

LAPORAN SURVEY KEPUASAN DOSEN DAN TENAGA KEPENDIDIKAN TAHUN 2022

UNIVERSITAS BUNG HATTA



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Kata Pengantar

Untuk peningkatan layanan manajemen terhadap Dosen dan Tendik maka disusun Laporan Survei Kepuasan Dosen dan Tenaga Kependidikan dilingkungan Universitas Bung Hatta. Laporan ini dibuat untuk mengukur dinamika dan persepsi dosen dan tenaga kependidikan tentang manajemen pengelolaan SDM Universitas Bung Hatta. Maksud laporan Survei Kepuasan ini sebagai dokumen untuk melaporkan hasil survei kepuasan dosen dan tendik terhadap manajemen. Melalui survey ini diharapkan terjadi peningkatan kualitas pelayanan secara terus menerus terhadap dosen dan Tendik sehingga memenuhi harapan dari stake holders. Survey kepuasan ini dilaksanakan setiap tahun oleh tim yang dibentuk oleh Rektor.

Semoga laporan ini berdampak positif terhadap peningkatan pengelolaan kelembagaan dan kinerja manajemen di lingkungan Universitas Bung Hatta.

30 Oktober 2022

Tim Penyusun

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BAB I PENDAHULUAN

1.1.Latar Belakang

Kualitas pelayanan merupakan bagian penting dalam penyelenggaraan lembaga yang profesional. Salah satu aspek untuk menjamin kualitas pelayanan adalah melakukan survey kepuasan terhadap dosen dan tendik tentang pengelolaan dan pengembangan SDM. Survey ini merupakan kegiatan yang dilaksanakan oleh Tim yang ditugaskan oleh Rektor secara periodik pada setiap tahun dalam upaya pengendalian dan peningkatan layanan manajemen Universitas. Laporan ini dimaksudkan untuk mengetahui umpan balik dari dosen dan tendik untuk memberikan gambaran terhadap pendapat, persepsi dan perbaikan yang mungkin dapat dilakukan oleh manajemen Universitas.

Penjaringan informasi sebagai umpan balik dari dosen dan tendik dilaksanakan dengan menyebarkan kuesioner secara online melalui laman Penjaringan informasi sebagai umpan balik dari dosen dan tendik dilaksanakan dengan menyebarkan kuesioner secara online melalui laman <https://forms.gle/oZc9ggi3Jkcf4GrV9> untuk dosen dan <https://forms.gle/zPyL5A3A18Xh1Z1i9> untuk Tendik. Penyebaran kusioner dimulai tanggal bulan September 2022 hingga Oktober 2022. Responden adalah seluruh dosen dan tendik di lingkungan Universitas Bung Hatta.

1.2. Tujuan

Tujuan penulisan laporan survei kepuasan ini untuk mengukur kepuasan dosen dan tenaga kependidikan tentang manajemen SDM sebagai pengguna layanan dan meningkatkan kualitas penyelenggaraan pelayanan.

1.3. Sasaran

1. Mendorong partisipasi dosen dan tenaga kependidikan sebagai pengguna layanan dalam menilai kinerja pengelolaan manajemen di Universitas Bung Hatta.
2. Mendorong penyelenggara pelayanan untuk meningkatkan kualitas pelayanan.

3. Mendorong penyelenggara pelayanan menjadi lebih inovatif dalam menyelenggarakan pelayanan terhadap Dosen dan Tendik

1.4. Instrumen kepuasan

Instrumen yang digunakan untuk mengukur kepuasan dosen dan tenaga kependidikan terhadap layanan pengelolaan dan pengembangan SDM. Kuisisioner untuk dosen terdiri atas 7 aspek, yaitu pengajaran, penelitian, PkM, Suasana Kerja, Fasilitas Pembelajaran, fasilitas kesehatan, dan penghargaan/kompensasi. Sementara untuk kuisisioner Tendik terdiri atas 9 aspek, yaitu Kepuasan gaji, peluang promosi, penghargaan, supervisi, kompensasi, formalitas pekerjaan, konflik pekerjaan, kebermaknaan tugas, serta komunikasi organisasional.

Pengujian validitas dan realibilitas sudah dilakukan BPM untuk memastikan bahwa secara statistik item-item pernyataan mampu mengukur apa yang akan diukur. Nilai Loading faktornya lebih besar dari 0,5 sehingga dapat digunakan setiap item dinyatakan valid. Sementara Realibilitas item pertanyaan dinilai melalui koefisien Cronbach Alpha dengan kriteria mendekati 0.81 yang menunjukkan angket sudah mantap untuk digunakan karena sudah reliabel..

1.5. Metode Analisis

Metode analisis yang digunakan untuk pengolahan data kuesioner adalah Analisis frekuensi melalui statistik deskriptif untuk menentukan indeks tingkat kepuasan Dosen dan Tendik. Dalam mengolah data statistika deskriptif tersebut dibantu dengan program Microsoft Excel. Pengolahan hasil angket ditinjau secara keseluruhan dan ditinjau per indikator. Untuk mengetahui tingkat kepuasan dosen dan tendik terhadap manajemen pengelolaan di Universitas dengan cara menghitung presentase tingkat kepuasan Dosen, dan Tenaga Kependidikan melalui rumus presentase sebagai berikut

$$P = \frac{n}{N} \cdot 100\%$$

P=Persentase tingkat kepuasan, n= Jumlah skor yang dicapai dari angket oleh responden, N=total seluruh skor

Adapun kriteria presentase sebagai berikut:

No	Persentase (P)	Kriteria
1	$P \geq 80$	Sangat Memuaskan
2	$70 \leq P < 80$	Memuaskan
3	$60 \leq P < 70$	Agak Puas
4	$40 \leq P < 60$	Tidak Memuaskan
5	$P < 40$	Sangat Tidak Puas

1.6. Populasi dan Sampel

Instrumen disebarkan kepada seluruh dosen dan Tenaga Kependidikan dilingkungan Universitas Bung Hatta dan yang memberi respon sebanyak 244 orang untuk Dosen, sementara Tendik yang memberi respon sebanyak 142 orang. Survey dilaksanakan satu kali dalam setahun, yaitu pada bulan September hingga Oktober. Hasil analisis data yang dibahas pada rapat pimpinan Universitas dan ditindak lanjuti untuk bahan pertimbangan program kerja Rektor selanjutnya.

BAB II HASIL DAN ANALISIS

2.1. Analisis Data Kepuasan Dosen

Dari hasil analisis kuesioner yang telah diisi oleh dosen melalui online, maka dapat diberikan gambaran umum posisi tingkat kepuasan dosen terhadap manajemen pengelolaan Universitas Bung Hatta saat ini adalah; $n= 28424$ dan $N=37140$ sehingga $P= 76,5 \%$ berada pada tingkat **Memuaskan**. Namun per indikator aspek yang ditanyakan, yaitu Aspek Pengajaran, Aspek Penelitian, Aspek Pengabdian pada Masyarakat, Aspek Suasana Kerja, Aspek Fasilitas Pendukung dalam Mengajar, Fasilitas Kesehatan dan Aspek Penghargaan/Kompensasi, dapat digambarkan pada diagram 2.1.

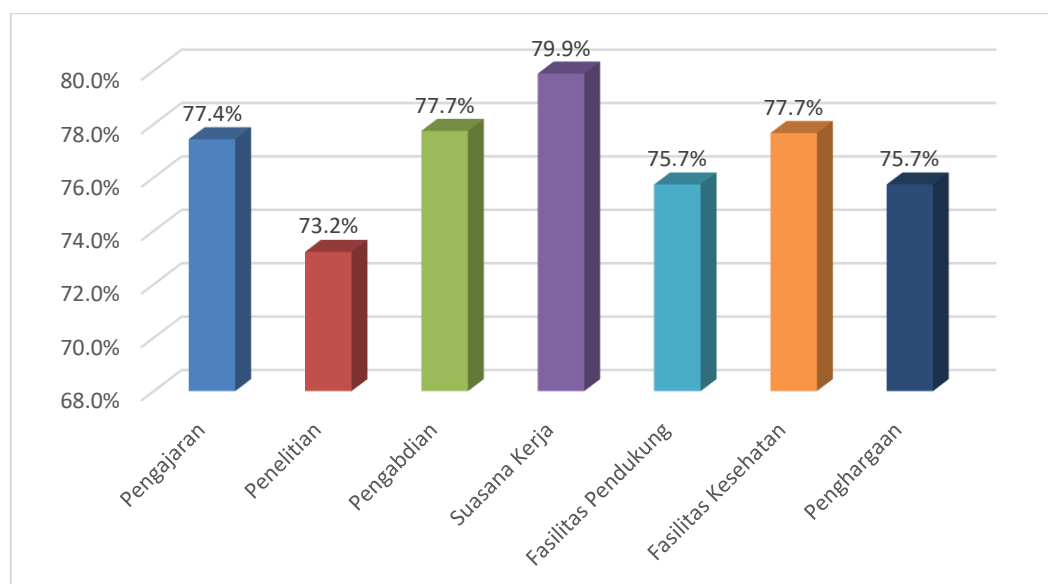


Diagram 2.1. Persentase 7 aspek kepuasan Dosen

Dari diagram 2.1 terlihat bahwa untuk setiap aspek sudah menunjukkan tingkat kepuasan diatas 73% yang berada pada level memuaskan dan sangat memuaskan., meskipun persentase terendah berada pada aspek Penelitian (73,2%). Aspek Penelitian ini agak rendah disebabkan oleh setiap dosen belum mendapatkan akses terhadap jurnal online untuk mendukung pelaksanaan penelitian. Disamping itu Lembaga belum

mampu memfasilitasi pembiayaan kegiatan call for paper pada tingkat nasional maupun internasional

2.2. Analisis Data Kepuasan Tendik

Untuk tingkat kepuasan Tendik terhadap manajemen pengelolaan di Universitas saat ini adalah; $n = 20420$ dan $N = 29110$ sehingga diperoleh $P = 70,1\%$ berada pada tingkat **Memuaskan**. Selanjutnya per indikator aspek yang ditanyakan, yaitu Aspek Kepuasan Atas Gaji, Aspek Peluang Promosi, Aspek Penghargaan, Aspek Kepuasan atas Supervisi, Aspek Kompensasi, Aspek Formalitas Pekerjaan, Aspek Konflik Pekerjaan, Aspek Kebermaknaan Tugas dan Aspek Komunikasi Organisasional, dapat digambarkan pada diagram 2.2

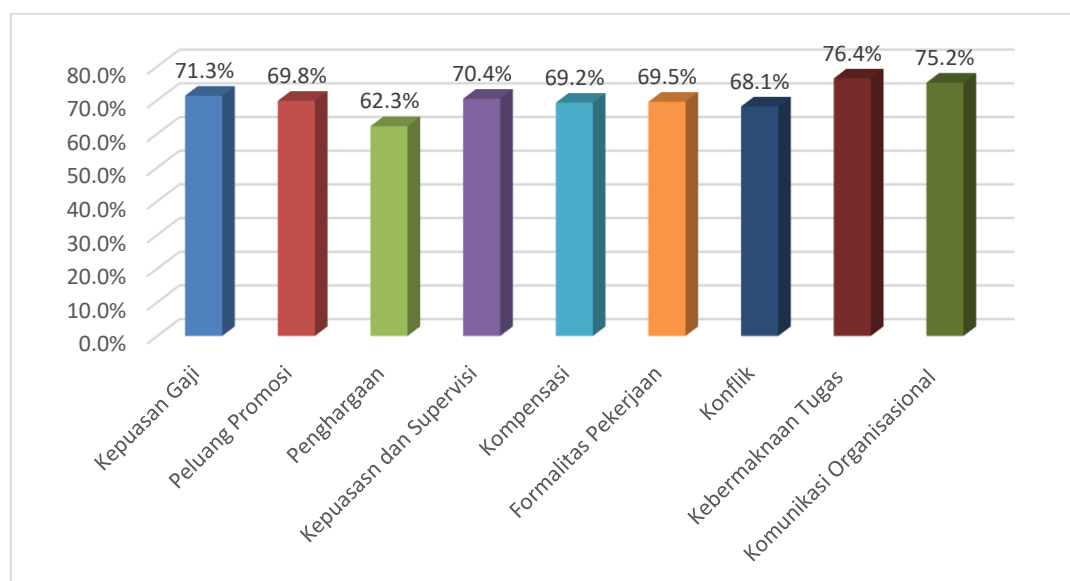


Diagram 2.2. Persentase 9 aspek kepuasan Tendik

Dari diagram 2.2 terlihat bahwa untuk setiap aspek sudah menunjukkan tingkat kepuasan memuaskan karena berada sudah berada pada tingkat **Agak Puas** dan **Memuaskan**. Persentase terendah berada pada aspek Penghargaan (62,3%). Aspek ini memiliki aspek terendah disebabkan oleh belum adanya pemberian penghargaan secara tertulis dan lainnya untuk pengakuan dari pimpinan ketika melakukan pekerjaan dengan bagus.

BAB III KESIMPULAN DAN SARAN

Dari hasil survey kepuasan Dosen tentang tingkat kepuasan terhadap manajemen Universitas dapat disimpulkan berada pada tingkat kategori Memuaskan (76,5%), Sementara untuk Tendik berada pada kategori juga Memuaskan (70,1%), namun perlu beberapa perbaikan, antara lain:

1. Perlunya penambahan kuota penelitian dosen baik secara kualitas jumlah dan pendanaan serta pelatihan intensif pembuatan proposal dosen memperoleh hibah eksternal.
2. Perlunya pemberian penghargaan atau reward dari pimpinan ketika ada Tendik yang berprestasi.
3. Diperlukan instrumen pengukuran kinerja Tendik untuk memberi motivasi bagi tendik mendapatkan penghargaan dan pengembangan profesional Tendik.

Lampiran

KUISIONER KEPUASAN UNTUK DOSEN

Yth. Bapak/Ibu/Saudara/i Sivitas Akademika Universitas Bung Hatta

Berikut ini adalah kuisisioner untuk mengetahui kepuasan Bapak/Ibu/Saudara/i terhadap pelayanan yang Bapak/Ibu/Saudara/i terima dari pihak manajemen Prodi, Fakultas dan Universitas Bung Hatta. Kami mohon kesediaan bapak/ibu/saudara/i untuk mengisi instrumen ini dengan sebaik-baiknya. Terima kasih atas perhatian dan kerjasamanya.

Fakultas :
Prodi :
Jenis Kelamin :
Usia :
Masa Kerja :
Pendidikan Terakhir : S2 (sederajat) / S3*
Apakah Anda menduduki : Ya / tidak*
jabatan Struktural
Jika ya, berapa lama anda : tahun
menduduki Jabatan tersebut

*lingkari
salah satu

Pedoman Pengisian

Evaluasilah pernyataan-pernyataan berikut, cocokkan dengan kondisi yang Anda temukan. Pilihlah/centang salah satu dari 5 alternatif untuk setiap item pernyataan, dengan kriteria sebagai berikut:

1. STS : (Sangat tidak setuju) jika pernyataan bertolak belakang dengan kondisi
2. TS : (Tidak setuju) jika pernyataan tidak sama dengan kondisi
3. AS : (Agak setuju) jika pernyataan hampir sama dengan kondisi
4. S : (Setuju) jika pernyataan cocok dengan kondisi
5. SS : (Sangat setuju) jika kondisi yang ada melebihi pernyataan

Aspek Pengajaran

Pernyataan	STS	TS	AS	S	SS
1. Program studi memberi kesempatan padadosen untuk mengajar sesuai dengan keahlian dan minatnya	☐	☐	☐	☐	☐

2. Program studi memberikan kesempatan Dosen untuk menerapkan metoda pembelajaran yang baru	☐	☐	☐	☐	☐
3. Program studi memberikan kesempatan dosen yunior untuk “magang” pada mata kuliah sesuai dengan minatnya	☐	☐	☐	☐	☐
4. Program studi memberikan kesempatan bagi dosen untuk menulis buku ajar	☐	☐	☐	☐	☐
5. Program studi memberikan kesempatan untuk mengikuti workshop/kegiatan pelatihan internal/eksternal yang berhubungan dengan kompetensi	☐	☐	☐	☐	☐
6. Program studi memberikan kesempatan dosen untuk meneruskan studi lanjut jenjang yang lebih tinggi	☐	☐	☐	☐	☐

Aspek Penelitian

Pernyataan	STS	TS	AS	S	SS
1. Setiap dosen mendapatkan akses terhadap jurnal online untuk mendukung pelaksanaan penelitian.	☐	☐	☐	☐	☐
2. Distribusi informasi oleh LPPM (Lembaga Penelitian dan Pengabdian Masyarakat) tentang jenis hibah untuk penelitian telah dapat terakses dengan baik oleh dosen	☐	☐	☐	☐	☐
3. Prosedur penelitian internal sesuai dengan SOP	☐	☐	☐	☐	☐
4. Penelitian hibah eksternal difasilitasi dengan baik oleh LPPM.	☐	☐	☐	☐	☐
5. Program studi memfasilitasi pembiayaan publikasi artikel di jurnal nasional terakreditasi	☐	☐	☐	☐	☐
6. Program studi memfasilitasi pembiayaan publikasi artikel di jurnal internasional	☐	☐	☐	☐	☐

7. Program studi memfasilitasi pembiayaan kegiatan call for paper pada tingkat nasional maupun internasional	☐	☐	☐	☐	☐
8. Program studi memfasilitasi pengurusan HAKI (hak cipta kekayaan intelektual) dengan baik.	☐	☐	☐	☐	☐

Aspek Pengabdian pada Masyarakat

Pernyataan	STS	TS	AS	S	SS
1. Distribusi informasi oleh LPPM (Lembaga Penelitian dan Pengabdian Masyarakat) tentang jenis hibah untuk pengabdian telah terakses oleh civitas akademika	☐	☐	☐	☐	☐
2. Prosedur kegiatan pengabdian masyarakat internal maupun eksternal sesuai dengan SOP yang telah ditetapkan	☐	☐	☐	☐	☐

Aspek Suasana Kerja

Pernyataan	STS	TS	AS	S	SS
1. Pejabat struktural mampu berkomunikasi secara efektif dengan dosen	☐	☐	☐	☐	☐
2. Program studi selalu memberikan kesempatan bagi dosen untuk memberikan masukan/ide baru untuk perbaikan proses/prosedur pelaksanaan pekerjaan	☐	☐	☐	☐	☐
3. Program studi selalu mendukung apa yang dilakukan dosen sepanjang menurut pihak yang bersangkutan dapat memberikan kontribusi positif untuk kemajuan program studi/fakultas	☐	☐	☐	☐	☐
4. Program studi memberikan kesempatan kepada para dosen untuk terlibat dalam tim/panitia sehingga dapat bekerja sama dengan baik.	☐	☐	☐	☐	☐

5. Pejabat struktural melakukan kaderisasi kepemimpinan terhadap dosen yang dianggap memiliki kompetensi yang memadai	☐	☐	☐	☐	☐
6. Diskusi tentang topik keilmuan selalu ada di lingkungan kerja saya.	☐	☐	☐	☐	☐

Aspek Fasilitas Pendukung dalam Mengajar

Pernyataan	STS	TS	AS	S	SS
1. Infokus yang tersedia selalu berada dalam kondisi prima.	☐	☐	☐	☐	☐
2. ATK untuk perkuliahan selalu tersedia di Tata Usaha Fakultas	☐	☐	☐	☐	☐
3. Meja dan kursi dalam ruangan kelas selalu tertata rapi sebelum dosen memulai mengajar di kelas.	☐	☐	☐	☐	☐

Fasilitas Kesehatan

Pernyataan	STS	TS	AS	S	SS
1. Dosen sangat puas terhadap asuransi kesehatan yang dimiliki (BPJS) karena dapat digunakan pada rumah sakit tertentu	☐	☐	☐	☐	☐
2. Rumah Sakit rujukan menjadi tujuan utama bagi dosen dan anggota keluarganya dalam hal memberikan pertolongan medis	☐	☐	☐	☐	☐

Aspek Penghargaan/Kompensasi

Pernyataan	STS	TS	AS	S	SS
1. Kenaikan gaji berkala dosen yang dilakukan oleh Universitas Bung Hatta sudah sesuai dengan peraturan pemerintah yang berlaku.	☐	☐	☐	☐	☐
2. Pemberian penghargaan terhadap loyalitas dosen berdasarkan masa kerja tertentu memotivasi dosen untuk bekerja dengan baik.	☐	☐	☐	☐	☐

3. Program studi/fakultas selalu mengumumkan prestasi dosen yang diraih dalam pertemuan awal semester sebagai bentuk apresiasi terhadap kinerja dosen.	☐	☐	☐	☐	☐
4. Universitas memberikan apresiasi terhadap publikasi artikel dalam jurnal internasional	☐	☐	☐	☐	☐

Terima Kasih

KUISIONER KEPUASAN TENDIK

Yth. Bapak/Ibu/Saudara/i Sivitas Akademika Universitas Bung Hatta

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Kelompok Kompetensi : ☐ ☐ Tenaga Kependidikan/Karyawan
☐ ☐ Laboran
☐ ☐ Teknisi
☐ ☐ Pustakawan

Unit Kerja (Pilih dan isikan hanya pada salah satu) : ☐ Fakultas : _____
☐ Biro : _____
☐ UPT : _____

Jenis Kelamin : ☒ Laki/Laki ☐ Perempuan

Usia : _____ Tahun

Masa Kerja : _____ Tahun
Pendidikan Terakhir : ☐ ☐ SD/Sederajat
☐ ☐ SMP/Sederajat
☐ ☐ SMA/Sederajat
☐ ☐ D3/Sederajat
☐ ☐ S1/Sederajat
☐ ☐ Pasca Sarjana

Apakah Anda Menduduki Posisi Struktural? : ☐ ☐ ya / ☐ ☐ Tidak
Jika Ya, berapa lama Anda menduduki Posisi : _____ Tahun
Tersebut?

Apakah Anda menjalani mutasi pekerjaan : ☐ ☐ ya / ☐ ☐ Tidak
dalam waktu 2 tahun terakhir?

Pedoman Pengisian

Evaluasilah pernyataan-pernyataan berikut, cocokkan dengan kondisi yang Anda temukan. Pilihlah/centang salah satu dari 5 alternatif untuk setiap item pernyataan, dengan kriteria sebagai berikut:

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3. AS : (Agak setuju) jika pernyataan hampir sama dengan kondisi
4. S : (Setuju) jika pernyataan cocok dengan kondisi
5. SS : (Sangat setuju) jika kondisi yang ada melebihi pernyataan

Aspek Kepuasan Atas Gaji

Pernyataan	STS	TS	AS	S	SS
1. Saya telah dibayar sepadan dengan jumlah pekerjaan yang saya lakukan	☐	☐	☐	☐	☐
2. Kenaikan gaji sudah mendekati dengan yang diharapkan	☐	☐	☐	☐	☐
3. Saya merasa apa yang saya lakukan dihargai	☐	☐	☐	☐	☐
4. Saya merasa puas terhadap adanya peluang kenaikan gaji	☐	☐	☐	☐	☐

Aspek Peluang Promosi

Pernyataan	STS	TS	AS	S	SS
1. Terdapat kesempatan bagi saya mendapatkan promosi di unit kerja	☐	☐	☐	☐	☐
2. Promosi diberikan berdasarkan kinerja yang saya raih	☐	☐	☐	☐	☐
3. Saya puas dengan kesempatan promosi yang diberikan pada saya	☐	☐	☐	☐	☐
4. Saya merasa lebih cepat meraih kesuksesan di unit kerja daripada teman saya yang bekerja di institusi yang berbeda	☐	☐	☐	☐	☐

Aspek Penghargaan

Pernyataan	STS	TS	AS	S	SS
1. Ketika saya melakukan pekerjaan dengan bagus, pimpinan memberikan pengakuan yang sesuai dengan harapan saya	☐	☐	☐	☐	☐

2. Saya merasa bahwa apa yang saya lakukan telah dihargai oleh unit kerja	☐	☐	☐	☐	☐
3. Banyak penghargaan yang diterima bagi karyawan yang bekerja di unit kerja	☐	☐	☐	☐	☐
4. Saya merasa usaha saya selama ini dihargai menurut cara yang seharusnya	☐	☐	☐	☐	☐

Aspek Kepuasan atas Supervisi

Pernyataan	STS	TS	AS	S	SS
1. Pimpinan unit kerja berkompeten melakukan pekerjaan	☐	☐	☐	☐	☐
2. Pemimpin unit kerja saya adil pada saya	☐	☐	☐	☐	☐
3. Pemimpin unit kerja menjadi mentor yang baik bagi pengembangan karier saya	☐	☐	☐	☐	☐
4. Saya menyukai apa yang dilakukan pimpinan unit kerja saya	☐	☐	☐	☐	☐

Aspek Kompensasi

Pernyataan	STS	TS	AS	S	SS
1. Saya puas dengan kompensasi tunjangan hari raya (THR) yang diberikan Universitas	☐	☐	☐	☐	☐
2. Kompensasi THR di UBH yang saya terima sudah layak	☐	☐	☐	☐	☐
3. Saya puas dengan bonus (Gaji ke- 13 dll) yang diberikan Universitas	☐	☐	☐	☐	☐
4. Saya puas dengan kompensasi kepanitiaan/ lembur yang diberikan Universitas	☐	☐	☐	☐	☐
5. Kompensasi kepanitiaan/lembur di UBH yang saya terima sudah layak	☐	☐	☐	☐	☐
6. Saya puas dengan asuransi kesehatan (BPJS) yang diberikan Universitas	☐	☐	☐	☐	☐
7. Saya puas dengan dana pensiun yang diberikan Universitas	☐	☐	☐	☐	☐
8. Dana pensiun di UBH yang akan saya terima sudah layak	☐	☐	☐	☐	☐
9. Saya puas dengan kompensasi dari adanya program pelayanan kesehatan keluarga (BPJS)	☐	☐	☐	☐	☐

10. Kompensasi dari pelayanan kesehatan keluarga yang saya terima di UBH sudah layak	☐	☐	☐	☐	☐
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Aspek Formalitas Pekerjaan

Pernyataan	STS	TS	AS	S	SS
1. Terdapat peraturan dan prosedur yang harus saya penuhi agar Saya bisa bekerja dengan baik	☐	☐	☐	☐	☐
2. Birokrasi menunjang saya untuk melakukan pekerjaan yang baik	☐	☐	☐	☐	☐
3. Saya harus melakukan banyak pekerjaan rutin di kantor	☐	☐	☐	☐	☐
4. Terdapat petunjuk untuk menjalankan pekerjaan saya	☐	☐	☐	☐	☐

Aspek Konflik Pekerjaan

Pernyataan	STS	TS	AS	S	SS
1. Saya dapat bekerja sama secara baik dengan rekan kerja	☐	☐	☐	☐	☐
2. Sedikit perselisihan pendapat dan pertengkaran dalam lingkungan kerja saya	☐	☐	☐	☐	☐
3. Saya harus bekerja keras menyelesaikan pekerjaan karena rekan kerja yang tidak kompeten dalam unit kerja saya	☐	☐	☐	☐	☐

Aspek Kebermaknaan Tugas

Pernyataan	STS	TS	AS	S	SS
1. Saya merasa apa yang saya lakukan berarti	☐	☐	☐	☐	☐
2. Pekerjaan saya menyenangkan	☐	☐	☐	☐	☐
3. Saya suka melakukan banyak hal dalam pekerjaan saya	☐	☐	☐	☐	☐
4. Saya bangga menjalani pekerjaan saya	☐	☐	☐	☐	☐

Aspek Komunikasi Organisasional

Pernyataan	STS	TS	AS	S	SS
1. Terdapat komunikasi yang baik antar rekan kerja dalam lingkungan kerja. Terdapat tujuan yang jelas dalam unit kerja	☐	☐	☐	☐	☐
2. Saya memiliki kesadaran bahwa pekerjaan yang saya lakukan harus selesai tepat waktu	☐	☐	☐	☐	☐
3. Saya menerima penjelasan yang memadai selama menjalankan tugas	☐	☐	☐	☐	☐

Data Respondent Dosen

No	Pengajaran						Penelitian						Pengabdian				Suasana Kerja						Fasilitas Pendukung			Fas. Kesehatan		Penghargaan				
	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Fasilita	Fasilitas	Aspek	Aspek	Aspek	Aspek	
1	AS	AS	AS	AS	AS	AS	SS	STS	STS	STS	AS	TS	SS	SS	S	S	S	S	S	S	AS	AS	STS	AS	AS	AS	AS	AS	AS	TS	TS	TS
2	S	S	SS	SS	TS	AS	SS	STS	STS	STS	S	S	S	STS	TS	AS	AS	STS	STS	TS	STS	S	S	S	S	AS	S	S	S	S	SS	
3	S	AS	SS	S	AS	S	SS	SS	SS	SS	SS	SS	S	S	S	S	S	S	S	S	S	S	SS	S	AS	S	S	S	S	S	SS	
4	AS	AS	S	SS	STS	STS	SS	S	S	S	SS	SS	S	S	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	
5	S	S	SS	S	AS	AS	S	SS	SS	SS	TS	TS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	S	SS	SS	SS	SS	SS	SS	SS	
6	S	SS	SS	SS	S	SS	SS	STS	S	S	S	S	SS	SS	SS	SS	SS	SS	SS	SS	SS	S	S	S	TS	TS	TS	TS	S	S	SS	
7	S	S	S	SS	S	S	S	STS	SS	S	TS	TS	S	TS	TS	S	S	S	TS	TS	TS	SS	SS	SS	AS	AS	AS	AS	S	S	SS	
8	S	AS	S	S	SS	SS	S	SS	SS	S	S	AS	S	S	S	S	S	TS	TS	TS	TS	SS	SS	SS	SS	AS	SS	S	SS	SS	SS	
9	AS	AS	SS	SS	S	AS	SS	SS	SS	SS	AS	S	SS	AS	AS	AS	S	AS	SS	SS	S	S	S	S	AS	AS	AS	AS	AS	AS	S	
10	AS	S	TS	AS	STS	STS	TS	AS	AS	S	STS	STS	STS	STS	AS	S	TS	TS	AS	AS	STS	STS	TS	TS	S	S	S	STS	AS	SS	SS	
11	AS	AS	AS	AS	AS	AS	SS	SS	SS	SS	SS	SS	SS	TS	TS	SS	S	SS	SS	S	S	AS	SS	SS	SS	S	S	TS	TS	SS	S	
12	SS	S	S	SS	SS	SS	S	S	SS	S	S	SS	S	S	TS	SS	SS	S	S	AS	AS	S	SS	SS	SS	SS	SS	S	S	S	S	
13	S	S	TS	S	AS	S	S	S	S	S	S	TS	AS	S	S	S	AS	AS	S	S	TS	AS	AS	AS	AS	S	S	S	S	S	S	
14	S	S	S	S	S	S	S	S	S	S	S	AS	AS	AS	S	S	S	S	S	S	S	AS	S	S	AS	AS	AS	AS	S	SS	SS	
15	AS	AS	AS	AS	AS	AS	AS	S	SS	S	S	AS	AS	AS	TS	S	AS	SS	S	SS	SS	S	S	AS	S	S	AS	S	AS	SS	SS	
16	AS	AS	AS	AS	AS	AS	AS	SS	SS	SS	SS	SS	S	S	S	SS	SS	SS	SS	SS	SS	S	S	SS	SS	SS	SS	SS	SS	SS	SS	
17	SS	SS	S	SS	SS	SS	AS	S	SS	SS	TS	TS	TS	AS	SS	SS	AS	SS	SS	SS	AS	S	AS	S	S	S	S	S	S	STS	AS	
18	STS	AS	STS	AS	STS	AS	STS	TS	STS	TS	STS	STS	STS	STS	TS	TS	STS	TS	TS	STS	STS	STS	STS	STS	S	S	STS	STS	SS	SS	SS	
19	SS	SS	S	SS	S	SS	SS	S	S	S	S	S	S	AS	S	S	SS	SS	SS	SS	SS	SS	AS	S	AS	S	S	SS	S	S	S	
20	S	S	TS	S	STS	S	STS	TS	AS	AS	STS	STS	TS	STS	TS	TS	TS	S	AS	STS	AS	AS	AS	AS	AS	TS	TS	TS	TS	S	S	
21	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	AS	S	S	S	S	S	S	S	SS	SS	
22	AS	AS	AS	AS	AS	AS	AS	S	SS	SS	SS	SS	SS	SS	SS	SS	SS	S	S	SS	S	AS	S	S	S	S	S	S	S	S	SS	
23	AS	AS	AS	AS	AS	AS	AS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	
24	AS	AS	AS	AS	AS	AS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	S	SS	SS	SS	SS	SS	SS	S	SS	S	S	
25	S	S	S	S	S	S	TS	TS	S	S	S	TS	TS	TS	S	S	S	S	S	S	S	S	TS	TS	TS	S	S	TS	TS	S	S	
26	S	S	S	S	S	AS	S	S	S	S	TS	TS	TS	TS	AS	S	SS	SS	SS	SS	SS	AS	AS	AS	AS	S	S	S	S	SS	SS	
27	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	S	AS	SS	SS	SS	SS	SS	SS	SS	SS	SS	AS	SS	S	SS	SS	SS	S	S	S	
28	S	S	S	S	S	AS	S	TS	AS	S	TS	TS	TS	AS	S	S	S	S	S	S	S	AS	AS	AS	AS	AS	AS	AS	TS	SS	SS	
29	AS	AS	AS	AS	AS	AS	AS	SS	SS	SS	TS	AS	TS	TS	SS	SS	SS	SS	SS	SS	SS	AS	SS	SS	SS	S	SS	S	SS	SS	SS	
30	AS	AS	AS	AS	AS	AS	S	S	S	S	AS	TS	TS	S	S	S	S	S	S	S	S	SS	SS	SS	S	S	S	AS	S	S	S	
31	S	S	S	SS	SS	SS	AS	S	S	SS	S	S	S	S	S	S	S	S	S	S	S	TS	TS	S	S	S	S	S	S	S	S	
32	S	SS	S	SS	S	S	S	S	S	SS	S	AS	S	S	SS	S	S	S	S	S	S	AS	AS	AS	AS	AS	AS	S	AS	S	SS	
33	S	SS	S	SS	SS	S	S	SS	SS	SS	S	AS	S	S	S	SS	S	S	SS	SS	S	SS	S	SS	S	S	S	S	S	S	S	
34	S	S	AS	S	SS	SS	S	SS	SS	SS	S	SS	SS	S	S	S	SS	SS	S	SS	S	S	S	S	S	S	S	S	S	S	AS	
35	S	SS	S	SS	SS	SS	SS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	
36	S	SS	AS	S	SS	S	S	S	S	S	S	S	S	S	S	S	S	SS	S	S	S	AS	AS	S	S	AS	AS	AS	AS	AS	SS	
37	SS	SS	SS	SS	SS	SS	S	SS	SS	SS	S	S	AS	S	SS	SS	S	S	S	S	S	SS	SS	SS	SS	S	SS	S	AS	S	S	
38	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	
39	SS	SS	SS	SS	SS	SS	S	S	SS	S	AS	AS	S	S	S	SS	S	SS	SS	SS	SS	S	S	S	S	S	S	S	S	S	S	
40	S	S	S	S	S	SS	S	AS	S	S	TS	AS	AS	S	AS	AS	AS	SS	SS	SS	SS	SS	AS	AS	AS	S	S	AS	AS	TS	TS	

No	Pengajaran							Penelitian							Pengabdian			Suasana Kerja					Fasilitas Pendukung			Fas.Kesehatan		Penghargaan				
	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	
202	SS	AS	S	SS	S	SS	TS	TS	TS	TS	TS	TS	TS	TS	S	S	SS	SS	SS	SS	SS	STS	S	S	S	SS	SS	SS	S	S	S	S
203	SS	S	S	S	SS	SS	TS	TS	TS	TS	TS	TS	TS	TS	TS	S	S	S	S	SS	S	S	STS	SS	S	S	S	AS	AS	AS	TS	AS
204	S	S	SS	SS	S	S	S	S	S	S	SS	S	S	STS	S	S	AS	S	S	SS	SS	SS	S	SS	SS	SS	SS	S	SS	S	AS	AS
205	SS	S	SS	SS	SS	SS	S	SS	S	SS	AS	AS	AS	SS	AS	AS	AS	SS	SS	S	AS	SS	SS	SS	SS	S	S	S	S	AS	SS	
206	TS	AS	AS	S	SS	SS	AS	AS	AS	TS	AS	S	AS	S	AS	S	S	SS	S	AS	S	S	S	S	S	S	S	S	S	S	S	S
207	SS	SS	SS	SS	SS	SS	TS	TS	TS	TS	TS	TS	TS	TS	SS	SS	SS	SS	SS	AS	AS	AS	S	S	S	S	S	AS	AS	AS	S	AS
208	SS	S	S	S	SS	AS	SS	S	S	SS	TS	S	S	S	SS	AS	SS	S	S	S	S	SS	S	SS	SS	SS	S	S	S	S	SS	S
209	AS	AS	AS	AS	AS	AS	S	SS	SS	S	TS	S	SS	TS	SS	SS	S	SS	S	S	SS	S	SS	S	S	AS	AS	AS	AS	AS	AS	S
210	AS	AS	AS	AS	AS	AS	AS	AS	TS	AS	SS	SS	S	SS	TS	SS	TS	AS	TS	S	SS	S	S	AS	S	S	SS	AS	AS	SS	S	SS
211	AS	AS	AS	AS	AS	AS	AS	S	S	S	S	SS	S	SS	TS	SS	S	S	S	SS	SS	SS	SS	SS	AS	S	S	S	S	SS	SS	S
212	SS	S	SS	SS	SS	SS	TS	TS	TS	TS	TS	TS	TS	TS	SS	SS	SS	S	SS	SS	SS	S	S	AS	AS	SS	S	S	S	S	TS	TS
213	S	TS	AS	STS	STS	TS	TS	TS	TS	TS	TS	TS	TS	TS	STS	TS	AS	AS	S	S	S	SS	SS	SS	SS	S	SS	SS	AS	TS	S	S
214	SS	SS	SS	SS	SS	SS	TS	TS	TS	TS	TS	TS	TS	TS	SS	SS	SS	SS	SS	S	S	AS	SS	S	AS	SS	SS	SS	S	S	SS	
215	S	S	SS	SS	SS	S	S	SS	S	SS	S	S	SS	SS	SS	S	S	SS	SS	SS	SS	S	TS	S	S	SS	AS	AS	AS	TS	AS	
216	S	TS	S	AS	S	S	S	S	S	S	S	TS	S	AS	S	S	S	S	S	AS	S	S	S	TS	AS	SS	S	S	S	S	SS	
217	S	S	S	S	S	S	S	S	S	SS	S	S	S	S	S	S	S	S	SS	SS	SS	SS	S	AS	S	SS	TS	TS	TS	TS	S	
218	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	SS	S	SS	S	S	S	S	SS	SS	SS	SS	S	S	S	S	S	S	
219	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	SS	SS	SS	SS	SS	SS	SS	SS	S	AS	AS	S	AS	S	S	S	AS	
220	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	SS	AS	S	SS	SS	S	S	S	S	S	SS	SS	TS	TS	TS	TS	S	
221	S	AS	S	S	SS	S	TS	TS	TS	TS	TS	TS	TS	TS	SS	S	S	STS	S	AS	SS	S	S	S	S	S	SS	S	S	AS	S	
222	SS	SS	SS	SS	SS	SS	AS	AS	SS	SS	S	S	S	S	TS	S	S	S	SS	SS	S	TS	S	STS	S	SS	SS	S	AS	AS	AS	
223	S	SS	AS	SS	S	S	S	S	S	S	SS	SS	SS	SS	SS	SS	S	S	SS	AS	S	S	S	S	S	S	SS	S	AS	AS	AS	
224	TS	TS	TS	TS	TS	TS	S	SS	S	SS	S	S	SS	SS	SS	SS	S	S	S	SS	SS	SS	S	S	SS	S	S	S	AS	AS	STS	
225	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	S	AS	AS	S	S	S	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	AS	
226	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	AS	S	S	S	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	S	
227	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	SS	S	S	TS	S	S	S	S	S	S	S	S	S	S	TS	TS	TS	
228	SS	STS	TS	AS	AS	S	TS	TS	TS	TS	TS	TS	TS	TS	SS	SS	SS	SS	SS	S	S	S	S	S	AS	SS	S	AS	AS	AS	AS	
229	TS	TS	TS	TS	TS	TS	S	AS	S	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	S	S	TS	STS	AS	STS		
230	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	S	SS	S	S	SS	SS	S	S	S	AS	S	S	SS	S	AS	AS	AS	
231	AS	S	S	S	S	S	TS	TS	TS	TS	TS	TS	TS	TS	SS	AS	AS	AS	SS	S	SS	SS	TS	TS	TS	TS	TS	SS	SS	S	S	
232	S	S	S	S	S	SS	TS	TS	TS	TS	TS	TS	TS	TS	TS	AS	S	AS	SS	SS	SS	S	S	S	S	S	S	AS	SS	AS	S	
233	S	SS	S	SS	S	S	TS	TS	TS	TS	TS	TS	TS	TS	TS	TS	SS	SS	S	S	S	S	SS	SS	SS	TS	AS	STS	S	S	SS	
234	TS	TS	TS	TS	TS	TS	SS	SS	S	SS	AS	SS	S	S	SS	TS	S	S	SS	SS	SS	S	SS	S	S	S	SS	TS	S	S	S	
235	AS	AS	AS	AS	AS	AS	S	AS	S	SS	SS	S	SS	SS	S	TS	S	SS	S	SS	SS	S	SS	SS	S	AS	SS	STS	S	S	AS	
236	SS	S	S	S	S	S	S	S	S	S	S	S	TS	AS	SS	SS	S	SS	SS	SS	S	AS	S	TS	TS	SS	SS	SS	AS	AS	AS	
237	S	S	S	SS	S	AS	AS	S	S	S	SS	S	S	S	S	SS	S	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	S	S	S	
238	AS	S	AS	S	S	TS	AS	AS	S	AS	AS	AS	SS	SS	SS	SS	SS	SS	S	S	SS	SS	SS	SS	SS	SS	SS	SS	S	S	S	
239	SS	S	S	S	SS	S	TS	TS	TS	TS	TS	TS	TS	TS	SS	SS	S	S	AS	AS	SS	TS	SS	SS	SS	S	S	AS	TS	S	S	
240	TS	TS	TS	TS	TS	TS	TS	AS	AS	S	S	S	S	STS	S	STS	TS	AS	SS	SS	S	S	S	S	S	SS	SS	STS	STS	S	S	
241	S	AS	S	S	S	AS	AS	S	AS	S	S	S	S	S	S	S	S	S	S	SS	SS	SS	SS	SS	SS	SS	S	S	STS	SS	AS	AS
242	SS	S	S	SS	S	S	SS	SS	SS	SS	SS	SS	S	SS	S	S	SS	SS	SS	SS	S	S	S	S	TS	S	S	S	S	AS	S	
243	AS	S	S	S	SS	S	TS	TS	TS	TS	TS	TS	TS	TS	AS	S	S	S	SS	S	SS	SS	SS	SS	SS	S	S	S	S	S	S	
244	AS	AS	AS	AS	AS	AS	TS	TS	TS	TS	TS	TS	TS	TS	SS	S	S	AS	S	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	

Data Respondent Tendik

No	Kepuasan Gaji				Peluang Promosi				Penghargaan				Kepuasan dan Supervisi				Kompensasi											
	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek
1	SS	SS	SS	SS	S	S	AS	AS	AS	S	AS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
2	S	SS	SS	SS	SS	SS	SS	SS	SS	STS	S	S	S	S	S	S	S	AS	S	S	S	S	S	S	AS	AS	S	SS
3	S	S	TS	S	TS	TS	TS	TS	TS	TS	TS	TS	TS	SS	SS	SS	SS	SS	S	S	TS	TS	S	S	S	S	S	S
4	S	S	AS	S	S	S	S	S	S	S	S	S	S	AS	AS	AS	AS	S	S	S	TS	TS	S	AS	AS	S	S	S
5	AS	AS	AS	AS	TS	TS	TS	TS	TS	S	TS	AS	AS	S	S	S	S	S	S	SS	AS	S	S	S	S	S	S	S
6	SS	SS	SS	SS	AS	TS	AS	AS	TS	TS	STS	TS	AS	AS	AS	AS	AS	AS	AS	TS	TS	AS	SS	SS	SS	SS	SS	SS
7	S	AS	AS	SS	S	S	S	TS	TS	TS	TS	TS	S	S	SS	S	SS	S	SS	S	S	S	AS	AS	S	AS	S	AS
8	AS	TS	AS	AS	AS	AS	AS	AS	AS	TS	AS	AS	AS	S	S	AS	AS	S	S	S	AS	AS	S	AS	AS	S	S	S
9	S	S	S	S	S	S	S	AS	AS	S	AS	AS	S	AS	AS	AS	S	S	S	AS	AS	S	AS	TS	AS	TS	AS	TS
10	SS	SS	SS	SS	S	SS	S	S	SS	SS	S	SS	S	SS	S	S	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS
11	SS	SS	SS	SS	S	SS	S	SS	TS	TS	TS	TS	S	SS	S	S	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS
12	AS	AS	S	SS	AS	S	S	AS	TS	TS	TS	TS	AS	S	S	S	AS	AS	AS	S	S	S	SS	SS	SS	SS	SS	SS
13	SS	SS	SS	SS	AS	AS	AS	TS	AS	S	TS	AS	S	AS	S	AS	S	S	S	AS	AS	S	S	AS	S	S	S	S
14	AS	AS	AS	AS	SS	SS	SS	SS	SS	SS	AS	SS	SS	SS	SS	SS	SS	AS	AS	AS	AS	AS	AS	AS	AS	AS	AS	AS
15	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
16	S	AS	AS	S	AS	AS	AS	AS	TS	TS	TS	TS	SS	AS	SS	SS	SS	SS	SS	S	S	AS	AS	AS	S	AS	AS	AS
17	S	S	S	S	S	S	S	S	TS	TS	TS	TS	S	S	SS	S	SS	SS	SS	S	S	STS	STS	STS	S	S	S	S
18	SS	SS	SS	SS	AS	TS	TS	S	TS	TS	TS	TS	AS	AS	AS	AS	AS	AS	AS	TS	TS	S	AS	AS	AS	AS	AS	AS
19	S	S	AS	S	S	S	AS	TS	AS	AS	AS	AS	S	AS	AS	AS	TS	TS	S	TS	TS	S	S	S	S	S	S	S
20	S	S	STS	S	STS	STS	TS	STS	TS	STS	TS	TS	TS	STS	STS	TS	AS	AS	AS	AS	AS	AS	AS	AS	AS	AS	AS	AS
21	AS	TS	TS	AS	TS	TS	TS	AS	TS	AS	S	S	S	AS	AS	AS	AS	AS	AS	AS	AS	AS	S	AS	AS	AS	S	S
22	S	AS	AS	S	TS	TS	TS	TS	TS	TS	TS	TS	SS	SS	SS	SS	S	S	S	S	S	AS	AS	TS	TS	TS	TS	TS
23	S	S	AS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	SS	SS	S	S	SS	SS	S	SS	S	S
24	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
25	S	S	S	S	S	S	S	AS	S	S	TS	S	S	AS	S	S	S	S	S	AS	AS	S	SS	SS	S	S	S	S
26	S	S	S	S	TS	TS	TS	TS	TS	TS	TS	TS	AS	AS	AS	AS	S	S	S	S	S	S	S	S	S	S	S	S
27	AS	AS	S	S	S	S	AS	AS	S	S	S	S	S	S	S	S	S	S	S	S	AS	S	AS	AS	S	S	S	S
28	AS	S	S	S	S	S	S	AS	AS	AS	S	S	S	S	S	S	SS	SS	SS	AS	AS	SS	S	S	SS	SS	SS	SS
29	TS	AS	AS	TS	AS	AS	AS	TS	TS	TS	TS	AS	AS	AS	TS	TS	AS	AS	AS	AS	STS	STS	TS	STS	STS	AS	AS	AS
30	S	S	S	S	SS	S	S	S	S	S	AS	S	SS	S	S	S	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS
31	S	AS	S	AS	S	AS	AS	AS	S	S	AS	AS	S	S	S	S	AS	AS	AS	AS	AS	AS	AS	AS	AS	AS	AS	AS
32	S	S	S	AS	S	S	AS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
33	S	S	SS	S	S	SS	SS	S	S	S	AS	S	S	S	S	S	S	S	S	S	S	SS	SS	S	SS	SS	SS	SS
34	SS	TS	TS	S	SS	SS	SS	SS	TS	TS	TS	TS	SS	SS	SS	SS	SS	S	SS	STS	STS	SS	SS	SS	SS	SS	SS	SS
35	S	S	S	SS	S	SS	S	S	AS	AS	AS	AS	AS	AS	AS	AS	SS	SS	SS	SS	AS	TS	SS	SS	SS	SS	SS	SS
36	AS	AS	S	S	AS	TS	TS	TS	STS	STS	STS	TS	S	S	S	S	SS	SS	SS	SS	SS	S	S	AS	S	AS	AS	AS
37	SS	SS	SS	SS	S	S	S	S	S	AS	S	S	TS	TS	AS	AS	AS	AS	AS	AS	AS	AS	AS	AS	TS	AS	AS	AS
38	SS	SS	SS	SS	TS	TS	TS	TS	AS	S	AS	AS	S	AS	AS	TS	S	AS	S	TS	TS	AS	AS	AS	AS	AS	AS	AS
39	SS	SS	SS	SS	TS	SS	SS	S	TS	TS	TS	S	S	S	S	S	SS	SS	SS	TS	TS	SS	SS	SS	SS	SS	SS	SS
40	AS	AS	AS	TS	AS	AS	AS	TS	TS	TS	TS	AS	AS	TS	TS	TS	AS	TS	AS	TS	TS	AS	AS	AS	AS	AS	AS	AS

Formalitas Pekerjaan				Konflik			Kebermaknaan Tugas				Komunikasi Organisasional			
Aspek	Aspek	Aspek	Aspek F	Aspek	Aspek	Aspek K	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek
S	S	S	S	SS	SS	SS	S	S	S	S	AS	S	S	AS
SS	S	S	S	S	TS	AS	S	S	S	S	S	S	S	S
S	S	S	S	SS	S	S	S	S	S	S	S	S	S	S
S	AS	AS	AS	S	TS	TS	S	S	S	S	S	S	S	S
S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
AS	TS	AS	TS	S	AS	S	S	S	AS	AS	AS	S	S	S
TS	S	S	S	S	STS	STS	S	S	S	S	SS	SS	S	S
S	S	S	S	S	TS	AS	SS	S	S	S	S	SS	S	S
S	S	S	S	AS	AS	AS	S	S	S	S	S	S	S	S
S	SS	S	S	SS	SS	STS	SS	SS	SS	SS	SS	SS	SS	SS
S	SS	S	S	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS	SS
AS	S	S	S	AS	TS	TS	AS	S	S	S	AS	SS	SS	SS
S	S	S	AS	S	AS	AS	S	S	S	S	S	S	S	S
S	S	S	S	SS	S	STS	SS	SS	SS	SS	SS	SS	SS	SS
S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
S	S	S	S	S	AS	S	SS	SS	SS	SS	S	S	AS	SS
AS	S	S	AS	SS	SS	S	SS	AS	AS	SS	SS	SS	SS	SS
S	S	S	STS	SS	SS	SS	S	AS	S	AS	AS	SS	AS	AS
S	AS	AS	AS	SS	SS	SS	S	AS	AS	AS	S	SS	S	S
TS	TS	AS	STS	TS	S	S	S	AS	AS	AS	STS	S	STS	STS
S	S	TS	S	S	S	S	AS	S	S	SS	S	SS	S	AS
AS	AS	AS	AS	TS	TS	TS	TS	TS	TS	TS	AS	AS	AS	TS
S	SS	S	SS	SS	AS	AS	S	S	S	S	S	S	S	SS
S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
S	AS	AS	S	S	S	AS	S	S	S	S	S	S	S	S
AS	AS	AS	AS	AS	AS	AS	AS	AS	AS	AS	AS	S	AS	S
S	S	S	S	SS	AS	TS	S	S	S	S	S	S	S	S
S	S	S	S	AS	S	S	SS	SS	SS	SS	S	SS	S	AS
AS	S	STS	STS	AS	AS	STS	S	TS	AS	AS	STS	S	AS	TS
SS	S	S	S	S	AS	STS	S	S	TS	SS	SS	SS	S	SS
S	AS	S	TS	S	AS	AS	AS	AS	AS	AS	S	S	S	SS
S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
S	S	S	S	S	AS	TS	S	S	S	S	S	SS	S	S
S	S	S	TS	AS	AS	S	AS	S	SS	SS	S	SS	TS	S
S	S	S	S	SS	SS	SS	SS	SS	SS	SS	S	SS	S	SS
AS	AS	S	S	SS	SS	SS	S	AS	S	S	AS	S	S	AS
S	S	S	S	S	AS	S	S	S	S	S	S	S	S	S
S	AS	TS	AS	S	AS	S	S	S	S	S	AS	S	AS	AS
S	S	S	TS	SS	S	TS	SS	SS	SS	SS	S	SS	S	S
S	S	AS	AS	AS	TS	TS	S	AS	AS	AS	TS	SS	AS	AS

No	Kepuasan Gaji				Peluang Promosi				Penghargaan				Kepuasasn dan Supervisi				Kompensasi											
	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek
103	AS	AS	S	S	S	S	S	S	S	S	S	AS	S	AS	AS	AS	SS	SS	SS	S	S	AS	AS	S	S	S		
104	S	S	AS	AS	S	S	AS	S	S	S	S	S	S	S	S	S	S	S	S	TS	STS	TS	TS	STS	STS	S		
105	SS	S	AS	AS	S	S	TS	S	AS	AS	S	AS	S	AS	AS	S	AS	AS	AS	SS	SS	S	S	SS	S	S		
106	S	TS	AS	TS	AS	AS	AS	S	TS	AS	AS	TS	AS	S	S	S	S	S	S	S	S	S	AS	S	S	S		
107	S	S	S	AS	SS	SS	SS	SS	S	S	S	S	S	TS	TS	AS	AS	TS	TS	S	S	S	S	AS	AS	S		
108	S	S	S	S	SS	SS	S	SS	TS	TS	TS	TS	SS	S	AS	S	S	S	AS	S	AS	TS	S	S	S	S		
109	S	S	S	S	SS	SS	SS	SS	TS	TS	TS	TS	SS	S	STS	S	STS	STS	TS	S	S	S	S	AS	AS	AS		
110	S	S	S	S	SS	SS	SS	SS	S	S	S	S	SS	TS	TS	AS	TS	TS	TS	S	S	S	S	S	STS	TS		
111	S	S	S	S	SS	S	AS	SS	SS	SS	SS	S	SS	AS	AS	S	TS	TS	TS	S	S	S	S	S	S	AS		
112	S	S	TS	AS	S	TS	AS	S	S	S	S	S	S	AS	AS	AS	AS	TS	TS	AS	AS	AS	TS	AS	AS	TS		
113	S	AS	AS	AS	AS	AS	AS	AS	S	SS	S	AS	AS	S	S	S	S	TS	TS	TS	S	AS	TS	AS	S	TS		
114	AS	AS	TS	TS	SS	SS	SS	SS	TS	TS	TS	TS	AS	S	AS	AS	AS	AS	AS	AS	AS	AS	AS	AS	AS	S	TS	
115	AS	AS	S	S	S	AS	AS	AS	AS	AS	AS	AS	S	AS	S	S	S	TS	STS	TS	TS	S	TS	AS	TS	AS		
116	S	S	S	S	S	AS	AS	S	S	S	S	S	AS	S	S	S	S	S	S	TS	TS	S	TS	TS	S	STS		
117	STS	STS	TS	TS	SS	SS	SS	SS	STS	TS	STS	TS	STS	AS	TS	TS	TS	TS	TS	TS	TS	TS	AS	AS	AS	AS		
118	S	S	SS	SS	SS	S	S	SS	S	AS	SS	SS	S	AS	S	S	S	AS	AS	AS	S	S	SS	SS	SS	S		
119	S	AS	S	S	S	S	AS	S	S	S	S	S	S	S	S	S	S	AS	AS	STS	STS	STS	STS	STS	S	S		
120	S	S	S	S	S	S	S	AS	TS	TS	TS	TS	AS	STS	TS	TS	STS	TS	TS	AS	AS	AS	AS	AS	S	S		
121	TS	TS	AS	S	AS	TS	S	S	TS	TS	TS	TS	SS	TS	TS	SS	SS	SS	SS	TS	S	S	S	S	S	S		
122	S	S	S	S	S	S	S	AS	AS	AS	AS	AS	AS	TS	TS	AS	AS	AS	AS	S	S	AS	AS	S	AS	SS		
123	S	S	S	S	S	S	S	S	STS	STS	AS	AS	AS	AS	TS	AS	STS	STS	AS	S	S	AS	AS	AS	TS	AS		
124	S	S	S	S	S	S	S	S	S	S	AS	AS	AS	AS	AS	AS	AS	AS	S	S	S	TS	AS	S	S	S		
125	S	S	S	AS	AS	AS	TS	AS	AS	S	AS	AS	AS	TS	AS	AS	AS	AS	TS	STS	STS	AS	S	S	S	S		
126	TS	TS	TS	TS	S	AS	TS	AS	S	S	S	S	S	AS	AS	S	S	S	AS	TS	AS	S	AS	AS	AS	AS		
127	AS	AS	AS	AS	AS	AS	AS	AS	S	AS	S	S	S	AS	AS	S	AS	AS	SS	SS	SS	SS	SS	SS	SS	SS		
128	AS	S	AS	TS	SS	SS	SS	SS	TS	TS	S	S	AS	STS	STS	AS	TS	TS	S	S	S	S	TS	S	S	S		
129	TS	TS	TS	TS	SS	SS	SS	SS	S	S	SS	SS	SS	S	S	S	S	S	AS	AS	SS	S	STS	S	S	S		
130	TS	TS	TS	TS	SS	SS	SS	SS	S	S	AS	AS	S	AS	AS	S	S	AS	S	S	S	TS	AS	S	S	S		
131	S	S	S	AS	SS	SS	SS	SS	S	S	S	S	S	S	S	S	AS	AS	TS	STS	STS	AS	S	S	S	S		
132	STS	STS	STS	STS	SS	SS	SS	SS	S	S	SS	SS	SS	SS	S	SS	S	S	AS	TS	AS	S	AS	AS	AS	AS		
133	AS	TS	AS	AS	AS	AS	AS	AS	S	S	AS	AS	AS	AS	AS	AS	AS	AS	SS	SS	SS	SS	SS	SS	SS	SS		
134	AS	AS	AS	TS	S	S	S	S	S	S	S	AS	S	TS	TS	S	S	AS	S	S	S	S	TS	S	S	S		
135	AS	S	AS	S	S	AS	AS	S	AS	AS	SS	SS	SS	S	S	S	S	AS	AS	AS	SS	S	STS	S	S	S		
136	AS	S	S	S	S	AS	AS	AS	TS	TS	S	S	S	AS	AS	S	S	AS	S	S	S	S	TS	S	S	S		
137	S	S	AS	S	S	S	S	S	S	S	TS	TS	TS	TS	TS	TS	TS	TS	AS	AS	AS	AS	TS	AS	AS	AS		
138	AS	AS	AS	TS	AS	AS	AS	AS	AS	AS	AS	AS	AS	TS	TS	AS	AS	AS	AS	AS	AS	TS	AS	AS	AS	AS		
139	SS	SS	S	S	S	S	S	SS	SS	S	S	S	S	S	SS	SS	S	S	S	S	S	SS	TS	S	S	S		
140	S	S	S	S	S	AS	AS	SS	TS	TS	TS	TS	SS	AS	TS	TS	TS	TS	AS	S	AS	STS	TS	S	S	S		
141	AS	S	AS	TS	S	S	S	SS	TS	TS	TS	TS	S	S	S	S	S	S	S	S	S	TS	STS	AS	S	AS		
142	S	S	S	S	SS	SS	SS	SS	AS	AS	AS	AS	AS	SS	TS	AS	AS	TS	S	S	S	S	TS	S	S	S		

Formalitas Pekerjaan				Konflik			Kebermaknaan Tugas				Komunikasi Organisasional			
Aspek	Aspek	Aspek	Aspek F	Aspek	Aspek	Aspek K	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek	Aspek
S	S	AS	S	S	AS	AS	S	AS	S	S	AS	S	S	AS
S	S	S	AS	AS	AS	S	S	S	S	S	S	S	S	S
AS	TS	S	S	S	AS	S	S	S	S	S	AS	S	AS	AS
S	S	S	AS	AS	S	TS	SS	SS	SS	SS	S	SS	S	S
S	S	S	S	STS	TS	TS	S	AS	AS	AS	TS	SS	AS	AS
S	S	S	S	S	AS	S	S	S	S	S	TS	S	TS	TS
AS	AS	TS	AS	AS	STS	STS	S	AS	S	S	S	S	S	S
S	AS	TS	AS	S	S	S	S	S	S	S	AS	S	S	AS
AS	AS	AS	AS	S	S	AS	S	S	S	S	S	S	AS	S
TS	S	TS	AS	TS	S	TS	S	AS	AS	S	AS	S	AS	AS
TS	S	TS	TS	S	AS	AS	S	TS	AS	AS	TS	AS	TS	TS
TS	TS	TS	TS	S	TS	TS	S	S	S	S	S	S	S	S
S	S	TS	AS	S	SS	S	SS	SS	SS	SS	SS	SS	SS	SS
STS	STS	STS	STS	S	STS	STS	SS	SS	SS	SS	SS	SS	SS	SS
AS	AS	AS	AS	S	S	S	SS	S	S	S	S	SS	S	S
S	S	S	S	S	S	AS	SS	SS	SS	SS	S	SS	S	S
S	AS	AS	S	AS	TS	AS	S	S	S	S	S	S	S	S
S	AS	AS	AS	TS	AS	AS	AS	S	SS	S	AS	AS	AS	S
S	S	S	AS	AS	AS	S	AS	S	S	S	S	S	S	S
SS	S	SS	S	S	S	S	S	S	TS	AS	S	S	S	S
AS	AS	AS	AS	STS	STS	S	S	S	S	S	S	S	S	S
S	SS	S	S	AS	S	S	S	S	S	S	S	S	S	S
S	STS	S	S	S	S	STS	STS	S	AS	S	S	S	S	S
AS	AS	AS	S	S	S	S	S	S	S	S	S	S	S	S
SS	S	S	AS	AS	S	S	AS	S	S	S	S	S	S	S
S	S	S	AS	AS	S	S	TS	S	AS	AS	S	S	S	S
S	AS	TS	AS	TS	AS	AS	AS	S	TS	AS	AS	S	S	S
S	SS	S	S	AS	SS	TS	TS	S	S	S	S	S	S	S
S	STS	S	S	S	SS	SS	S	SS	SS	SS	SS	AS	AS	AS
AS	AS	S	S	S	SS	STS	STS	SS	SS	SS	SS	SS	SS	SS
SS	S	S	S	S	S	S	S	SS	S	S	S	S	S	S
S	S	S	S	S	SS	S	AS	SS	SS	SS	SS	S	S	S
S	AS	S	TS	AS	S	TS	AS	S	S	S	S	S	S	S
S	SS	AS	AS	AS	AS	AS	AS	AS	S	SS	S	AS	AS	AS
AS	TS	AS	AS	AS	S	TS	STS	S	S	SS	S	AS	AS	AS
AS	AS	TS	S	TS	S	S	AS	S	S	S	S	S	S	S
S	S	AS	S	AS	TS	AS	TS	S	S	S	S	STS	STS	STS
S	S	AS	AS	SS	SS	SS	AS	TS	SS	S	S	SS	SS	SS
TS	S	S	S	SS	SS	SS	SS	SS	S	S	S	S	S	S
S	S	AS	AS	AS	AS	AS	AS	AS	AS	SS	SS	SS	SS	SS

AS	TS	AS	STS	S	S	S	S	SS	SS	S	SS	SS	SS	SS
AS	AS	AS	AS	S	S	S	S	SS	STS	STS	SS	SS	SS	SS
TS	AS	AS	AS	S	S	S	S	S	S	S	SS	S	S	S
AS	AS	S	S	S	S	S	S	SS	S	AS	SS	SS	SS	SS
AS	AS	S	AS	S	S	TS	AS	S	TS	AS	S	S	S	S
STS	STS	AS	TS	AS	AS	AS	AS	AS	AS	AS	AS	S	SS	S
S	S	S	S	AS	AS	AS	AS	S	TS	STS	S	S	SS	S
AS	AS	S	S	TS	TS	S	TS	S	S	AS	S	S	S	S
S	S	S	AS	AS	AS	S	AS	S	S	S	S	S	S	S
SS	S	SS	S	S	S	S	S	S	TS	AS	S	S	S	S
AS	AS	AS	AS	STS	STS	S	S	S	S	S	S	S	S	S
S	SS	S	S	AS	S	S	S	S	S	S	S	S	S	S
S	STS	S	S	S	S	STS	STS	S	AS	S	S	S	S	S
AS	AS	AS	S	S	S	S	S	S	S	S	S	S	S	S
SS	S	S	AS	AS	S	S	AS	S	S	S	S	S	S	S
S	S	S	AS	AS	S	S	TS	S	AS	AS	S	S	S	S
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S	STS	S	S	S	SS	SS	S	SS	SS	SS	SS	AS	AS	AS
AS	AS	S	S	S	SS	STS	STS	SS	SS	SS	SS	SS	SS	SS
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S	AS	S	TS	AS	S	TS	AS	S	S	S	S	S	S	S
S	SS	AS	AS	AS	AS	AS	AS	AS	S	SS	S	AS	AS	AS
AS	TS	AS	AS	AS	S	TS	STS	S	S	SS	S	AS	AS	AS
AS	AS	TS	S	TS	S	S	AS	S	S	S	S	S	S	S
S	S	AS	S	AS	TS	AS	TS	S	S	S	S	STS	STS	STS
STS	STS	S	S	S	S	TS	AS	S	S	S	S	SS	SS	SS
SS	S	STS	TS	STS	STS	AS	S	S	S	S	S	S	S	S
S	S	S	S	SS	STS	STS	SS	SS	SS	SS	SS	SS	SS	SS