

KUESIONER PENELITIAN
“Pengaruh Gaya Kepemimpinan dan Pengembangan Karir Terhadap Kinerja
Pegawai Balai Prasarana Permukiman Wilayah Kepulauan Riau”.

A. Profil Responden

Berilah tanda ceklis (X) pada kolom yang tersedia yang menurut anda benar.

Nama:

1. Jenis Kelamin

- a. Pria
- b. b. wanita

2. Umur:

- a. < 25 tahun
- b. 26 - 35 tahun
- c. 36 - 45 tahun
- d. Lebih dari 45 tahun

3. Lama Bekerja:

- a. < 2 tahun
- b. 3 - 4 tahun
- c. Lebih dari 4 tahun

Note: Data dalam kuesioner ini tidak akan disebarluaskan hanya untuk keperluan penelitian.

B. Petunjuk Pengisian Kuesioner

Pilihlah satu jawaban yang dianggap sesuai dengan kondisi yang Bapak/Ibu rasakan, dengan cara memberikan (√) pada kotak yang tersedia.

C. Gaya Kepemimpinan

| NO | PERNYATAAN | STK | TK | K | SK |
|----|--|-----|----|---|----|
| 1. | Hak untuk memerintah bawahan melakukan suatu tindakan secara penuh berada pada pimpinan. | | | | |
| 2. | Hal yang mengarah perbaikan atau kemajuan dalam menghadapi masalah hanya ditentukan oleh pimpinan. | | | | |
| 3. | Pemimpin menerima usulan maupun anjuran yang diberikan bawahan guna menyelesaikan suatu masalah | | | | |
| 4. | Penggerakkan untuk melakukan suatu keputusan lebih banyak dilakukan oleh bawahan. | | | | |
| 5. | Pemilihan diantara berbagai kemungkinan dalam menghadapi masalah lebih banyak dibuat bawahan. | | | | |
| 6. | Pemimpin memberikan kesempatan bawahan untuk memberikan usulan maupun anjuran guna menyelesaikan suatu masalah yang dihadapi | | | | |
| 7. | Penggerakkan untuk melakukan suatu tindakan seluruhnya diperintahkan oleh pemimpin. | | | | |
| 8. | Pemimpin membuat pemilihan diantara berbagai kemungkinan dalam menghadapi masalah dengan mengikutsertakan bawahan. | | | | |

D. Pengembangan Karir

| NO | PERNYATAAN | STB | TB | B | SB |
|----|---|-----|----|---|----|
| 1. | Pengaruh latar belakang pendidikan untuk mengembangkan karir di Balai Prasarana Permukiman Wilayah Kepulauan Riau | | | | |
| 2. | Pengaruh wawasan pengetahuan yang dimiliki dengan kompetensi pekerjaan saya. | | | | |
| 3. | Pengaruh Pihak Balai Prasarana Permukiman wilayah Kepulauan Riau, memberikan pelatihan rutin pada pegawai | | | | |
| 4. | Pengaruh pelatihan yang diberikan untuk mendapat keahlian tertentu yang dapat membantu dalam bekerja | | | | |
| 5. | Pengaruh pengalaman kerja untuk menjalani pekerjaan di Balai Prasarana Pemukiman Wilayah Kepulauan Riau | | | | |
| 6. | Pengaruh penguasaan pengetahuan yang luas mengenai pekerjaan yang dilakukan. | | | | |
| 7. | Pengaruh Keterampilan yang dapat menunjang karir saya dalam bekerja. | | | | |

E. Kinerja Pegawai

| NO | PERNYATAAN | STB | TB | B | SB |
|-----|---|-----|----|---|----|
| 1. | Pemahaman terhadap pekerjaan | | | | |
| 2. | Ketepatan waktu dalam menyelesaikan tugas dan pekerjaan | | | | |
| 3. | Kesesuaian hasil kerja dengan yang diharapkan | | | | |
| 4. | Kerapihan pengadministrasi pekerjaan | | | | |
| 5. | Inisiatif dalam melakukan pekerjaan | | | | |
| 6. | Kerja sama dalam melakukan pekerjaan | | | | |
| 7. | Kesopanan dan keluwesan beerkomunikasi | | | | |
| 8. | Ketanggapan dan ketangkasan dalam melayani | | | | |
| 9. | Perilaku anda sehari-hari | | | | |
| 10. | Kedisiplinan anda sehari-hari | | | | |
| 11. | Tanggung jawab anda pada pekerjaan | | | | |
| 12. | Loyalitas anda pada pekerjaan | | | | |
| 13. | Ketaatan terhadap intruksi kerja atasan | | | | |

| No Responde | Gaya Kepemimpinan | | | | | | | | Total |
|----------------|-------------------|------|------|------|------|------|------|------|-------|
| | X1.1 | X1.2 | X1.3 | X1.4 | X1.5 | X1.6 | X1.7 | X1.8 | |
| 1 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 39 |
| 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 |
| 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 |
| 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 |
| 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 |
| 7 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 |
| 8 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 |
| 9 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 |
| 10 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 |
| 11 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 37 |
| 12 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 36 |
| 13 | 3 | 3 | 5 | 5 | 5 | 5 | 3 | 3 | 32 |
| 14 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 37 |
| 15 | 4 | 5 | 4 | 5 | 4 | 5 | 3 | 3 | 33 |
| 16 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 37 |
| 17 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 27 |
| 18 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 26 |
| 19 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 5 | 31 |
| 20 | 3 | 3 | 5 | 4 | 5 | 4 | 4 | 4 | 32 |
| 21 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 31 |
| 22 | 4 | 3 | 5 | 5 | 5 | 5 | 3 | 3 | 33 |
| 23 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 |
| 24 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 37 |
| 25 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 |
| 26 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 38 |
| 27 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 |
| 28 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 38 |
| 29 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 38 |
| 30 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 38 |
| 31 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 38 |
| 32 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 38 |
| 33 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 29 |
| 34 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 39 |
| 35 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 |
| 36 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 |
| 37 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 38 |
| 38 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 |
| 39 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 |
| 40 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 |
| 41 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 28 |
| 42 | 4 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 29 |
| 43 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 31 |
| 44 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 |
| 45 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 39 |
| 46 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 36 |
| 47 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 36 |
| 48 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 36 |
| 49 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 37 |
| 50 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 38 |
| 51 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 36 |
| 52 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 33 |
| 53 | 4 | 4 | 3 | 4 | 3 | 4 | 5 | 4 | 31 |
| 54 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 |
| 55 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 36 |

| No Responden | Gaya Kepemimpinan | | | | | | | | TOTAL |
|--------------|-------------------|-------|-------|-------|-------|-------|-------|-------|--------|
| | X1.1 | X1.2 | X1.3 | X1.4 | X1.5 | X1.6 | X1.7 | X1.8 | |
| 1 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 4.252 | 28.216 |
| 2 | 2.332 | 2.313 | 2.106 | 2.198 | 2.106 | 2.133 | 2.510 | 2.681 | 18.379 |
| 3 | 2.332 | 2.313 | 2.106 | 2.198 | 2.106 | 2.133 | 2.510 | 2.681 | 18.379 |
| 4 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 3.978 | 4.252 | 29.684 |
| 5 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 3.978 | 4.252 | 29.684 |
| 6 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 3.978 | 4.252 | 29.684 |
| 7 | 2.332 | 2.313 | 2.106 | 2.198 | 2.106 | 2.133 | 2.510 | 2.681 | 18.379 |
| 8 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 3.978 | 4.252 | 29.684 |
| 9 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 3.978 | 4.252 | 29.684 |
| 10 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 3.978 | 4.252 | 29.684 |
| 11 | 2.332 | 2.313 | 3.471 | 3.600 | 3.471 | 3.498 | 3.978 | 2.681 | 25.343 |
| 12 | 2.332 | 2.313 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 2.681 | 23.875 |
| 13 | 1.000 | 1.000 | 3.471 | 3.600 | 3.471 | 3.498 | 1.000 | 1.000 | 18.040 |
| 14 | 1.000 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 3.978 | 2.681 | 25.401 |
| 15 | 2.332 | 3.702 | 2.106 | 3.600 | 2.106 | 3.498 | 1.000 | 1.000 | 19.345 |
| 16 | 3.712 | 3.702 | 2.106 | 3.600 | 2.106 | 3.498 | 3.978 | 2.681 | 25.384 |
| 17 | 1.000 | 2.313 | 1.000 | 1.000 | 1.000 | 1.000 | 2.510 | 2.681 | 12.503 |
| 18 | 1.000 | 1.000 | 2.106 | 1.000 | 2.106 | 1.000 | 1.000 | 1.000 | 10.213 |
| 19 | 2.332 | 2.313 | 1.000 | 2.198 | 1.000 | 2.133 | 2.510 | 4.252 | 17.737 |
| 20 | 1.000 | 1.000 | 3.471 | 2.198 | 3.471 | 2.133 | 2.510 | 2.681 | 18.464 |
| 21 | 2.332 | 1.000 | 2.106 | 2.198 | 2.106 | 2.133 | 2.510 | 2.681 | 17.066 |
| 22 | 2.332 | 1.000 | 3.471 | 3.600 | 3.471 | 3.498 | 1.000 | 1.000 | 19.372 |
| 23 | 2.332 | 2.313 | 2.106 | 2.198 | 2.106 | 2.133 | 2.510 | 2.681 | 18.379 |
| 24 | 2.332 | 2.313 | 3.471 | 3.600 | 3.471 | 3.498 | 3.978 | 2.681 | 25.343 |
| 25 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 3.978 | 4.252 | 29.684 |
| 26 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 2.681 | 26.645 |
| 27 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 3.978 | 4.252 | 29.684 |
| 28 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 2.681 | 26.645 |
| 29 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 2.681 | 26.645 |
| 30 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 2.681 | 26.645 |
| 31 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 2.681 | 26.645 |
| 32 | 3.712 | 3.702 | 3.471 | 2.198 | 3.471 | 2.133 | 3.978 | 4.252 | 26.917 |
| 33 | 1.000 | 2.313 | 2.106 | 1.000 | 2.106 | 1.000 | 2.510 | 2.681 | 14.716 |
| 34 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 4.252 | 28.216 |
| 35 | 2.332 | 2.313 | 2.106 | 2.198 | 2.106 | 2.133 | 2.510 | 2.681 | 18.379 |
| 36 | 2.332 | 2.313 | 2.106 | 2.198 | 2.106 | 2.133 | 2.510 | 2.681 | 18.379 |
| 37 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 2.681 | 26.645 |
| 38 | 2.332 | 2.313 | 2.106 | 2.198 | 2.106 | 2.133 | 2.510 | 2.681 | 18.379 |
| 39 | 2.332 | 2.313 | 2.106 | 2.198 | 2.106 | 2.133 | 2.510 | 2.681 | 18.379 |
| 40 | 2.332 | 2.313 | 2.106 | 2.198 | 2.106 | 2.133 | 2.510 | 2.681 | 18.379 |
| 41 | 2.332 | 2.313 | 1.000 | 1.000 | 1.000 | 1.000 | 2.510 | 2.681 | 13.835 |
| 42 | 2.332 | 2.313 | 1.000 | 2.198 | 1.000 | 1.000 | 2.510 | 2.681 | 15.033 |
| 43 | 2.332 | 2.313 | 2.106 | 2.198 | 2.106 | 2.133 | 1.000 | 2.681 | 16.869 |
| 44 | 2.332 | 2.313 | 2.106 | 2.198 | 2.106 | 2.133 | 2.510 | 2.681 | 18.379 |
| 45 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 3.978 | 2.681 | 28.113 |
| 46 | 2.332 | 2.313 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 2.681 | 23.875 |
| 47 | 2.332 | 2.313 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 2.681 | 23.875 |
| 48 | 2.332 | 2.313 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 2.681 | 23.875 |
| 49 | 3.712 | 2.313 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 2.681 | 25.255 |
| 50 | 3.712 | 3.702 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 2.681 | 26.645 |
| 51 | 2.332 | 2.313 | 3.471 | 3.600 | 3.471 | 3.498 | 2.510 | 2.681 | 23.875 |
| 52 | 2.332 | 3.702 | 2.106 | 2.198 | 2.106 | 2.133 | 2.510 | 2.681 | 19.768 |
| 53 | 2.332 | 2.313 | 1.000 | 2.198 | 1.000 | 2.133 | 3.978 | 2.681 | 17.634 |
| 54 | 2.332 | 2.313 | 2.106 | 2.198 | 2.106 | 2.133 | 2.510 | 2.681 | 18.379 |
| 55 | 2.332 | 3.702 | 3.471 | 2.198 | 3.471 | 2.133 | 3.978 | 2.681 | 23.966 |

| No Responden | Pengembangan Karir | | | | | | | TOTAL |
|-----------------|--------------------|------|------|------|------|------|------|-------|
| | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | X2.6 | X2.7 | |
| 1 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 31 |
| 2 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 31 |
| 3 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 31 |
| 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 34 |
| 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 33 |
| 6 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 34 |
| 7 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 8 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 35 |
| 9 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 35 |
| 10 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 35 |
| 11 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 33 |
| 12 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 31 |
| 13 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 28 |
| 14 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 31 |
| 15 | 4 | 3 | 4 | 4 | 3 | 3 | 5 | 26 |
| 16 | 5 | 4 | 3 | 4 | 4 | 5 | 5 | 30 |
| 17 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 27 |
| 18 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 24 |
| 19 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 32 |
| 20 | 4 | 3 | 4 | 4 | 4 | 5 | 5 | 29 |
| 21 | 4 | 3 | 4 | 3 | 4 | 5 | 5 | 28 |
| 22 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 26 |
| 23 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 24 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 32 |
| 25 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 35 |
| 26 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 29 |
| 27 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 32 |
| 28 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 33 |
| 29 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 34 |
| 30 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 34 |
| 31 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 33 |
| 32 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 35 |
| 33 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 26 |
| 34 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 35 |
| 35 | 5 | 5 | 5 | 4 | 4 | 3 | 4 | 30 |
| 36 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 31 |
| 37 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 33 |
| 38 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 39 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 40 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 27 |
| 41 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 27 |
| 42 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 43 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 26 |
| 44 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 27 |
| 45 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 30 |
| 46 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 29 |
| 47 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 29 |
| 48 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 32 |
| 49 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 32 |
| 50 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 33 |
| 51 | 5 | 4 | 4 | 3 | 4 | 3 | 4 | 27 |
| 52 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 30 |
| 53 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 31 |
| 54 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 31 |
| 55 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 31 |

| No Responden | Pengembangan Karir | | | | | | | TOTAL |
|--------------|--------------------|-------|-------|-------|-------|-------|-------|--------|
| | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | X2.6 | X2.7 | |
| 1 | 2.734 | 2.387 | 2.252 | 4.095 | 4.150 | 3.766 | 2.365 | 21.749 |
| 2 | 2.734 | 2.387 | 3.656 | 4.095 | 2.610 | 2.362 | 3.810 | 21.654 |
| 3 | 2.734 | 2.387 | 3.656 | 4.095 | 2.610 | 2.362 | 3.810 | 21.654 |
| 4 | 4.268 | 2.387 | 3.656 | 4.095 | 4.150 | 3.766 | 3.810 | 26.131 |
| 5 | 4.268 | 2.387 | 2.252 | 4.095 | 4.150 | 3.766 | 3.810 | 24.727 |
| 6 | 4.268 | 2.387 | 3.656 | 4.095 | 4.150 | 3.766 | 3.810 | 26.131 |
| 7 | 2.734 | 2.387 | 2.252 | 2.597 | 2.610 | 2.362 | 2.365 | 17.307 |
| 8 | 4.268 | 3.798 | 3.656 | 4.095 | 4.150 | 3.766 | 3.810 | 27.543 |
| 9 | 4.268 | 3.798 | 3.656 | 4.095 | 4.150 | 3.766 | 3.810 | 27.543 |
| 10 | 4.268 | 3.798 | 3.656 | 4.095 | 4.150 | 3.766 | 3.810 | 27.543 |
| 11 | 4.268 | 2.387 | 3.656 | 4.095 | 2.610 | 3.766 | 3.810 | 24.591 |
| 12 | 4.268 | 2.387 | 3.656 | 2.597 | 2.610 | 3.766 | 2.365 | 21.649 |
| 13 | 2.734 | 2.387 | 3.656 | 2.597 | 1.000 | 2.362 | 2.365 | 17.101 |
| 14 | 2.734 | 3.798 | 2.252 | 4.095 | 2.610 | 3.766 | 2.365 | 21.620 |
| 15 | 2.734 | 1.000 | 2.252 | 2.597 | 1.000 | 1.000 | 3.810 | 14.392 |
| 16 | 4.268 | 2.387 | 1.000 | 2.597 | 2.610 | 3.766 | 3.810 | 20.437 |
| 17 | 2.734 | 2.387 | 1.000 | 2.597 | 2.610 | 2.362 | 2.365 | 16.055 |
| 18 | 1.000 | 2.387 | 1.000 | 2.597 | 1.000 | 1.000 | 2.365 | 11.349 |
| 19 | 2.734 | 2.387 | 3.656 | 4.095 | 4.150 | 2.362 | 3.810 | 23.194 |
| 20 | 2.734 | 1.000 | 2.252 | 2.597 | 2.610 | 3.766 | 3.810 | 18.768 |
| 21 | 2.734 | 1.000 | 2.252 | 1.000 | 2.610 | 3.766 | 3.810 | 17.171 |
| 22 | 2.734 | 1.000 | 2.252 | 2.597 | 1.000 | 2.362 | 2.365 | 14.310 |
| 23 | 2.734 | 2.387 | 2.252 | 2.597 | 2.610 | 2.362 | 2.365 | 17.307 |
| 24 | 4.268 | 3.798 | 3.656 | 4.095 | 2.610 | 2.362 | 2.365 | 23.155 |
| 25 | 4.268 | 3.798 | 3.656 | 4.095 | 4.150 | 3.766 | 3.810 | 27.543 |
| 26 | 2.734 | 2.387 | 3.656 | 2.597 | 2.610 | 2.362 | 2.365 | 18.711 |
| 27 | 4.268 | 2.387 | 3.656 | 2.597 | 4.150 | 2.362 | 3.810 | 23.230 |
| 28 | 4.268 | 3.798 | 3.656 | 4.095 | 2.610 | 2.362 | 3.810 | 24.599 |
| 29 | 4.268 | 3.798 | 3.656 | 4.095 | 2.610 | 3.766 | 3.810 | 26.003 |
| 30 | 4.268 | 3.798 | 3.656 | 4.095 | 2.610 | 3.766 | 3.810 | 26.003 |
| 31 | 4.268 | 3.798 | 3.656 | 2.597 | 2.610 | 3.766 | 3.810 | 24.504 |
| 32 | 4.268 | 3.798 | 3.656 | 4.095 | 4.150 | 3.766 | 3.810 | 27.543 |
| 33 | 2.734 | 1.000 | 2.252 | 2.597 | 2.610 | 1.000 | 2.365 | 14.558 |
| 34 | 4.268 | 3.798 | 3.656 | 4.095 | 4.150 | 3.766 | 3.810 | 27.543 |
| 35 | 4.268 | 3.798 | 3.656 | 2.597 | 2.610 | 1.000 | 2.365 | 20.295 |
| 36 | 4.268 | 3.798 | 3.656 | 2.597 | 2.610 | 2.362 | 2.365 | 21.657 |
| 37 | 4.268 | 3.798 | 3.656 | 4.095 | 2.610 | 2.362 | 3.810 | 24.599 |
| 38 | 2.734 | 2.387 | 2.252 | 2.597 | 2.610 | 2.362 | 2.365 | 17.307 |
| 39 | 2.734 | 2.387 | 2.252 | 2.597 | 2.610 | 2.362 | 2.365 | 17.307 |
| 40 | 2.734 | 2.387 | 2.252 | 2.597 | 1.000 | 2.362 | 2.365 | 15.697 |
| 41 | 2.734 | 2.387 | 2.252 | 2.597 | 2.610 | 2.362 | 1.000 | 15.942 |
| 42 | 2.734 | 2.387 | 2.252 | 2.597 | 2.610 | 2.362 | 2.365 | 17.307 |
| 43 | 2.734 | 2.387 | 1.000 | 2.597 | 2.610 | 2.362 | 1.000 | 14.690 |
| 44 | 2.734 | 2.387 | 2.252 | 2.597 | 2.610 | 2.362 | 1.000 | 15.942 |
| 45 | 2.734 | 2.387 | 2.252 | 2.597 | 2.610 | 3.766 | 3.810 | 20.155 |
| 46 | 2.734 | 2.387 | 2.252 | 2.597 | 2.610 | 3.766 | 2.365 | 18.710 |
| 47 | 2.734 | 2.387 | 2.252 | 2.597 | 2.610 | 3.766 | 2.365 | 18.710 |
| 48 | 4.268 | 3.798 | 3.656 | 2.597 | 2.610 | 2.362 | 3.810 | 23.101 |
| 49 | 4.268 | 3.798 | 3.656 | 2.597 | 2.610 | 2.362 | 3.810 | 23.101 |
| 50 | 4.268 | 3.798 | 3.656 | 4.095 | 2.610 | 2.362 | 3.810 | 24.599 |
| 51 | 4.268 | 2.387 | 2.252 | 1.000 | 2.610 | 1.000 | 2.365 | 15.882 |
| 52 | 2.734 | 3.798 | 2.252 | 4.095 | 2.610 | 2.362 | 2.365 | 20.217 |
| 53 | 2.734 | 3.798 | 2.252 | 4.095 | 2.610 | 2.362 | 3.810 | 21.661 |
| 54 | 4.268 | 3.798 | 3.656 | 2.597 | 2.610 | 2.362 | 2.365 | 21.657 |
| 55 | 4.268 | 2.387 | 3.656 | 4.095 | 2.610 | 2.362 | 2.365 | 21.744 |

| No Responden | Kinerja Pegawai | | | | | | | | | | | | | Total |
|-----------------|-----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|-------|
| | Y.1 | Y.2 | Y.3 | Y.4 | Y.5 | Y.6 | Y.7 | Y.8 | Y.9 | Y.10 | Y.11 | Y.12 | Y.13 | |
| 1 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 60 |
| 2 | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 56 |
| 3 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 58 |
| 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 63 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 61 |
| 6 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 62 |
| 7 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 8 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| 9 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 62 |
| 10 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 65 |
| 11 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 63 |
| 12 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 61 |
| 13 | 5 | 3 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 58 |
| 14 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 61 |
| 15 | 5 | 4 | 3 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 3 | 4 | 4 | 55 |
| 16 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 3 | 4 | 56 |
| 17 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 48 |
| 18 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 46 |
| 19 | 4 | 4 | 5 | 5 | 3 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 58 |
| 20 | 4 | 3 | 4 | 3 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 51 |
| 21 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 50 |
| 22 | 5 | 4 | 3 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 3 | 4 | 4 | 56 |
| 23 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 55 |
| 24 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 64 |
| 25 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 62 |
| 26 | 5 | 4 | 4 | 3 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 58 |
| 27 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 62 |
| 28 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 62 |
| 29 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 61 |
| 30 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 61 |
| 31 | 5 | 4 | 4 | 5 | 5 | 5 | 3 | 3 | 4 | 5 | 5 | 5 | 4 | 57 |
| 32 | 4 | 5 | 5 | 5 | 5 | 4 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 61 |
| 33 | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 5 | 3 | 4 | 3 | 4 | 4 | 48 |
| 34 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 64 |
| 35 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 5 | 5 | 4 | 53 |
| 36 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 3 | 3 | 5 | 5 | 5 | 4 | 53 |
| 37 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 60 |
| 38 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 3 | 5 | 4 | 4 | 4 | 4 | 52 |
| 39 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 54 |
| 40 | 4 | 4 | 3 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 52 |
| 41 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 49 |
| 42 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 50 |
| 43 | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 3 | 4 | 53 |
| 44 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 53 |
| 45 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 58 |
| 46 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 57 |
| 47 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 55 |
| 48 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 60 |
| 49 | 5 | 4 | 4 | 5 | 5 | 5 | 3 | 4 | 4 | 5 | 5 | 5 | 4 | 58 |
| 50 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 60 |
| 51 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 55 |
| 52 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 57 |
| 53 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 58 |
| 54 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 56 |
| 55 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 3 | 5 | 58 |

| No Responden | Kinerja Pegawai | | | | | | | | | | | | | Total |
|--------------|-----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|
| | Y.1 | Y.2 | Y.3 | Y.4 | Y.5 | Y.6 | Y.7 | Y.8 | Y.9 | Y.10 | Y.11 | Y.12 | Y.13 | |
| 1 | 3.498 | 2.454 | 4.018 | 2.392 | 3.572 | 3.498 | 3.555 | 3.753 | 4.065 | 2.734 | 2.520 | 2.160 | 4.095 | 42.314 |
| 2 | 2.133 | 1.000 | 2.528 | 2.392 | 2.171 | 2.133 | 3.555 | 3.753 | 4.065 | 2.734 | 2.520 | 3.526 | 4.095 | 36.606 |
| 3 | 2.133 | 2.454 | 2.528 | 3.839 | 2.171 | 2.133 | 3.555 | 3.753 | 4.065 | 2.734 | 2.520 | 3.526 | 4.095 | 39.506 |
| 4 | 3.498 | 3.892 | 4.018 | 3.839 | 3.572 | 3.498 | 3.555 | 2.312 | 4.065 | 4.268 | 2.520 | 3.526 | 4.095 | 46.659 |
| 5 | 3.498 | 3.892 | 4.018 | 3.839 | 3.572 | 3.498 | 2.209 | 3.753 | 2.571 | 4.268 | 2.520 | 2.160 | 4.095 | 43.893 |
| 6 | 3.498 | 3.892 | 4.018 | 3.839 | 3.572 | 3.498 | 2.209 | 3.753 | 2.571 | 4.268 | 2.520 | 3.526 | 4.095 | 45.259 |
| 7 | 2.133 | 2.454 | 2.528 | 2.392 | 2.171 | 2.133 | 2.209 | 2.312 | 2.571 | 2.734 | 2.520 | 2.160 | 2.597 | 30.912 |
| 8 | 3.498 | 3.892 | 4.018 | 3.839 | 3.572 | 3.498 | 3.555 | 3.753 | 4.065 | 4.268 | 3.992 | 3.526 | 4.095 | 49.571 |
| 9 | 3.498 | 3.892 | 4.018 | 3.839 | 3.572 | 3.498 | 2.209 | 2.312 | 2.571 | 4.268 | 3.992 | 3.526 | 4.095 | 45.290 |
| 10 | 3.498 | 3.892 | 4.018 | 3.839 | 3.572 | 3.498 | 3.555 | 3.753 | 4.065 | 4.268 | 3.992 | 3.526 | 4.095 | 49.571 |
| 11 | 3.498 | 3.892 | 2.528 | 3.839 | 3.572 | 3.498 | 3.555 | 3.753 | 4.065 | 4.268 | 2.520 | 3.526 | 4.095 | 46.610 |
| 12 | 3.498 | 2.454 | 2.528 | 3.839 | 3.572 | 3.498 | 3.555 | 3.753 | 4.065 | 4.268 | 2.520 | 3.526 | 2.597 | 43.674 |
| 13 | 3.498 | 1.000 | 1.000 | 3.839 | 3.572 | 3.498 | 3.555 | 3.753 | 4.065 | 2.734 | 2.520 | 3.526 | 2.597 | 39.158 |
| 14 | 3.498 | 3.892 | 2.528 | 2.392 | 3.572 | 3.498 | 3.555 | 3.753 | 4.065 | 2.734 | 3.992 | 2.160 | 4.095 | 43.734 |
| 15 | 3.498 | 2.454 | 1.000 | 2.392 | 2.171 | 3.498 | 3.555 | 3.753 | 4.065 | 2.734 | 1.000 | 2.160 | 2.597 | 34.876 |
| 16 | 3.498 | 3.892 | 2.528 | 2.392 | 2.171 | 3.498 | 2.209 | 3.753 | 2.571 | 4.268 | 2.520 | 1.000 | 2.597 | 36.897 |
| 17 | 1.000 | 2.454 | 2.528 | 2.392 | 1.000 | 1.000 | 2.209 | 2.312 | 2.571 | 2.734 | 2.520 | 1.000 | 2.597 | 26.316 |
| 18 | 1.000 | 1.000 | 1.000 | 2.392 | 2.171 | 1.000 | 2.209 | 2.312 | 2.571 | 1.000 | 2.520 | 1.000 | 2.597 | 22.771 |
| 19 | 2.133 | 2.454 | 4.018 | 3.839 | 1.000 | 2.133 | 3.555 | 3.753 | 4.065 | 2.734 | 2.520 | 3.526 | 4.095 | 39.825 |
| 20 | 2.133 | 1.000 | 2.528 | 1.000 | 3.572 | 2.133 | 2.209 | 2.312 | 2.571 | 2.734 | 2.520 | 2.160 | 2.597 | 29.468 |
| 21 | 2.133 | 2.454 | 2.528 | 1.000 | 2.171 | 2.133 | 2.209 | 2.312 | 2.571 | 2.734 | 2.520 | 2.160 | 1.000 | 27.924 |
| 22 | 3.498 | 2.454 | 1.000 | 2.392 | 3.572 | 3.498 | 3.555 | 3.753 | 4.065 | 2.734 | 1.000 | 2.160 | 2.597 | 36.278 |
| 23 | 2.133 | 2.454 | 2.528 | 2.392 | 2.171 | 2.133 | 3.555 | 3.753 | 4.065 | 2.734 | 2.520 | 2.160 | 2.597 | 35.194 |
| 24 | 3.498 | 3.892 | 2.528 | 3.839 | 3.572 | 3.498 | 3.555 | 3.753 | 4.065 | 4.268 | 3.992 | 3.526 | 4.095 | 48.082 |
| 25 | 3.498 | 3.892 | 4.018 | 3.839 | 3.572 | 3.498 | 2.209 | 2.312 | 2.571 | 4.268 | 3.992 | 3.526 | 4.095 | 45.290 |
| 26 | 3.498 | 2.454 | 2.528 | 1.000 | 3.572 | 3.498 | 3.555 | 3.753 | 4.065 | 2.734 | 2.520 | 3.526 | 2.597 | 39.301 |
| 27 | 3.498 | 3.892 | 4.018 | 2.392 | 3.572 | 3.498 | 3.555 | 3.753 | 4.065 | 4.268 | 2.520 | 3.526 | 2.597 | 45.155 |
| 28 | 3.498 | 2.454 | 2.528 | 2.392 | 3.572 | 3.498 | 3.555 | 3.753 | 4.065 | 4.268 | 3.992 | 3.526 | 4.095 | 45.197 |
| 29 | 3.498 | 2.454 | 2.528 | 3.839 | 3.572 | 3.498 | 2.209 | 2.312 | 4.065 | 4.268 | 3.992 | 3.526 | 4.095 | 43.856 |
| 30 | 3.498 | 2.454 | 2.528 | 3.839 | 3.572 | 3.498 | 2.209 | 2.312 | 4.065 | 4.268 | 3.992 | 3.526 | 4.095 | 43.856 |
| 31 | 3.498 | 2.454 | 2.528 | 3.839 | 3.572 | 3.498 | 1.000 | 1.000 | 2.571 | 4.268 | 3.992 | 3.526 | 2.597 | 38.343 |
| 32 | 2.133 | 3.892 | 4.018 | 3.839 | 3.572 | 2.133 | 1.000 | 3.753 | 4.065 | 4.268 | 3.992 | 3.526 | 4.095 | 44.286 |
| 33 | 1.000 | 1.000 | 2.528 | 2.392 | 2.171 | 1.000 | 2.209 | 3.753 | 1.000 | 2.734 | 1.000 | 2.160 | 2.597 | 25.543 |
| 34 | 3.498 | 2.454 | 4.018 | 3.839 | 3.572 | 3.498 | 3.555 | 3.753 | 4.065 | 4.268 | 3.992 | 3.526 | 4.095 | 48.133 |
| 35 | 2.133 | 2.454 | 1.000 | 2.392 | 2.171 | 2.133 | 1.000 | 2.312 | 2.571 | 4.268 | 3.992 | 3.526 | 2.597 | 32.548 |
| 36 | 2.133 | 2.454 | 2.528 | 3.839 | 2.171 | 2.133 | 1.000 | 1.000 | 4.268 | 3.992 | 3.526 | 2.597 | 32.641 | 32.641 |
| 37 | 3.498 | 2.454 | 2.528 | 3.839 | 3.572 | 3.498 | 2.209 | 2.312 | 2.571 | 4.268 | 3.992 | 3.526 | 4.095 | 42.362 |
| 38 | 2.133 | 2.454 | 2.528 | 3.839 | 2.171 | 2.133 | 1.000 | 1.000 | 4.065 | 2.734 | 2.520 | 2.160 | 2.597 | 31.333 |
| 39 | 2.133 | 2.454 | 2.528 | 3.839 | 2.171 | 2.133 | 2.209 | 2.312 | 4.065 | 2.734 | 2.520 | 2.160 | 2.597 | 33.853 |
| 40 | 2.133 | 2.454 | 1.000 | 3.839 | 2.171 | 2.133 | 2.209 | 2.312 | 2.571 | 2.734 | 2.520 | 2.160 | 2.597 | 30.831 |
| 41 | 1.000 | 2.454 | 2.528 | 2.392 | 1.000 | 1.000 | 2.209 | 2.312 | 2.571 | 2.734 | 2.520 | 2.160 | 2.597 | 27.475 |
| 42 | 2.133 | 2.454 | 2.528 | 2.392 | 1.000 | 1.000 | 2.209 | 2.312 | 2.571 | 2.734 | 2.520 | 2.160 | 2.597 | 28.608 |
| 43 | 2.133 | 1.000 | 2.528 | 2.392 | 2.171 | 2.133 | 3.555 | 3.753 | 4.065 | 2.734 | 2.520 | 1.000 | 2.597 | 32.581 |
| 44 | 1.000 | 2.454 | 2.528 | 2.392 | 2.171 | 2.133 | 3.555 | 3.753 | 2.571 | 2.734 | 2.520 | 2.160 | 2.597 | 32.567 |
| 45 | 3.498 | 3.892 | 2.528 | 2.392 | 3.572 | 3.498 | 3.555 | 3.753 | 2.571 | 2.734 | 2.520 | 2.160 | 2.597 | 39.271 |
| 46 | 3.498 | 2.454 | 2.528 | 2.392 | 3.572 | 3.498 | 3.555 | 3.753 | 2.571 | 2.734 | 2.520 | 2.160 | 2.597 | 37.832 |
| 47 | 3.498 | 2.454 | 2.528 | 2.392 | 3.572 | 3.498 | 2.209 | 2.312 | 2.571 | 2.734 | 2.520 | 2.160 | 2.597 | 35.044 |
| 48 | 3.498 | 2.454 | 2.528 | 3.839 | 3.572 | 3.498 | 3.555 | 2.312 | 2.571 | 4.268 | 3.992 | 3.526 | 2.597 | 42.210 |
| 49 | 3.498 | 2.454 | 2.528 | 3.839 | 3.572 | 3.498 | 1.000 | 2.312 | 2.571 | 4.268 | 3.992 | 3.526 | 2.597 | 39.655 |
| 50 | 3.498 | 2.454 | 2.528 | 3.839 | 3.572 | 3.498 | 2.209 | 2.312 | 2.571 | 4.268 | 3.992 | 3.526 | 4.095 | 42.362 |
| 51 | 3.498 | 2.454 | 2.528 | 2.392 | 3.572 | 3.498 | 2.209 | 2.312 | 2.571 | 4.268 | 2.520 | 2.160 | 1.000 | 34.982 |
| 52 | 2.133 | 2.454 | 4.018 | 2.392 | 2.171 | 2.133 | 2.209 | 2.312 | 2.571 | 4.268 | 3.992 | 3.526 | 4.095 | 38.273 |
| 53 | 2.133 | 3.892 | 2.528 | 2.392 | 2.171 | 2.133 | 2.209 | 3.753 | 2.571 | 4.268 | 3.992 | 3.526 | 4.095 | 39.662 |
| 54 | 2.133 | 2.454 | 2.528 | 2.392 | 2.171 | 2.133 | 3.555 | 3.753 | 2.571 | 2.734 | 3.992 | 3.526 | 2.597 | 36.539 |
| 55 | 2.133 | 3.892 | 2.528 | 3.839 | 3.572 | 2.133 | 3.555 | 3.753 | 2.571 | 2.734 | 3.992 | 1.000 | 4.095 | 39.797 |

| No Responden | Gaya Kepemimpinan | Pengembangan Karir | Kinerja Pegawai |
|---------------------|--------------------------|---------------------------|------------------------|
| 1 | 28.216 | 21.749 | 42.314 |
| 2 | 18.379 | 21.654 | 36.606 |
| 3 | 18.379 | 21.654 | 39.506 |
| 4 | 29.684 | 26.131 | 46.659 |
| 5 | 29.684 | 24.727 | 43.893 |
| 6 | 29.684 | 26.131 | 45.259 |
| 7 | 18.379 | 17.307 | 30.912 |
| 8 | 29.684 | 27.543 | 49.571 |
| 9 | 29.684 | 27.543 | 45.290 |
| 10 | 29.684 | 27.543 | 49.571 |
| 11 | 25.343 | 24.591 | 46.610 |
| 12 | 23.875 | 21.649 | 43.674 |
| 13 | 18.040 | 17.101 | 39.158 |
| 14 | 25.401 | 21.620 | 43.734 |
| 15 | 19.345 | 14.392 | 34.876 |
| 16 | 25.384 | 20.437 | 36.897 |
| 17 | 12.503 | 16.055 | 26.316 |
| 18 | 10.213 | 11.349 | 22.771 |
| 19 | 17.737 | 23.194 | 39.825 |
| 20 | 18.464 | 18.768 | 29.468 |
| 21 | 17.066 | 17.171 | 27.924 |
| 22 | 19.372 | 14.310 | 36.278 |
| 23 | 18.379 | 17.307 | 35.194 |
| 24 | 25.343 | 23.155 | 48.082 |
| 25 | 29.684 | 27.543 | 45.290 |
| 26 | 26.645 | 18.711 | 39.301 |
| 27 | 29.684 | 23.230 | 45.155 |
| 28 | 26.645 | 24.599 | 45.197 |
| 29 | 26.645 | 26.003 | 43.856 |
| 30 | 26.645 | 26.003 | 43.856 |
| 31 | 26.645 | 24.504 | 38.343 |
| 32 | 26.917 | 27.543 | 44.286 |
| 33 | 14.716 | 14.558 | 25.543 |
| 34 | 28.216 | 27.543 | 48.133 |
| 35 | 18.379 | 20.295 | 32.548 |
| 36 | 18.379 | 21.657 | 32.641 |
| 37 | 26.645 | 24.599 | 42.362 |
| 38 | 18.379 | 17.307 | 31.333 |
| 39 | 18.379 | 17.307 | 33.853 |
| 40 | 18.379 | 15.697 | 30.831 |
| 41 | 13.835 | 15.942 | 27.475 |
| 42 | 15.033 | 17.307 | 28.608 |
| 43 | 16.869 | 14.690 | 32.581 |
| 44 | 18.379 | 15.942 | 32.567 |
| 45 | 28.113 | 20.155 | 39.271 |
| 46 | 23.875 | 18.710 | 37.832 |
| 47 | 23.875 | 18.710 | 35.044 |
| 48 | 23.875 | 23.101 | 42.210 |
| 49 | 25.255 | 23.101 | 39.655 |
| 50 | 26.645 | 24.599 | 42.362 |
| 51 | 23.875 | 15.882 | 34.982 |
| 52 | 19.768 | 20.217 | 38.273 |
| 53 | 17.634 | 21.661 | 39.662 |
| 54 | 18.379 | 21.657 | 36.539 |
| 55 | 23.966 | 21.744 | 39.797 |

Uji Validitas Gaya Kepemimpinan

| Correlations | | | | | | | | | | |
|---|---------------------|--------|--------|---------|--------|---------|--------|--------|--------|--------|
| | | X1.1 | X1.2 | X1.3 | X1.4 | X1.5 | X1.6 | X1.7 | X1.8 | TOTAL |
| X1.1 | Pearson Correlation | 1 | ,742** | ,456** | ,611** | ,456** | ,597** | ,434** | ,587** | ,798** |
| | Sig. (2-tailed) | | ,000 | ,000 | ,000 | ,000 | ,000 | ,001 | ,000 | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| X1.2 | Pearson Correlation | ,742** | 1 | ,376** | ,483** | ,376** | ,478** | ,545** | ,561** | ,742** |
| | Sig. (2-tailed) | ,000 | | ,005 | ,000 | ,005 | ,000 | ,000 | ,000 | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| X1.3 | Pearson Correlation | ,456** | ,376** | 1 | ,781** | 1,000** | ,811** | ,265 | ,217 | ,821** |
| | Sig. (2-tailed) | ,000 | ,005 | | ,000 | ,000 | ,000 | ,051 | ,112 | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| X1.4 | Pearson Correlation | ,611** | ,483** | ,781** | 1 | ,781** | ,979** | ,277 | ,227 | ,858** |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | | ,000 | ,000 | ,041 | ,096 | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| X1.5 | Pearson Correlation | ,456** | ,376** | 1,000** | ,781** | 1 | ,811** | ,265 | ,217 | ,821** |
| | Sig. (2-tailed) | ,000 | ,005 | ,000 | ,000 | | ,000 | ,051 | ,112 | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| X1.6 | Pearson Correlation | ,597** | ,478** | ,811** | ,979** | ,811** | 1 | ,275 | ,225 | ,864** |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | | ,042 | ,099 | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| X1.7 | Pearson Correlation | ,434** | ,545** | ,265 | ,277 | ,265 | ,275 | 1 | ,683** | ,594** |
| | Sig. (2-tailed) | ,001 | ,000 | ,051 | ,041 | ,051 | ,042 | | ,000 | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| X1.8 | Pearson Correlation | ,587** | ,561** | ,217 | ,227 | ,217 | ,225 | ,683** | 1 | ,583** |
| | Sig. (2-tailed) | ,000 | ,000 | ,112 | ,096 | ,112 | ,099 | ,000 | | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| TOTAL | Pearson Correlation | ,798** | ,742** | ,821** | ,858** | ,821** | ,864** | ,594** | ,583** | 1 |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| ** . Correlation is significant at the 0.01 level (2-tailed). | | | | | | | | | | |
| * . Correlation is significant at the 0.05 level (2-tailed). | | | | | | | | | | |

Uji Validitas Pengembangan Karir

| Correlations | | | | | | | | | |
|--------------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| | | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | X2.6 | X2.7 | TOTAL |
| X2.1 | Pearson Correlation | 1 | ,570** | ,661** | ,341* | ,483** | ,323* | ,466** | ,774** |
| | Sig. (2-tailed) | | ,000 | ,000 | ,011 | ,000 | ,016 | ,000 | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| X2.2 | Pearson Correlation | ,570** | 1 | ,499** | ,501** | ,322 | ,188 | ,231 | ,675** |
| | Sig. (2-tailed) | ,000 | | ,000 | ,000 | ,017 | ,169 | ,090 | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| X2.3 | Pearson Correlation | ,661** | ,499** | 1 | ,467** | ,365** | ,197 | ,468** | ,745** |
| | Sig. (2-tailed) | ,000 | ,000 | | ,000 | ,006 | ,149 | ,000 | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| X2.4 | Pearson Correlation | ,341* | ,501** | ,467** | 1 | ,493** | ,372** | ,435** | ,729** |
| | Sig. (2-tailed) | ,011 | ,000 | ,000 | | ,000 | ,005 | ,001 | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| X2.5 | Pearson Correlation | ,483** | ,322 | ,365** | ,493** | 1 | ,526** | ,383** | ,714** |
| | Sig. (2-tailed) | ,000 | ,017 | ,006 | ,000 | | ,000 | ,004 | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| X2.6 | Pearson Correlation | ,323* | ,188 | ,197 | ,372** | ,526** | 1 | ,400** | ,614** |
| | Sig. (2-tailed) | ,016 | ,169 | ,149 | ,005 | ,000 | | ,002 | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| X2.7 | Pearson Correlation | ,466** | ,231 | ,468** | ,435** | ,383** | ,400** | 1 | ,687** |
| | Sig. (2-tailed) | ,000 | ,090 | ,000 | ,001 | ,004 | ,002 | | ,000 |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |
| TOTAL | Pearson Correlation | ,774** | ,675** | ,745** | ,729** | ,714** | ,614** | ,687** | 1 |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | |
| | N | 55 | 55 | 55 | 55 | 55 | 55 | 55 | 55 |

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

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

Uji Reliabilitas Gaya Kepemimpinan

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| ,899 | 8 |

Uji Reliabilitas Pengembangan Karir

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| ,828 | 7 |

Uji Reliabilitas Kinerja Pegawai

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| ,847 | 13 |

Uji Asumsi Klasik

Uji Normalitas

| One-Sample Kolmogorov-Smirnov Test | | |
|---|----------------|-------------------------|
| | | Unstandardized Residual |
| N | | 55 |
| Normal Parameters ^{a,b} | Mean | ,0000000 |
| | Std. Deviation | 2,67444343 |
| Most Extreme Differences | Absolute | ,085 |
| | Positive | ,085 |
| | Negative | -,048 |
| Test Statistic | | ,085 |
| Asymp. Sig. (2-tailed) | | ,200 ^{c,d} |
| a. Test distribution is Normal | | |
| b. Calculated from data | | |
| c. Lilliefors Significance Correction. | | |
| d. This is a lower bound of the true significance | | |

Uji Multikolinearitas

| Correlations | | | | | | |
|--------------|--------------------|------------|---------|------|-----------|-------|
| Model | | Zero-order | Partial | Part | Tolerance | VIF |
| 1 | (Constant) | | | | | |
| | gaya_kepemimpinan | ,874 | ,598 | ,300 | ,355 | 2,819 |
| | pengembangan_karir | ,866 | ,565 | ,275 | ,355 | 2,819 |

a. Dependent Variable: kinerja_pegawai

Uji Heteroskedastisitas

| Correlations | | | | | |
|----------------|-------------------------|-------------------------|--------------------|--------------------|-------------------------|
| | | | gaya_ kepemimpinan | pengembangan_karir | Unstandardized Residual |
| Spearman's rho | gaya_ kepemimpinan | Correlation Coefficient | 1,000 | ,783** | -,010 |
| | | Sig. (2-tailed) | | ,000 | ,942 |
| | | N | 55 | 55 | 55 |
| | pengembangan_karir | Correlation Coefficient | ,783** | 1,000 | ,006 |
| | | Sig. (2-tailed) | ,000 | . | ,965 |
| | | N | 55 | 55 | 55 |
| | Unstandardized Residual | Correlation Coefficient | -,010 | ,006 | 1,000 |
| | | Sig. (2-tailed) | ,942 | ,965 | . |
| | | N | 55 | 55 | 55 |

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

Regresi Linear Berganda

| Coefficients ^a | | | | | | |
|---------------------------|--------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 8,891 | 1,874 | | 4,744 | ,000 |
| | gaya_kepemimpinan | ,636 | ,118 | ,503 | 5,387 | ,000 |
| | pengembangan_karir | ,722 | ,146 | ,461 | 4,938 | ,000 |

a. Dependent Variable: kinerja_pegawai

Uji Korelasi Pearson

| Correlations | | | | |
|--------------------|---------------------|-------------------|--------------------|-----------------|
| | | gaya_kepemimpinan | pengembangan_karir | kinerja_pegawai |
| gaya_kepemimpinan | Pearson Correlation | 1 | ,803** | ,874** |
| | Sig. (2-tailed) | | ,000 | ,000 |
| | N | 55 | 55 | 55 |
| pengembangan_karir | Pearson Correlation | ,803** | 1 | ,866** |
| | Sig. (2-tailed) | ,000 | | ,000 |
| | N | 55 | 55 | 55 |
| kinerja_pegawai | Pearson Correlation | ,874** | ,866** | 1 |
| | Sig. (2-tailed) | ,000 | ,000 | |
| | N | 55 | 55 | 55 |

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

Koefisien Determinasi Simultan

| Model Summary ^b | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | ,916 ^a | ,839 | ,833 | 2,725390 |

a. Predictors: (Constant), pengembangan_karir, gaya_kepemimpinan

b. Dependent Variable: kinerja_pegawai

Koefisien Determinasi Parsial

| Coefficients ^a | | | | | | | |
|---------------------------|--------------------|---------------------------|-------|------|--------------|---------|------|
| Model | | Standardized Coefficients | T | Sig. | Correlations | | |
| | | Beta | | | Zero-order | Partial | Part |
| 1 | (Constant) | | 4,744 | ,000 | | | |
| | gaya_kepemimpinan | ,503 | 5,387 | ,000 | ,874 | ,598 | ,300 |
| | pengembangan_karir | ,461 | 4,938 | ,000 | ,866 | ,565 | ,275 |

a. Dependent Variable: kinerja_pegawai

Uji Hipotesis Parsial (t)

| Coefficients ^a | | | | | | |
|---------------------------|--------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 8,891 | 1,874 | | 4,744 | ,000 |
| | gaya_kepemimpinan | ,636 | ,118 | ,503 | 5,387 | ,000 |
| | pengembangan_karir | ,722 | ,146 | ,461 | 4,938 | ,000 |

a. Dependent Variable: kinerja_pegawai

Uji Hipotesis Simultan (F)

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|---------|-------------------|
| | Model | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 2012,585 | 2 | 1006,293 | 135,477 | ,000 ^b |
| | Residual | 386,243 | 52 | 7,428 | | |
| | Total | 2398,828 | 54 | | | |

a. Dependent Variable: kinerja_pegawai

b. Predictors: (Constant), pengembangan_karir, gaya_kepemimpinan