

Lampiran 1. Data Variabel Manajemen Kinerja

Respon den	Kuesioner													Rata- rata
	1	2	3	4	5	6	7	8	9	10	11	12	13	
1	1	3	2	2	2	2	2	2	3	2	2	3	4	2.31
2	3	4	3	4	3	3	4	3	4	3	3	3	4	3.38
3	3	3	3	3	4	4	3	4	3	4	4	4	4	3.54
4	4	4	4	4	3	3	3	3	3	3	3	4	4	3.46
5	4	4	3	4	4	4	4	4	4	4	5	3	4	3.92
6	3	4	4	3	3	3	4	3	4	2	3	3	4	3.31
7	3	4	4	4	3	3	4	4	4	4	4	4	3	3.69
8	4	3	3	4	4	4	3	3	3	3	2	4	4	3.38
9	5	3	4	4	4	4	5	5	5	4	4	3	3	4.08
10	4	2	5	2	2	3	1	1	4	2	4	4	4	2.92
11	3	3	3	4	3	3	3	2	2	2	2	3	2	2.69
12	3	3	3	3	3	3	3	4	3	3	3	3	3	3.08
13	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
14	4	3	3	4	5	5	4	4	5	4	4	4	4	4.08
15	3	3	3	2	3	3	4	4	3	3	3	3	3	3.08
16	4	3	4	4	5	5	5	5	5	5	5	3	2	4.23
17	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
18	3	3	3	3	3	3	2	3	3	3	3	4	3	3.00
19	4	3	3	3	4	3	3	4	4	3	4	3	4	3.46
20	5	4	4	4	4	4	4	4	4	4	4	5	5	4.23
21	3	4	3	4	4	4	4	4	4	4	4	4	3	3.77
22	4	2	2	2	4	4	5	5	5	5	5	5	4	4.00
23	3	2	4	4	3	3	3	3	3	3	3	3	3	3.08
24	1	2	2	3	1	1	2	1	1	1	3	2	1	1.62
25	4	4	3	4	3	3	3	3	4	3	4	4	3	3.46
26	4	4	4	4	4	4	4	4	5	5	5	5	4	4.31
27	3	1	3	3	3	3	3	3	3	2	4	4	3	2.92
28	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
29	3	2	2	2	3	4	4	3	3	3	4	3	3	3.00
30	4	4	3	4	4	4	4	4	4	4	4	4	4	3.92
31	4	3	3	3	3	3	3	3	3	3	3	3	3	3.08
32	4	3	2	4	3	4	3	4	3	3	2	4	4	3.31
33	5	5	3	4	4	4	4	4	3	4	4	4	5	4.08
34	3	3	4	4	3	3	4	4	4	4	4	3	2	3.46
35	4	4	5	5	5	5	5	5	5	5	4	5	4	4.69
36	4	1	1	1	5	5	5	5	5	5	5	2	2	3.54
37	3	3	3	3	3	4	3	4	4	4	3	4	4	3.46
38	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
39	4	2	3	2	4	4	4	5	5	4	5	4	4	3.85

40	4	4	4	3	4	4	3	4	4	4	4	4	3	3.77
41	4	5	5	5	4	4	4	4	4	4	4	4	4	4.23
42	3	4	3	4	4	4	4	4	4	4	4	4	4	3.85
43	4	4	3	4	4	4	4	4	4	3	3	4	4	3.77
44	3	4	3	2	4	3	3	4	4	4	4	4	4	3.54
45	2	3	3	3	3	3	3	4	3	3	3	4	3	3.08
46	4	3	4	5	5	5	4	5	5	4	4	3	3	4.15
47	3	3	3	3	3	3	3	3	3	2	3	3	2	2.85
48	3	2	2	2	3	3	4	3	4	4	3	3	4	3.08
49	3	3	3	4	3	3	4	4	3	3	2	4	3	3.23
50	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
51	3	2	3	3	3	2	3	2	3	3	3	2	2	2.62
52	3	2	2	2	3	3	2	2	2	2	3	2	3	2.38
53	5	5	5	5	5	5	5	5	5	4	5	5	5	4.92
54	4	3	3	3	3	3	4	4	4	4	4	3	3	3.46
55	3	2	3	3	2	3	3	3	3	3	3	2	3	2.77
56	2	3	3	2	2	2	3	3	3	2	3	2	3	2.54
57	3	3	3	3	3	3	3	4	3	3	4	3	4	3.23
58	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
59	3	3	2	3	3	3	3	3	3	2	2	3	3	2.77
60	3	4	4	4	3	3	4	4	4	3	4	3	3	3.54
61	4	3	3	4	3	3	3	4	4	3	3	3	4	3.38
62	3	2	2	3	2	2	3	4	4	4	5	3	1	2.92
63	5	4	4	4	4	4	4	4	4	4	4	4	4	4.08
64	3	4	3	3	3	3	3	3	3	3	2	3	3	3.00
65	4	4	3	3	2	3	3	3	3	3	3	4	3	3.15
66	4	3	4	5	3	4	4	3	4	4	2	4	4	3.69
67	3	3	4	4	5	5	4	5	5	5	4	4	4	4.23
68	3	3	4	4	3	3	3	4	4	4	4	4	4	3.62
69	2	4	4	4	3	3	3	3	3	3	4	4	2	3.23
70	3	2	3	3	3	3	3	3	3	3	3	3	3	2.92
71	4	3	3	3	3	3	3	3	3	3	3	3	3	3.08
72	4	3	3	3	4	4	3	3	4	3	3	4	3	3.38
73	4	4	4	3	4	4	4	4	4	4	4	4	4	3.92
74	3	2	2	2	3	3	3	3	2	3	3	3	2	2.62
75	2	3	3	3	3	3	3	4	3	3	3	4	2	3.00

*Sumber data: Corporate Climate Survey tahun 2011, PT.Grahanusa Mediatama

Lampiran 2. Rekap Data Variabel

No.	Variabel			
	Y (Kinerja Karyawan)	X1 (Manajemen Kinerja)	X2 (Jabatan Kunci)	X3 (Kesesuaian Pendidikan)
1	2.74	2.77	0	0
2	2.79	2.31	0	0
3	2.79	1.62	1	0
4	2.79	3.54	0	0
5	2.85	3.23	1	0
6	2.94	3.46	1	1
7	2.95	2.77	0	1
8	2.96	2.62	0	0
9	2.96	2.92	1	0
10	3.00	3.77	0	0
11	3.05	3.62	0	1
12	3.05	3.00	0	0
13	3.08	3.08	0	0
14	3.08	3.00	1	0
15	3.08	3.00	0	0
16	3.09	2.39	1	0
17	3.12	3.39	0	1
18	3.12	3.08	0	1
19	3.12	3.08	1	0
20	3.14	3.39	1	0
21	3.14	3.15	0	0
22	3.19	3.54	0	0
23	3.19	3.00	1	0
24	3.19	3.00	0	0
25	3.19	3.00	0	0
26	3.20	3.77	0	1
27	3.23	3.69	0	1
28	3.23	2.92	0	0
29	3.23	2.62	0	1
30	3.27	3.31	0	1
31	3.28	4.23	0	1
32	3.31	3.85	1	0
33	3.33	3.00	0	1
34	3.33	3.85	1	0
35	3.35	3.54	0	0
36	3.36	2.92	0	0
37	3.37	2.85	0	1
38	3.37	3.00	0	1

39	3.40	3.46	1	1
40	3.44	3.46	1	1
41	3.44	3.31	0	0
42	3.44	2.69	1	0
43	3.45	3.69	1	1
44	3.48	3.46	1	1
45	3.49	4.69	1	1
46	3.49	4.23	1	1
47	3.49	3.46	1	1
48	3.49	2.54	0	1
49	3.49	3.23	1	1
50	3.50	3.08	1	1
51	3.50	3.39	1	1
52	3.52	3.46	1	1
53	3.52	4.00	1	1
54	3.52	4.23	1	0
55	3.53	3.92	1	0
56	3.55	2.92	1	1
57	3.55	4.23	1	1
58	3.56	3.08	1	1
59	3.56	4.00	1	1
60	3.58	3.39	0	1
61	3.58	3.54	0	1
62	3.58	3.23	0	0
63	3.59	4.31	1	1
64	3.59	3.92	0	0
65	3.59	4.08	1	1
66	3.60	4.08	0	1
67	3.62	4.15	0	1
68	3.65	4.08	1	0
69	3.65	3.08	1	1
70	3.66	3.08	1	0
71	3.69	3.77	1	1
72	3.81	3.00	0	1
73	3.85	3.92	1	0
74	3.85	4.08	1	0
75	3.88	4.92	1	0

Sumber data: Human Resource Departemen PT. Grahanusa Mediatama

Lampiran 3. Kuesioner Variabel Manajemen Kinerja

No	Butir Kuesioner	Penilaian				
		1	2	3	4	5
1	Perusahaan (GBU/BU/FU) mempunyai target yang realistis untuk dicapai setiap karyawan					
2	Atasan melakukan pembimbingan dan pendampingan (coaching and counseling) terhadap pencapaian kinerja saya					
3	Atasan memberikan umpan balik (feedback) hasil evaluasi kinerja saya					
4	Atasan memberikan kritik yang membangun kepada saya					
5	Saya memahami target yang telah ditetapkan oleh perusahaan (Group of Business Unit (GBU) /Business Unit (BU) /Functional Unit (FU))untuk tahun ini					
6	Saya memahami target yang telah ditetapkan oleh Unit Kerja (Division/Department/Section) untuk tahun ini					
7	Saya merasa target Unit Kerja (Division/Department/Section) sudah realistis untuk dicapai					
8	Saya mengetahui target kerja saya pada tahun ini					
9	Saya mengetahui cara mencapai target kerja saya pada tahun ini					
10	Saya mengetahui cara mengukur keberhasilan pencapaian target kerja saya pada tahun ini					
11	Saya merasa target kerja sudah sesuai dengan kemampuan saya pada tahun ini					
12	Saya diberi kemudahan untuk berkontribusi terhadap peningkatan kinerja Unit Kerja (Division/Departemen/Section)					
13	Saya diberi kemudahan untuk mengembangkan diri oleh oleh Perusahaan (GBU/BU/FU)					

Lampiran 4. Detil Hasil uji Validitas

		X1-1	X1-2	X1-3	X1-4	X1-5	X1-6	X1-7	X1-8	X1-9	X1-10	X1-11	X1-12	X1-13	X1-Total
X1-1	Pearson Correlation	1	.328**	.362**	.371**	.600**	.650**	.493**	.465**	.560**	.518**	.389**	.421**	.497**	.722**
	Sig. (2-tailed)		.004	.001	.001	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75
X1-2	Pearson Correlation	.328**	1	.541**	.599**	.313**	.271*	.291*	.270*	.235*	.245*	.107	.487**	.468**	.562**
	Sig. (2-tailed)	.004		.000	.000	.006	.019	.011	.019	.042	.035	.361	.000	.000	.000
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75
X1-3	Pearson Correlation	.362**	.541**	1	.638**	.307**	.321**	.230*	.228*	.409**	.275*	.261*	.457**	.335**	.581**
	Sig. (2-tailed)	.001	.000		.000	.007	.005	.047	.050	.000	.017	.024	.000	.003	.000
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75
X1-4	Pearson Correlation	.371**	.599**	.638**	1	.366**	.391**	.365**	.306**	.300**	.296**	.070	.424**	.269*	.588**
	Sig. (2-tailed)	.001	.000	.000		.001	.001	.001	.008	.009	.010	.553	.000	.020	.000
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75
X1-5	Pearson Correlation	.600**	.313**	.307**	.366**	1	.898**	.686**	.737**	.707**	.728**	.514**	.447**	.410**	.838**
	Sig. (2-tailed)	.000	.006	.007	.001		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75
X1-6	Pearson Correlation	.650**	.271*	.321**	.391**	.898**	1	.670**	.698**	.702**	.722**	.448**	.510**	.459**	.840**
	Sig. (2-tailed)	.000	.019	.005	.001	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75
X1-7	Pearson Correlation	.493**	.291*	.230*	.365**	.686**	.670**	1	.769**	.690**	.721**	.499**	.286*	.247*	.756**
	Sig. (2-tailed)	.000	.011	.047	.001	.000	.000		.000	.000	.000	.000	.013	.033	.000
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75
X1-8	Pearson Correlation	.465**	.270*	.228*	.306**	.737**	.698**	.769**	1	.734**	.800**	.584**	.414**	.298**	.797**
	Sig. (2-tailed)	.000	.019	.050	.008	.000	.000	.000		.000	.000	.000	.000	.010	.000
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75
X1-9	Pearson Correlation	.560**	.235*	.409**	.300**	.707**	.702**	.690**	.734**	1	.775**	.658**	.443**	.408**	.830**
	Sig. (2-tailed)	.000	.042	.000	.009	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75
X1-10	Pearson Correlation	.518**	.245*	.275*	.296**	.728**	.722**	.721**	.800**	.775**	1	.648**	.473**	.318**	.819**
	Sig. (2-tailed)	.000	.035	.017	.010	.000	.000	.000	.000	.000		.000	.000	.005	.000
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75
X1-11	Pearson Correlation	.389**	.107	.261*	.070	.514**	.448**	.499**	.584**	.658**	.648**	1	.291*	.130	.610**
	Sig. (2-tailed)	.001	.361	.024	.553	.000	.000	.000	.000	.000	.000		.011	.268	.000
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75
X1-12	Pearson Correlation	.421**	.487**	.457**	.424**	.447**	.510**	.286*	.414**	.443**	.473**	.291*	1	.564**	.671**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.013	.000	.000	.000	.011		.000	.000
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75
X1-13	Pearson Correlation	.497**	.468**	.335**	.269*	.410**	.459**	.247*	.298**	.408**	.318**	.130	.564**	1	.586**
	Sig. (2-tailed)	.000	.000	.003	.020	.000	.000	.033	.010	.000	.005	.268	.000		.000
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75
X1to t	Pearson Correlation	.722**	.562**	.581**	.588**	.838**	.840**	.756**	.797**	.830**	.819**	.610**	.671**	.586**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75

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

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