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LAMPIRAN

DATA SURVEY

PENGARUH EMPLOYEE ENGAGEMENT DAN WORK-LIFE BALANCE TERHADAP KINERJA KARYAWAN DENGAN KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING (Study Case: PT. TELEKOMUNIKASI SELULAR)

Assalamualaikum Wr Wb

Semangat pagi...

Bapak/Ibu/Saudara/Saudari yang terhormat, Perkenalkan saya Peni Setyoningrum Mahasiswi Program Magister management Universitas Hasanuddin. Sehubungan dengan penelitian yang sedang saya lakukan pada program Studi Magister Managemen pada Fakultas Ekonomi dan Bisnis, Universitas Hasanuddin Makassar, untuk mengetahui PENGARUH EMPLOYEE ENGAGEMENT DAN WORKLIFE BALANCE TERHADAP KINERJA KARYAWAN DENGAN KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING (STUDI KASUS PADA PT. TELKOMSEL)

Kuisoner ini terdiri dari 5 bagian (variable) yaitu:

1. Variabel Employee Engagement (X1)
2. Variabel Worklife Balance (X2)
3. Variabel Kepuasan Kerja (Z)
4. Variabel Kinerja Karyawan (Y)

Mohon bantuan Bapak/Ibu untuk dapat mengisi dengan angka/skala yang paling sesuai dengan situasi yang terjadi saat ini (pilihan angka/skala 1,2,3,4 atau 5) dengan ketentuan:

- 1.Sangat Tidak Setuju
- 2.Tidak Setuju
- 3.Netral
- 4.Setuju
- 5.Sangat Setuju

Skala 1 untuk mencerminkan sangat tidak setuju dengan pernyataan sampai dengan pernyataan sampai dengan Skala 5 yang mencerminkan Sangat setuju dengan pernyataan tersebut.

Terima kasih atas bantuan Bapak/Ibu sekalian untuk berpartisipasi dalam penelitian ini

Salam Hangat,

Peni Setyoningrum

PROFIL RESPONDEN

1. Nama Perusahaan: PT Telekomunikasi Selular
2. Nama :
3. Jenis Kelamin:

| | | | |
|---|-----------|---|-----------|
| a | Laki-Laki | b | Perempuan |
|---|-----------|---|-----------|

4. Usia:

| | | | |
|----|----------|----|----------|
| a. | 20-30 th | b. | 31-40 th |
| c. | 41-50th | | |

5. Pendidikan:

| | | | |
|----|---------|----|----|
| a. | Diploma | b. | S1 |
| c. | S2 | | |

6. Lama bekerja:

| | | | |
|----|----------|----|------------|
| a. | 1- 5 thn | b. | 6 – 10 thn |
| c. | > 10 th | | |

7. Department

KUESIONER PENELITIAN

STS : Sangat Tidak Setuju

TS : Tidak Setuju

N : Netral

S : Setuju

SS : Sangat Setuju

Bagian 1: Variabel Employee Engagement (X1)

| No. | Pertanyaan | STS | TS | N | S | SS |
|---|---|-----|----|---|---|----|
| Memahami apa yang diharapkan dari pekerjaan | | | | | | |
| 1 | Dengan bekerja saya bersemangat dalam menyelesaikan pekerjaan | | | | | |
| Memiliki Fasilitas dan Kenyamanan bekerja di kantor | | | | | | |
| 2 | Saya merasa nyaman bekerja di lokasi dan suasana tempat saya bekerja | | | | | |
| Memiliki kesempatan dalam bekerja, untuk mengerjakan apa yang dikerjakan secara baik setiap hari | | | | | | |
| 3 | Perusahaan memberikan tugas atau pekerjaan yang penuh dengan tantangan | | | | | |
| 4 | Saya memiliki komitmen untuk melakukan pekerjaan secara berkualitas | | | | | |
| Menerima penghargaan atau reward karena mengerjakan pekerjaan dengan baik | | | | | | |
| 5 | Saya lebih termotivasi dalam bekerja karena reward yang saya terima dari perusahaan | | | | | |
| Adanya kepedulian dari orang-orang didalam lingkungan kerja | | | | | | |
| 6 | Saya memiliki rekan kerja yang dapat bekerja sama dengan baik | | | | | |
| 7 | Jika saya lagi memiliki banyak pekerjaan, rekan kerja saya selalu membantu | | | | | |
| Perusahaan memberikan wadah untuk mendorong pengembangan diri | | | | | | |
| 8 | Menurut saya perusahaan selalu memberikan kesempatan untuk berkreaitifitas sendiri dalam melaksanakan pekerjaan | | | | | |
| Menghargai pendapat didalam lingkungan kerja | | | | | | |
| 9 | Saya merasa senang karena setiap memberikan pendapat ketika berdiskusi selalu di hargai | | | | | |

| | | | | | | |
|---|---|--|--|--|--|--|
| 10 | Saya mempunyai rekan kerja dengan lingkungan yang positif dan saling mendukung satu sama lain | | | | | |
| Merasa misi dan tujuan perusahaan adalah penting | | | | | | |
| 11 | Misi atau tujuan perusahaan membuat saya merasa bahwa pekerjaan saya penting | | | | | |
| Komitmen setiap orang untuk melakukan pekerjaan yang berkualitas | | | | | | |
| 12 | Saya memiliki komitmen untuk melakukan pekerjaan secara berkualitas | | | | | |
| Memiliki teman baik di lingkungan kerja | | | | | | |
| 13 | Saya memiliki teman yang selalu support dan solutif | | | | | |
| Peduli tentang perkembangan individu Karyawan | | | | | | |
| 14 | Atasan memberikan program pengembangan karyawan untuk mendukung saya kearah promosi | | | | | |
| Memiliki kesempatan belajar dan tumbuh dalam lingkungan kerja | | | | | | |
| 15 | Dalam setahun terakhir saya memiliki keuntungan untuk belajar dan tumbuh di lingkungan kerja saya | | | | | |

Bagian 2: Variabel Worklife Balance (X2)

| No. | Pertanyaan | STS | TS | N | S | SS |
|---|--|-----|----|---|---|----|
| Keseimbangan Waktu (Aspek Keseimbangan, Kesetaraan, Waktu yang diberikan, Waktu pada diri sendiri) | | | | | | |
| 1 | Saya sering mengabaikan aktivitas pribadi demi tuntutan pekerjaan | | | | | |
| 2 | Saya rela mengorbankan waktu bersama keluarga untuk dapat menyelesaikan pekerjaan saya | | | | | |
| 3 | Ketika cuti, saya masih mengurus dan menyelesaikan pekerjaan | | | | | |

| Keseimbangan Keterlibatan (membentuk psikologis individu, Menyeimbangkan diri sendiri, Kepuasan yang dipilih) | | | | | | |
|--|--|--|--|--|--|--|
| 4 | Ketika dirumah saya masih memikirkan dan mengerjakan pekerjaan kantor | | | | | |
| 5 | Saya pernah merasa lelah dan stress karena pekerjaan saya | | | | | |
| Keseimbangan Kepuasan (Kepuasan individu, Keseimbangan diri sendiri, keluarga dan karir) | | | | | | |
| 6 | Saya merasa membutuhkan lebih banyak waktu untuk melakukan aktivitas pribadi | | | | | |
| 7 | Waktu kerja yang lama membuat saya membutuhkan lebih banyak waktu beristirahat | | | | | |

Bagian 3: Variabel Kepuasan Kerja (Z)

| No. | Pertanyaan | STS | TS | N | S | SS |
|---------------------------|--|-----|----|---|---|----|
| Gaji | | | | | | |
| 1 | Saya merasa puas dengan gaji dan bonus yang diberikan perusahaan | | | | | |
| 2 | Mekanisme General Increase sudah sesuai pada tingkat Inflasi di Perusahaan tempat saya bekerja | | | | | |
| Pekerjaan Saat ini | | | | | | |

| | | | | | | |
|----------------------|--|--|--|--|--|--|
| 3 | Apabila melakukan pekerjaan yang sama secara terus menerus saya akan merasa jenuh | | | | | |
| Promosi | | | | | | |
| 4 | Peningkatan karir akan menambah kemampuan dan motivasi saya dalam bekerja | | | | | |
| 5 | Saya merasa perlu adanya promosi jabatan untuk bisa meningkatkan karir saya dalam perusahaan | | | | | |
| Rekan Kerja | | | | | | |
| 6 | Saya senang bekerja dengan rekan kerja yang memberikan suport dan perhatian saat rekan kerja yang lain mengalami kesulitan | | | | | |
| 7 | Kekeluargaan terjalin di lingkungan tempat kerja | | | | | |
| Pengawasan | | | | | | |
| 8 | Atasan memberikan motivasi kepada karyawan jika terjadi penurunan kinerja | | | | | |
| Suasana Kerja | | | | | | |
| 9 | Saya akan merasa nyaman jika suhu dan pencahayaan ruangan lebih diperhatikan untuk mendukung aktivitas kerja | | | | | |
| 10 | Kerapian dan kebersihan dalam perusahaan harus selalu ditingkatkan | | | | | |

Bagian 4: Variabel Kinerja (Y)

| No. | Pertanyaan | STS | TS | N | S | SS |
|-----------------------------|--|-----|----|---|---|----|
| Kualitas Hasil Kerja | | | | | | |
| 1 | Saya bertanggung jawab menyelesaikan pekerjaan sesuai dengan tugas yang diberikan | | | | | |
| 2 | Peningkatan kualitas kerja merupakan tanggung jawab Bersama | | | | | |
| 3 | Saya mampu menyelesaikan pekerjaan dengan ketelitian yang tinggi sehingga meminimalkan kesalahan. | | | | | |
| Kuantitas Kerja | | | | | | |
| 4 | Saya harus mampu menyelesaikan pekerjaan yang diberikan dengan baik sesuai target dan standar yang diberikan | | | | | |
| Pemanfaatan Waktu | | | | | | |
| 5 | Saya dapat menggunakan waktu dengan efektif & efisien | | | | | |

HASIL OLAH DATA PLS

a. Nilai Outer Loading

| | | | |
|---------------------------------|-----------------------|------------|-------------------------------|
| Employee _Engagement (X1) | Kepuasan_Kerja (Z) | Kinerja(Y) | Work Life _Balance (X2) |
|---------------------------------|-----------------------|------------|-------------------------------|

| | | | | |
|-------|-------|-------|-------|-------|
| X1_1 | 0,784 | | | |
| X1_10 | 0,768 | | | |
| X1_11 | 0,782 | | | |
| X1_12 | 0,797 | | | |
| X1_13 | 0,777 | | | |
| X1_2 | 0,700 | | | |
| X1_3 | 0,713 | | | |
| X1_4 | 0,808 | | | |
| X1_5 | 0,738 | | | |
| X1_6 | 0,789 | | | |
| X1_7 | 0,715 | | | |
| X1_9 | 0,700 | | | |
| X2_3 | | | | 0,776 |
| X2_4 | | | | 0,969 |
| X2_5 | | | | 0,704 |
| Y_1 | | | 0,708 | |
| Y_2 | | | 0,716 | |
| Y_3 | | | 0,855 | |
| Y_4 | | | 0,734 | |
| Y_5 | | | 0,715 | |
| Z_10 | | 0,774 | | |
| Z_3 | | 0,707 | | |
| Z_4 | | 0,785 | | |
| Z_5 | | 0,769 | | |
| Z_6 | | 0,778 | | |
| Z_7 | | 0,795 | | |
| Z_8 | | 0,831 | | |
| Z_9 | | 0,780 | | |

b. Nilai Composite Reliability

| Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|------------------|-------------------------------|-------------------------------|----------------------------------|
|------------------|-------------------------------|-------------------------------|----------------------------------|

| | | | | |
|---------------------------|-------|-------|-------|-------|
| Employee _Engagement (X1) | 0,932 | 0,939 | 0,941 | 0,573 |
| Kepuasan_Kerja (Z) | 0,907 | 0,916 | 0,925 | 0,605 |
| Kinerja(Y) | 0,801 | 0,810 | 0,863 | 0,559 |
| Work Life _Balance (X2) | 0,732 | 1,674 | 0,807 | 0,598 |

c. Nilai R-Squared

| | R-square | R-square adjusted |
|--------------------|----------|-------------------|
| Kepuasan_Kerja (Z) | 0,354 | 0,343 |
| Kinerja(Y) | 0,702 | 0,694 |

d. Nilai F-Squared

| | f-square |
|---|----------|
| Employee _Engagement (X1) -> Kepuasan_Kerja (Z) | 0,472 |
| Employee _Engagement (X1) -> Kinerja(Y) | 0,123 |
| Kepuasan_Kerja (Z) -> Kinerja(Y) | 1,003 |
| Work Life _Balance (X2) -> Kepuasan_Kerja (Z) | 0,083 |
| Work Life _Balance (X2) -> Kinerja(Y) | 0,004 |

e. Nilai VIF

| JALUR | VIF |
|-------|-----|
| | |

| | |
|---|-------|
| Employee _Engagement (X1) -> Kepuasan_Kerja (Z) | 1,000 |
| Employee _Engagement (X1) -> Kinerja(Y) | 1,473 |
| Kepuasan_Kerja (Z) -> Kinerja(Y) | 1,547 |
| Work Life _Balance (X2) -> Kepuasan_Kerja (Z) | 1,000 |
| Work Life _Balance (X2) -> Kinerja(Y) | 1,083 |

| | VIF |
|-------|-------|
| X1_1 | 2,592 |
| X1_10 | 2,269 |
| X1_11 | 2,386 |
| X1_12 | 2,788 |
| X1_13 | 2,592 |
| X1_2 | 2,213 |
| X1_3 | 2,197 |
| X1_4 | 3,060 |
| X1_5 | 2,998 |
| X1_6 | 2,563 |
| X1_7 | 2,749 |
| X1_9 | 2,036 |
| X2_3 | 1,816 |
| X2_4 | 1,633 |
| X2_5 | 1,282 |
| Y_1 | 1,587 |
| Y_2 | 1,727 |
| Y_3 | 2,375 |
| Y_4 | 1,665 |
| Y_5 | 1,567 |
| Z_10 | 2,058 |
| Z_3 | 1,872 |
| Z_4 | 2,746 |
| Z_5 | 2,993 |

| | |
|-----|-------|
| Z_6 | 2,039 |
| Z_7 | 2,448 |
| Z_8 | 2,776 |
| Z_9 | 2,136 |

f. Discriminant Validity

8. Cross Loading

| | Employee _Engagement (X1) | Kepuasan_Kerja (Z) | Kinerja(Y) | Work Life _Balance (X2) |
|-------|---------------------------------|-----------------------|--------------|-------------------------------|
| X1_1 | 0,784 | 0,461 | 0,533 | 0,065 |
| X1_10 | 0,768 | 0,534 | 0,551 | -0,071 |
| X1_11 | 0,782 | 0,410 | 0,503 | 0,034 |
| X1_12 | 0,797 | 0,525 | 0,553 | -0,027 |
| X1_13 | 0,777 | 0,391 | 0,503 | -0,028 |
| X1_2 | 0,700 | 0,280 | 0,302 | -0,050 |
| X1_3 | 0,713 | 0,361 | 0,372 | -0,001 |
| X1_4 | 0,808 | 0,444 | 0,451 | 0,010 |
| X1_5 | 0,738 | 0,386 | 0,427 | -0,033 |
| X1_6 | 0,789 | 0,432 | 0,436 | 0,021 |
| X1_7 | 0,715 | 0,297 | 0,339 | -0,015 |
| X1_9 | 0,700 | 0,323 | 0,382 | -0,118 |
| X2_3 | -0,072 | 0,077 | 0,065 | 0,776 |
| X2_4 | 0,019 | 0,247 | 0,215 | 0,969 |
| X2_5 | -0,154 | 0,077 | -0,016 | 0,704 |
| Y_1 | 0,410 | 0,525 | 0,708 | 0,074 |
| Y_2 | 0,501 | 0,518 | 0,716 | 0,200 |
| Y_3 | 0,532 | 0,698 | 0,855 | 0,101 |
| Y_4 | 0,440 | 0,652 | 0,734 | 0,223 |
| Y_5 | 0,372 | 0,632 | 0,715 | 0,079 |
| Z_10 | 0,362 | 0,774 | 0,643 | 0,091 |
| Z_3 | 0,277 | 0,707 | 0,476 | 0,259 |

| | | | | |
|-----|-------|--------------|-------|-------|
| Z_4 | 0,395 | 0,785 | 0,550 | 0,161 |
| Z_5 | 0,339 | 0,769 | 0,469 | 0,273 |
| Z_6 | 0,457 | 0,778 | 0,627 | 0,114 |
| Z_7 | 0,550 | 0,795 | 0,695 | 0,183 |
| Z_8 | 0,525 | 0,831 | 0,808 | 0,083 |
| Z_9 | 0,421 | 0,780 | 0,698 | 0,257 |

9. Fornell-Larcker criterion

| | Employee _Engagement (X1) | Kepuasan_Kerja (Z) | Kinerja(Y) | Work Life _Balance (X2) |
|------------------------------|---------------------------------|-----------------------|------------|-------------------------------|
| Employee _Engagement (X1) | 0,757 | | | |
| Kepuasan_Kerja (Z) | 0,548 | 0,778 | | |
| Kinerja(Y) | 0,605 | 0,816 | 0,748 | |
| Work Life _Balance (X2) | -0,020 | 0,220 | 0,181 | 0,773 |

g. Heterotrait-monotrait ratio (HTMT) – List

| | Heterotrait- monotrait ratio (HTMT) |
|---|---|
| Kepuasan_Kerja (Z) <-> Employee _Engagement (X1) | 0,564 |
| Kinerja(Y) <-> Employee _Engagement (X1) | 0,682 |
| Kinerja(Y) <-> Kepuasan_Kerja (Z) | 0,929 |
| Work Life _Balance (X2) <-> Employee _Engagement (X1) | 0,141 |
| Work Life _Balance (X2) <-> Kepuasan_Kerja (Z) | 0,249 |
| Work Life _Balance (X2) <-> Kinerja(Y) | 0,204 |

h. Uji Pengaruh Langsung

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Employee _Engagement (X1) -> Kepuasan_Kerja (Z) | 0,553 | 0,558 | 0,078 | 7,112 | 0,000 |
| Employee _Engagement (X1) -> Kinerja(Y) | 0,233 | 0,232 | 0,086 | 2,691 | 0,007 |
| Kepuasan_Kerja (Z) -> Kinerja(Y) | 0,680 | 0,680 | 0,072 | 9,490 | 0,000 |
| Work Life _Balance (X2) -> Kepuasan_Kerja (Z) | 0,231 | 0,227 | 0,106 | 2,179 | 0,029 |
| Work Life _Balance (X2) -> Kinerja(Y) | 0,036 | 0,029 | 0,062 | 0,578 | 0,563 |

i. Uji Pengaruh Tidak Langsung

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Work Life _Balance (X2) -> Kepuasan_Kerja (Z) -> Kinerja(Y) | 0,157 | 0,155 | 0,075 | 2,091 | 0,037 |
| Employee _Engagement (X1) -> Kepuasan_Kerja (Z) -> Kinerja(Y) | 0,376 | 0,379 | 0,064 | 5,908 | 0,000 |

JAWABAN RESPONDEN

A. Variabel Employee Engagement

| NO | 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_14 | X1_15 |
|----|------|------|------|------|------|------|------|------|------|-------|-------|-------|-------|-------|-------|
| 1 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 |

| | | | | | | | | | | | | | | | |
|----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 3 | 3 | 4 | 5 | 5 | 5 | 3 | 3 |
| 5 | 5 | 5 | 5 | 5 | 3 | 5 | 2 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 6 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 7 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 8 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 2 | 3 | 3 |
| 9 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 10 | 5 | 4 | 4 | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| 11 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 12 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 13 | 4 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 14 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 2 | 4 | 4 | 4 | 3 | 3 | 4 |
| 15 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 16 | 5 | 5 | 4 | 5 | 3 | 3 | 3 | 5 | 3 | 5 | 4 | 5 | 4 | 3 | 5 |
| 17 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 4 |
| 18 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 |
| 19 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 20 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 21 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 5 |
| 22 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 |
| 23 | 5 | 5 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 4 |
| 24 | 4 | 5 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 |
| 25 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 26 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 27 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 3 | 4 |
| 28 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 |
| 29 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 30 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 |
| 31 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 4 |
| 32 | 5 | 5 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 3 | 4 | 4 |
| 33 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 2 |
| 34 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 |
| 35 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 36 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 3 | 4 |
| 37 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 |
| 38 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 |
| 39 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 4 |
| 40 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 3 |
| 41 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 |
| 42 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 43 | 3 | 4 | 3 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |

| | | | | | | | | | | | | | | | |
|----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 44 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 45 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 46 | 4 | 2 | 3 | 4 | 4 | 4 | 5 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |
| 47 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 3 |
| 48 | 5 | 4 | 4 | 4 | 3 | 4 | 3 | 5 | 4 | 3 | 4 | 5 | 4 | 3 | 3 |
| 49 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 50 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| 51 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 52 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 |
| 53 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 54 | 5 | 1 | 2 | 5 | 3 | 5 | 4 | 2 | 4 | 4 | 5 | 4 | 5 | 2 | 2 |
| 55 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 56 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 5 | 4 | 4 |
| 57 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |
| 58 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 59 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 |
| 60 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 61 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 4 |
| 62 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 4 |
| 63 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 64 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 3 | 4 |
| 65 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 66 | 4 | 4 | 3 | 5 | 4 | 4 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 67 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| 68 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 3 |
| 69 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 70 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 5 | 3 | 5 | 4 | 4 | 5 |
| 71 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 4 |
| 72 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 73 | 4 | 5 | 4 | 5 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 5 | 4 | 4 | 4 |
| 74 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 4 |
| 75 | 3 | 2 | 2 | 4 | 3 | 5 | 3 | 2 | 3 | 4 | 4 | 4 | 4 | 1 | 2 |
| 76 | 4 | 4 | 3 | 4 | 4 | 5 | 4 | 3 | 4 | 5 | 4 | 5 | 5 | 3 | 4 |
| 77 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 78 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 79 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 80 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 81 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 82 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 |
| 83 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 84 | 3 | 3 | 4 | 3 | 3 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 3 | 2 | 1 |

| | | | | | | | | | | | | | | | |
|-----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 85 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 |
| 86 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 87 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 88 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 89 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| 90 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 |
| 91 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 3 | 4 |
| 92 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 93 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 4 | 5 | 5 | 4 | 3 | 4 |
| 94 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 4 |
| 95 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| 96 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 |
| 97 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 4 | 2 | 4 | 4 | 2 | 4 |
| 98 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 |
| 99 | 4 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 3 |
| 100 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 101 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 3 | 3 |
| 102 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 |
| 103 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 5 | 4 | 5 | 4 | 2 | 3 |
| 104 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 105 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 106 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 107 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 |
| 108 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 109 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 110 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 111 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 112 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 113 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 114 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 |
| 115 | 4 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 3 |
| 116 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 |
| 117 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 118 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 119 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 120 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 4 | 3 | 3 | 3 | 3 | 3 |

B. Variable Work Life Balance

| NO | X2_1 | X2_2 | X2_3 | X2_4 | X2_5 | X2_6 | X2_7 |
|----|------|------|------|------|------|------|------|
| 1 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |
| 2 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 3 | 3 | 2 | 4 | 4 | 4 | 5 | 5 |
| 4 | 4 | 3 | 5 | 5 | 5 | 4 | 4 |
| 5 | 5 | 5 | 4 | 5 | 2 | 2 | 2 |
| 6 | 4 | 4 | 4 | 4 | 3 | 3 | 3 |
| 7 | 3 | 4 | 4 | 4 | 4 | 3 | 3 |
| 8 | 2 | 2 | 2 | 2 | 4 | 4 | 5 |
| 9 | 2 | 3 | 3 | 3 | 4 | 3 | 4 |
| 10 | 3 | 3 | 3 | 3 | 4 | 3 | 4 |
| 11 | 2 | 2 | 2 | 2 | 2 | 3 | 2 |
| 12 | 4 | 3 | 2 | 4 | 2 | 2 | 2 |
| 13 | 1 | 1 | 5 | 4 | 3 | 4 | 4 |
| 14 | 3 | 2 | 5 | 5 | 5 | 4 | 3 |
| 15 | 2 | 2 | 2 | 3 | 2 | 3 | 3 |
| 16 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
| 17 | 3 | 2 | 3 | 2 | 3 | 3 | 2 |
| 18 | 4 | 4 | 4 | 5 | 3 | 4 | 3 |
| 19 | 4 | 3 | 4 | 4 | 4 | 3 | 2 |
| 20 | 2 | 2 | 4 | 4 | 3 | 4 | 3 |
| 21 | 3 | 2 | 1 | 3 | 4 | 4 | 3 |
| 22 | 4 | 5 | 5 | 3 | 5 | 4 | 3 |
| 23 | 4 | 3 | 4 | 4 | 4 | 4 | 3 |
| 24 | 2 | 2 | 2 | 4 | 3 | 4 | 4 |
| 25 | 5 | 4 | 5 | 4 | 3 | 4 | 5 |
| 26 | 3 | 4 | 3 | 4 | 3 | 4 | 4 |
| 27 | 4 | 3 | 4 | 4 | 4 | 5 | 4 |
| 28 | 3 | 2 | 3 | 3 | 2 | 3 | 2 |
| 29 | 3 | 4 | 4 | 4 | 3 | 4 | 4 |
| 30 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 31 | 4 | 2 | 4 | 4 | 4 | 4 | 4 |
| 32 | 3 | 3 | 4 | 3 | 3 | 4 | 4 |
| 33 | 4 | 4 | 4 | 4 | 4 | 5 | 5 |
| 34 | 3 | 4 | 5 | 5 | 3 | 4 | 3 |
| 35 | 3 | 3 | 3 | 3 | 4 | 3 | 4 |
| 36 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 37 | 2 | 2 | 4 | 4 | 4 | 4 | 4 |
| 38 | 2 | 2 | 4 | 4 | 4 | 4 | 2 |
| 39 | 5 | 2 | 5 | 5 | 5 | 5 | 3 |
| 40 | 1 | 1 | 5 | 5 | 5 | 5 | 5 |

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|----|---|---|---|---|---|---|---|
| 41 | 4 | 3 | 4 | 4 | 4 | 3 | 3 |
| 42 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| 43 | 3 | 3 | 3 | 3 | 2 | 3 | 2 |
| 44 | 2 | 3 | 2 | 2 | 2 | 3 | 2 |
| 45 | 2 | 3 | 4 | 4 | 3 | 3 | 4 |
| 46 | 4 | 4 | 5 | 5 | 5 | 5 | 5 |
| 47 | 4 | 2 | 5 | 4 | 3 | 3 | 3 |
| 48 | 3 | 3 | 3 | 4 | 4 | 4 | 3 |
| 49 | 5 | 3 | 3 | 4 | 4 | 5 | 4 |
| 50 | 2 | 2 | 2 | 4 | 2 | 4 | 4 |
| 51 | 4 | 2 | 2 | 3 | 3 | 3 | 4 |
| 52 | 3 | 2 | 2 | 3 | 4 | 3 | 3 |
| 53 | 2 | 3 | 4 | 4 | 4 | 3 | 3 |
| 54 | 3 | 2 | 4 | 4 | 4 | 4 | 4 |
| 55 | 4 | 3 | 3 | 4 | 3 | 3 | 4 |
| 56 | 4 | 4 | 4 | 4 | 3 | 3 | 4 |
| 57 | 3 | 2 | 3 | 3 | 4 | 3 | 3 |
| 58 | 3 | 4 | 3 | 4 | 3 | 3 | 3 |
| 59 | 3 | 2 | 3 | 3 | 3 | 4 | 3 |
| 60 | 3 | 2 | 2 | 3 | 4 | 4 | 4 |
| 61 | 3 | 4 | 4 | 3 | 3 | 4 | 4 |
| 62 | 3 | 3 | 3 | 5 | 5 | 4 | 3 |
| 63 | 4 | 3 | 4 | 4 | 4 | 4 | 5 |
| 64 | 3 | 4 | 4 | 4 | 4 | 3 | 3 |
| 65 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 66 | 4 | 5 | 4 | 4 | 5 | 4 | 5 |
| 67 | 3 | 3 | 4 | 4 | 3 | 3 | 3 |
| 68 | 3 | 3 | 2 | 2 | 4 | 4 | 4 |
| 69 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 70 | 4 | 2 | 4 | 4 | 5 | 5 | 4 |
| 71 | 3 | 3 | 3 | 4 | 4 | 2 | 3 |
| 72 | 3 | 2 | 2 | 3 | 4 | 2 | 3 |
| 73 | 4 | 4 | 5 | 4 | 5 | 5 | 4 |
| 74 | 2 | 3 | 2 | 3 | 4 | 3 | 4 |
| 75 | 3 | 2 | 4 | 4 | 5 | 4 | 4 |
| 76 | 3 | 4 | 3 | 4 | 3 | 3 | 2 |
| 77 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 78 | 1 | 1 | 5 | 5 | 5 | 5 | 5 |
| 79 | 3 | 2 | 2 | 3 | 3 | 3 | 3 |
| 80 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 81 | 3 | 1 | 2 | 2 | 3 | 3 | 4 |

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|-----|---|---|---|---|---|---|---|
| 82 | 2 | 3 | 3 | 3 | 3 | 3 | 2 |
| 83 | 4 | 4 | 4 | 3 | 3 | 3 | 3 |
| 84 | 4 | 2 | 4 | 4 | 4 | 2 | 3 |
| 85 | 3 | 3 | 3 | 4 | 4 | 3 | 4 |
| 86 | 3 | 4 | 3 | 4 | 3 | 3 | 4 |
| 87 | 3 | 3 | 3 | 2 | 3 | 4 | 4 |
| 88 | 2 | 3 | 4 | 3 | 4 | 3 | 3 |
| 89 | 4 | 4 | 4 | 4 | 5 | 4 | 4 |
| 90 | 3 | 3 | 5 | 4 | 4 | 3 | 4 |
| 91 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |
| 92 | 4 | 4 | 5 | 5 | 5 | 5 | 4 |
| 93 | 5 | 5 | 4 | 4 | 4 | 4 | 4 |
| 94 | 4 | 4 | 3 | 4 | 2 | 3 | 2 |
| 95 | 4 | 3 | 4 | 4 | 4 | 3 | 3 |
| 96 | 4 | 4 | 4 | 4 | 5 | 4 | 4 |
| 97 | 2 | 1 | 5 | 1 | 4 | 4 | 4 |
| 98 | 4 | 4 | 4 | 4 | 5 | 4 | 3 |
| 99 | 3 | 3 | 3 | 4 | 4 | 4 | 4 |
| 100 | 3 | 2 | 2 | 3 | 2 | 3 | 2 |
| 101 | 4 | 2 | 2 | 2 | 4 | 3 | 4 |
| 102 | 1 | 1 | 5 | 5 | 4 | 3 | 4 |
| 103 | 2 | 3 | 3 | 2 | 4 | 4 | 5 |
| 104 | 5 | 4 | 5 | 5 | 3 | 3 | 4 |
| 105 | 3 | 2 | 4 | 4 | 4 | 4 | 4 |
| 106 | 4 | 3 | 5 | 4 | 4 | 4 | 4 |
| 107 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |
| 108 | 3 | 2 | 2 | 2 | 2 | 4 | 4 |
| 109 | 3 | 4 | 3 | 3 | 3 | 4 | 2 |
| 110 | 5 | 5 | 5 | 5 | 4 | 3 | 4 |
| 111 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
| 112 | 2 | 2 | 2 | 2 | 3 | 4 | 4 |
| 113 | 5 | 5 | 4 | 4 | 5 | 3 | 4 |
| 114 | 3 | 4 | 4 | 4 | 3 | 3 | 3 |
| 115 | 5 | 2 | 4 | 5 | 5 | 5 | 4 |
| 116 | 4 | 4 | 4 | 2 | 4 | 4 | 3 |
| 117 | 3 | 3 | 3 | 3 | 2 | 4 | 2 |
| 118 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 119 | 2 | 2 | 4 | 4 | 4 | 3 | 3 |
| 120 | 5 | 4 | 5 | 5 | 4 | 4 | 3 |

C. Variable Kepuasan Kerja

| NO | Z_1 | Z_2 | Z_3 | Z_4 | Z_5 | Z_6 | Z_7 | Z_8 | Z_9 | Z_10 |
|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|
| 1 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 5 |
| 2 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 3 | 3 | 5 | 4 | 4 | 4 | 5 | 4 | 4 |
| 5 | 5 | 2 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 6 | 5 | 4 | 3 | 3 | 3 | 5 | 5 | 4 | 3 | 5 |
| 7 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 |
| 8 | 4 | 2 | 2 | 4 | 3 | 3 | 3 | 4 | 4 | 4 |
| 9 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |
| 10 | 3 | 3 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 5 |
| 11 | 5 | 5 | 3 | 5 | 4 | 5 | 5 | 5 | 4 | 5 |
| 12 | 5 | 4 | 2 | 4 | 3 | 4 | 5 | 4 | 4 | 4 |
| 13 | 5 | 3 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 |
| 14 | 4 | 4 | 5 | 4 | 5 | 3 | 5 | 4 | 5 | 5 |
| 15 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 5 |
| 16 | 3 | 3 | 3 | 5 | 3 | 5 | 5 | 5 | 3 | 5 |
| 17 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 |
| 18 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 |
| 19 | 3 | 4 | 2 | 4 | 4 | 4 | 3 | 4 | 4 | 4 |
| 20 | 3 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |
| 21 | 3 | 2 | 3 | 5 | 4 | 4 | 5 | 4 | 4 | 4 |
| 22 | 3 | 3 | 4 | 4 | 4 | 5 | 3 | 4 | 5 | 5 |
| 23 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 24 | 3 | 2 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 |
| 25 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| 26 | 3 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 27 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 28 | 4 | 3 | 2 | 4 | 3 | 4 | 4 | 4 | 4 | 5 |
| 29 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 30 | 4 | 3 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 |
| 31 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 32 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 33 | 2 | 2 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 |
| 34 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 |
| 35 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |

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|----|---|---|---|---|---|---|---|---|---|---|
| 36 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 |
| 37 | 3 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 |
| 38 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 39 | 3 | 2 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 5 |
| 40 | 2 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 41 | 2 | 4 | 3 | 5 | 5 | 4 | 4 | 4 | 4 | 4 |
| 42 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 43 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 4 |
| 44 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 5 |
| 45 | 3 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 46 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 |
| 47 | 4 | 3 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 |
| 48 | 3 | 2 | 4 | 4 | 3 | 4 | 4 | 5 | 4 | 4 |
| 49 | 5 | 2 | 4 | 3 | 3 | 5 | 5 | 5 | 5 | 5 |
| 50 | 4 | 3 | 4 | 4 | 4 | 2 | 5 | 5 | 4 | 4 |
| 51 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 |
| 52 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 |
| 53 | 3 | 3 | 2 | 3 | 3 | 4 | 5 | 4 | 4 | 4 |
| 54 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 55 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 56 | 4 | 4 | 5 | 4 | 4 | 2 | 4 | 4 | 4 | 5 |
| 57 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 58 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 59 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 |
| 60 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 61 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 5 |
| 62 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 |
| 63 | 3 | 3 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 64 | 3 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 5 |
| 65 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 66 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 |
| 67 | 4 | 3 | 3 | 4 | 4 | 4 | 5 | 4 | 3 | 4 |
| 68 | 5 | 5 | 4 | 5 | 5 | 5 | 3 | 5 | 5 | 5 |
| 69 | 5 | 5 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 70 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 |
| 71 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 |
| 72 | 3 | 2 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |
| 73 | 3 | 3 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 5 |
| 74 | 2 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 75 | 1 | 1 | 3 | 4 | 5 | 4 | 3 | 3 | 4 | 4 |
| 76 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 |

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|-----|---|---|---|---|---|---|---|---|---|---|
| 77 | 3 | 1 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 78 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 79 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 |
| 80 | 3 | 2 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 81 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 |
| 82 | 3 | 4 | 3 | 4 | 4 | 4 | 5 | 5 | 5 | 4 |
| 83 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 84 | 2 | 2 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 |
| 85 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 |
| 86 | 4 | 3 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| 87 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 5 |
| 88 | 3 | 2 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 4 |
| 89 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 |
| 90 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 |
| 91 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 |
| 92 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 4 | 4 | 4 |
| 93 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 |
| 94 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 |
| 95 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 |
| 96 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 |
| 97 | 2 | 1 | 3 | 3 | 3 | 3 | 3 | 4 | 2 | 4 |
| 98 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 99 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 |
| 100 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 |
| 101 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 |
| 102 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 |
| 103 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 |
| 104 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 |
| 105 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 106 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 107 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 |
| 108 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 109 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 110 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 111 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 112 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 113 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 114 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 115 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 |
| 116 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 3 |
| 117 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 |

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|-----|---|---|---|---|---|---|---|---|---|---|
| 118 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
| 119 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 120 | 2 | 3 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |

D. Variabel Kinerja

| NO | Y_1 | Y_2 | Y_3 | Y_4 | Y_5 |
|----|-----|-----|-----|-----|-----|
| 1 | 4 | 4 | 4 | 4 | 5 |
| 2 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 5 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 |
| 6 | 5 | 5 | 4 | 3 | 5 |
| 7 | 5 | 5 | 4 | 4 | 4 |
| 8 | 3 | 3 | 4 | 4 | 4 |
| 9 | 4 | 4 | 4 | 4 | 4 |
| 10 | 5 | 4 | 4 | 5 | 5 |
| 11 | 5 | 5 | 5 | 4 | 5 |
| 12 | 4 | 5 | 4 | 4 | 4 |
| 13 | 5 | 4 | 4 | 5 | 5 |
| 14 | 3 | 5 | 4 | 5 | 5 |
| 15 | 4 | 4 | 4 | 3 | 5 |
| 16 | 5 | 5 | 5 | 3 | 5 |
| 17 | 3 | 4 | 4 | 4 | 4 |
| 18 | 5 | 5 | 4 | 4 | 4 |
| 19 | 4 | 3 | 4 | 4 | 4 |
| 20 | 4 | 4 | 4 | 4 | 4 |
| 21 | 4 | 5 | 4 | 4 | 4 |
| 22 | 5 | 3 | 4 | 5 | 5 |
| 23 | 4 | 4 | 4 | 4 | 4 |
| 24 | 5 | 5 | 5 | 4 | 4 |
| 25 | 4 | 4 | 4 | 4 | 4 |
| 26 | 4 | 4 | 4 | 4 | 4 |
| 27 | 4 | 4 | 4 | 4 | 4 |

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|----|---|---|---|---|---|
| 28 | 4 | 4 | 4 | 4 | 5 |
| 29 | 4 | 4 | 4 | 4 | 4 |
| 30 | 5 | 5 | 5 | 5 | 5 |
| 31 | 4 | 4 | 4 | 4 | 4 |
| 32 | 4 | 4 | 4 | 4 | 4 |
| 33 | 4 | 5 | 5 | 4 | 4 |
| 34 | 5 | 5 | 5 | 5 | 5 |
| 35 | 4 | 4 | 4 | 4 | 4 |
| 36 | 4 | 5 | 5 | 4 | 5 |
| 37 | 4 | 4 | 4 | 4 | 4 |
| 38 | 4 | 4 | 4 | 4 | 4 |
| 39 | 4 | 4 | 5 | 5 | 5 |
| 40 | 5 | 5 | 5 | 5 | 5 |
| 41 | 4 | 4 | 4 | 4 | 4 |
| 42 | 4 | 4 | 4 | 4 | 4 |
| 43 | 3 | 3 | 3 | 4 | 4 |
| 44 | 4 | 4 | 4 | 4 | 5 |
| 45 | 4 | 4 | 4 | 4 | 4 |
| 46 | 4 | 4 | 4 | 4 | 5 |
| 47 | 4 | 4 | 4 | 4 | 4 |
| 48 | 4 | 4 | 5 | 4 | 4 |
| 49 | 5 | 5 | 5 | 5 | 5 |
| 50 | 5 | 5 | 5 | 4 | 4 |
| 51 | 5 | 4 | 4 | 4 | 4 |
| 52 | 4 | 4 | 4 | 4 | 4 |
| 53 | 4 | 5 | 4 | 4 | 4 |
| 54 | 5 | 5 | 5 | 5 | 5 |
| 55 | 4 | 4 | 4 | 4 | 4 |
| 56 | 2 | 4 | 4 | 4 | 5 |
| 57 | 4 | 4 | 4 | 3 | 4 |
| 58 | 4 | 4 | 4 | 4 | 4 |
| 59 | 5 | 5 | 5 | 4 | 4 |
| 60 | 4 | 4 | 4 | 4 | 4 |
| 61 | 5 | 4 | 4 | 5 | 5 |
| 62 | 4 | 4 | 4 | 5 | 5 |
| 63 | 4 | 4 | 4 | 4 | 4 |
| 64 | 4 | 4 | 4 | 4 | 5 |
| 65 | 4 | 4 | 4 | 4 | 4 |
| 66 | 4 | 4 | 4 | 4 | 4 |
| 67 | 4 | 5 | 4 | 3 | 4 |
| 68 | 5 | 3 | 5 | 5 | 5 |

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| 69 | 5 | 5 | 5 | 5 | 5 |
| 70 | 4 | 5 | 5 | 5 | 5 |
| 71 | 4 | 5 | 5 | 5 | 5 |
| 72 | 4 | 4 | 4 | 4 | 4 |
| 73 | 3 | 4 | 4 | 5 | 5 |
| 74 | 4 | 4 | 4 | 3 | 4 |
| 75 | 4 | 3 | 3 | 4 | 4 |
| 76 | 5 | 5 | 5 | 5 | 4 |
| 77 | 4 | 4 | 4 | 4 | 4 |
| 78 | 5 | 5 | 5 | 5 | 5 |
| 79 | 5 | 5 | 5 | 5 | 4 |
| 80 | 4 | 4 | 4 | 4 | 4 |
| 81 | 4 | 4 | 5 | 5 | 5 |
| 82 | 4 | 5 | 5 | 5 | 4 |
| 83 | 4 | 4 | 4 | 4 | 4 |
| 84 | 4 | 3 | 4 | 4 | 4 |
| 85 | 4 | 4 | 4 | 4 | 4 |
| 86 | 4 | 5 | 4 | 4 | 4 |
| 87 | 4 | 4 | 4 | 4 | 5 |
| 88 | 4 | 4 | 4 | 4 | 4 |
| 89 | 4 | 4 | 4 | 4 | 4 |
| 90 | 4 | 4 | 4 | 4 | 4 |
| 91 | 4 | 4 | 4 | 4 | 3 |
| 92 | 4 | 4 | 4 | 4 | 4 |
| 93 | 5 | 5 | 5 | 4 | 5 |
| 94 | 4 | 4 | 4 | 4 | 5 |
| 95 | 4 | 3 | 4 | 5 | 4 |
| 96 | 4 | 4 | 4 | 4 | 4 |
| 97 | 4 | 4 | 4 | 2 | 4 |
| 98 | 5 | 5 | 5 | 5 | 4 |
| 99 | 4 | 4 | 4 | 4 | 4 |
| 100 | 4 | 4 | 4 | 4 | 4 |
| 101 | 4 | 4 | 4 | 4 | 4 |
| 102 | 4 | 4 | 4 | 4 | 4 |
| 103 | 5 | 3 | 5 | 4 | 4 |
| 104 | 5 | 5 | 5 | 4 | 4 |
| 105 | 4 | 4 | 4 | 4 | 4 |
| 106 | 4 | 4 | 4 | 4 | 4 |
| 107 | 4 | 4 | 4 | 4 | 4 |
| 108 | 5 | 5 | 5 | 5 | 5 |
| 109 | 3 | 4 | 4 | 3 | 4 |

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|-----|---|---|---|---|---|
| 110 | 5 | 5 | 5 | 5 | 5 |
| 111 | 3 | 3 | 3 | 3 | 3 |
| 112 | 4 | 4 | 4 | 4 | 4 |
| 113 | 4 | 3 | 4 | 3 | 3 |
| 114 | 4 | 4 | 4 | 3 | 3 |
| 115 | 4 | 4 | 4 | 3 | 4 |
| 116 | 4 | 4 | 4 | 4 | 4 |
| 117 | 4 | 4 | 4 | 3 | 3 |
| 118 | 4 | 4 | 4 | 3 | 3 |
| 119 | 4 | 5 | 5 | 5 | 5 |
| 120 | 5 | 5 | 5 | 5 | 5 |

