

## LAMPIRAN

### Lampiran 1. KUESIONER

#### Bagian identitas responden

- Jenis kelamin: laki-laki / Perempuan
- Usia:
- Masa kerja karyawan:

#### Bagian I: Kinerja Karyawan / *Job Performance*

| No | Pernyataan                                                                                                                                                                                        | SS | S | N | TS | STS |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|---|---|----|-----|
| 1. | <i>This employee adequately completes assigned duties<sup>a</sup>.</i><br>Saya mampu menyelesaikan pekerjaan saya dengan baik.                                                                    |    |   |   |    |     |
| 2. | <i>This employee fulfils responsibilities specified in his/her job description.</i><br>Saya menjalankan tanggung jawab sesuai dengan deskripsi tugas pekerjaan saya.                              |    |   |   |    |     |
| 3. | <i>This employee performs tasks that are expected of him/her.</i><br>Saya mengerjakan tugas-tugas yang menjadi kewajiban saya.                                                                    |    |   |   |    |     |
| 4. | <i>This employee meets formal performance requirements of the job.</i><br>Saya menjalankan pekerjaan sesuai dengan standar kinerja yang telah ditetapkan.                                         |    |   |   |    |     |
| 5. | <i>This employee engages in activities that will directly affect his/her performance evaluation.</i><br>Saya secara aktif terlibat dalam kegiatan yang berdampak terhadap penilaian kinerja saya. |    |   |   |    |     |
| 6. | <i>This employee neglects aspects of the job he/she is obligated to perform (reverse coded).</i><br>Saya sering mengabaikan sebagian tugas yang menjadi tanggung jawab saya. (R)                  |    |   |   |    |     |
| 7. | <i>This employee fails to perform essential duties (reverse coded).</i><br>Saya tidak melaksanakan beberapa tugas penting yang menjadi bagian dari pekerjaan saya. (R)                            |    |   |   |    |     |

#### Bagian II: Pengucilan di Tempat Kerja / *Workplace Ostracism*

| No. | Pernyataan | SS | S | N | TS | STS |
|-----|------------|----|---|---|----|-----|
|-----|------------|----|---|---|----|-----|

|     |                                                                                                                                                                                                                                 |  |  |  |  |  |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 1.  | <i>Others ignore me at work.</i><br>Rekan kerja saya mengabaikan saya ketika di lingkungan kerja.                                                                                                                               |  |  |  |  |  |
| 2.  | <i>Others leave the area when I enter.</i><br>Rekan kerja saya kerap meninggalkan ruangan ketika saya datang.                                                                                                                   |  |  |  |  |  |
| 3.  | <i>My greetings go unanswered at work.</i><br>Sapaan atau salam yang saya berikan sering kali tidak mendapat respons dari rekan kerja.                                                                                          |  |  |  |  |  |
| 4.  | <i>I involuntarily sit alone in a crowded lunchroom at work.</i><br>Saya sering makan siang seorang diri meskipun suasana kantor sedang ramai.                                                                                  |  |  |  |  |  |
| 5.  | <i>Others avoid me at work.</i><br>Saya merasa dijauhi oleh rekan kerja saya.                                                                                                                                                   |  |  |  |  |  |
| 6.  | <i>I have noticed that others do not look at me at work.</i><br>Saya merasa rekan kerja cenderung menghindari kontak mata dengan saya.                                                                                          |  |  |  |  |  |
| 7.  | <i>Others at work shut me out of the conversation.</i><br>Saya sering tidak dilibatkan dalam percakapan yang berlangsung di lingkungan kerja.                                                                                   |  |  |  |  |  |
| 8.  | <i>Others refuse to talk to me at work.</i><br>Saya merasa rekan kerja enggan berinteraksi dengan saya.                                                                                                                         |  |  |  |  |  |
| 9.  | <i>Others at work treat me as if I weren't there.</i><br>Saya diperlakukan seakan-akan tidak hadir di tempat kerja.                                                                                                             |  |  |  |  |  |
| 10. | <i>Others at work do not invite me or ask me if I want anything when they go out on a break<sup>a</sup>.</i><br>Rekan kerja saya jarang mengajak saya atau menanyakan apakah saya ingin ikut saat mereka pergi untuk istirahat. |  |  |  |  |  |

### Bagian III: Self – Efficacy

| No. | Pernyataan                                                                                                                                                                   | SS | S | N | TS | STS |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|---|---|----|-----|
| 1.  | <i>I feel confident analyzing a long-term problem to find a solution<sup>a</sup>.</i><br>Saya yakin dapat menganalisis masalah dalam jangka panjang dan menemukan solusinya. |    |   |   |    |     |
| 2.  | <i>I feel confident in representing my work area in meetings with management.</i><br>Saya percaya diri dalam mewakili tim saya dalam rapat bersama manajemen.                |    |   |   |    |     |

|    |                                                                                                                                                                                                                                                                     |  |  |  |  |  |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 3. | <i>I feel confident contributing to discussions about the organization's strategy.</i><br>Saya merasa memiliki kapasitas untuk memberikan kontribusi dalam diskusi mengenai strategi organisasi.                                                                    |  |  |  |  |  |
| 4. | <i>I feel confident helping to set targets/goals in my work area.</i><br>Saya yakin dapat berperan aktif dalam proses penetapan tujuan kerja tim.                                                                                                                   |  |  |  |  |  |
| 5. | <i>I feel confident contacting people outside the organization (e.g. suppliers, customers) to discuss problems.</i><br>Saya percaya diri dalam menjalin komunikasi dengan pihak luar (seperti pemasok atau pelanggan) untuk menyelesaikan permasalahan yang muncul. |  |  |  |  |  |
| 6. | <i>I feel confident presenting information to a group of colleagues.</i><br>Saya yakin mampu menyampaikan informasi secara jelas dan efektif kepada rekan kerja dalam forum kelompok.                                                                               |  |  |  |  |  |

**Note: (R) Berarti item tersebut berkode terbalik.**

## Lampiran 2. DATA JAWABAN RESPONDEN

| KINERJA KARYAWAN |     |     |     |     |     |     | PENGULIAN DI TEMPAT KERJA |      |      |      |      |      |      |      |      |      | SELF-EFFICACY |          |     |     |     |     |     |     |          |
|------------------|-----|-----|-----|-----|-----|-----|---------------------------|------|------|------|------|------|------|------|------|------|---------------|----------|-----|-----|-----|-----|-----|-----|----------|
| IK1              | IK2 | IK3 | IK4 | IK5 | IK6 | IK7 | RATA-RAT                  | PTK1 | PTK2 | PTK3 | PTK4 | PTK5 | PTK6 | PTK7 | PTK8 | PTK9 | PTK10         | RATA-RAT | SE1 | SE2 | SE3 | SE4 | SE5 | SE6 | RATA-RAT |
| 5                | 4   | 4   | 4   | 4   | 4   | 2   | 1                         | 3    | 1    | 2    | 2    | 1    | 1    | 1    | 1    | 1    | 2             | 1        | 4   | 4   | 4   | 5   | 4   | 4   | 4        |
| 4                | 4   | 4   | 5   | 4   | 3   | 4   | 4                         | 2    | 2    | 2    | 3    | 3    | 3    | 3    | 2    | 3    | 3             | 3        | 4   | 5   | 4   | 5   | 4   | 4   | 4        |
| 4                | 4   | 4   | 4   | 4   | 4   | 4   | 4                         | 3    | 2    | 3    | 4    | 2    | 2    | 3    | 3    | 2    | 4             | 3        | 4   | 4   | 4   | 4   | 4   | 4   | 4        |
| 5                | 5   | 5   | 5   | 4   | 5   | 5   | 5                         | 2    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1             | 1        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 4   | 5   | 4   | 5   | 5   | 5   | 5                         | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1             | 1        | 4   | 4   | 4   | 5   | 4   | 4   | 4        |
| 4                | 4   | 4   | 5   | 4   | 5   | 5   | 5                         | 4    | 1    | 2    | 1    | 5    | 1    | 2    | 1    | 1    | 2             | 2        | 5   | 5   | 5   | 5   | 4   | 5   | 4        |
| 4                | 5   | 5   | 5   | 5   | 4   | 4   | 5                         | 3    | 3    | 2    | 3    | 2    | 2    | 3    | 2    | 2    | 2             | 2        | 5   | 4   | 4   | 4   | 4   | 4   | 4        |
| 4                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1             | 1        | 4   | 5   | 4   | 5   | 4   | 5   | 4        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1             | 1        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 4   | 4   | 4   | 5   | 4   | 4   | 4                         | 4    | 2    | 2    | 1    | 1    | 1    | 2    | 2    | 2    | 2             | 1        | 2   | 5   | 4   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 4    | 3    | 5    | 3    | 3    | 4    | 4    | 4    | 4             | 4        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 4                | 5   | 4   | 4   | 5   | 4   | 3   | 4                         | 3    | 2    | 5    | 4    | 2    | 4    | 1    | 2    | 2    | 5             | 3        | 4   | 5   | 4   | 5   | 3   | 4   | 4        |
| 5                | 5   | 5   | 5   | 5   | 5   | 1   | 1                         | 4    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1             | 1        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 4                | 5   | 5   | 5   | 5   | 4   | 5   | 5                         | 3    | 2    | 4    | 5    | 3    | 2    | 3    | 3    | 2    | 3             | 3        | 4   | 3   | 4   | 3   | 4   | 4   | 4        |
| 4                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 2    | 1    | 2    | 3    | 1    | 1    | 2    | 3    | 2    | 2             | 2        | 5   | 4   | 5   | 4   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 3    | 3    | 3    | 3    | 3    | 3    | 3    | 2    | 3             | 3        | 3   | 4   | 4   | 4   | 4   | 4   | 4        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 3    | 2    | 2    | 3    | 3    | 3    | 3    | 3    | 3             | 3        | 3   | 4   | 4   | 4   | 4   | 4   | 4        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1             | 1        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1             | 1        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 3    | 2    | 4    | 4    | 3    | 4    | 5    | 4    | 4             | 5        | 4   | 5   | 4   | 5   | 4   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 1   | 1                         | 4    | 4    | 3    | 5    | 4    | 2    | 3    | 1    | 1    | 1             | 1        | 3   | 6   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 4   | 4   | 4   | 5                         | 3    | 2    | 2    | 3    | 2    | 2    | 3    | 2    | 2    | 2             | 4        | 3   | 5   | 3   | 3   | 5   | 4   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1             | 1        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 4                | 4   | 5   | 4   | 4   | 5   | 3   | 4                         | 3    | 3    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1             | 1        | 5   | 5   | 4   | 3   | 3   | 4   | 4        |
| 4                | 4   | 4   | 4   | 4   | 4   | 4   | 4                         | 4    | 3    | 3    | 1    | 1    | 1    | 1    | 1    | 1    | 1             | 1        | 5   | 5   | 5   | 5   | 3   | 3   | 4        |
| 4                | 4   | 4   | 4   | 4   | 4   | 4   | 4                         | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4    | 4             | 4        | 4   | 4   | 4   | 4   | 4   | 4   | 4        |
| 5                | 5   | 5   | 4   | 4   | 5   | 5   | 5                         | 4    | 2    | 2    | 2    | 1    | 1    | 2    | 2    | 2    | 2             | 2        | 4   | 4   | 4   | 4   | 4   | 4   | 4        |
| 5                | 5   | 5   | 4   | 4   | 5   | 5   | 5                         | 5    | 2    | 1    | 1    | 1    | 1    | 2    | 2    | 2    | 2             | 2        | 5   | 4   | 4   | 4   | 4   | 4   | 4        |
| 4                | 4   | 4   | 4   | 4   | 4   | 4   | 4                         | 4    | 3    | 3    | 4    | 3    | 3    | 3    | 3    | 3    | 3             | 3        | 4   | 4   | 4   | 4   | 4   | 4   | 4        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 3    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1             | 1        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 3    | 1    | 1    | 2    | 1    | 1    | 1    | 1    | 1             | 1        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 1   | 1                         | 4    | 5    | 5    | 6    | 5    | 5    | 5    | 6    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 4   | 5   | 5   | 5   | 5   | 5                         | 5    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1             | 1        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1             | 1        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1             | 1        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 1   | 1                         | 4    | 5    | 5    | 6    | 5    | 5    | 5    | 6    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5   | 5   | 5   | 5   | 5        |
| 5                | 5   | 5   | 5   | 5   | 5   | 5   | 5                         | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5             | 5        | 5   | 5   | 5</ |     |     |     |          |

### Lampiran 3. UJI VALIDITAS DAN UJI RELIABILITAS

#### Kinerja Karyawan

#### Uji Validitas

|         |                     | Correlations |        |        |        |        |        |        |         |
|---------|---------------------|--------------|--------|--------|--------|--------|--------|--------|---------|
|         |                     | KK1          | KK2    | KK3    | KK4    | KK5    | KK6    | KK7    | KKTOTAL |
| KK1     | Pearson Correlation | 1            | .449** | .527** | .611** | .271** | -.006  | .039   | .398**  |
|         | Sig. (2-tailed)     |              | .000   | .000   | .000   | .010   | .955   | .714   | .000    |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90      |
| KK2     | Pearson Correlation | .449**       | 1      | .559** | .561** | .422** | .070   | .129   | .539**  |
|         | Sig. (2-tailed)     | .000         |        | .000   | .000   | .000   | .512   | .224   | .000    |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90      |
| KK3     | Pearson Correlation | .527**       | .559** | 1      | .546** | .336** | .125   | .119   | .569**  |
|         | Sig. (2-tailed)     | .000         | .000   |        | .000   | .001   | .239   | .262   | .000    |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90      |
| KK4     | Pearson Correlation | .611**       | .561** | .546** | 1      | .323** | -.038  | .071   | .450**  |
|         | Sig. (2-tailed)     | .000         | .000   | .000   |        | .002   | .724   | .508   | .000    |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90      |
| KK5     | Pearson Correlation | .271**       | .422** | .336** | .323** | 1      | -.094  | -.049  | .295**  |
|         | Sig. (2-tailed)     | .010         | .000   | .001   | .002   |        | .381   | .646   | .005    |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90      |
| KK6     | Pearson Correlation | -.006        | .070   | .125   | -.038  | -.094  | 1      | .888** | .693**  |
|         | Sig. (2-tailed)     | .955         | .512   | .239   | .724   | .381   |        | .000   | .000    |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90      |
| KK7     | Pearson Correlation | .039         | .129   | .119   | .071   | -.049  | .888** | 1      | .691**  |
|         | Sig. (2-tailed)     | .714         | .224   | .262   | .508   | .646   | .000   |        | .000    |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90      |
| KKTOTAL | Pearson Correlation | .398**       | .539** | .569** | .450** | .295** | .693** | .691** | 1       |
|         | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .005   | .000   | .000   |         |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90      |

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

Sumber: SPSS 25

#### Uji Reliabilitas

##### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .638             | 7          |

Sumber: SPSS 25

## Pengucilan di Tempat Kerja

### Uji Validitas

|          |                     | Correlations |        |        |        |        |        |        |        |        |        |          |
|----------|---------------------|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------|
|          |                     | PTK1         | PTK2   | PTK3   | PTK4   | PTK5   | PTK6   | PTK7   | PTK8   | PTK9   | PTK10  | PTKTOTAL |
| PTK1     | Pearson Correlation | 1            | .878** | .827** | .687** | .796** | .752** | .744** | .715** | .724** | .732** | .839**   |
|          | Sig. (2-tailed)     |              | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000     |
|          | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90       |
| PTK2     | Pearson Correlation | .878**       | 1      | .752** | .696** | .826** | .725** | .716** | .717** | .719** | .713** | .817**   |
|          | Sig. (2-tailed)     | .000         |        | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000     |
|          | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90       |
| PTK3     | Pearson Correlation | .827**       | .752** | 1      | .744** | .773** | .848** | .744** | .794** | .807** | .811** | .893**   |
|          | Sig. (2-tailed)     | .000         | .000   |        | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000     |
|          | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90       |
| PTK4     | Pearson Correlation | .687**       | .696** | .744** | 1      | .697** | .753** | .699** | .743** | .682** | .679** | .801**   |
|          | Sig. (2-tailed)     | .000         | .000   | .000   |        | .000   | .000   | .000   | .000   | .000   | .000   | .000     |
|          | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90       |
| PTK5     | Pearson Correlation | .796**       | .826** | .773** | .697** | 1      | .842** | .825** | .809** | .832** | .811** | .888**   |
|          | Sig. (2-tailed)     | .000         | .000   | .000   | .000   |        | .000   | .000   | .000   | .000   | .000   | .000     |
|          | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90       |
| PTK6     | Pearson Correlation | .752**       | .725** | .848** | .753** | .842** | 1      | .834** | .846** | .840** | .788** | .906**   |
|          | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .000   |        | .000   | .000   | .000   | .000   | .000     |
|          | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90       |
| PTK7     | Pearson Correlation | .744**       | .716** | .744** | .699** | .825** | .834** | 1      | .881** | .844** | .806** | .894**   |
|          | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .000   | .000   |        | .000   | .000   | .000   | .000     |
|          | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90       |
| PTK8     | Pearson Correlation | .715**       | .717** | .794** | .743** | .809** | .846** | .881** | 1      | .866** | .790** | .909**   |
|          | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .000   | .000   | .000   |        | .000   | .000   | .000     |
|          | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90       |
| PTK9     | Pearson Correlation | .724**       | .719** | .807** | .682** | .832** | .840** | .844** | .866** | 1      | .839** | .902**   |
|          | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .000   | .000   | .000   | .000   |        | .000   | .000     |
|          | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90       |
| PTK10    | Pearson Correlation | .732**       | .713** | .811** | .679** | .811** | .788** | .806** | .790** | .839** | 1      | .886**   |
|          | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |        | .000     |
|          | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90       |
| PTKTOTAL | Pearson Correlation | .839**       | .817** | .893** | .801** | .888** | .906** | .894** | .909** | .902** | .886** | 1        |
|          | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |          |
|          | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90       |

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

Sumber: SPSS 25

### Uji Reliabilitas

#### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .971             | 10         |

Sumber: SPSS 25

## Self – Efficacy

### Uji Validitas

|         |                     | Correlations |        |        |        |        |        |         |
|---------|---------------------|--------------|--------|--------|--------|--------|--------|---------|
|         |                     | SE1          | SE2    | SE3    | SE4    | SE5    | SE6    | SETOTAL |
| SE1     | Pearson Correlation | 1            | .527** | .583** | .526** | .414** | .594** | .729**  |
|         | Sig. (2-tailed)     |              | .000   | .000   | .000   | .000   | .000   | .000    |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90      |
| SE2     | Pearson Correlation | .527**       | 1      | .466** | .371** | .494** | .488** | .579**  |
|         | Sig. (2-tailed)     | .000         |        | .000   | .000   | .000   | .000   | .000    |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90      |
| SE3     | Pearson Correlation | .583**       | .466** | 1      | .567** | .657** | .620** | .737**  |
|         | Sig. (2-tailed)     | .000         | .000   |        | .000   | .000   | .000   | .000    |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90      |
| SE4     | Pearson Correlation | .526**       | .371** | .567** | 1      | .514** | .638** | .781**  |
|         | Sig. (2-tailed)     | .000         | .000   | .000   |        | .000   | .000   | .000    |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90      |
| SE5     | Pearson Correlation | .414**       | .494** | .657** | .514** | 1      | .609** | .706**  |
|         | Sig. (2-tailed)     | .000         | .000   | .000   | .000   |        | .000   | .000    |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90      |
| SE6     | Pearson Correlation | .594**       | .488** | .620** | .638** | .609** | 1      | .753**  |
|         | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .000   |        | .000    |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90      |
| SETOTAL | Pearson Correlation | .729**       | .579** | .737** | .781** | .706** | .753** | 1       |
|         | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .000   | .000   |         |
|         | N                   | 90           | 90     | 90     | 90     | 90     | 90     | 90      |

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

Sumber: SPSS 25

### Uji Reliabilitas

#### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .873             | 6          |

Sumber: SPSS 25

## Lampiran 4. *DESCRIPTIVE ANALYSIS*

### Kinerja Karyawan

#### Descriptive Statistics

|                    | N  | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|----|---------|---------|------|----------------|
| KK1                | 90 | 3       | 5       | 4.60 | .536           |
| KK2                | 90 | 3       | 5       | 4.62 | .532           |
| KK3                | 90 | 3       | 5       | 4.68 | .493           |
| KK4                | 90 | 3       | 5       | 4.66 | .501           |
| KK5                | 90 | 1       | 5       | 4.38 | .743           |
| KK6                | 90 | 1       | 5       | 3.99 | 1.394          |
| KK7                | 90 | 1       | 5       | 4.04 | 1.389          |
| KKTOTAL            | 90 | 3       | 5       | 4.47 | .622           |
| Valid N (listwise) | 90 |         |         |      |                |

*Sumber: SPSS 25*

### Pengucilan di Tempat Kerja

#### Descriptive Statistics

|                    | N  | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|----|---------|---------|------|----------------|
| PTK1               | 90 | 1       | 5       | 2.18 | 1.195          |
| PTK2               | 90 | 1       | 5       | 1.99 | 1.137          |
| PTK3               | 90 | 1       | 5       | 2.14 | 1.303          |
| PTK4               | 90 | 1       | 5       | 2.37 | 1.369          |
| PTK5               | 90 | 1       | 5       | 1.87 | 1.124          |
| PTK6               | 90 | 1       | 5       | 2.00 | 1.199          |
| PTK7               | 90 | 1       | 5       | 2.12 | 1.314          |
| PTK8               | 90 | 1       | 5       | 1.99 | 1.185          |
| PTK9               | 90 | 1       | 5       | 1.89 | 1.126          |
| PTK10              | 90 | 1       | 5       | 2.11 | 1.249          |
| PTKTOTAL           | 90 | 1       | 5       | 2.09 | 1.138          |
| Valid N (listwise) | 90 |         |         |      |                |

*Sumber: SPSS 25*

### *Self – Efficacy*

#### **Descriptive Statistics**

|                    | N  | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|----|---------|---------|------|----------------|
| SE1                | 90 | 3       | 5       | 4.52 | .585           |
| SE2                | 90 | 3       | 5       | 4.48 | .640           |
| SE3                | 90 | 3       | 5       | 4.40 | .632           |
| SE4                | 90 | 3       | 5       | 4.60 | .577           |
| SE5                | 90 | 3       | 5       | 4.46 | .584           |
| SE6                | 90 | 3       | 5       | 4.57 | .562           |
| SETOTAL            | 90 | 3       | 5       | 4.54 | .564           |
| Valid N (listwise) | 90 |         |         |      |                |

*Sumber: SPSS 25*



## Lampiran 5. REGRESI

Regresi Sederhana: Pengucilan di Tempat Kerja Terhadap Kinerja Karyawan

### Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .234 <sup>a</sup> | .055     | .044              | .608                       |

a. Predictors: (Constant), pengucilan di tempat kerja

Sumber: SPSS 25

### ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 1.883          | 1  | 1.883       | 5.095 | .026 <sup>b</sup> |
|       | Residual   | 32.517         | 88 | .370        |       |                   |
|       | Total      | 34.400         | 89 |             |       |                   |

a. Dependent Variable: kinerja karyawan

b. Predictors: (Constant), pengucilan di tempat kerja

Sumber: SPSS 25

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

| Model |                            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|----------------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                            | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)                 | 4.734                       | .135       |                           | 35.193 | .000 |
|       | pengucilan di tempat kerja | -.128                       | .057       | -.234                     | -2.257 | .026 |

a. Dependent Variable: kinerja karyawan

Sumber: SPSS 25

## Regresi Moderasi *Self–Efficacy*

### Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .369 <sup>a</sup> | .136     | .106              | .588                       |

a. Predictors: (Constant), pengucilan di tempat kerja\*self-efficacy, self-efficacy, pengucilan di tempat kerja

Sumber: SPSS 25

### ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 4.673          | 3  | 1.558       | 4.506 | .006 <sup>b</sup> |
|       | Residual   | 29.727         | 86 | .346        |       |                   |
|       | Total      | 34.400         | 89 |             |       |                   |

a. Dependent Variable: kinerja karyawan

b. Predictors: (Constant), pengucilan di tempat kerja\*self-efficacy, self-efficacy, pengucilan di tempat kerja

Sumber: SPSS 25

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

| Model |                                          | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------------------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                                          | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)                               | 3.820                       | 1.366      |                           | 2.797 | .006 |
|       | pengucilan di tempat kerja               | -.335                       | .506       | -.613                     | -.661 | .510 |
|       | self-efficacy                            | .191                        | .286       | .173                      | .667  | .507 |
|       | pengucilan di tempat kerja*self-efficacy | .051                        | .107       | .433                      | .479  | .633 |

a. Dependent Variable: kinerja karyawan

Sumber: SPSS 25