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## LAMPIRAN

### Lampiran 1 : Biodata Mahasiswa

Nama : Rifda Saisafun Nurhamidin  
Tempat/Tgl Lahir : Surabaya, 29 Juli 2002  
Jenis Kelamin : Perempuan  
Pendidikan : SMA  
Kewarganegaraan : Indonesia  
Agama : Islam  
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## Lampiran 2 : Form Bimbingan Tugas Akhir



UNIVERSITAS  
**Maritim Nusantara**



**FAKULTAS  
EKONOMI DAN BISNIS**

### BERITA ACARA BIMBINGAN TUGAS AKHIR

No. Dokumen: FM-FEB/05.07  
Tgl. Terbit : 01 Okt 2018  
Revisi : 00

- 1 NAMA MAHASISWA : RIFDA SAISAFUN NURHAMIDIN
- 2 NIM : 01220052
- 3 FAKULTAS : EKONOMI DAN BISNIS
- 4 PROGRAM STUDI : MANAJEMEN
- 5 TOPIK SKRIPSI : MANAJEMEN SDM
- 6 TANGGAL PENGAJUAN : 4 Oktober 2023
- 7 NAMA PEMBIMBING I : Dr. Ir. Rr.HERMIEN TRIDAYANTI M.M
- 8 NAMA PEMBIMBING II : -
- 9 URAIAN KONSULTASI :

| NO | TANGGAL    | JADWAL KEGIATAN PENELITIAN                   | MONITORING                              |                  |
|----|------------|----------------------------------------------|-----------------------------------------|------------------|
|    |            |                                              | CATATAN                                 | PARAF PEMBIMBING |
| 1  | 17-10-2023 | Observasi obyek penelitian                   | Penentuan objek penelitian              | Dkt              |
| 2  | 18-10-2023 | Observasi terhadap fenomena bisnis/manajemen | Penentuan fenomena penelitian           | Dkt              |
| 3  | 20-10-2023 | Menentukan masalah penelitian                | Penentuan masalah penelitian            | Dkt              |
| 4  | 20-10-2023 | Kajian teoritis & Empiris                    | Dukung teori & jurnal yg sesuai         | Dkt              |
| 5  | 25-10-2023 | Sintesa dan Rasionalisasi teori              | Revisi kesesuaian teori "ok"            | Dkt              |
| 6  | 29-10-2023 | Pendekatan Metodologi penelitian             | Metode kuantitatif                      | Dkt              |
| 7  | 13-11-2023 | Pembuatan instrument penelitian              | Revisi item kuisioner "ok"              | Dkt              |
| 8  | 15-12-2023 | Pengumpulan data                             | Rekapitulasi data                       | Dkt              |
| 9  | 22-12-2023 | Tabulasi & Pengolahan Data                   | cek hasil pengolahan data               | Dkt              |
| 10 | 25-12-2023 | Deskripsi Hasil Penelitian                   | kesesuaian dengan uji hipotesis         | Dkt              |
| 11 | 15-1-2024  | Intepretasi Hasil Penelitian                 | Pembahasan masing <sup>2</sup> uji (ok) | Dkt              |
| 12 | 22-1-2024  | Kelengkapan Data                             | Bab I s/d V Acc                         | Dkt              |

Sidang Skripsi

10. TANGGAL SELESAI BIMBINGAN : 22 Januari 2024

11. TELAH DIEVALUASI DAN SIAP UNTUK DIUJI :

Dosen Pembimbing

Dr. Ir. Rr.HERMIEN TRIDAYANTI M.M

Surabaya, .....

Dekan Fakultas Ekonomi & Bisnis

Dr. AGUS SUKOCO, ST., MM.

Lampiran 3 : Hasil Plagiasi





Lampiran 4 : Sertifikat International Conference



## Lampiran 5 : Kuesioner Penelitian

### KUESIONER PENELITIAN

#### **PENGARUH KOMUNIKASI, DISIPLIN KERJA, DAN KOMITMEN ORGANISASI TERHADAP KINERJA KARYAWAN DI PT. PERKEBUNAN NUSANTARA XI SURABAYA**

Kepada Yth,

Bapak/Ibu/Sdr/I Karyawan PT Perkebunan Nusantara XI Surabaya

Ditempat

Dengan hormat, saya mahasiswa Universitas Narotama Program Studi *Manajemen*

Nama : Rifda Saisafun Nurhamidin

NIM : 01220052

Dalam rangka untuk melaksanakan penelitian tugas akhir program sarjana (S1), saya memerlukan informasi untuk mendukung penelitian yang saya lakukan yang berjudul “Pengaruh Komunikasi, Disiplin Kerja, Dan Komitmen Organisasi Terhadap Kinerja Karyawan Di Pt. Perkebunan Nusantara XI”

Mohon kesediaan Bapak/Ibu/Sdr untuk mengisi kuesioner ini. Kuesioner ini merupakan kuesioner yang penulis susun dalam rangka pelaksanaan penelitian. Jawaban yang anda berikan akan sangat membantu penelitian ini dan kuesioner ini dapat digunakan apabila sudah terisi semua. Seluruh data dan informasi yang Bapak/Ibu/Sdr/I berikan akan dijaga kerahasiaannya dan hanya digunakan untuk kepentingan akademis penelitian semata. Saya ucapkan terima kasih kepada Bapak/Ibu/Sdr/I yang telah bersedia meluangkan waktu untuk mengisi kuesioner ini secara objektif dan benar.

Peneliti

**Rifda Saisafun Nurhamidin**

NIM: 01220052

## I. IDENTITAS RESPONDEN

Sebelum menjawab pertanyaan kuesioner ini, dimohon  
Bapak/Ibu/Saudara/i mengisi data berikut terlebih dahulu.

Nama :

Divisi Kerja :

## II. PETUNJUK PENGISIAN

Pada setiap item kuesioner, berilah penilaian seberapa jauh  
Bapak/Ibu/Sdr/I setuju dengan pernyataan yang tersedia. Isilah jawaban atas  
pernyataan pada kuesioner ini dan jangan ada yang terlewatkan.

Berilah tanda check list (√) pada salah satu jawaban dengan  
pemahaman Bapak/Ibu/Sdr/I dengan keterangan sebagai berikut:

- a) STS = Sangat Tidak Setuju
- b) TS = Tidak Setuju
- c) CS = Cukup Setuju
- d) S = Setuju
- e) SS = Sangat Setuju

## III. KUESIONER

### A. Komunikasi

| No. | Pernyataan Responden<br>Terhadap Komunikasi                                                                                         | Alternatif Jawaban |    |    |   |    |
|-----|-------------------------------------------------------------------------------------------------------------------------------------|--------------------|----|----|---|----|
|     |                                                                                                                                     | STS                | TS | CS | S | SS |
| 1.  | Saya dapat Memahami<br>pesan dan melakukan<br>tindakan sesuai denga<br>nisi pesan yang<br>dikomunikasikan oleh<br>pimpinan/ atasan. |                    |    |    |   |    |
| 2.  | Proses komunikasi saya,<br>yang terjadi sehari hari                                                                                 |                    |    |    |   |    |



|    |                                                                                                    |  |  |  |  |  |
|----|----------------------------------------------------------------------------------------------------|--|--|--|--|--|
|    | berlangsung dengan menyenangkan.                                                                   |  |  |  |  |  |
| 3. | Proses komunikasi saya yang terjadi saat ini mampu mempengaruhi sikap karyawan lain dalam bekerja. |  |  |  |  |  |
| 4. | Komunikasi yang terjadi saat ini mampu menciptakan hubungan yang baik antar sesama karyawan Kantor |  |  |  |  |  |

**B. Disiplin Kerja**

| No. | Pernyataan Responden Terhadap Disiplin Kerja                                                       | Alternatif Jawaban |    |    |   |    |
|-----|----------------------------------------------------------------------------------------------------|--------------------|----|----|---|----|
|     |                                                                                                    | STS                | TS | CS | S | SS |
| 1.  | Saya taat terhadap aturan waktu di Perusahaan.                                                     |                    |    |    |   |    |
| 2.  | Saya taat terhadap aturan berpakaian                                                               |                    |    |    |   |    |
| 3.  | Saya taat terhadap aturan melakukan pekerjaan sesuai tugas dan tanggung jawab yang sudah diberikan |                    |    |    |   |    |
| 4.  | Saya taat terhadap aturan yang dilarang di Perusahaan                                              |                    |    |    |   |    |

**C. Komitmen Organisasi**

| No. | Pernyataan Responden Terhadap Komitmen Organisasi                                                     | Alternatif Jawaban |    |    |   |    |
|-----|-------------------------------------------------------------------------------------------------------|--------------------|----|----|---|----|
|     |                                                                                                       | STS                | TS | CS | S | SS |
| 1.  | Saya akan merasa sangat berbahagia menghabiskan sisa karir saya di Perusahaan ini.                    |                    |    |    |   |    |
| 2.  | Saya merasa masalah yang terjadi di Perusahaan juga menjadi permasalahan saya.                        |                    |    |    |   |    |
| 3.  | Saya merasa menjadi bagian keluarga pada Perusahaan ini.                                              |                    |    |    |   |    |
| 4.  | Saya sulit meninggalkan Perusahaan ini karena takut tidak mendapatkan kesempatan kerja ditempat lain. |                    |    |    |   |    |
| 5.  | Akan terlalu merugikan bagi saya untuk meninggalkan Perusahaan ini.                                   |                    |    |    |   |    |
| 6.  | Sulit mendapatkan pekerjaan dengan penghasilan yang bagus seperti pekerjaan saya sekarang.            |                    |    |    |   |    |
| 7.  | Saya merasa Perusahaan ini telah banyak berjasa bagi hidup saya.                                      |                    |    |    |   |    |
| 8.  | Saya merasa belum memberikan banyak kontribusi bagi Perusahaan ini.                                   |                    |    |    |   |    |

|    |                                                       |  |  |  |  |  |
|----|-------------------------------------------------------|--|--|--|--|--|
|    |                                                       |  |  |  |  |  |
| 9. | Perusahaan ini layak mendapatkan kesetiaan dari saya. |  |  |  |  |  |

**D. Kinerja Karyawan**

| No. | Pernyataan Responden Terhadap Kinerja Karyawan                                           | Alternatif Jawaban |    |    |   |    |
|-----|------------------------------------------------------------------------------------------|--------------------|----|----|---|----|
|     |                                                                                          | STS                | TS | CS | S | SS |
| 1.  | Saya mampu memahami tugas dan tanggung jawab yang diberikan                              |                    |    |    |   |    |
| 2.  | Saya telah mencapai standar kerja yang ditetapkan Perusahaan sehingga hasilnya memuaskan |                    |    |    |   |    |
| 3.  | Saya mengerjakan tugas sesuai dengan prosedur dan sesuai dengan standar Perusahaan.      |                    |    |    |   |    |
| 4.  | Saya dapat bertanggung jawab atas hasil kerja yang dibebankan kepada saya                |                    |    |    |   |    |
| 5.  | Saya mampu menyelesaikan pekerjaan yang diberikan sesuai dengan waktu yang diberikan.    |                    |    |    |   |    |
| 6.  | Saya mampu melakukan pekerjaan dengan bekerjasama dalam tim dengan baik                  |                    |    |    |   |    |
| 7.  | Saya dapat menyelesaikan pekerjaan                                                       |                    |    |    |   |    |

|    |                                                                                 |  |  |  |  |  |
|----|---------------------------------------------------------------------------------|--|--|--|--|--|
|    | dengan kompak sesama rekan kerja                                                |  |  |  |  |  |
| 8. | Saya mampu berkomunikasi antar sesama rekan kerja dalam menyelesaikan pekerjaan |  |  |  |  |  |





Lampiran 6 : Tabulasi Data 1

| Variabel  | Komunikasi |   |   |   | Disiplin Kerja |   |   |   | Komitmen Organisasi |   |   |   |   |   |   |   | Kinerja Karyawan |   |   |   |   |   |   |   |   |
|-----------|------------|---|---|---|----------------|---|---|---|---------------------|---|---|---|---|---|---|---|------------------|---|---|---|---|---|---|---|---|
| Indikator | X1         |   |   |   | X2             |   |   |   | X3                  |   |   |   |   |   |   |   | Y                |   |   |   |   |   |   |   |   |
| 1         | 4          | 3 | 4 | 5 | 5              | 3 | 4 | 4 | 4                   | 4 | 4 | 2 | 4 | 4 | 4 | 3 | 4                | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 |
| 2         | 4          | 4 | 4 | 4 | 4              | 4 | 4 | 4 | 4                   | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4                | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 4 |
| 3         | 4          | 4 | 4 | 4 | 4              | 4 | 4 | 4 | 4                   | 4 | 4 | 4 | 3 | 3 | 4 | 5 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 |
| 4         | 4          | 2 | 4 | 3 | 3              | 3 | 4 | 4 | 5                   | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 4                | 4 | 4 | 3 | 5 | 3 | 3 | 3 | 3 |
| 5         | 3          | 3 | 3 | 3 | 3              | 3 | 3 | 4 | 3                   | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4                | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 6         | 4          | 3 | 4 | 4 | 2              | 4 | 3 | 4 | 2                   | 3 | 3 | 3 | 3 | 3 | 3 | 1 | 2                | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 |
| 7         | 4          | 4 | 3 | 4 | 3              | 3 | 3 | 3 | 2                   | 2 | 3 | 2 | 2 | 3 | 3 | 4 | 4                | 3 | 3 | 5 | 4 | 5 | 5 | 5 | 5 |
| 8         | 4          | 4 | 4 | 4 | 4              | 3 | 4 | 4 | 3                   | 4 | 4 | 2 | 4 | 4 | 4 | 4 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 9         | 4          | 4 | 4 | 4 | 4              | 3 | 4 | 4 | 3                   | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 10        | 4          | 4 | 3 | 4 | 4              | 4 | 4 | 4 | 3                   | 4 | 3 | 4 | 4 | 2 | 3 | 3 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 11        | 4          | 4 | 4 | 4 | 4              | 4 | 4 | 4 | 3                   | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4                | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 12        | 4          | 4 | 4 | 4 | 4              | 4 | 4 | 4 | 3                   | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 13        | 4          | 4 | 4 | 4 | 5              | 5 | 5 | 5 | 3                   | 4 | 4 | 4 | 2 | 3 | 3 | 2 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 14        | 4          | 4 | 4 | 4 | 3              | 4 | 4 | 4 | 3                   | 4 | 4 | 2 | 3 | 4 | 4 | 2 | 3                | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| 15        | 4          | 3 | 4 | 2 | 2              | 2 | 3 | 3 | 3                   | 3 | 3 | 2 | 4 | 4 | 4 | 4 | 3                | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 4 |
| 16        | 4          | 4 | 4 | 4 | 4              | 3 | 3 | 3 | 3                   | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3                | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 |
| 17        | 4          | 4 | 4 | 4 | 4              | 3 | 3 | 3 | 3                   | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4                | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 |
| 18        | 4          | 4 | 4 | 4 | 4              | 4 | 3 | 3 | 3                   | 3 | 3 | 3 | 2 | 4 | 4 | 4 | 4                | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 5 |
| 19        | 4          | 4 | 4 | 4 | 4              | 3 | 2 | 2 | 3                   | 2 | 3 | 3 | 4 | 4 | 4 | 4 | 5                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 20        | 3          | 3 | 3 | 3 | 4              | 3 | 2 | 2 | 3                   | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 21        | 4          | 5 | 4 | 4 | 4              | 3 | 2 | 2 | 2                   | 3 | 3 | 3 | 2 | 3 | 4 | 5 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |

| Variabel  | Komunikasi |   |   |   | Disiplin Kerja |   |   |   | Komitmen Organisasi |   |   |   |   |   |   |   | Kinerja Karyawan |   |   |   |   |   |   |   |   |   |   |   |
|-----------|------------|---|---|---|----------------|---|---|---|---------------------|---|---|---|---|---|---|---|------------------|---|---|---|---|---|---|---|---|---|---|---|
| Indikator | X1         |   |   |   | X2             |   |   |   | X3                  |   |   |   |   |   |   |   | Y                |   |   |   |   |   |   |   |   |   |   |   |
| 22        | 4          | 4 | 4 | 4 | 4              | 3 | 4 | 2 | 2                   | 2 | 3 | 3 | 2 | 4 | 4 | 4 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 23        | 4          | 4 | 4 | 4 | 4              | 3 | 4 | 2 | 2                   | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 4                | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 24        | 4          | 4 | 4 | 4 | 4              | 3 | 4 | 4 | 2                   | 3 | 3 | 2 | 2 | 2 | 3 | 2 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 25        | 3          | 4 | 3 | 3 | 4              | 3 | 4 | 3 | 2                   | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 26        | 4          | 4 | 4 | 4 | 4              | 3 | 4 | 2 | 2                   | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 27        | 4          | 4 | 4 | 4 | 4              | 3 | 4 | 3 | 3                   | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 28        | 4          | 4 | 4 | 4 | 4              | 3 | 4 | 3 | 4                   | 3 | 4 | 4 | 3 | 3 | 3 | 4 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 29        | 4          | 5 | 4 | 4 | 3              | 2 | 4 | 3 | 3                   | 3 | 3 | 3 | 2 | 5 | 3 | 5 | 4                | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 |
| 30        | 4          | 4 | 4 | 4 | 4              | 4 | 4 | 3 | 3                   | 2 | 4 | 5 | 2 | 5 | 2 | 4 | 3                | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 31        | 4          | 5 | 4 | 4 | 4              | 4 | 4 | 3 | 3                   | 2 | 4 | 4 | 2 | 3 | 2 | 4 | 3                | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 |
| 32        | 5          | 5 | 5 | 4 | 4              | 4 | 4 | 3 | 3                   | 3 | 3 | 4 | 2 | 4 | 2 | 4 | 3                | 3 | 3 | 5 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |
| 33        | 5          | 5 | 3 | 5 | 4              | 2 | 3 | 2 | 2                   | 3 | 3 | 4 | 2 | 4 | 3 | 4 | 3                | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 34        | 3          | 4 | 3 | 3 | 4              | 4 | 3 | 2 | 3                   | 3 | 3 | 2 | 3 | 4 | 2 | 3 | 3                | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 35        | 5          | 5 | 4 | 5 | 5              | 4 | 3 | 2 | 3                   | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 4                | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 36        | 4          | 4 | 3 | 4 | 4              | 4 | 3 | 2 | 3                   | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 37        | 4          | 4 | 3 | 4 | 4              | 4 | 2 | 3 | 3                   | 3 | 3 | 2 | 3 | 3 | 2 | 2 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 38        | 3          | 3 | 3 | 3 | 3              | 4 | 2 | 3 | 4                   | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 39        | 4          | 4 | 3 | 3 | 2              | 4 | 2 | 3 | 4                   | 3 | 4 | 2 | 1 | 3 | 4 | 2 | 2                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 40        | 5          | 4 | 3 | 4 | 5              | 2 | 2 | 3 | 4                   | 4 | 2 | 4 | 2 | 4 | 4 | 4 | 3                | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 41        | 4          | 3 | 4 | 3 | 4              | 3 | 3 | 4 | 4                   | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3                | 3 | 4 | 3 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 |
| 42        | 5          | 4 | 4 | 4 | 4              | 3 | 3 | 3 | 4                   | 4 | 4 | 2 | 4 | 4 | 2 | 4 | 3                | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 4 |
| 43        | 4          | 4 | 4 | 4 | 2              | 2 | 2 | 3 | 4                   | 4 | 4 | 3 | 3 | 4 | 2 | 4 | 3                | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |

| Variabel  | Komunikasi |   |   |   | Disiplin Kerja |   |   |   | Komitmen Organisasi |   |   |   |   |   |   |   | Kinerja Karyawan |   |   |   |   |   |   |   |   |   |
|-----------|------------|---|---|---|----------------|---|---|---|---------------------|---|---|---|---|---|---|---|------------------|---|---|---|---|---|---|---|---|---|
| Indikator | X1         |   |   |   | X2             |   |   |   | X3                  |   |   |   |   |   |   |   | Y                |   |   |   |   |   |   |   |   |   |
| 44        | 5          | 5 | 4 | 5 | 2              | 2 | 3 | 3 | 4                   | 4 | 4 | 4 | 3 | 3 | 2 | 4 | 3                | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 45        | 5          | 5 | 5 | 4 | 2              | 2 | 3 | 3 | 4                   | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 3                | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 46        | 4          | 4 | 4 | 4 | 2              | 4 | 3 | 3 | 4                   | 4 | 4 | 3 | 4 | 4 | 2 | 2 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 47        | 4          | 4 | 4 | 4 | 2              | 3 | 3 | 3 | 4                   | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 2                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 48        | 5          | 5 | 4 | 4 | 2              | 4 | 4 | 3 | 4                   | 4 | 4 | 2 | 4 | 3 | 4 | 4 | 2                | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 |
| 49        | 5          | 5 | 4 | 4 | 2              | 3 | 5 | 3 | 4                   | 2 | 3 | 3 | 4 | 3 | 4 | 4 | 2                | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 50        | 5          | 4 | 4 | 4 | 2              | 4 | 5 | 3 | 3                   | 4 | 3 | 2 | 3 | 2 | 4 | 4 | 2                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 51        | 5          | 4 | 4 | 4 | 2              | 2 | 2 | 2 | 3                   | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4                | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 52        | 5          | 4 | 4 | 4 | 2              | 2 | 2 | 2 | 3                   | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3                | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 53        | 2          | 2 | 3 | 3 | 2              | 2 | 2 | 2 | 3                   | 3 | 3 | 2 | 3 | 1 | 2 | 2 | 2                | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 |
| 54        | 3          | 4 | 2 | 4 | 2              | 2 | 3 | 2 | 3                   | 2 | 2 | 3 | 3 | 3 | 4 | 3 | 3                | 4 | 3 | 3 | 4 | 3 | 4 | 5 | 4 | 4 |
| 55        | 3          | 4 | 2 | 4 | 2              | 3 | 2 | 2 | 3                   | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3                | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| 56        | 3          | 3 | 3 | 3 | 2              | 3 | 5 | 2 | 4                   | 2 | 3 | 2 | 2 | 3 | 3 | 3 | 3                | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| 57        | 3          | 4 | 4 | 4 | 2              | 3 | 3 | 2 | 2                   | 2 | 3 | 2 | 2 | 3 | 3 | 3 | 3                | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 |
| 58        | 3          | 3 | 3 | 4 | 2              | 3 | 3 | 2 | 2                   | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3                | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 |
| 59        | 4          | 2 | 3 | 3 | 2              | 3 | 4 | 3 | 2                   | 3 | 2 | 3 | 2 | 2 | 3 | 4 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 60        | 3          | 3 | 3 | 3 | 2              | 3 | 2 | 3 | 2                   | 3 | 2 | 3 | 3 | 2 | 4 | 3 | 1                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 61        | 4          | 3 | 3 | 3 | 2              | 3 | 3 | 3 | 2                   | 3 | 2 | 3 | 3 | 4 | 3 | 2 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 62        | 4          | 4 | 3 | 4 | 2              | 4 | 2 | 3 | 2                   | 2 | 3 | 3 | 3 | 4 | 3 | 2 | 4                | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 4 | 4 |
| 63        | 3          | 3 | 3 | 3 | 3              | 4 | 4 | 3 | 2                   | 2 | 3 | 2 | 3 | 3 | 4 | 3 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 64        | 3          | 3 | 3 | 3 | 3              | 3 | 3 | 3 | 2                   | 4 | 4 | 2 | 4 | 2 | 4 | 3 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 65        | 3          | 3 | 3 | 3 | 3              | 3 | 3 | 3 | 2                   | 4 | 4 | 4 | 4 | 3 | 3 | 2 | 2                | 2 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |

| Variabel  | Komunikasi |   |   |   | Disiplin Kerja |   |   |   | Komitmen Organisasi |   |   |   |   |   |   |   | Kinerja Karyawan |   |   |   |   |   |   |   |   |   |   |
|-----------|------------|---|---|---|----------------|---|---|---|---------------------|---|---|---|---|---|---|---|------------------|---|---|---|---|---|---|---|---|---|---|
| Indikator | X1         |   |   |   | X2             |   |   |   | X3                  |   |   |   |   |   |   |   | Y                |   |   |   |   |   |   |   |   |   |   |
| 66        | 4          | 4 | 2 | 4 | 3              | 3 | 3 | 3 | 2                   | 4 | 3 | 3 | 2 | 4 | 3 | 3 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 67        | 3          | 3 | 3 | 3 | 3              | 3 | 3 | 3 | 2                   | 4 | 3 | 2 | 2 | 3 | 2 | 3 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |
| 68        | 5          | 5 | 4 | 4 | 4              | 4 | 4 | 4 | 3                   | 3 | 3 | 3 | 2 | 2 | 3 | 3 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 69        | 3          | 3 | 3 | 3 | 2              | 2 | 2 | 1 | 3                   | 3 | 2 | 3 | 2 | 2 | 4 | 3 | 2                | 4 | 4 | 2 | 3 | 4 | 4 | 4 | 4 | 4 |   |
| 70        | 3          | 3 | 4 | 3 | 2              | 2 | 2 | 2 | 2                   | 2 | 2 | 3 | 3 | 4 | 4 | 3 | 2                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 71        | 3          | 3 | 3 | 3 | 3              | 3 | 3 | 2 | 2                   | 2 | 2 | 3 | 3 | 3 | 4 | 4 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 72        | 3          | 3 | 3 | 3 | 3              | 3 | 3 | 2 | 2                   | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3                | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 73        | 4          | 3 | 3 | 3 | 2              | 3 | 2 | 2 | 3                   | 4 | 2 | 2 | 3 | 2 | 2 | 3 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 74        | 5          | 4 | 4 | 3 | 3              | 3 | 3 | 2 | 3                   | 4 | 3 | 2 | 2 | 3 | 2 | 3 | 2                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 75        | 4          | 3 | 3 | 3 | 3              | 3 | 3 | 2 | 3                   | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 76        | 3          | 3 | 3 | 3 | 2              | 2 | 2 | 2 | 2                   | 3 | 3 | 2 | 3 | 3 | 2 | 2 | 2                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 77        | 3          | 4 | 3 | 4 | 3              | 3 | 3 | 3 | 2                   | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 78        | 3          | 3 | 3 | 3 | 3              | 3 | 3 | 3 | 2                   | 3 | 4 | 3 | 2 | 2 | 2 | 3 | 3                | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |   |
| 79        | 3          | 3 | 3 | 3 | 4              | 4 | 4 | 4 | 2                   | 3 | 4 | 2 | 4 | 3 | 2 | 2 | 2                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 80        | 3          | 2 | 3 | 3 | 3              | 3 | 3 | 3 | 2                   | 3 | 2 | 3 | 3 | 3 | 1 | 1 | 1                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 81        | 2          | 2 | 4 | 2 | 3              | 3 | 3 | 3 | 2                   | 2 | 2 | 2 | 3 | 3 | 2 | 2 | 2                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 82        | 3          | 2 | 4 | 2 | 3              | 3 | 3 | 3 | 1                   | 1 | 2 | 2 | 3 | 2 | 2 | 2 | 1                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 83        | 4          | 2 | 4 | 2 | 2              | 2 | 2 | 2 | 2                   | 2 | 2 | 2 | 2 | 2 | 1 | 1 | 1                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |   |
| 84        | 4          | 2 | 4 | 2 | 2              | 2 | 2 | 2 | 2                   | 2 | 2 | 2 | 2 | 4 | 1 | 2 | 1                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 85        | 3          | 4 | 3 | 2 | 2              | 2 | 2 | 2 | 2                   | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |
| 86        | 3          | 3 | 4 | 4 | 2              | 2 | 2 | 2 | 2                   | 3 | 3 | 2 | 3 | 3 | 3 | 2 | 3                | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 |   |
| 87        | 4          | 3 | 4 | 2 | 2              | 2 | 2 | 2 | 2                   | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   |



| Variabel  | Komunikasi |   |   |   | Disiplin Kerja |   |   |   | Komitmen Organisasi |   |   |   |   |   |   |   | Kinerja Karyawan |   |   |   |   |   |   |   |   |   |   |
|-----------|------------|---|---|---|----------------|---|---|---|---------------------|---|---|---|---|---|---|---|------------------|---|---|---|---|---|---|---|---|---|---|
| Indikator | X1         |   |   |   | X2             |   |   |   | X3                  |   |   |   |   |   |   |   | Y                |   |   |   |   |   |   |   |   |   |   |
| 88        | 3          | 2 | 4 | 2 | 2              | 2 | 2 | 2 | 2                   | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 89        | 2          | 2 | 4 | 2 | 4              | 4 | 4 | 4 | 2                   | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 4                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 90        | 3          | 2 | 4 | 2 | 4              | 4 | 4 | 4 | 2                   | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 2                | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 |
| 91        | 3          | 2 | 4 | 2 | 4              | 4 | 4 | 4 | 2                   | 3 | 2 | 3 | 2 | 3 | 3 | 2 | 1                | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 |
| 92        | 3          | 2 | 4 | 2 | 4              | 4 | 4 | 4 | 2                   | 2 | 2 | 2 | 2 | 3 | 2 | 3 | 2                | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 93        | 3          | 2 | 4 | 2 | 4              | 4 | 4 | 4 | 2                   | 2 | 3 | 2 | 3 | 3 | 3 | 2 | 5                | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 94        | 4          | 3 | 4 | 3 | 4              | 4 | 4 | 4 | 2                   | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 95        | 3          | 2 | 4 | 4 | 4              | 4 | 4 | 4 | 2                   | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 3                | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 96        | 3          | 3 | 3 | 3 | 4              | 4 | 4 | 4 | 2                   | 2 | 2 | 2 | 3 | 2 | 3 | 2 | 2                | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 |
| 97        | 4          | 2 | 4 | 2 | 3              | 3 | 3 | 3 | 2                   | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 2                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 98        | 4          | 3 | 3 | 3 | 3              | 3 | 3 | 3 | 2                   | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 1                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 99        | 3          | 3 | 3 | 3 | 3              | 3 | 3 | 3 | 2                   | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 100       | 3          | 3 | 3 | 3 | 3              | 3 | 3 | 3 | 2                   | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 101       | 3          | 3 | 3 | 4 | 3              | 3 | 3 | 3 | 2                   | 2 | 3 | 2 | 2 | 2 | 3 | 3 | 2                | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |

**Lampiran 7 : Tabulasi Data 2**

| Variabel | Komunikasi |           | Disiplin Kerja |           | Komitmen Organisasi |           | Kinerja Karyawan |           |
|----------|------------|-----------|----------------|-----------|---------------------|-----------|------------------|-----------|
|          | X1         |           | X2             |           | X3                  |           | Y                |           |
| Nomor    | Total      | Rata-Rata | Total          | Rata-Rata | Total               | Rata-Rata | Total            | Rata-Rata |
| 1        | 16         | 6,40      | 16             | 4,00      | 33                  | 3,67      | 37               | 4,63      |
| 2        | 16         | 6,40      | 16             | 4,00      | 37                  | 4,11      | 35               | 4,38      |
| 3        | 16         | 6,40      | 16             | 4,00      | 34                  | 3,78      | 33               | 4,13      |
| 4        | 13         | 5,20      | 14             | 3,50      | 35                  | 3,89      | 28               | 3,50      |
| 5        | 12         | 4,80      | 13             | 3,25      | 33                  | 3,67      | 24               | 3,00      |
| 6        | 15         | 6,00      | 13             | 3,25      | 23                  | 2,56      | 29               | 3,63      |
| 7        | 15         | 6,00      | 12             | 3,00      | 25                  | 2,78      | 35               | 4,38      |
| 8        | 16         | 6,40      | 15             | 3,75      | 33                  | 3,67      | 32               | 4,00      |
| 9        | 16         | 6,40      | 15             | 3,75      | 35                  | 3,89      | 32               | 4,00      |
| 10       | 15         | 6,00      | 16             | 4,00      | 30                  | 3,33      | 32               | 4,00      |
| 11       | 16         | 6,40      | 16             | 4,00      | 34                  | 3,78      | 30               | 3,75      |
| 12       | 16         | 6,40      | 16             | 4,00      | 30                  | 3,33      | 32               | 4,00      |
| 13       | 16         | 6,40      | 20             | 5,00      | 28                  | 3,11      | 32               | 4,00      |
| 14       | 16         | 6,40      | 15             | 3,75      | 29                  | 3,22      | 31               | 3,88      |
| 15       | 13         | 5,20      | 10             | 2,50      | 30                  | 3,33      | 24               | 3,00      |
| 16       | 16         | 6,40      | 13             | 3,25      | 28                  | 3,11      | 31               | 3,88      |
| 17       | 16         | 6,40      | 13             | 3,25      | 33                  | 3,67      | 31               | 3,88      |
| 18       | 16         | 6,40      | 14             | 3,50      | 30                  | 3,33      | 31               | 3,88      |
| 19       | 16         | 6,40      | 11             | 2,75      | 32                  | 3,56      | 32               | 4,00      |
| 20       | 12         | 4,80      | 11             | 2,75      | 32                  | 3,56      | 32               | 4,00      |

| Variabel | Komunikasi |           | Disiplin Kerja |           | Komitmen Organisasi |           | Kinerja Karyawan |           |
|----------|------------|-----------|----------------|-----------|---------------------|-----------|------------------|-----------|
|          | X1         |           | X2             |           | X3                  |           | Y                |           |
| Nomor    | Total      | Rata-Rata | Total          | Rata-Rata | Total               | Rata-Rata | Total            | Rata-Rata |
| 21       | 17         | 6,80      | 11             | 2,75      | 29                  | 3,22      | 32               | 4,00      |
| 22       | 16         | 6,40      | 13             | 3,25      | 28                  | 3,11      | 32               | 4,00      |
| 23       | 16         | 6,40      | 13             | 3,25      | 24                  | 2,67      | 25               | 3,13      |
| 24       | 16         | 6,40      | 15             | 3,75      | 23                  | 2,56      | 32               | 4,00      |
| 25       | 13         | 5,20      | 14             | 3,50      | 29                  | 3,22      | 32               | 4,00      |
| 26       | 16         | 6,40      | 13             | 3,25      | 30                  | 3,33      | 32               | 4,00      |
| 27       | 16         | 6,40      | 14             | 3,50      | 30                  | 3,33      | 32               | 4,00      |
| 28       | 16         | 6,40      | 14             | 3,50      | 32                  | 3,56      | 32               | 4,00      |
| 29       | 17         | 6,80      | 12             | 3,00      | 31                  | 3,44      | 39               | 4,88      |
| 30       | 16         | 6,40      | 15             | 3,75      | 30                  | 3,33      | 40               | 5,00      |
| 31       | 17         | 6,80      | 15             | 3,75      | 27                  | 3,00      | 34               | 4,25      |
| 32       | 19         | 7,60      | 15             | 3,75      | 28                  | 3,11      | 28               | 3,50      |
| 33       | 18         | 7,20      | 11             | 2,75      | 28                  | 3,11      | 40               | 5,00      |
| 34       | 13         | 5,20      | 13             | 3,25      | 26                  | 2,89      | 31               | 3,88      |
| 35       | 19         | 7,60      | 14             | 3,50      | 27                  | 3,00      | 34               | 4,25      |
| 36       | 15         | 6,00      | 13             | 3,25      | 28                  | 3,11      | 32               | 4,00      |
| 37       | 15         | 6,00      | 13             | 3,25      | 25                  | 2,78      | 32               | 4,00      |
| 38       | 12         | 4,80      | 12             | 3,00      | 22                  | 2,44      | 32               | 4,00      |
| 39       | 14         | 5,60      | 11             | 2,75      | 25                  | 2,78      | 32               | 4,00      |
| 40       | 16         | 6,40      | 12             | 3,00      | 31                  | 3,44      | 31               | 3,88      |
| 41       | 14         | 5,60      | 14             | 3,50      | 33                  | 3,67      | 36               | 4,50      |

| Variabel | Komunikasi |           | Disiplin Kerja |           | Komitmen Organisasi |           | Kinerja Karyawan |           |
|----------|------------|-----------|----------------|-----------|---------------------|-----------|------------------|-----------|
|          | X1         |           | X2             |           | X3                  |           | Y                |           |
| Nomor    | Total      | Rata-Rata | Total          | Rata-Rata | Total               | Rata-Rata | Total            | Rata-Rata |
| 42       | 17         | 6,80      | 13             | 3,25      | 31                  | 3,44      | 35               | 4,38      |
| 43       | 16         | 6,40      | 9              | 2,25      | 31                  | 3,44      | 38               | 4,75      |
| 44       | 19         | 7,60      | 10             | 2,50      | 31                  | 3,44      | 39               | 4,88      |
| 45       | 19         | 7,60      | 10             | 2,50      | 33                  | 3,67      | 39               | 4,88      |
| 46       | 16         | 6,40      | 12             | 3,00      | 30                  | 3,33      | 32               | 4,00      |
| 47       | 16         | 6,40      | 11             | 2,75      | 34                  | 3,78      | 32               | 4,00      |
| 48       | 18         | 7,20      | 13             | 3,25      | 31                  | 3,44      | 39               | 4,88      |
| 49       | 18         | 7,20      | 13             | 3,25      | 29                  | 3,22      | 40               | 5,00      |
| 50       | 17         | 6,80      | 14             | 3,50      | 27                  | 3,00      | 32               | 4,00      |
| 51       | 17         | 6,80      | 8              | 2,00      | 29                  | 3,22      | 32               | 4,00      |
| 52       | 17         | 6,80      | 8              | 2,00      | 27                  | 3,00      | 32               | 4,00      |
| 53       | 10         | 4,00      | 8              | 2,00      | 21                  | 2,33      | 22               | 2,75      |
| 54       | 13         | 5,20      | 9              | 2,25      | 26                  | 2,89      | 30               | 3,75      |
| 55       | 13         | 5,20      | 9              | 2,25      | 26                  | 2,89      | 31               | 3,88      |
| 56       | 12         | 4,80      | 12             | 3,00      | 25                  | 2,78      | 31               | 3,88      |
| 57       | 15         | 6,00      | 10             | 2,50      | 23                  | 2,56      | 29               | 3,63      |
| 58       | 13         | 5,20      | 10             | 2,50      | 21                  | 2,33      | 31               | 3,88      |
| 59       | 12         | 4,80      | 12             | 3,00      | 23                  | 2,56      | 32               | 4,00      |
| 60       | 12         | 4,80      | 10             | 2,50      | 23                  | 2,56      | 32               | 4,00      |
| 61       | 13         | 5,20      | 11             | 2,75      | 25                  | 2,78      | 32               | 4,00      |
| 62       | 15         | 6,00      | 11             | 2,75      | 26                  | 2,89      | 28               | 3,50      |



| Variabel | Komunikasi |           | Disiplin Kerja |           | Komitmen Organisasi |           | Kinerja Karyawan |           |
|----------|------------|-----------|----------------|-----------|---------------------|-----------|------------------|-----------|
|          | X1         |           | X2             |           | X3                  |           | Y                |           |
| Nomor    | Total      | Rata-Rata | Total          | Rata-Rata | Total               | Rata-Rata | Total            | Rata-Rata |
| 63       | 12         | 4,80      | 14             | 3,50      | 25                  | 2,78      | 32               | 4,00      |
| 64       | 12         | 4,80      | 12             | 3,00      | 28                  | 3,11      | 32               | 4,00      |
| 65       | 12         | 4,80      | 12             | 3,00      | 28                  | 3,11      | 27               | 3,38      |
| 66       | 14         | 5,60      | 12             | 3,00      | 28                  | 3,11      | 32               | 4,00      |
| 67       | 12         | 4,80      | 12             | 3,00      | 25                  | 2,78      | 31               | 3,88      |
| 68       | 18         | 7,20      | 16             | 4,00      | 25                  | 2,78      | 32               | 4,00      |
| 69       | 12         | 4,80      | 7              | 1,75      | 24                  | 2,67      | 29               | 3,63      |
| 70       | 13         | 5,20      | 8              | 2,00      | 25                  | 2,78      | 32               | 4,00      |
| 71       | 12         | 4,80      | 11             | 2,75      | 27                  | 3,00      | 32               | 4,00      |
| 72       | 12         | 4,80      | 11             | 2,75      | 19                  | 2,11      | 32               | 4,00      |
| 73       | 13         | 5,20      | 9              | 2,25      | 25                  | 2,78      | 32               | 4,00      |
| 74       | 16         | 6,40      | 11             | 2,75      | 24                  | 2,67      | 32               | 4,00      |
| 75       | 13         | 5,20      | 11             | 2,75      | 26                  | 2,89      | 32               | 4,00      |
| 76       | 12         | 4,80      | 8              | 2,00      | 22                  | 2,44      | 32               | 4,00      |
| 77       | 14         | 5,60      | 12             | 3,00      | 21                  | 2,33      | 32               | 4,00      |
| 78       | 12         | 4,80      | 12             | 3,00      | 24                  | 2,67      | 24               | 3,00      |
| 79       | 12         | 4,80      | 16             | 4,00      | 24                  | 2,67      | 32               | 4,00      |
| 80       | 11         | 4,40      | 12             | 3,00      | 19                  | 2,11      | 32               | 4,00      |
| 81       | 10         | 4,00      | 12             | 3,00      | 20                  | 2,22      | 32               | 4,00      |
| 82       | 11         | 4,40      | 12             | 3,00      | 16                  | 1,78      | 32               | 4,00      |
| 83       | 12         | 4,80      | 8              | 2,00      | 15                  | 1,67      | 31               | 3,88      |

| Variabel | Komunikasi |           | Disiplin Kerja |           | Komitmen Organisasi |           | Kinerja Karyawan |           |
|----------|------------|-----------|----------------|-----------|---------------------|-----------|------------------|-----------|
|          | X1         |           | X2             |           | X3                  |           | Y                |           |
| Nomor    | Total      | Rata-Rata | Total          | Rata-Rata | Total               | Rata-Rata | Total            | Rata-Rata |
| 84       | 12         | 4,80      | 8              | 2,00      | 18                  | 2,00      | 32               | 4,00      |
| 85       | 12         | 4,80      | 8              | 2,00      | 21                  | 2,33      | 32               | 4,00      |
| 86       | 14         | 5,60      | 8              | 2,00      | 24                  | 2,67      | 38               | 4,75      |
| 87       | 13         | 5,20      | 8              | 2,00      | 25                  | 2,78      | 32               | 4,00      |
| 88       | 11         | 4,40      | 8              | 2,00      | 25                  | 2,78      | 32               | 4,00      |
| 89       | 10         | 4,00      | 16             | 4,00      | 25                  | 2,78      | 32               | 4,00      |
| 90       | 11         | 4,40      | 16             | 4,00      | 22                  | 2,44      | 36               | 4,50      |
| 91       | 11         | 4,40      | 16             | 4,00      | 21                  | 2,33      | 39               | 4,88      |
| 92       | 11         | 4,40      | 16             | 4,00      | 20                  | 2,22      | 40               | 5,00      |
| 93       | 11         | 4,40      | 16             | 4,00      | 23                  | 2,56      | 40               | 5,00      |
| 94       | 14         | 5,60      | 16             | 4,00      | 24                  | 2,67      | 32               | 4,00      |
| 95       | 13         | 5,20      | 16             | 4,00      | 24                  | 2,67      | 31               | 3,88      |
| 96       | 12         | 4,80      | 16             | 4,00      | 21                  | 2,33      | 18               | 2,25      |
| 97       | 12         | 4,80      | 12             | 3,00      | 17                  | 1,89      | 32               | 4,00      |
| 98       | 13         | 5,20      | 12             | 3,00      | 18                  | 2,00      | 32               | 4,00      |
| 99       | 12         | 4,80      | 12             | 3,00      | 22                  | 2,44      | 32               | 4,00      |
| 100      | 12         | 4,80      | 12             | 3,00      | 21                  | 2,33      | 32               | 4,00      |
| 101      | 13         | 5,20      | 12             | 3,00      | 21                  | 2,33      | 32               | 4,00      |

**Lampiran 8 : Hasil Analisis Frekuensi Data**

**Komunikasi (X1)**

**Descriptive Statistics**

|                    | N   | Minimum | Maximum | Mean  | Std. Deviation |
|--------------------|-----|---------|---------|-------|----------------|
| X1.1               | 101 | 2       | 5       | 3.71  | .739           |
| X1.2               | 101 | 2       | 5       | 3.48  | .890           |
| X1.3               | 101 | 2       | 5       | 3.57  | .589           |
| X1.4               | 101 | 2       | 5       | 3.44  | .780           |
| Total_X1           | 101 | 10      | 19      | 14.20 | 2.341          |
| Valid N (listwise) | 101 |         |         |       |                |

**Saya dapat Memahami pesan dan melakukan tindakan sesuai dengan isi pesan yang dikomunikasikan oleh pimpinan/ atasan. (X1.1)**

**X1.1**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU  | 3         | 3.0     | 3.0           | 3.0                |
|       | CUKUP SETUJU  | 37        | 36.6    | 36.6          | 39.6               |
|       | SETUJU        | 47        | 46.5    | 46.5          | 86.1               |
|       | SANGAT SETUJU | 14        | 13.9    | 13.9          | 100.0              |
|       | Total         | 101       | 100.0   | 100.0         |                    |

**Proses komunikasi saya, yang terjadi sehari hari berlangsung dengan menyenangkan.(X1.2)**

**X1.2**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU  | 16        | 15.8    | 15.8          | 15.8               |
|       | CUKUP SETUJU  | 32        | 31.7    | 31.7          | 47.5               |
|       | SETUJU        | 42        | 41.6    | 41.6          | 89.1               |
|       | SANGAT SETUJU | 11        | 10.9    | 10.9          | 100.0              |

|       |     |       |       |  |
|-------|-----|-------|-------|--|
| Total | 101 | 100.0 | 100.0 |  |
|-------|-----|-------|-------|--|

**Proses komunikasi saya yang terjadi saat ini mampu mempengaruhi sikap karyawan lain dalam bekerja. (X1.3)**

**X1.3**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU  | 3         | 3.0     | 3.0           | 3.0                |
|       | CUKUP SETUJU  | 39        | 38.6    | 38.6          | 41.6               |
|       | SETUJU        | 57        | 56.4    | 56.4          | 98.0               |
|       | SANGAT SETUJU | 2         | 2.0     | 2.0           | 100.0              |
|       | Total         | 101       | 100.0   | 100.0         |                    |

**Komunikasi yang terjadi saat ini mampu menciptakan hubungan yang baik antar sesama karyawan Kantor. (X1.4)**

**X1.4**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU  | 14        | 13.9    | 13.9          | 13.9               |
|       | CUKUP SETUJU  | 33        | 32.7    | 32.7          | 46.5               |
|       | SETUJU        | 50        | 49.5    | 49.5          | 96.0               |
|       | SANGAT SETUJU | 4         | 4.0     | 4.0           | 100.0              |
|       | Total         | 101       | 100.0   | 100.0         |                    |

**X2 Disiplin Kerja  
Descriptive Statistics**

|      | N   | Minimum | Maximum | Mean | Std. Deviation |
|------|-----|---------|---------|------|----------------|
| X2.1 | 101 | 2       | 5       | 3.14 | .928           |
| X2.2 | 101 | 2       | 5       | 3.14 | .735           |
| X2.3 | 101 | 2       | 5       | 3.18 | .841           |
| X2.4 | 101 | 1       | 5       | 2.93 | .791           |

|                    |     |   |    |       |       |
|--------------------|-----|---|----|-------|-------|
| Total_X2           | 101 | 7 | 20 | 12.39 | 2.627 |
| Valid N (listwise) | 101 |   |    |       |       |

**Saya taat terhadap aturan waktu di Perusahaan. (X2.1)**

**X2.1**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU  | 33        | 32.7    | 32.7          | 32.7               |
|       | CUKUP SETUJU  | 25        | 24.8    | 24.8          | 57.4               |
|       | SETUJU        | 39        | 38.6    | 38.6          | 96.0               |
|       | SANGAT SETUJU | 4         | 4.0     | 4.0           | 100.0              |
| Total |               | 101       | 100.0   | 100.0         |                    |

**Saya taat terhadap aturan berpakaian (X2.2)**

**X2.2**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU  | 20        | 19.8    | 19.8          | 19.8               |
|       | CUKUP SETUJU  | 48        | 47.5    | 47.5          | 67.3               |
|       | SETUJU        | 32        | 31.7    | 31.7          | 99.0               |
|       | SANGAT SETUJU | 1         | 1.0     | 1.0           | 100.0              |
| Total |               | 101       | 100.0   | 100.0         |                    |

**Saya taat terhadap aturan melakukan pekerjaan sesuai tugas dan tanggung jawab yang sudah diberikan (X2.3)**

**X2.3**

|       |              | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU | 24        | 23.8    | 23.8          | 23.8               |



|               |     |       |       |       |
|---------------|-----|-------|-------|-------|
| CUKUP SETUJU  | 39  | 38.6  | 38.6  | 62.4  |
| SETUJU        | 34  | 33.7  | 33.7  | 96.0  |
| SANGAT SETUJU | 4   | 4.0   | 4.0   | 100.0 |
| Total         | 101 | 100.0 | 100.0 |       |

**Saya taat terhadap aturan yang dilarang di Perusahaan (X2.4)**

**X2.4**

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 1         | 1.0     | 1.0           | 1.0                |
|       | TIDAK SETUJU        | 31        | 30.7    | 30.7          | 31.7               |
|       | CUKUP SETUJU        | 44        | 43.6    | 43.6          | 75.2               |
|       | SETUJU              | 24        | 23.8    | 23.8          | 99.0               |
|       | SANGAT SETUJU       | 1         | 1.0     | 1.0           | 100.0              |
|       | Total               | 101       | 100.0   | 100.0         |                    |

**Komitmen OrganisasI (X3)**

**Descriptive Statistics**

|                    | N   | Minimum | Maximum | Mean  | Std. Deviation |
|--------------------|-----|---------|---------|-------|----------------|
| X3.1               | 101 | 1       | 5       | 2.68  | .799           |
| X3.2               | 101 | 1       | 4       | 2.99  | .806           |
| X3.3               | 101 | 2       | 4       | 3.03  | .714           |
| X3.4               | 101 | 2       | 5       | 2.79  | .791           |
| X3.5               | 101 | 1       | 4       | 2.80  | .749           |
| X3.6               | 101 | 1       | 5       | 3.10  | .794           |
| X3.7               | 101 | 1       | 4       | 2.96  | .859           |
| X3.8               | 101 | 1       | 5       | 3.07  | .897           |
| X3.9               | 101 | 1       | 5       | 2.95  | .931           |
| Total_X3           | 101 | 15      | 37      | 26.38 | 4.679          |
| Valid N (listwise) | 101 |         |         |       |                |

**Saya akan merasa sangat berbahagia menghabiskan sisa karir saya di Perusahaan ini.(X3.1)**

**X3.1**

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 1         | 1.0     | 1.0           | 1.0                |
|       | TIDAK SETUJU        | 49        | 48.5    | 48.5          | 49.5               |
|       | CUKUP SETUJU        | 33        | 32.7    | 32.7          | 82.2               |
|       | SETUJU              | 17        | 16.8    | 16.8          | 99.0               |
|       | SANGAT SETUJU       | 1         | 1.0     | 1.0           | 100.0              |
|       | Total               | 101       | 100.0   | 100.0         |                    |

**Saya merasa masalah yang terjadi di Perusahaan juga menjadi permasalahan saya.(X3.2)**

**X3.2**

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 1         | 1.0     | 1.0           | 1.0                |
|       | TIDAK SETUJU        | 30        | 29.7    | 29.7          | 30.7               |
|       | CUKUP SETUJU        | 39        | 38.6    | 38.6          | 69.3               |
|       | SETUJU              | 31        | 30.7    | 30.7          | 100.0              |
|       | Total               | 101       | 100.0   | 100.0         |                    |

**Saya merasa menjadi bagian keluarga pada Perusahaan ini. (X3.3)**

**X3.3**

|       |              | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU | 24        | 23.8    | 23.8          | 23.8               |
|       | CUKUP SETUJU | 50        | 49.5    | 49.5          | 73.3               |
|       | SETUJU       | 27        | 26.7    | 26.7          | 100.0              |
|       | Total        | 101       | 100.0   | 100.0         |                    |

**Saya sulit meninggalkan Perusahaan ini karena takut tidak mendapatkan kesempatan kerja ditempat lain. (X3.4)**

**X3.4**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU  | 43        | 42.6    | 42.6          | 42.6               |
|       | CUKUP SETUJU  | 37        | 36.6    | 36.6          | 79.2               |
|       | SETUJU        | 20        | 19.8    | 19.8          | 99.0               |
|       | SANGAT SETUJU | 1         | 1.0     | 1.0           | 100.0              |
|       | Total         | 101       | 100.0   | 100.0         |                    |



**Akan terlalu merugikan bagi saya untuk meninggalkan Perusahaan ini. (X3.5)**

**X3.5**

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 1         | 1.0     | 1.0           | 1.0                |
|       | TIDAK SETUJU        | 37        | 36.6    | 36.6          | 37.6               |
|       | CUKUP SETUJU        | 44        | 43.6    | 43.6          | 81.2               |
|       | SETUJU              | 19        | 18.8    | 18.8          | 100.0              |
|       | Total               | 101       | 100.0   | 100.0         |                    |

**Sulit mendapatkan pekerjaan dengan penghasilan yang bagus seperti pekerjaan saya sekarang. (X3.6)**

**X3.6**

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 1         | 1.0     | 1.0           | 1.0                |
|       | TIDAK SETUJU        | 22        | 21.8    | 21.8          | 22.8               |
|       | CUKUP SETUJU        | 46        | 45.5    | 45.5          | 68.3               |
|       | SETUJU              | 30        | 29.7    | 29.7          | 98.0               |
|       | SANGAT SETUJU       | 2         | 2.0     | 2.0           | 100.0              |
|       | Total               | 101       | 100.0   | 100.0         |                    |

**Saya merasa Perusahaan ini telah banyak berjasa bagi hidup saya. (X3.7)**

**X3.7**

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 4         | 4.0     | 4.0           | 4.0                |
|       | TIDAK SETUJU        | 27        | 26.7    | 26.7          | 30.7               |
|       | CUKUP SETUJU        | 39        | 38.6    | 38.6          | 69.3               |
|       | SETUJU              | 31        | 30.7    | 30.7          | 100.0              |
|       | Total               | 101       | 100.0   | 100.0         |                    |

**Saya merasa belum memberikan banyak kontribusi bagi Perusahaan ini.  
(X3.8)**

**X3.8**

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 3         | 3.0     | 3.0           | 3.0                |
|       | TIDAK SETUJU        | 24        | 23.8    | 23.8          | 26.7               |
|       | CUKUP SETUJU        | 41        | 40.6    | 40.6          | 67.3               |
|       | SETUJU              | 29        | 28.7    | 28.7          | 96.0               |
|       | SANGAT SETUJU       | 4         | 4.0     | 4.0           | 100.0              |
|       | Total               | 101       | 100.0   | 100.0         |                    |

**Perusahaan ini layak mendapatkan kesetiaan dari saya. (X3.9)**

**X3.9**

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 7         | 6.9     | 6.9           | 6.9                |
|       | TIDAK SETUJU        | 24        | 23.8    | 23.8          | 30.7               |
|       | CUKUP SETUJU        | 38        | 37.6    | 37.6          | 68.3               |
|       | SETUJU              | 31        | 30.7    | 30.7          | 99.0               |
|       | SANGAT SETUJU       | 1         | 1.0     | 1.0           | 100.0              |
|       | Total               | 101       | 100.0   | 100.0         |                    |

**Kinerja Karyawan (Y)**

**Descriptive Statistics**

|     | N   | Minimum | Maximum | Mean | Std. Deviation |
|-----|-----|---------|---------|------|----------------|
| Y.1 | 101 | 2       | 5       | 4.01 | .574           |
| Y.2 | 101 | 2       | 5       | 3.94 | .580           |
| Y.3 | 101 | 2       | 5       | 3.98 | .600           |
| Y.4 | 101 | 2       | 5       | 4.03 | .556           |
| Y.5 | 101 | 2       | 5       | 3.98 | .583           |
| Y.6 | 101 | 2       | 5       | 4.03 | .574           |

|                    |     |    |    |       |       |
|--------------------|-----|----|----|-------|-------|
| Y.7                | 101 | 3  | 5  | 4.10  | .480  |
| Y.8                | 101 | 3  | 5  | 4.10  | .480  |
| Total_Y            | 101 | 18 | 40 | 32.17 | 3.720 |
| Valid N (listwise) | 101 |    |    |       |       |

**Saya mampu memahami tugas dan tanggung jawab yang diberikan (Y.1)**

**Y.1**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU  | 3         | 3.0     | 3.0           | 3.0                |
|       | CUKUP SETUJU  | 7         | 6.9     | 6.9           | 9.9                |
|       | SETUJU        | 77        | 76.2    | 76.2          | 86.1               |
|       | SANGAT SETUJU | 14        | 13.9    | 13.9          | 100.0              |
|       | Total         | 101       | 100.0   | 100.0         |                    |

**Saya telah mencapai standar kerja yang ditetapkan Perusahaan sehingga hasilnya memuaskan (Y.2)**

**Y.2**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU  | 3         | 3.0     | 3.0           | 3.0                |
|       | CUKUP SETUJU  | 11        | 10.9    | 10.9          | 13.9               |
|       | SETUJU        | 76        | 75.2    | 75.2          | 89.1               |
|       | SANGAT SETUJU | 11        | 10.9    | 10.9          | 100.0              |
|       | Total         | 101       | 100.0   | 100.0         |                    |

**Saya mengerjakan tugas sesuai dengan prosedur dan sesuai dengan standar Perusahaan. (Y.3)**

**Y.3**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|--|--|-----------|---------|---------------|--------------------|
|  |  |           |         |               |                    |



|       |               |     |       |       |       |
|-------|---------------|-----|-------|-------|-------|
| Valid | TIDAK SETUJU  | 2   | 2.0   | 2.0   | 2.0   |
|       | CUKUP SETUJU  | 13  | 12.9  | 12.9  | 14.9  |
|       | SETUJU        | 71  | 70.3  | 70.3  | 85.1  |
|       | SANGAT SETUJU | 15  | 14.9  | 14.9  | 100.0 |
|       | Total         | 101 | 100.0 | 100.0 |       |

**Saya dapat bertanggung jawab atas hasil kerja yang dibebankan kepada saya (Y.4)**

**Y.4**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU  | 1         | 1.0     | 1.0           | 1.0                |
|       | CUKUP SETUJU  | 11        | 10.9    | 10.9          | 11.9               |
|       | SETUJU        | 73        | 72.3    | 72.3          | 84.2               |
|       | SANGAT SETUJU | 16        | 15.8    | 15.8          | 100.0              |
|       | Total         | 101       | 100.0   | 100.0         |                    |

**Saya mampu menyelesaikan pekerjaan yang diberikan sesuai dengan waktu yang diberikan. (Y.5)**

**Y.5**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU  | 2         | 2.0     | 2.0           | 2.0                |
|       | CUKUP SETUJU  | 12        | 11.9    | 11.9          | 13.9               |
|       | SETUJU        | 73        | 72.3    | 72.3          | 86.1               |
|       | SANGAT SETUJU | 14        | 13.9    | 13.9          | 100.0              |
|       | Total         | 101       | 100.0   | 100.0         |                    |

**Saya mampu melakukan pekerjaan dengan bekerjasama dalam tim dengan baik (Y.6)**

**Y.6**

|       |              | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU | 1         | 1.0     | 1.0           | 1.0                |

|               |     |       |       |       |
|---------------|-----|-------|-------|-------|
| CUKUP SETUJU  | 12  | 11.9  | 11.9  | 12.9  |
| SETUJU        | 71  | 70.3  | 70.3  | 83.2  |
| SANGAT SETUJU | 17  | 16.8  | 16.8  | 100.0 |
| Total         | 101 | 100.0 | 100.0 |       |

**Saya dapat menyelesaikan pekerjaan dengan kompak sesama rekan kerja (Y.7)**

**Y.7**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | CUKUP SETUJU  | 7         | 6.9     | 6.9           | 6.9                |
|       | SETUJU        | 77        | 76.2    | 76.2          | 83.2               |
|       | SANGAT SETUJU | 17        | 16.8    | 16.8          | 100.0              |
|       | Total         | 101       | 100.0   | 100.0         |                    |

**Saya mampu berkomunikasi antar sesama rekan kerja dalam menyelesaikan pekerjaan (Y.8)**

**Y.8**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | CUKUP SETUJU  | 7         | 6.9     | 6.9           | 6.9                |
|       | SETUJU        | 77        | 76.2    | 76.2          | 83.2               |
|       | SANGAT SETUJU | 17        | 16.8    | 16.8          | 100.0              |
|       | Total         | 101       | 100.0   | 100.0         |                    |

**Lampiran 9 : Hasil Uji Validitas**

**1. Validitas Variabel X1- Komunikasi**

**Correlations**

|      |                     | X1.1 | X1.2   | X1.3   | X1.4   | Total_X1 |
|------|---------------------|------|--------|--------|--------|----------|
| X1.1 | Pearson Correlation | 1    | .650** | .428** | .549** | .854**   |
|      | Sig. (2-tailed)     |      | .000   | .000   | .000   | .000     |
|      | N                   | 101  | 101    | 101    | 101    | 101      |

|          |                     |        |        |        |        |        |
|----------|---------------------|--------|--------|--------|--------|--------|
| X1.2     | Pearson Correlation | .650** | 1      | .161   | .765** | .881** |
|          | Sig. (2-tailed)     | .000   |        | .108   | .000   | .000   |
|          | N                   | 101    | 101    | 101    | 101    | 101    |
| X1.3     | Pearson Correlation | .428** | .161   | 1      | .103   | .482** |
|          | Sig. (2-tailed)     | .000   | .108   |        | .305   | .000   |
|          | N                   | 101    | 101    | 101    | 101    | 101    |
| X1.4     | Pearson Correlation | .549** | .765** | .103   | 1      | .823** |
|          | Sig. (2-tailed)     | .000   | .000   | .305   |        | .000   |
|          | N                   | 101    | 101    | 101    | 101    | 101    |
| Total_X1 | Pearson Correlation | .854** | .881** | .482** | .823** | 1      |
|          | Sig. (2-tailed)     | .000   | .000   | .000   | .000   |        |
|          | N                   | 101    | 101    | 101    | 101    | 101    |

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

## 2. Validitas Variabel X2- Disiplin Kerja

|          |                     | Correlations |        |        |        |          |
|----------|---------------------|--------------|--------|--------|--------|----------|
|          |                     | X2.1         | X2.2   | X2.3   | X2.4   | Total_X2 |
| X2.1     | Pearson Correlation | 1            | .499** | .442** | .450** | .770**   |
|          | Sig. (2-tailed)     |              | .000   | .000   | .000   | .000     |
|          | N                   | 101          | 101    | 101    | 101    | 101      |
| X2.2     | Pearson Correlation | .499**       | 1      | .542** | .584** | .806**   |
|          | Sig. (2-tailed)     | .000         |        | .000   | .000   | .000     |
|          | N                   | 101          | 101    | 101    | 101    | 101      |
| X2.3     | Pearson Correlation | .442**       | .542** | 1      | .590** | .806**   |
|          | Sig. (2-tailed)     | .000         | .000   |        | .000   | .000     |
|          | N                   | 101          | 101    | 101    | 101    | 101      |
| X2.4     | Pearson Correlation | .450**       | .584** | .590** | 1      | .812**   |
|          | Sig. (2-tailed)     | .000         | .000   | .000   |        | .000     |
|          | N                   | 101          | 101    | 101    | 101    | 101      |
| Total_X2 | Pearson Correlation | .770**       | .806** | .806** | .812** | 1        |
|          | Sig. (2-tailed)     | .000         | .000   | .000   | .000   |          |
|          | N                   | 101          | 101    | 101    | 101    | 101      |

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

## 3. Validitas Variabel X3- Komitmen Organisasi

#### 4. Validitas Variabel Y- Kinerja Karyawan

##### Correlations Correlations

|                            | Y.1    | Y.2    | Y.3    | Y.4    | Y.5    | Y.6    | Y.7    | Y.8    | Total_Y |
|----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| Y Pearson<br>. Correlation | 1      | .782** | .581** | .782** | .688** | .667** | .650** | .577** | .856**  |
| 1 Sig. (2-tailed)          |        | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000    |
| N                          | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101     |
| Y Pearson<br>. Correlation | .782** | 1      | .514** | .657** | .588** | .576** | .489** | .345** | .746**  |
| 2 Sig. (2-tailed)          | .000   |        | .000   | .000   | .000   | .000   | .000   | .000   | .000    |
| N                          | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101     |
| Y Pearson<br>. Correlation | .581** | .514** | 1      | .662** | .628** | .699** | .702** | .633** | .808**  |
| 3 Sig. (2-tailed)          | .000   | .000   |        | .000   | .000   | .000   | .000   | .000   | .000    |
| N                          | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101     |
| Y Pearson<br>. Correlation | .782** | .657** | .662** | 1      | .712** | .781** | .701** | .589** | .877**  |
| 4 Sig. (2-tailed)          | .000   | .000   | .000   |        | .000   | .000   | .000   | .000   | .000    |
| N                          | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101     |
| Y Pearson<br>. Correlation | .688** | .588** | .628** | .712** | 1      | .809** | .758** | .687** | .873**  |
| 5 Sig. (2-tailed)          | .000   | .000   | .000   | .000   |        | .000   | .000   | .000   | .000    |
| N                          | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101     |
| Y Pearson<br>. Correlation | .667** | .576** | .699** | .781** | .809** | 1      | .825** | .752** | .907**  |
| 6 Sig. (2-tailed)          | .000   | .000   | .000   | .000   | .000   |        | .000   | .000   | .000    |
| N                          | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101     |
| Y Pearson<br>. Correlation | .650** | .489** | .702** | .701** | .758** | .825** | 1      | .783** | .870**  |
| 7 Sig. (2-tailed)          | .000   | .000   | .000   | .000   | .000   | .000   |        | .000   | .000    |

|                   |        |        |        |        |        |        |        |        |        |      |
|-------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|------|
| N                 | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101  |
| Y Pearson         | .577** | .345** | .633** | .589** | .687** | .752** | .783** | 1      | .786** |      |
| Correlation       |        |        |        |        |        |        |        |        |        |      |
| Sig. (2-tailed)   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000 |
| N                 | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101  |
| T Pearson         | .856** | .746** | .808** | .877** | .873** | .907** | .870** | .786** | .786** | 1    |
| o Correlation     |        |        |        |        |        |        |        |        |        |      |
| t Sig. (2-tailed) | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000 |
| a N               | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101    | 101  |
| l                 |        |        |        |        |        |        |        |        |        |      |
| -                 |        |        |        |        |        |        |        |        |        |      |
| Y                 |        |        |        |        |        |        |        |        |        |      |

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

|         |            |       |       |       |       |       |       |       |       |       |
|---------|------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
|         | tailed)    |       |       |       |       |       |       |       |       |       |
|         | N          | 101   | 101   | 101   | 101   | 101   | 101   | 101   | 101   | 101   |
| X3.8    | Pearson    | .394* | .222* | .294* | .429* | .184  | .397* | .458* | 1     | .471* |
|         | Correlatio | *     |       | *     | *     |       | *     | *     |       | *     |
|         | n          |       |       |       |       |       |       |       |       |       |
|         | Sig. (2-   | .000  | .026  | .003  | .000  | .065  | .000  | .000  | .000  | .000  |
|         | tailed)    |       |       |       |       |       |       |       |       |       |
|         | N          | 101   | 101   | 101   | 101   | 101   | 101   | 101   | 101   | 101   |
| X3.9    | Pearson    | .221* | .292* | .348* | .284* | .172  | .304* | .335* | .471* | 1     |
|         | Correlatio | *     | *     | *     | *     |       | *     | *     | *     | *     |
|         | n          |       |       |       |       |       |       |       |       |       |
|         | Sig. (2-   | .027  | .003  | .000  | .004  | .085  | .002  | .001  | .000  | .000  |
|         | tailed)    |       |       |       |       |       |       |       |       |       |
|         | N          | 101   | 101   | 101   | 101   | 101   | 101   | 101   | 101   | 101   |
| Total_X | Pearson    | .685* | .640* | .703* | .629* | .552* | .633* | .588* | .689* | .619* |
| 3       | Correlatio | *     | *     | *     | *     | *     | *     | *     | *     | *     |
|         | n          |       |       |       |       |       |       |       |       |       |
|         | Sig. (2-   | .000  | .000  | .000  | .000  | .000  | .000  | .000  | .000  | .000  |
|         | tailed)    |       |       |       |       |       |       |       |       |       |
|         | N          | 101   | 101   | 101   | 101   | 101   | 101   | 101   | 101   | 101   |

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

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

**Lampiran 10 : Hasil Uji Reliabilitas**

**1. Reliabilitas (X1) Komunikasi**

**Reliability Statistics**

| Cronbach's |            |
|------------|------------|
| Alpha      | N of Items |
| .775       | 4          |

**2. Reliabilitas (X2) Disiplin Kerja**

**Reliability Statistics**

| Cronbach's |            |
|------------|------------|
| Alpha      | N of Items |
| .805       | 4          |

**3. Reliabilitas (X3) Komitmen Organisasi**

**Reliability Statistics**

| Cronbach's |            |
|------------|------------|
| Alpha      | N of Items |
| .815       | 9          |

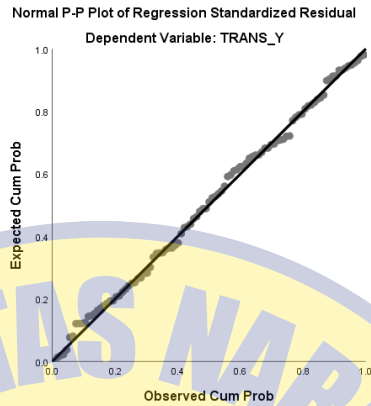
**4. Reliabilitas (Y) Kinerja Karyawan**

**Reliability Statistics**

| Cronbach's |            |
|------------|------------|
| Alpha      | N of Items |
| .939       | 8          |

**Lampiran 11 : Hasil Uji Normalitas**





Sumber: Data Olahan IBM SPSS Statistics 25,2023

### One-Sample Kolmogorov-Smirnov Test

|                                  |                | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N                                |                | 101                     |
| Normal Parameters <sup>a,b</sup> | Mean           | .0000000                |
|                                  | Std. Deviation | 3.39187008              |
| Most Extreme Differences         | Absolute       | .048                    |
|                                  | Positive       | .038                    |
|                                  | Negative       | -.048                   |
| Test Statistic                   |                | .048                    |
| Asymp. Sig. (2-tailed)           |                | .200 <sup>c,d</sup>     |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Sumber: Data Olahan IBM SPSS Statistics 25,2023

### Lampiran 12 : Hasil Uji Multikolinieritas

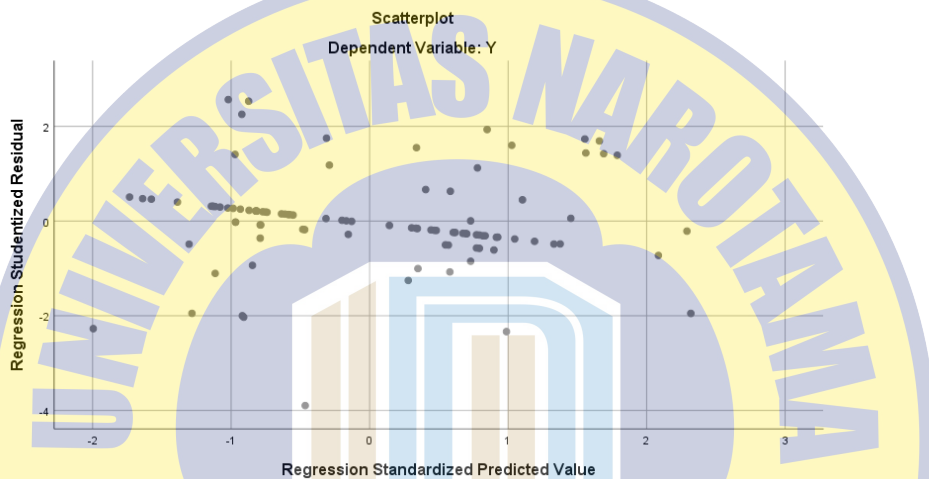
|       |            | Coefficients <sup>a</sup>   |            |                           |        |      | Collinearity Statistics |     |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-----|
| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | Tolerance               | VIF |
|       |            | B                           | Std. Error | Beta                      |        |      |                         |     |
| 1     | (Constant) | 29.464                      | 2.502      |                           | 11.775 | .000 |                         |     |

|          |       |      |       |        |      |      |       |
|----------|-------|------|-------|--------|------|------|-------|
| Total_X1 | .490  | .150 | .373  | 3.267  | .002 | .701 | 1.426 |
| Total_X2 | .123  | .138 | .086  | .891   | .375 | .973 | 1.027 |
| Total_X3 | -.201 | .079 | -.292 | -2.561 | .012 | .702 | 1.424 |

a. Dependent Variable: Total\_Y

Sumber: Data Olahan IBM SPSS Statistics 25,2023

### Lampiran 13 : Hasil Uji Heterokedasitas



Sumber: Data Olahan IBM SPSS Statistics 25,2023

### Lampiran 14 : Hasil Uji Linear Berganda

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

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
|       |            | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant) | 29.464                      | 2.502      |                           | 11.775 | .000 |
|       | Total_X1   | .490                        | .150       | .373                      | 3.267  | .002 |
|       | Total_X2   | .123                        | .138       | .086                      | .891   | .375 |
|       | Total_X3   | -.201                       | .079       | -.292                     | -2.561 | .012 |

a. Dependent Variable: Total\_Y

Sumber: Data Olahan IBM SPSS Statistics 25,2023

**Lampiran 15 : Hasil Uji Koefisien Determinasi (R2)**

| Model Summary |                   |          |                   |                            |                 |          |               |
|---------------|-------------------|----------|-------------------|----------------------------|-----------------|----------|---------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | F Change | Sig. F Change |
| 1             | .815 <sup>a</sup> | 0.664    | 0.653             | 3.44392                    | 0.664           | 63.840   | 0.000         |

Sumber: Data Olahan IBM SPSS Statistics 25,2023

**Lampiran 16 : Hasil Uji F**

| ANOVA <sup>a</sup> |            |                |     |             |       |                   |
|--------------------|------------|----------------|-----|-------------|-------|-------------------|
| Model              |            | Sum of Squares | Df  | Mean Square | F     | Sig.              |
| 1                  | Regression | 160.215        | 3   | 53.405      | 4.233 | .007 <sup>b</sup> |
|                    | Residual   | 1223.924       | 97  | 12.618      |       |                   |
|                    | Total      | 1384.139       | 100 |             |       |                   |

a. Dependent Variable: Total\_Y

b. Predictors: (Constant), Total\_X3, Total\_X2, Total\_X1

Sumber: Data Olahan IBM SPSS Statistics 25,2023

**Lampiran 17 : Hasil Uji T**

| Coefficients <sup>a</sup> |            |                             |            |                           |        |      |
|---------------------------|------------|-----------------------------|------------|---------------------------|--------|------|
| Model                     |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|                           |            | B                           | Std. Error | Beta                      |        |      |
| 1                         | (Constant) | 29.464                      | 2.502      |                           | 11.775 | .000 |
|                           | Total_X1   | .490                        | .150       | .373                      | 3.267  | .002 |