------------|
|      |                     | X1.1         | X1.2   | X1.3   | X1.4   | X1.5   |                     |
| X1.1 | Pearson Correlation | 1            | .571** | .639** | .352** | .397** | .803**              |
|      | Sig. (2-tailed)     |              | .000   | .000   | .005   | .001   | .000                |
|      | N                   | 62           | 62     | 62     | 62     | 62     | 62                  |
| X1.2 | Pearson Correlation | .571**       | 1      | .509** | .660** | .342** | .806**              |
|      | Sig. (2-tailed)     | .000         |        | .000   | .000   | .007   | .000                |
|      | N                   | 62           | 62     | 62     | 62     | 62     | 62                  |
| X1.3 | Pearson Correlation | .639**       | .509** | 1      | .407** | .282*  | .748**              |
|      | Sig. (2-tailed)     | .000         | .000   |        | .001   | .026   | .000                |
|      | N                   | 62           | 62     | 62     | 62     | 62     | 62                  |
| X1.4 | Pearson Correlation | .352**       | .660** | .407** | 1      | .193   | .677**              |
|      | Sig. (2-tailed)     | .005         | .000   | .001   |        | .132   | .000                |
|      | N                   | 62           | 62     | 62     | 62     | 62     | 62                  |
| X1.5 | Pearson Correlation | .397**       | .342** | .282*  | .193   | 1      | .657**              |
|      | Sig. (2-tailed)     | .001         | .007   | .026   | .132   |        | .000                |
|      | N                   | 62           | 62     | 62     | 62     | 62     | 62                  |

|                        |                 |        |        |        |        |        |    |
|------------------------|-----------------|--------|--------|--------|--------|--------|----|
| KOMPETENSI SDM<br>(X1) | Pearson         | .803** | .806** | .748** | .677** | .657** | 1  |
|                        | Correlation     |        |        |        |        |        |    |
|                        | Sig. (2-tailed) | .000   | .000   | .000   | .000   | .000   |    |
|                        | N               | 62     | 62     | 62     | 62     | 62     | 62 |

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

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

### 3. Hasil Uji Validitas Variabel Pengembangan Karir (X2)

#### Correlations

|                            |                 | X2.1   | X2.2   | X2.3   | X2.4   | X2.5  | PENGEMBANGAN<br>KARIR (X2) |
|----------------------------|-----------------|--------|--------|--------|--------|-------|----------------------------|
| X2.1                       | Pearson         | 1      | .497** | .425** | .228   | -.100 | .685**                     |
|                            | Correlation     |        |        |        |        |       |                            |
|                            | Sig. (2-tailed) |        | .000   | .001   | .074   | .439  | .000                       |
|                            | N               | 62     | 62     | 62     | 62     | 62    | 62                         |
| X2.2                       | Pearson         | .497** | 1      | .441** | .452** | -.225 | .731**                     |
|                            | Correlation     |        |        |        |        |       |                            |
|                            | Sig. (2-tailed) | .000   |        | .000   | .000   | .079  | .000                       |
|                            | N               | 62     | 62     | 62     | 62     | 62    | 62                         |
| X2.3                       | Pearson         | .425** | .441** | 1      | .458** | -.018 | .796**                     |
|                            | Correlation     |        |        |        |        |       |                            |
|                            | Sig. (2-tailed) | .001   | .000   |        | .000   | .890  | .000                       |
|                            | N               | 62     | 62     | 62     | 62     | 62    | 62                         |
| X2.4                       | Pearson         | .228   | .452** | .458** | 1      | -.183 | .657**                     |
|                            | Correlation     |        |        |        |        |       |                            |
|                            | Sig. (2-tailed) | .074   | .000   | .000   |        | .155  | .000                       |
|                            | N               | 62     | 62     | 62     | 62     | 62    | 62                         |
| X2.5                       | Pearson         | -.100  | -.225  | -.018  | -.183  | 1     | .119                       |
|                            | Correlation     |        |        |        |        |       |                            |
|                            | Sig. (2-tailed) | .439   | .079   | .890   | .155   |       | .356                       |
|                            | N               | 62     | 62     | 62     | 62     | 62    | 62                         |
| PENGEMBANGAN<br>KARIR (X2) | Pearson         | .685** | .731** | .796** | .657** | .119  | 1                          |
|                            | Correlation     |        |        |        |        |       |                            |
|                            | Sig. (2-tailed) | .000   | .000   | .000   | .000   | .356  |                            |
|                            | N               | 62     | 62     | 62     | 62     | 62    | 62                         |

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

#### 4. Hasil Uji Validitas Variabel Komitmen Organisasi (X<sub>3</sub>)

##### Correlations

|                          |                     | X3.1   | X3.2   | X3.3   | KOMITMEN ORGANISASI (X3) |
|--------------------------|---------------------|--------|--------|--------|--------------------------|
| X3.1                     | Pearson Correlation | 1      | .365** | .402** | .733**                   |
|                          | Sig. (2-tailed)     |        | .003   | .001   | .000                     |
|                          | N                   | 62     | 62     | 62     | 62                       |
| X3.2                     | Pearson Correlation | .365** | 1      | .555** | .796**                   |
|                          | Sig. (2-tailed)     | .003   |        | .000   | .000                     |
|                          | N                   | 62     | 62     | 62     | 62                       |
| X3.3                     | Pearson Correlation | .402** | .555** | 1      | .846**                   |
|                          | Sig. (2-tailed)     | .001   | .000   |        | .000                     |
|                          | N                   | 62     | 62     | 62     | 62                       |
| KOMITMEN ORGANISASI (X3) | Pearson Correlation | .733** | .796** | .846** | 1                        |
|                          | Sig. (2-tailed)     | .000   | .000   | .000   |                          |
|                          | N                   | 62     | 62     | 62     | 62                       |

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

#### 5. Hasil Uji Validitas Variabel Kinerja Karyawan

##### Correlations

|      |                     | Y1.1   | Y1.2   | Y1.3  | Y1.4  | Y1.5   | Y1.6   | Kinerja Karyawan (Y) |
|------|---------------------|--------|--------|-------|-------|--------|--------|----------------------|
| Y1.1 | Pearson Correlation | 1      | .550** | .289* | .152  | .347** | .200   | .626**               |
|      | Sig. (2-tailed)     |        | .000   | .023  | .238  | .006   | .120   | .000                 |
|      | N                   | 62     | 62     | 62    | 62    | 62     | 62     | 62                   |
| Y1.2 | Pearson Correlation | .550** | 1      | .306* | .168  | .494** | .367** | .719**               |
|      | Sig. (2-tailed)     | .000   |        | .015  | .192  | .000   | .003   | .000                 |
|      | N                   | 62     | 62     | 62    | 62    | 62     | 62     | 62                   |
| Y1.3 | Pearson Correlation | .289*  | .306*  | 1     | .259* | .337** | .356** | .667**               |
|      | Sig. (2-tailed)     | .023   | .015   |       | .042  | .007   | .005   | .000                 |
|      | N                   | 62     | 62     | 62    | 62    | 62     | 62     | 62                   |
| Y1.4 | Pearson Correlation | .152   | .168   | .259* | 1     | .266*  | .282*  | .562**               |
|      | Sig. (2-tailed)     | .238   | .192   | .042  |       | .037   | .026   | .000                 |

|                         |                 |        |        |        |        |        |        |        |
|-------------------------|-----------------|--------|--------|--------|--------|--------|--------|--------|
|                         | N               | 62     | 62     | 62     | 62     | 62     | 62     | 62     |
| Y1.5                    | Pearson         | .347** | .494** | .337** | .266*  | 1      | .415** | .708** |
|                         | Correlation     |        |        |        |        |        |        |        |
|                         | Sig. (2-tailed) | .006   | .000   | .007   | .037   |        | .001   | .000   |
|                         | N               | 62     | 62     | 62     | 62     | 62     | 62     | 62     |
| Y1.6                    | Pearson         | .200   | .367** | .356** | .282*  | .415** | 1      | .660** |
|                         | Correlation     |        |        |        |        |        |        |        |
|                         | Sig. (2-tailed) | .120   | .003   | .005   | .026   | .001   |        | .000   |
|                         | N               | 62     | 62     | 62     | 62     | 62     | 62     | 62     |
| Kinerja<br>Karyawan (Y) | Pearson         | .626** | .719** | .667** | .562** | .708** | .660** | 1      |
|                         | Correlation     |        |        |        |        |        |        |        |
|                         | Sig. (2-tailed) | .000   | .000   | .000   | .000   | .000   | .000   |        |
|                         | N               | 62     | 62     | 62     | 62     | 62     | 62     | 62     |

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

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

#### Hasil Uji Realibilitas

##### 1. Variabel Kompetensi SDM

###### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .774             | 5          |

##### 2. Variabel Pengembangan Karir

###### 2.

###### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .731             | 5          |

##### 3. Variabel Komitmen Organisasi

###### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .707             | 3          |

#### 4. Variabel Kinerja Karyawan

##### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .731             | 6          |

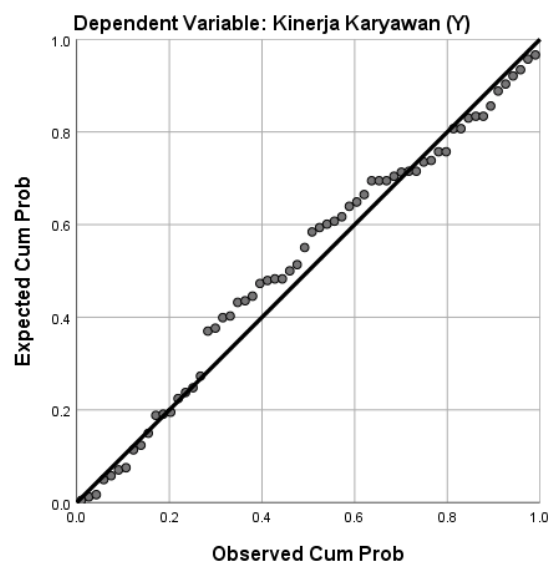
#### Uji Asumsi Klasik

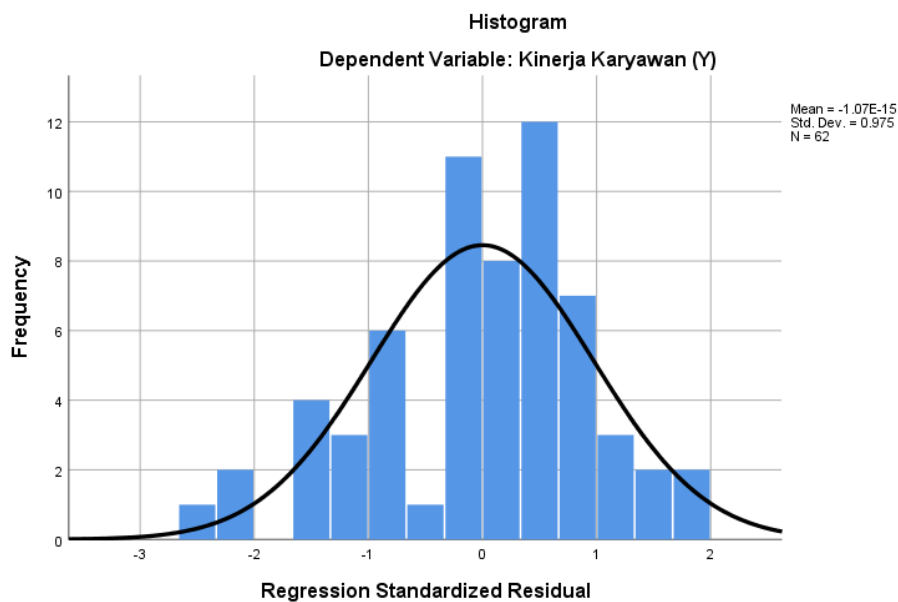
##### 1. Uji Normalitas

##### One-Sample Kolmogorov-Smirnov Test

|                                        |                | Unstandardized Residual |
|----------------------------------------|----------------|-------------------------|
| N                                      |                | 62                      |
| Normal Parameters <sup>a,b</sup>       | Mean           | .0000000                |
|                                        | Std. Deviation | 1.91966449              |
|                                        |                |                         |
| Most Extreme Differences               | Absolute       | .104                    |
|                                        | Positive       | .058                    |
|                                        | Negative       | -.104                   |
| Test Statistic                         |                | .104                    |
| Asymp. Sig. (2-tailed)                 |                | .096 <sup>c</sup>       |
| a. Test distribution is Normal.        |                |                         |
| b. Calculated from data.               |                |                         |
| c. Lilliefors Significance Correction. |                |                         |

Normal P-P Plot of Regression Standardized Residual





## 2. Uji Multikolinearitas

### Coefficients<sup>a</sup>

| Model |                          | Collinearity Statistics |       |
|-------|--------------------------|-------------------------|-------|
|       |                          | Tolerance               | VIF   |
| 1     | KOMPETENSI SDM (X1)      | .820                    | 1.220 |
|       | PENGEMBANGAN KARIR (X2)  | .188                    | 5.317 |
|       | KOMITMEN ORGANISASI (X3) | .181                    | 5.528 |

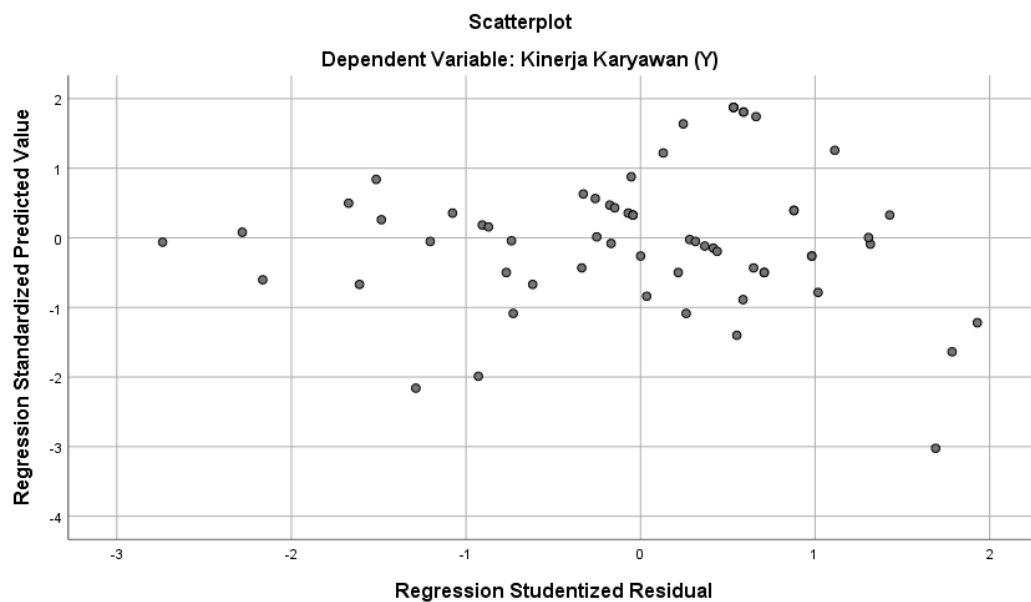
a. Dependent Variable: Kinerja Karyawan (Y)

## 3. Uji Heteroskedastisitas

### Coefficients<sup>a</sup>

| Model |                          | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|--------------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                          | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)               | .561                        | 1.183      |                           | .475   | .637 |
|       | KOMPETENSI SDM (X1)      | .029                        | .044       | .094                      | .673   | .504 |
|       | PENGEMBANGAN KARIR (X2)  | .139                        | .105       | .386                      | 1.324  | .191 |
|       | KOMITMEN ORGANISASI (X3) | -.265                       | .135       | -.584                     | -1.965 | .054 |

a. Dependent Variable: ABSRES



#### 4. Analisis Regresi Linear Berganda dan Uji Parsial (Uji t)

**Coefficients<sup>a</sup>**

| Model |                          | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|--------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                          | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)               | 8.601                       | 3.392      |                           | 2.535 | .014 |
|       | KOMPETENSI SDM (X1)      | .316                        | .125       | .270                      | 2.528 | .014 |
|       | PENGEMBANGAN KARIR (X2)  | -.123                       | .302       | -.091                     | -.406 | .686 |
|       | KOMITMEN ORGANISASI (X3) | 1.018                       | .387       | .597                      | 2.629 | .011 |

a. Dependent Variable: Kinerja Karyawan (Y)

#### 5. Uji Simultan (Uji F)

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 395,788        | 2  | 197,894     | 12,811 | .000 <sup>b</sup> |
|       | Residual   | 725,992        | 47 | 15,447      |        |                   |
|       | Total      | 1121,780       | 49 |             |        |                   |

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Lingkungan Kerja Non Fisik, Lingkungan Kerja Fisik

6. Uji Koefisien Determinasi

**Model Summary<sup>b</sup>**

|       |                   |          |                      | Std. Error<br>of the<br>Estimate |
|-------|-------------------|----------|----------------------|----------------------------------|
| Model | R                 | R Square | Adjusted R<br>Square |                                  |
| 1     | ,594 <sup>a</sup> | ,353     | ,325                 | 3,93022                          |

a. Predictors: (Constant), Lingkungan Kerja Non Fisik,  
Lingkungan Kerja Fisik

b. Dependent Variable: Kinerja Karyawan



## Lampiran





Foto Bersama Dengan Karyawan PT Permata Energi Indonesia





**DAFTAR PERBAIKAN SKRIPSI UJIAN TINGKAT SARJANA (S-1)  
SEMESTER GENAP 2023/2024**

Nama Penyaji : Ruly Ikhsan  
NIM : 220301242  
Program Studi : Manajemen  
Hari / Tanggal : Rabu, 24 Juli 2024  
Pembimbing ! : Maulidyah Amalina Rizqi, S.E., M.M

[illegible]

erangan :

1. Lembaran ini mohon dibawa dan ditunjukkan kepada dosen pembimbing saat melakukan perbaikan dan pengesahan berkas proposal / skripsi yang telah direvisi.
2. Waktu perbaikan maksimal 1 (satu) bulan, Sejak dilakukan ujian.

Maulidyah A

Maulidyah Amalina Rizqi, S.E., M.M



DAFTAR PERBAIKAN SKRIPSI UJIAN TINGKAT SARJANA (S-1)  
SEMESTER GENAP 2023/2024

Nama Penyaji : Ruly Ikhsan  
NIM : 220301242  
Program Studi : Manajemen  
Hari / Tanggal : Rabu, 24 Juli 2024  
Penguji I : Roziana Ainul Hidayati, SE., M.Si

| No. | Uraian                                                                   | Halaman |
|-----|--------------------------------------------------------------------------|---------|
|     | pendirian<br>alasan dan pertimbangan<br>r tabel sales !!<br>interpretasi | 1       |

1. Lembaran ini mohon dibawa dan ditunjukkan kepada dosen pembimbing saat melakukan perbaikan dan pengesahan berkas proposal / skripsi yang telah direvisi.
2. Waktu perbaikan maksimal 1 (satu) bulan, Sejak dilakukan ujian.

Alfred

Roziana Ainul Hidayati., SE.,M.Si

## Lembar Perbaikan Skripsi (Penguji 2)



UNIVERSITAS MUHAMMADIYAH GRESIK  
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### DAFTAR PERBAIKAN SKRIPSI UJIAN TINGKAT SARJANA (S-1) SEMESTER GENAP 2023/2024

Nama Penyaji : Ruly Ikhsan  
NIM : 220301242  
Program Studi : Manajemen  
Hari / Tanggal : Rabu, 24 Juli 2024  
Penguji II : Nur Cahyadi, S.ST., MM.

| No. | Uraian                     | Halaman |
|-----|----------------------------|---------|
| ①   | penulisan → room           |         |
| ②   | Abstrak.                   |         |
| ③   | Keterangan Sumber (tabel)  |         |
| ④   | penomoran sub bab → Bab 9. |         |
| ⑤   | Tabel 1.8 → Signifikansi   |         |
| ⑥   | Belajar Pahami.            |         |
|     | Acc 06/07/2024.            |         |
|     | Yani                       |         |

#### Keterangan :

1. Lembaran ini mohon dibawa dan ditunjukkan kepada dosen pembimbing saat melakukan perbaikan dan pengesahan berkas proposal / skripsi yang telah direvisi.
2. Waktu perbaikan maksimal 1 (satu) bulan, Sejak dilakukan ujian.

Mengetahui,  
Penguji II

Nur Cahyadi, S.ST., MM.



BERITA ACARA BIMBINGAN JURNAL

Pembimbing I : Maulidyah Amalina Rizqi, SE., MM.  
Pembimbing II :

| Tanggal | Paraf Pembimbing                                                                    |                                                                                     | KETERANGAN                |
|---------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|
|         | I                                                                                   | II                                                                                  |                           |
|         |    |   | Hasil & pembahasan        |
|         |  |                                                                                     | Dapus / referensi Seputar |
|         |  |                                                                                     | Pembahasan -              |
|         |                                                                                     |  | Ace publikasi             |

Maulidyah Amalina Rizqi, SE., MM.

## Lembar Persetujuan Revisi Skripsi



UNIVERSITAS MUHAMMADIYAH GRESIK  
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### PERSETUJUAN REVISI SKRIPSI

Setelah kami teliti perbaikan revisi skripsi :

Nama : Ruly Ikhsan  
NIM : 220301242  
Program Studi : Manajemen  
Judul Skripsi : Pengaruh Kompetensi SDM, Pengembangan Karir dan Komitmen Organisasi Terhadap Kinerja Karyawan di PT. Permata Energi Indonesia

Kami penguji dapat menyetujui perbaikan revisi skripsi tersebut.

| Nama Penguji                          | Tanda tangan persetujuan penguji | Tanggal Persetujuan |
|---------------------------------------|----------------------------------|---------------------|
| 1. Maulidyah Amalina Rizqi, S.E., M.M |                                  | 1. _____            |
| 2. -                                  | 2. _____                         | 2. _____            |
| 3. Roziana Ainul Hidayati., SE., M.Si |                                  | 3. _____            |
| 4. Nur Cahyadi, S.ST., MM.            |                                  | 4. 06-11-2024.      |

Catatan :  
Setiap mahasiswa/wi mengisi rangkap 2 (dua)