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KUESIONER

PENGARUH LEADERSHIP, JOB CHARACTERISTICS, WORK ENVIRONMENT DAN EMPLOYEE MOTIVATION TERHADAP EMPLOYEE PERFORMANCE GENERASI Z PADA PT XYZ

Halo Semuanya!

Terima kasih atas waktunya yang sangat berharga untuk dapat berpartisipasi dalam survei ini. Perkenalkan saya **DAVID RAYINDRA ADRIAN SIGAR** mahasiswa semester akhir Konsentrasi Human Resource, Program Magister, Fakultas Ekonomi dan Bisnis, Universitas Pelita Harapan. Pada kesempatan ini, saya memohon waktu dan kesediaan dari Bapak/Ibu untuk berpartisipasi dalam penelitian ini sebagai responden. Kuesioner ini merupakan bagian dari tugas akhir saya dalam rangka penyusunan tesis.

Kuesioner ini bersifat anonim dan confidential (rahasia), dimana data hanya akan digunakan untuk kepentingan akademis non-komersial. Pengisian kuesioner ini akan memakan sekitar 5 menit dengan menjawab keseluruhan pertanyaan sesuai dengan panduan.

Melalui Partisipasi Bapak/Ibu, saya berharap penelitian ini dapat bermanfaat bagi orang banyak terutama dalam hal pengembangan ilmu pengetahuan khususnya pada ilmu marketing serta dapat mengetahui tingkat kesadaran merek dan loyalitas konsumen terhadap keputusan pembelian pada mobil listrik merek Hyundai.

Atas perhatian dan kesediaan Bapak/Ibu dalam mengisi kuesioner ini, saya ucapkan banyak terima kasih.

Hormat Saya,

DAVID RAYINDRA ADRIAN SIGAR

Apakah anda karyawan PT XYZ?

- Ya (Jika ya, silahkan dilanjutkan mengisi kuesionernya)
- Tidak (Jika Tidak, cukup berhenti sampai disini)

Jenis kelamin:

- Laki-laki
- Perempuan

Usia:

- <18 tahun
- 19 tahun-25 tahun
- 26 tahun-30 tahun
- >30 tahun

Lokasi tempat tinggal

- Jabodetabek
- Luar Jabodetabek

Bekerja pada departemen:

- Produksi
- Sumber Daya
- Informasi Teknologi
- Pemasaran
- Finance & Accounting
- Legal
- Procurement

Pendidikan terakhir

- SMA
- S1
- S2

Lama bekerja

- < 3 bulan
- 4 bulan – 6 bulan
- 6 bulan – 12 bulan
- > 12 bulan
-

Leadership

| No | Pertanyaan | 1 (STS) | 2 (TS) | 3 (N) | 4 (S) | 5 (SS) |
|----|--|------------|-----------|----------|----------|-----------|
| 1 | Pimpinan saya selalu melakukan rencana visi misi perusahaan | | | | | |
| 2 | Pimpinan saya selalu mengkomunikasikan seluruh level | | | | | |
| 3 | Pemimpin selalu memiliki kepedulian terhadap seluruh bawahannya | | | | | |
| 4 | Pemimpin selalu memberi kesempatan semua level untuk berkarya demi tujuan perusahaan | | | | | |
| 5 | Pemimpin selalu memperhatikan lingkungan kerja seluruh level | | | | | |
| 6 | Pemimpin selalu membuka ruang bagi siapa saja yang ingin <i>sharing, Caring</i> | | | | | |

Job Characteristic

| No | Pertanyaan | 1 (STS) | 2 (TS) | 3 (N) | 4 (S) | 5 (SS) |
|----|---|------------|-----------|----------|----------|-----------|
| 1 | Pekerjaan mengharuskan saya untuk memiliki keahlian khusus | | | | | |
| 2 | Pekerjaan mengharuskan saya untuk memiliki kemampuan mengikuti perkembangan teknologi | | | | | |
| 3 | Saya mengerti akan pekerjaan yang akan dikerjakan | | | | | |
| 4 | Saya memiliki kebebasan dalam menyelesaikan pekerjaan saya | | | | | |
| 5 | Saya mendapatkan manfaat dari pekerjaan saya | | | | | |
| 6 | Hasil pekerjaan saya memiliki dampak bagi perusahaan | | | | | |

Work Environment

| No | Pertanyaan | 1 (STS) | 2 (TS) | 3 (N) | 4 (S) | 5 (SS) |
|----|---|------------|-----------|----------|----------|-----------|
| 1 | Suhu diruangan kerja saya sangat baik | | | | | |
| 2 | Pencahayaan ditempat kerja saya sangat baik | | | | | |
| 3 | Fasilitas dikantor saya cukup memadai | | | | | |
| 4 | Dalam pekerjaan ini saya merasa tertantang untuk berinovasi | | | | | |
| 5 | Perilaku antar sesama karyawan membantu saya dalam bekerja | | | | | |

| | | | | | | |
|---|---|--|--|--|--|--|
| 6 | Ruang gerak yang disediakan sangat menunjang pekerjaan saya | | | | | |
| 7 | Kebersihan di tempat kerja saya membuat saya nyaman dalam bekerja | | | | | |
| 8 | Adanya jaminan keamanan lingkungan membuat saya merasa tenang dalam bekerja | | | | | |

Work Motivation

| No | Pertanyaan | 1 (STS) | 2 (TS) | 3 (N) | 4 (S) | 5 (SS) |
|----|---|------------|-----------|----------|----------|-----------|
| 1 | Adanya dorongan dalam diri saya untuk mengerjakan pekerjaan | | | | | |
| 2 | Saya memiliki keinginan untuk mengembangkan karir | | | | | |
| 3 | Saya menguasai bidang pekerjaan saya | | | | | |
| 4 | Dengan sesama rekan kerja memotivasi saya untuk bekerja lebih baik | | | | | |
| 5 | Perusahaan memberikan jaminan keamanan dalam berkarir | | | | | |
| 6 | Kompensasi finansial saya sangat sesuai dengan apa yang sudah saya kerjakan | | | | | |

Employee Performance

| No | Pertanyaan | 1 (STS) | 2 (TS) | 3 (N) | 4 (S) | 5 (SS) |
|----|---|------------|-----------|----------|----------|-----------|
| 1 | Saya mampu menyelesaikan pekerjaan sesuai dengan standar yang ditetapkan perusahaan | | | | | |
| 2 | Saya bekerja sesuai dengan prosedur yang ada | | | | | |
| 3 | Saya dapat menyelesaikan setiap pekerjaan dengan teliti | | | | | |
| 4 | Saya disiplin dalam mengerjakan setiap pekerjaan | | | | | |
| 5 | Saya telah bekerja dengan benar sesuai dengan ketentuan | | | | | |
| 6 | Saya mengutamakan kerjasama dengan rekan kerja dalam menyelesaikan pekerjaan | | | | | |
| 7 | Saya sering berkordinasi dengan rekan kerja dalam menyelesaikan pekerjaan bersama | | | | | |

Construct Reliability and Validity

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|----------------------|------------------|-------|-----------------------|----------------------------------|
| Employee Performance | 0.932 | | 0.937 | 0.749 |
| Job Characteristic | 0.897 | | 0.904 | 0.661 |
| Leadership | 0.873 | | 0.887 | 0.517 |
| Work Environment | 0.924 | | 0.926 | 0.770 |
| Work Motivation | 0.895 | | 0.897 | 0.761 |

Outer Loadings

| | Employee Performance | Job Characteristic | Leadership | Work Environment | Work Motivation |
|-----|----------------------|--------------------|------------|------------------|-----------------|
| JC1 | | | 0.821 | | |
| JC2 | | | 0.828 | | |
| JC3 | | | 0.851 | | |
| JC4 | | | 0.774 | | |
| JC5 | | | 0.748 | | |
| JCS | | | 0.827 | | |
| KK1 | 0.855 | | | | |
| KK2 | 0.853 | | | | |
| KK3 | 0.798 | | | | |
| KK4 | 0.906 | | | | |
| KK6 | 0.968 | | | | |
| KK7 | 0.902 | | | | |
| L2 | | | | 0.794 | |
| L3 | | | | 0.833 | |
| L4 | | | | 0.664 | |
| L5 | | | | 0.836 | |
| L6 | | | | 0.529 | |
| LK3 | | | | | 0.749 |
| LK4 | | | | | 0.908 |
| LK5 | | | | | 0.914 |
| LK6 | | | | | 0.916 |
| LK7 | | | | | 0.892 |
| MK2 | | | | | 0.830 |
| MK3 | | | | | 0.862 |
| MK4 | | | | | 0.923 |
| MK6 | | | | | 0.871 |
| L1 | | | | 0.743 | |

Heterotrait-Monotrait Ratio (HTMT)

| | Employee Performance | Job Characteristic | Leadership | Work Environment | Work Motivation |
|----------------------|----------------------|--------------------|------------|------------------|-----------------|
| Employee Performance | | | | | |
| Job Characteristic | 0.855 | | | | |
| Leadership | 0.803 | 0.850 | | | |
| Work Environment | 0.879 | 0.908 | 0.854 | | |
| Work Motivation | 0.944 | 0.879 | 0.857 | 0.912 | |

Model Fit

Fit Summary

| | Saturated Model | Estimated Model |
|------------|-----------------|-----------------|
| SRMR | 0.088 | 0.088 |
| d_ULS | 2.951 | 2.951 |
| d_G | 1.496 | 1.496 |
| Chi-Square | 1,558.952 | 1,558.952 |
| NFI | 0.731 | 0.731 |

rms Theta

| | |
|-----------|-------|
| rms Theta | 0.192 |
|-----------|-------|

Path Coefficients

Mean, STDEV, T-Values, P-Values

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O /STDEV) | P Values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Job Characteristic -> Employee Performance | 0.175 | 0.176 | 0.069 | 2.539 | 0.011 |
| Job Characteristic -> Work Motivation | 0.236 | 0.233 | 0.073 | 3.238 | 0.001 |
| Leadership -> Employee Performance | 0.023 | 0.024 | 0.068 | 0.342 | 0.732 |
| Leadership -> Work Motivation | 0.224 | 0.230 | 0.072 | 3.102 | 0.002 |
| Work Environment -> Employee Performance | 0.193 | 0.193 | 0.083 | 2.323 | 0.021 |
| Work Environment -> Work Motivation | 0.461 | 0.458 | 0.082 | 5.601 | 0.000 |
| Work Motivation -> Employee Performance | 0.548 | 0.546 | 0.075 | 7.312 | 0.000 |