

**LAMPIRAN 1. KUESIONER**

Nomor responden : .....

**KUESIONER**

Dalam rangka memenuhi tugas akhir tesis saya mahasiswa Magister Manajemen Fakultas Ekonomi Universitas Pembangunan Nasional “Veteran” Jawa Timur, melakukan penelitian dengan judul ” **PENGARUH *WORK LIFE BALANCE* DAN LINGKUNGAN KERJA NON FISIK TERHADAP KINERJA PEGAWAI MELALUI KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING PADA BANK UMKM JATIM KANTOR WILAYAH MADURA**”. Saya mohon kesediaan anda mengisi kuisisioner ini dengan jujur dan benar. Data atau informasi yang terkumpul hanya akan saya gunakan untuk keperluan skripsi dan tidak akan dipublikasikan. Saya mengucapkan banyak terima kasih atas bantuan, partisipasi dan kerjasama yang anda berikan.

**I. IDENTITAS RESPONDEN****Karakteristik Responden**

- No. Responden : .....
- Nama (dapat diisi inisial) : .....
- Umur : .....
- Jenis Kelamin : Pria / Wanita
- Pendidikan : .....

**II. PETUNJUK PENGISIAN**

1. Isilah identitas anda terlebih dahulu.
2. Baca dan pahami baik-baik setiap pernyataan, lalu berilah tanda centang pada kolom di masing-masing pernyataan di bawah ini yang menurut anda sesuai dengan yang anda rasakan. Semakin ke kiri menunjukkan semakin tidak setuju terhadap pernyataan, sedangkan semakin ke kanan menunjukkan semakin setuju dengan pernyataan. Keterangan pengisian kuesioner:

| Sangat Tdak Setuju (STS) | Tidak Setuju (TS) | Netral (N) | Setuju (S) | Sangat Setuju (SS) |
|--------------------------|-------------------|------------|------------|--------------------|
| 1                        | 2                 | 3          | 4          | 5                  |

**WORK LIFE BALANCE**

| No | Pernyataan   | STS | TS | KS | S | SS |
|----|--|-----|----|----|---|----|
| 1  | Saya sering mendapatkan giliran lembur, untuk menyelesaikan pekerjaan yang deadline. |     |    |    |   |    |
| 2  | Saya belum dapat menyeimbangkan peran di kehidupan pribadi dan tempat kerja saya.    |     |    |    |   |    |
| 3  | Saya merasa belum puas akan kehidupan pribadi ataupun pekerjaan yang saya miliki     |     |    |    |   |    |

**LINGKUNGAN KERJA**

| No | Pernyataan   | STS | TS | KS | S | SS |
|----|--|-----|----|----|---|----|
| 1  | Saya bekerja dengan Rekan kerja yang kooperatif                                  |     |    |    |   |    |
| 2  | Saya memiliki atasan yang dapat mengerti permasalahan yang dialami para karyawan |     |    |    |   |    |

**.KEPUASAN KERJA**

| No | Pernyataan  | STS | TS | KS | S | SS |
|----|---|-----|----|----|---|----|
| 1  | Ketika saya merasa dihargai, saya merasa lebih termotivasi untuk meningkatkan kinerja.      |     |    |    |   |    |
| 2  | Kepuasan kerja saya membuat saya lebih loyal terhadap perusahaan                            |     |    |    |   |    |
| 3  | Kepuasan kerja saya memberikan saya energi positif yang saya bawa ke kehidupan pribadi saya |     |    |    |   |    |
| 4  | Kepuasan kerja saya berkontribusi pada peningkatan kesejahteraan jasmani dan rohani saya    |     |    |    |   |    |

**KINERJA KARYAWAN**

| <b>No</b> | <b>Pernyataan</b>  | <b>STS</b> | <b>TS</b> | <b>KS</b> | <b>S</b> | <b>SS</b> |
|-----------|--|------------|-----------|-----------|----------|-----------|
| 1         | Saya selalu bekerja sesuai dengan kualitas standart yang ditetapkan perusahaan               |            |           |           |          |           |
| 2         | Saya selalu mencapai target kuantitas yang ditetapkan perusahaan                             |            |           |           |          |           |
| 3         | Saya selalu tepat waktu dalam menyelesaikan pekerjaan yang diberikan                         |            |           |           |          |           |
| 4         | Saya bekerja selalu dengan efektif   |            |           |           |          |           |
| 5         | Saya memiliki kemampuan untuk bekerja secara mandiri dengan meminimalisir bantuan orang lain |            |           |           |          |           |
| 6         | Saya bekerja dengan penuh tanggung jawab yang tinggi   |            |           |           |          |           |

## LAMPIRAN 2. INPUT DATA

| X1.1 | X1.2 | X1.3 | X2.1 | X2.2 | Z1.1 | Z1.2 | Z1.3 | Z1.4 | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 |
|------|------|------|------|------|------|------|------|------|----|----|----|----|----|----|
| 4    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5  | 4  | 4  | 5  | 5  | 5  |
| 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 4  | 4  | 5  | 4  | 5  | 5  |
| 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 4  | 4  | 3  | 3  | 5  | 5  |
| 5    | 5    | 4    | 5    | 5    | 5    | 5    | 5    | 5    | 3  | 4  | 4  | 4  | 5  | 5  |
| 5    | 5    | 5    | 5    | 5    | 5    | 4    | 4    | 5    | 4  | 3  | 4  | 5  | 5  | 5  |
| 4    | 4    | 4    | 4    | 5    | 5    | 4    | 4    | 4    | 4  | 4  | 3  | 4  | 4  | 4  |
| 5    | 4    | 4    | 5    | 5    | 5    | 5    | 5    | 5    | 4  | 3  | 4  | 5  | 5  | 5  |
| 5    | 4    | 4    | 5    | 5    | 5    | 5    | 4    | 5    | 5  | 5  | 4  | 4  | 5  | 5  |
| 3    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4  | 5  | 4  | 4  | 4  | 5  |
| 5    | 5    | 5    | 5    | 4    | 4    | 4    | 4    | 5    | 5  | 4  | 5  | 3  | 5  | 5  |
| 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4  | 5  | 3  | 4  | 4  | 5  |
| 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4  | 4  | 3  | 4  | 4  | 4  |
| 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5  | 5  | 5  | 5  | 5  | 5  |
| 5    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4  | 4  | 4  | 4  | 4  | 4  |
| 4    | 4    | 4    | 4    | 4    | 4    | 5    | 5    | 5    | 5  | 5  | 4  | 4  | 5  | 5  |
| 5    | 5    | 4    | 4    | 4    | 4    | 4    | 4    | 5    | 5  | 5  | 5  | 4  | 5  | 5  |
| 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5  | 4  | 5  | 5  | 5  | 5  |
| 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5  | 3  | 5  | 4  | 5  | 5  |
| 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5  | 5  | 5  | 5  | 5  | 5  |
| 4    | 4    | 3    | 4    | 4    | 4    | 4    | 4    | 4    | 4  | 4  | 4  | 5  | 4  | 4  |
| 4    | 4    | 4    | 5    | 4    | 3    | 4    | 4    | 5    | 5  | 5  | 4  | 4  | 5  | 5  |
| 5    | 5    | 5    | 4    | 4    | 4    | 4    | 5    | 5    | 5  | 5  | 3  | 5  | 5  | 5  |
| 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5  | 4  | 5  | 5  | 5  | 4  |
| 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 4    | 5  | 5  | 5  | 5  | 5  | 5  |
| 5    | 4    | 4    | 4    | 4    | 3    | 4    | 4    | 4    | 4  | 4  | 4  | 4  | 4  | 4  |
| 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5  | 5  | 5  | 5  | 5  | 5  |
| 5    | 5    | 5    | 5    | 5    | 5    | 4    | 4    | 4    | 4  | 5  | 5  | 5  | 4  | 5  |
| 5    | 4    | 5    | 4    | 5    | 5    | 3    | 4    | 5    | 5  | 5  | 4  | 5  | 5  | 5  |
| 5    | 4    | 4    | 5    | 5    | 5    | 5    | 4    | 5    | 5  | 5  | 4  | 4  | 5  | 5  |
| 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5  | 5  | 5  | 5  | 5  | 5  |
| 4    | 4    | 4    | 5    | 4    | 4    | 5    | 4    | 5    | 5  | 4  | 4  | 4  | 5  | 4  |
| 5    | 5    | 4    | 5    | 5    | 5    | 4    | 4    | 5    | 5  | 5  | 5  | 4  | 5  | 5  |
| 5    | 4    | 4    | 4    | 3    | 3    | 4    | 3    | 4    | 4  | 4  | 4  | 4  | 4  | 4  |
| 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5  | 5  | 5  | 5  | 5  | 5  |
| 5    | 4    | 4    | 4    | 4    | 4    | 4    | 2    | 5    | 5  | 5  | 4  | 4  | 5  | 5  |
| 5    | 5    | 5    | 5    | 4    | 4    | 5    | 5    | 5    | 5  | 5  | 5  | 5  | 5  | 5  |
| 5    | 3    | 4    | 4    | 5    | 5    | 3    | 4    | 4    | 4  | 4  | 3  | 4  | 4  | 4  |
| 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4  | 4  | 4  | 4  | 4  | 4  |
| 5    | 4    | 4    | 4    | 4    | 4    | 4    | 3    | 5    | 5  | 4  | 4  | 4  | 5  | 4  |

|   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 5 |
| 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 4 | 4 | 4 | 5 | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 4 |
| 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 |
| 5 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 4 | 4 | 5 | 5 | 3 | 3 | 5 | 5 | 5 | 3 | 4 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 4 | 5 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 5 | 4 | 3 | 4 |
| 4 | 4 | 4 | 5 | 4 | 4 | 3 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 3 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 |
| 5 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 3 | 4 | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 4 | 5 | 5 | 4 | 4 | 3 | 3 | 4 | 4 | 5 | 4 | 5 | 4 | 5 |
| 5 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 5 | 4 | 4 | 3 | 5 |
| 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 3 | 3 | 5 | 4 | 4 | 3 | 5 |
| 4 | 3 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 5 | 4 | 4 |
| 4 | 3 | 3 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 3 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| 4 | 3 | 3 | 4 | 4 | 5 | 2 | 5 | 3 | 3 | 4 | 4 | 3 | 3 | 4 |
| 5 | 3 | 3 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 3 | 4 | 4 |
| 5 | 4 | 3 | 5 | 5 | 5 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 |
| 4 | 4 | 3 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 4 |
| 4 | 4 | 3 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| 4 | 4 | 3 | 5 | 5 | 5 | 3 | 5 | 4 | 4 | 4 | 5 | 3 | 4 | 4 |
| 4 | 4 | 3 | 4 | 4 | 3 | 2 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 |
| 4 | 3 | 4 | 4 | 5 | 3 | 2 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 3 | 5 |
| 5 | 4 | 4 | 4 | 4 | 5 | 2 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 |
| 4 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 2 | 4 | 5 | 5 | 4 | 4 | 4 |
| 4 | 3 | 4 | 5 | 4 | 4 | 4 | 3 | 5 | 4 | 3 | 5 | 4 | 4 | 4 |
| 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 |

|   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 3 | 1 | 3 | 4 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 5 |
| 2 | 2 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 |
| 3 | 4 | 1 | 4 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 5 |
| 2 | 2 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 |
| 4 | 2 | 2 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 4 |
| 4 | 2 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 |
| 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 5 | 3 | 4 | 5 | 4 | 3 | 5 | 5 | 5 | 4 | 3 | 5 | 5 | 5 |
| 3 | 5 | 4 | 4 | 4 | 4 | 3 | 5 | 4 | 5 | 4 | 3 | 5 | 4 | 5 |
| 4 | 5 | 5 | 4 | 5 | 5 | 5 | 3 | 5 | 4 | 4 | 4 | 4 | 4 | 5 |
| 4 | 5 | 5 | 5 | 5 | 4 | 4 | 3 | 4 | 4 | 5 | 4 | 3 | 5 | 5 |
| 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 5 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 5 | 5 |
| 5 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 |
| 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 3 | 4 | 4 | 4 | 4 |
| 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 |
| 5 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 4 |
| 4 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 |

### LAMPIRAN 3. DISTRIBUSI JAWABAN RESPONDEN

#### Frequencies (X1)

|         |         | Statistics |        |        |
|---------|---------|------------|--------|--------|
|         |         | X1.1       | X1.2   | X1.3   |
| N       | Valid   | 100        | 100    | 100    |
|         | Missing | 0          | 0      | 0      |
| Mean    |         | 4.4100     | 4.1700 | 4.0800 |
| Minimum |         | 2.00       | 1.00   | 1.00   |
| Maximum |         | 5.00       | 5.00   | 5.00   |

#### Frequency Table

##### X1.1

|            | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| 2.00       | 2         | 2.0     | 2.0           | 2.0                |
| 3.00       | 4         | 4.0     | 4.0           | 6.0                |
| Valid 4.00 | 45        | 45.0    | 45.0          | 51.0               |
| 5.00       | 49        | 49.0    | 49.0          | 100.0              |
| Total      | 100       | 100.0   | 100.0         |                    |

##### X1.2

|            | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| 1.00       | 1         | 1.0     | 1.0           | 1.0                |
| 2.00       | 4         | 4.0     | 4.0           | 5.0                |
| Valid 3.00 | 11        | 11.0    | 11.0          | 16.0               |
| 4.00       | 45        | 45.0    | 45.0          | 61.0               |
| 5.00       | 39        | 39.0    | 39.0          | 100.0              |
| Total      | 100       | 100.0   | 100.0         |                    |

## X1.3

|            | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| 1.00       | 1         | 1.0     | 1.0           | 1.0                |
| 2.00       | 1         | 1.0     | 1.0           | 2.0                |
| Valid 3.00 | 16        | 16.0    | 16.0          | 18.0               |
| 4.00       | 53        | 53.0    | 53.0          | 71.0               |
| 5.00       | 29        | 29.0    | 29.0          | 100.0              |
| Total      | 100       | 100.0   | 100.0         |                    |



## Frequencies (X2)

|         |         | Statistics |        |
|---------|---------|------------|--------|
|         |         | X1.1       | X1.2   |
| N       | Valid   | 100        | 100    |
|         | Missing | 0          | 0      |
| Mean    |         | 4.5100     | 4.4900 |
| Minimum |         | 3.00       | 3.00   |
| Maximum |         | 5.00       | 5.00   |

## Frequency Table

| X1.1  |           |         |               |                    |
|-------|-----------|---------|---------------|--------------------|
|       | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 3.00      | 1       | 1.0           | 1.0                |
|       | 4.00      | 47      | 47.0          | 48.0               |
|       | 5.00      | 52      | 52.0          | 100.0              |
|       | Total     | 100     | 100.0         | 100.0              |

| X1.2  |           |         |               |                    |
|-------|-----------|---------|---------------|--------------------|
|       | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 3.00      | 2       | 2.0           | 2.0                |
|       | 4.00      | 47      | 47.0          | 49.0               |
|       | 5.00      | 51      | 51.0          | 100.0              |
|       | Total     | 100     | 100.0         | 100.0              |

## Frequencies Z

|         |         | Statistics |        |        |        |
|---------|---------|------------|--------|--------|--------|
|         |         | Z.1        | Z.2    | Z.3    | Z.4    |
| N       | Valid   | 100        | 100    | 100    | 100    |
|         | Missing | 0          | 0      | 0      | 0      |
| Mean    |         | 4.4200     | 4.0600 | 4.2700 | 4.3800 |
| Minimum |         | 3.00       | 2.00   | 2.00   | 2.00   |
| Maximum |         | 5.00       | 5.00   | 5.00   | 5.00   |

## Frequency Table

|       |       | Z.1       |         |               |                    |
|-------|-------|-----------|---------|---------------|--------------------|
|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 3.00  | 7         | 7.0     | 7.0           | 7.0                |
|       | 4.00  | 44        | 44.0    | 44.0          | 51.0               |
|       | 5.00  | 49        | 49.0    | 49.0          | 100.0              |
|       | Total | 100       | 100.0   | 100.0         |                    |

|       |       | Z.2       |         |               |                    |
|-------|-------|-----------|---------|---------------|--------------------|
|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 2.00  | 4         | 4.0     | 4.0           | 4.0                |
|       | 3.00  | 17        | 17.0    | 17.0          | 21.0               |
|       | 4.00  | 48        | 48.0    | 48.0          | 69.0               |
|       | 5.00  | 31        | 31.0    | 31.0          | 100.0              |
|       | Total | 100       | 100.0   | 100.0         |                    |

Z.3

|            | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| 2.00       | 1         | 1.0     | 1.0           | 1.0                |
| 3.00       | 13        | 13.0    | 13.0          | 14.0               |
| Valid 4.00 | 44        | 44.0    | 44.0          | 58.0               |
| 5.00       | 42        | 42.0    | 42.0          | 100.0              |
| Total      | 100       | 100.0   | 100.0         |                    |

## Z.4

|            | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| 2.00       | 1         | 1.0     | 1.0           | 1.0                |
| 3.00       | 7         | 7.0     | 7.0           | 8.0                |
| Valid 4.00 | 45        | 45.0    | 45.0          | 53.0               |
| 5.00       | 47        | 47.0    | 47.0          | 100.0              |
| Total      | 100       | 100.0   | 100.0         |                    |

## Frequencies (Y)

|         |         | Statistics |        |        |        |        |        |
|---------|---------|------------|--------|--------|--------|--------|--------|
|         |         | Y1         | Y2     | Y3     | Y4     | Y5     | Y6     |
| N       | Valid   | 100        | 100    | 100    | 100    | 100    | 100    |
|         | Missing | 0          | 0      | 0      | 0      | 0      | 0      |
| Mean    |         | 4.5700     | 4.3100 | 4.1700 | 4.2600 | 4.4300 | 4.3700 |
| Minimum |         | 3.00       | 3.00   | 3.00   | 3.00   | 3.00   | 4.00   |
| Maximum |         | 5.00       | 5.00   | 5.00   | 5.00   | 5.00   | 5.00   |

## Frequency Table

### Y1

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 3.00  | 7         | 7.0     | 7.0           | 7.0                |
|       | 4.00  | 49        | 49.0    | 49.0          | 56.0               |
|       | 5.00  | 44        | 44.0    | 44.0          | 100.0              |
|       | Total | 100       | 100.0   | 100.0         |                    |

### Y2

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 3.00  | 8         | 8.0     | 8.0           | 8.0                |
|       | 4.00  | 53        | 53.0    | 53.0          | 61.0               |
|       | 5.00  | 39        | 39.0    | 39.0          | 100.0              |
|       | Total | 100       | 100.0   | 100.0         |                    |

### Y3

|            | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| Valid 3.00 | 17        | 17.0    | 17.0          | 17.0               |
| Valid 4.00 | 49        | 49.0    | 49.0          | 66.0               |
| Valid 5.00 | 34        | 34.0    | 34.0          | 100.0              |
| Total      | 100       | 100.0   | 100.0         |                    |

**Y4**

|            | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| Valid 3.00 | 8         | 8.0     | 8.0           | 8.0                |
| Valid 4.00 | 58        | 58.0    | 58.0          | 66.0               |
| Valid 5.00 | 34        | 34.0    | 34.0          | 100.0              |
| Total      | 100       | 100.0   | 100.0         |                    |

**Y5**

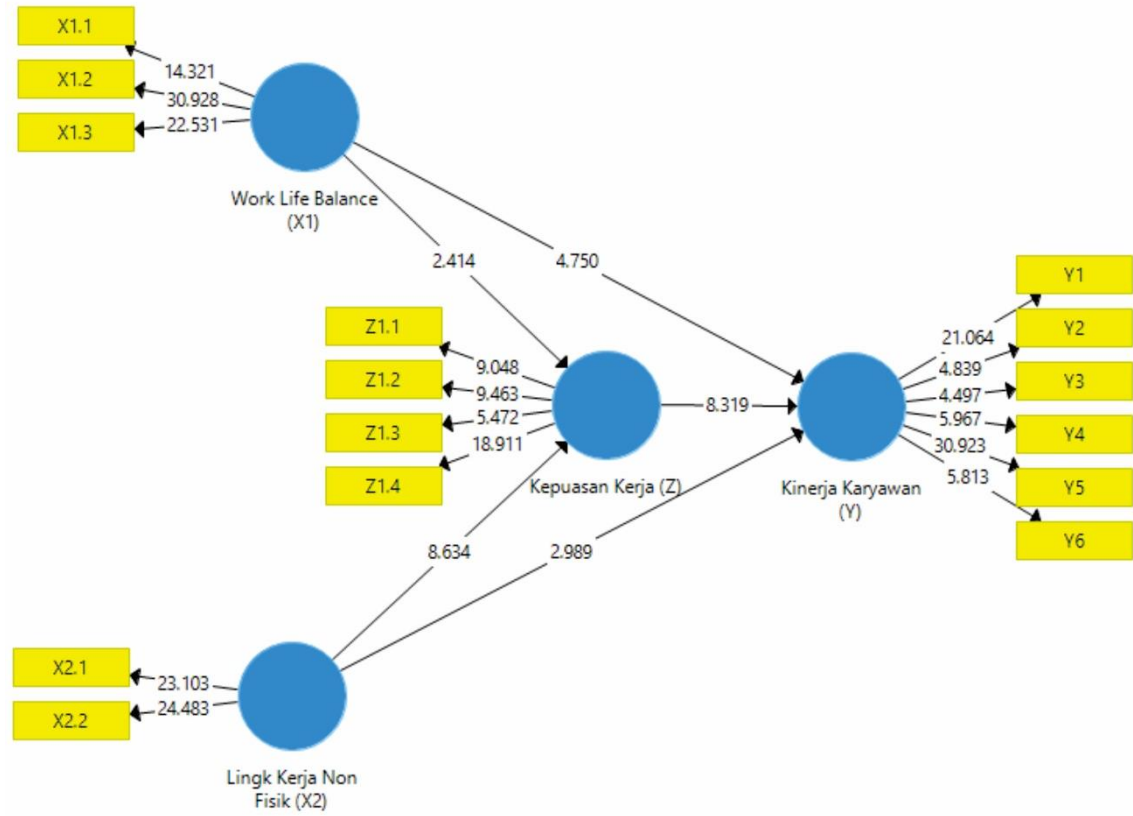
|            | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| Valid 3.00 | 6         | 6.0     | 6.0           | 6.0                |
| Valid 4.00 | 45        | 45.0    | 45.0          | 51.0               |
| Valid 5.00 | 49        | 49.0    | 49.0          | 100.0              |
| Total      | 100       | 100.0   | 100.0         |                    |

**Y6**

|            | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| Valid 4.00 | 43        | 43.0    | 43.0          | 43.0               |
| Valid 5.00 | 57        | 57.0    | 57.0          | 100.0              |
| Total      | 100       | 100.0   | 100.0         |                    |

## LAMPIRAN 4. HASIL UJI PLS

### MODEL PLS



## Outer Loadings

Mean, STDEV, T-Values, P-Values

|                                    | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values     |
|------------------------------------|---------------------|-----------------|----------------------------|--------------------------|--------------|
| X1.1 <- Work Life Balance (X1)     | 0,856               | 0,783           | 0,055                      | 14,321                   | <b>0,000</b> |
| X1.2 <- Work Life Balance (X1)     | 0,873               | 0,874           | 0,028                      | 30,928                   | <b>0,000</b> |
| X1.3 <- Work Life Balance (X1)     | 0,789               | 0,857           | 0,038                      | 22,531                   | <b>0,000</b> |
| X2.1 <- Lingk Kerja Non Fisik (X2) | 0,869               | 0,866           | 0,038                      | 23,103                   | <b>0,000</b> |
| X2.2 <- Lingk Kerja Non Fisik (X2) | 0,874               | 0,873           | 0,036                      | 24,483                   | <b>0,000</b> |
| Y1 <- Kinerja Karyawan (Y)         | 0,856               | 0,835           | 0,040                      | 21,064                   | <b>0,000</b> |
| Y2 <- Kinerja Karyawan (Y)         | 0,515               | 0,501           | 0,106                      | 4,839                    | <b>0,000</b> |
| Y3 <- Kinerja Karyawan (Y)         | 0,495               | 0,483           | 0,110                      | 4,497                    | <b>0,000</b> |
| Y4 <- Kinerja Karyawan (Y)         | 0,561               | 0,554           | 0,094                      | 5,967                    | <b>0,000</b> |
| Y5 <- Kinerja Karyawan (Y)         | 0,848               | 0,853           | 0,027                      | 30,923                   | <b>0,000</b> |
| Y6 <- Kinerja Karyawan (Y)         | 0,578               | 0,575           | 0,099                      | 5,813                    | <b>0,000</b> |
| Z1.1 <- Kepuasan Kerja (Z)         | 0,888               | 0,682           | 0,076                      | 9,048                    | <b>0,000</b> |
| Z1.2 <- Kepuasan Kerja (Z)         | 0,710               | 0,705           | 0,075                      | 9,463                    | <b>0,000</b> |
| Z1.3 <- Kepuasan Kerja (Z)         | 0,555               | 0,547           | 0,101                      | 5,472                    | <b>0,000</b> |
| Z1.4 <- Kepuasan Kerja (Z)         | 0,747               | 0,753           | 0,040                      | 18,911                   | <b>0,000</b> |

## R Square

|                     | R Square | R Square Adjusted |
|---------------------|----------|-------------------|
| Kinerja Pegawai (Y) | 0,566    | 0,553             |
| Kepuasan Kerja (Z)  | 0,516    | 0,506             |

## Construct Reliability and Validity

|                                 | Cronbach's Alpha | rho_A        | Composite Reliability | Average Variance Extracted (AVE) |
|---------------------------------|------------------|--------------|-----------------------|----------------------------------|
| Work Life Balance (X1)          | <b>0,792</b>     | <b>0,804</b> | <b>0,878</b>          | <b>0,706</b>                     |
| Lingkungan Kerja Non Fisik (X2) | <b>0,762</b>     | <b>0,829</b> | <b>0,869</b>          | <b>0,768</b>                     |
| Kinerja Pegawai (Y)             | <b>0,728</b>     | <b>0,791</b> | <b>0,811</b>          | <b>0,613</b>                     |
| Kepuasan Kerja (Z)              | <b>0,781</b>     | <b>0,707</b> | <b>0,775</b>          | <b>0,782</b>                     |

### Path Coefficients

Mean, STDEV, T-Values, P-Values

|  | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values     |
|--|---------------------|-----------------|----------------------------|--------------------------|--------------|
| Work Life Balance (X1) -> Kinerja Karyawan (Y)     | 0,346               | 0,345           | 0,073                      | 4,750                    | <b>0,000</b> |
| Lingk Kerja Non Fisik (X2) -> Kinerja Karyawan (Y) | 0,371               | 0,380           | 0,086                      | 2,989                    | <b>0,047</b> |

### Specific Indirect Effects

Mean, STDEV, T-Values, P-Values

|  | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values     |
|--|---------------------|-----------------|----------------------------|--------------------------|--------------|
| Lingk Kerja Non Fisik (X2) -> Kepuasan Kerja (Z) -> Kinerja Karyawan (Y) | 0,387               | 0,398           | 0,070                      | 5,499                    | <b>0,000</b> |
| Work Life Balance (X1) -> Kepuasan Kerja (Z) -> Kinerja Karyawan (Y)     | 0,129               | 0,138           | 0,053                      | 2,435                    | <b>0,015</b> |