

ATTACHMENT

Appendix 1**Characteristics of Respondents**

No.	Gender	Age	Final Education	Service Life
1	Woman	20 - 30 Years	S - 1	$0 \leq 1$ Year
2	Men	20 - 30 Years	SMA	$2 < 3$ Years
3	Men	20 - 30 Years	SMA	$0 \leq 1$ Year
4	Men	20 - 30 Years	SMA	$0 \leq 1$ Year
5	Men	20 - 30 Years	S - 1	$1 < 2$ years
6	Woman	20 - 30 Years	SMA	$1 < 2$ years
7	Woman	20 - 30 Years	S - 1	$1 < 2$ years
8	Woman	31 - 40 Years	D - 3	$3 \leq 5$ years
9	Men	31 - 40 Years	S - 1	$1 < 2$ years
10	Men	20 - 30 Years	S - 1	$1 < 2$ years
11	Woman	20 - 30 Years	SMA	$0 \leq 1$ Year
12	Woman	20 - 30 Years	SMA	$2 < 3$ Years
13	Men	20 - 30 Years	S - 1	$2 < 3$ Years
14	Men	20 - 30 Years	S - 1	$1 < 2$ years
15	Men	31 - 40 Years	SMA	$3 \leq 5$ years
16	Men	20 - 30 Years	S - 1	$1 < 2$ years
17	Men	20 - 30 Years	S - 1	$2 < 3$ Years
18	Men	20 - 30 Years	SMA	$1 < 2$ years
19	Woman	20 - 30 Years	SMA	$1 < 2$ years
20	Men	20 - 30 Years	SMA	$1 < 2$ years
21	Men	31 - 40 Years	SMA	$2 < 3$ Years
22	Men	20 - 30 Years	SMA	$0 \leq 1$ Year
23	Men	20 - 30 Years	SMA	$1 < 2$ years
24	Men	20 - 30 Years	S - 1	$1 < 2$ years
25	Men	31 - 40 Years	SMA	$2 < 3$ Years
26	Woman	20 - 30 Years	S - 1	$1 < 2$ years
27	Men	20 - 30 Years	SMA	$1 < 2$ years
28	Men	20 - 30 Years	SMA	$0 \leq 1$ Year
29	Men	20 - 30 Years	SMA	$0 \leq 1$ Year
30	Men	31 - 40 Years	SMA	$1 < 2$ years
31	Men	20 - 30 Years	SMA	$1 < 2$ years
32	Men	20 - 30 Years	SMA	$1 < 2$ years
33	Woman	20 - 30 Years	S - 1	$0 \leq 1$ Year
34	Men	20 - 30 Years	SMA	$1 < 2$ years

35	Men	31 - 40 Years	D - 3	$2 < 3$ Years
36	Woman	20 - 30 Years	SMA	$1 < 2$ years
37	Men	20 - 30 Years	SMA	$0 \leq 1$ Year
38	Woman	20 - 30 Years	S - 1	$0 \leq 1$ Year
39	Woman	20 - 30 Years	S - 1	$0 \leq 1$ Year
40	Men	20 - 30 Years	D - 3	$1 < 2$ years

Appendix 2**Tabulation of Questionnaire Results**

No.	Organizational Culture (X1)									TOTAL
	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	X1.8	X1.9	
1	3	4	4	3	3	4	4	3	3	31
2	4	4	4	3	3	3	3	3	3	30
3	3	4	4	4	4	5	2	3	2	31
4	4	4	4	3	3	4	2	3	3	30
5	5	5	4	4	5	4	3	5	5	40
6	4	5	4	4	4	4	3	4	4	36
7	4	4	4	5	5	4	4	4	4	38
8	5	5	5	5	5	5	3	5	5	43
9	4	5	3	3	3	2	2	4	4	30
10	4	5	5	3	3	3	3	4	4	34
11	5	5	5	5	5	5	5	5	5	45
12	3	3	3	3	4	3	3	3	3	28
13	4	5	5	3	3	3	2	5	3	33
14	4	5	5	3	3	4	4	3	4	35
15	5	5	5	5	5	5	3	5	4	42
16	5	5	5	5	5	5	5	5	4	44
17	4	4	3	3	4	3	4	4	3	32
18	5	5	5	4	4	5	5	5	5	43
19	5	5	5	5	5	5	5	5	5	45
20	5	4	5	4	5	5	4	4	4	40
21	3	4	5	5	5	5	5	5	5	42
22	5	5	5	5	5	5	5	5	5	45
23	5	5	5	3	3	4	3	4	5	37
24	5	5	4	3	4	2	2	5	5	35
25	4	4	4	4	4	3	4	4	3	34
26	4	5	5	5	4	5	5	4	5	42
27	4	4	4	4	4	4	4	4	4	36
28	4	4	4	3	3	3	2	4	4	31
29	4	3	4	3	3	3	3	4	3	30
30	4	5	4	4	4	4	3	4	3	35
31	5	5	5	1	1	5	5	4	5	36
32	5	5	5	5	5	5	3	5	5	43
33	5	5	3	5	5	4	5	4	5	41

34	4	5	5	5	5	4	4	5	5	42
35	5	5	5	5	5	5	5	5	5	45
36	5	4	5	4	5	5	4	4	4	40
37	4	4	4	4	4	4	4	4	4	36
38	5	5	5	5	5	5	5	5	5	45
39	5	5	5	5	4	5	4	4	4	41
40	5	5	5	5	5	5	4	4	5	43

No.	Workload (X2)									TOTAL
	X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	X2.8	X2.9	
1	4	4	3	4	4	4	3	4	4	34
2	3	4	5	4	4	4	4	3	4	35
3	2	3	5	4	4	5	3	2	1	29
4	4	4	2	4	4	4	4	4	3	33
5	5	5	4	4	5	5	5	5	5	43
6	4	4	2	4	4	5	4	4	3	34
7	4	5	5	4	4	4	4	4	4	38
8	5	5	5	4	4	5	5	5	5	43
9	5	5	4	4	5	5	5	5	5	43
10	5	5	4	4	4	5	5	5	5	42
11	4	5	5	5	5	5	5	5	5	44
12	3	3	3	3	3	2	2	2	2	23
13	5	5	4	5	4	5	5	3	5	41
14	5	5	1	5	5	5	5	3	4	38
15	4	5	4	3	4	4	5	5	5	39
16	4	5	3	3	4	4	5	5	5	38
17	3	4	4	3	4	4	4	4	4	34
18	5	5	5	5	5	5	5	5	5	45
19	5	5	5	5	5	5	5	5	5	45
20	4	5	5	5	5	4	4	5	5	42
21	4	3	3	3	4	4	4	4	4	33
22	5	5	5	5	5	5	5	5	5	45
23	5	5	5	5	5	5	5	4	5	44
24	4	4	4	4	4	5	5	5	4	39
25	4	4	4	4	4	4	4	4	4	36
26	5	5	4	5	5	5	5	5	5	44
27	4	4	3	4	4	4	4	4	4	35
28	2	4	4	5	4	4	4	4	4	35
29	3	3	3	4	3	3	3	3	3	28
30	3	4	5	4	4	4	5	4	5	38
31	5	5	3	5	5	5	5	5	5	43
32	5	5	5	5	5	5	5	5	5	45
33	4	5	4	5	5	5	5	5	4	42
34	4	5	4	5	5	5	5	5	5	43
35	5	5	4	5	5	5	5	5	5	44

36	5	5	5	4	4	4	5	4	4	40
37	4	4	4	4	4	4	4	4	5	37
38	4	4	4	4	5	4	4	5	4	38
39	5	5	4	4	4	4	4	4	4	38
40	4	5	5	4	5	5	4	5	5	42

36	5	4	5	5	4	4	5	4	5	36
37	5	4	4	4	5	4	4	4	4	34
38	4	5	5	5	5	5	4	5	5	38
39	5	5	4	5	4	5	4	4	4	36
40	5	4	4	4	5	4	4	4	5	34

Appendix 3**Questionnaire Via Google Form**

Appendix: 1 (one) set of Questionnaire

Surabaya, 08 October 2022

Page: Application to Be a Respondent

To Dear.

HRD CV employees. Asia Raya Komputama

Surabaya

Assalamualaikum Wr. Wb.

I am a student of Economics and Business at the University of 17 August 1945 Surabaya. I am currently researching the Effect of Organizational Culture and Workload on Employee Performance With Job Satisfaction As A Mediating Variable On CV. Asia Raya Komputama Surabaya under the guidance of Dr. Abdul Halik, MM.

I beg for the availability of Mr/Mrs to participate in filling out this questionnaire. As for this application, it will more or less interfere with the work of Mr/Mrs. Nevertheless, the answer that Mr/Mrs gave confidentiality is guaranteed and solely for the benefit of scientific research in the completion of the thesis.

For the willingness and participation of Mr/Mrs to fill out and return this questionnaire, I do not forget to thank you profusely.

Wassalamu'alaikum Wr. Wb.

Sincerely,

Lutvi Abdullah

**"THE EFFECT OF ORGANIZATIONAL CULTURE AND WORKLOAD ON
EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A
MEDIATING VARIABLE ON CV. ASIA RAYA KOMPUTAMA
SURABAYA"**

A. IDENTITY OF THE RESPONDENT

Gender:	<input type="checkbox"/> Men	<input type="checkbox"/> Woman
Age:	<input type="checkbox"/> 20 - 30 Years	<input type="checkbox"/> 41 – 50 Years
	<input type="checkbox"/> 31 - 40 Years	<input type="checkbox"/> 51 – 60 Years Old
Final Education:	<input type="checkbox"/> SMA	<input type="checkbox"/> S - 1
	<input type="checkbox"/> D - 3	<input type="checkbox"/> S - 2
Working Period :	<input type="checkbox"/> 0 1 Year ≤	<input type="checkbox"/> 1 - 2 Years
	<input type="checkbox"/> 2 - 3 Years	<input type="checkbox"/> 3 5 years ≤

B. QUESTIONNAIRE FILLING INSTRUCTIONS

1. Please kindly answer all questions according to the opinion of Mr/Mrs, utilizing a check mark (√) on the box that best suits the opinion of Mr/Mrs.
2. The following is presented a statement with four possible options:
 SS= Strongly Agree (5)
 S= Agree (4)
 N= Neutral (3)
 TS= Disagree (2)
 STS= Strongly Disagree (1)

Read each question in question carefully, then choose one of the options that best suit the conditions and circumstances of the Mr/Mrs. at work.

I. Organizational Culture Variables (X1)

No.	Statement	Answer Choices				
		SS	S	N	TS	STS
	ABILITY					
1	Providing creative ideas for the betterment of the company					
2	Mastering the work you are engaged in					
3	Often help colleagues who are struggling to get their work done					
	EXTROVERT					
4	Prefer to do activities instead of staying silent					
5	Able to get along quickly with other colleagues					
6	Interested in doing many activities at the same time					
	EMPLOYEE TRUST					
7	Trust what is done for the betterment of the company					
8	Feel confident to perform well in this company					
9	Feel that you can work according to the targets set by the company					

II. Workload Variables (X2)

No.	Statement	Answer Choices				
		SS	S	N	TS	STS
TASKS OF A NATURE MENTAL						
1	The amount of work given can be completed properly					
2	Be very responsible for the workload performed					
3	Tasks that are always given are sometimes sudden with a short period of time					
EMPLOYEE WORKING TIME						
4	Always be aware of the value of time in every job done					
5	Able to take advantage of working time to get the job done					
6	Always use the time to the best of my ability to get my work done on time					
PSYCHIC FACTORS						
7	Have an increasing desire big to complete the job quickly					
8	Excited to get work done every day					
9	Have the confidence to complete work with a high level of difficulty					

III. Job Satisfaction Variables (Z)

No	Statement	Answer Choices				
		SS	S	N	TS	STS
	SATISFACTION OF CONDITIONS - WORKING CONDITIONS					
1	Doing work with appropriate work equipment.					
2	Comfortable conditions at work are adequate.					
3	Working conditions according to the skills possessed.					
	SATISFACTION WITH COLLEAGUES					
4	Enjoy working with colleagues who provide support					
5	Enjoy working with colleagues who have high work motivation					
6	Happy when colleagues help in getting complicated work done					
	SATISFACTION WITH SALARY AND BENEFITS					
7	Feeling that the company has provided employee salaries according to the abilities of each employee					
8	Getting a chance to get a raise					
9	Always get a stipend if Big Day Like a Feast Day					

IV. Employee Performance Variables (Y)

No.	Statement	Answer Choices				
		SS	S	N	TS	STS
	QUALITY					
1	Have a good speed in getting the job done					
2	Prioritizing quality every time you do your work					
3	Striving to improve the quality of work					
	QUANTITY					
4	Providing good work results for the company					
5	Able to work together in completing work in accordance with work targets					
6	The amount of work is handled to meet the targets that have been set					
	TIMELINESS					
7	Get the job done on time					
8	complete the work on time and accompanied by improvements when necessary					
9	Completing work that has been a responsibility in a certain period of time well.					

Appendix 4

Letter of Introduction From Campus To Agencies

	YAYASAN PERGURUAN 17 AGUSTUS 1945 SURABAYA UNIVERSITAS 17 AGUSTUS 1945 (UNTAG) SURABAYA FAKULTAS EKONOMI DAN BISNIS	<small>TERAKREDITASI TERAKREDITASI TERAKREDITASI TERAKREDITASI</small>
	<small>PROGRAM STUDI MANAJEMEN (S1) PROGRAM STUDI AKUNTANSI (S1) PROGRAM STUDI EKONOMI PEMBANGUNAN (S1) PROGRAM STUDI MAGISTER MANAJEMEN (S2) PROGRAM STUDI DOKTOR ILMU EKONOMI (S3)</small>	<small>Kampus Jl Semolowaru 43 Surabaya 60118. Telp (031) 8931800 Ext 140, 141, E-mail fd@untag-sby.ac.id</small>
Nomor	: 3386/K/FEB/XI/2022	
Lampiran	:	
Perihal	: Permohonan Ijin Untuk Mengadakan Penelitian	
Kepada	: Yth Bapak/Ibu Pimpinan CV ASIA RAYA KOMPUTAMA Jl Legundi No.23 Surabaya	
 Dengan hormat,		
Sebagai salah satu persyaratan untuk menyelesaikan studi pada Program Strata 1, maka mahasiswa diwajibkan untuk menyusun dan mempertahankan skripsi sebagai hasil penerapan pelajaran teori serta praktek yang diperoleh berdasarkan penelitian. Sehubungan dengan hal tersebut, maka dengan ini kami mohon berkenan Bapak / Ibu untuk memberikan ijin kepada mahasiswa :		
Nama	: LUTVI ABDULLAH	
N. P. M	: 1211900120	
Fakultas / Program Studi	: Ekonomi dan Bisnis / Manajemen	
Alamat	: Legundi No.27 Surabaya	
	Telp. /HP. 083831649905	
 Guna melakukan penelitian pada : CV. ASIA RAYA KOMPUTAMA untuk memperoleh data sesuai dengan Skripsi yang sedang disusunnya dengan judul "PENGARUH BUDAYA ORGANISASI DAN KEPUASAN KERJA TERHADAP KINERJA KARYAWAN MELALUI KEPUASAN KERJA SEBAGAI VARIABEL MEDIASI PADA CV. ASIA RAYA KOMPUTAMA "		
Demikian permohonan kami, atas perhatiannya kami sampaikan terima kasih.		
Surabaya, 30 November 2022		
 Dekan Dr. M. M. Riyadi, MSi., Ak. CA NIP. 20220.93.0319		

Appendix 5

Research Permit



CV. ASIA RAYA KOMPUTAMA SURABAYA

Jl. Legundi Nomor 23, Telp. (0851) 56982794,
Webside: www.oneit-solution.com, E-mail: mail@oneit-solution.com

Surabaya, 17 Oktober 2022

Kepada

Nomor : 010/ARK-XII/2022

Lampiran : -

Perihal : Balasan Permohonan Izin
Penelitian

Yth. Dekan Fakultas Ekonomi dan Bisnis
Bpk. Dr. Slamet Riyadi, M.Si., AK, CA.
Universitas 17 Agustus 1945 (UNTAG)

Surabaya
Jl. Semolowaru No. 45
di -

SURABAYA

Menindak lanjuti surat dari Universitas 17 Agustus 1945 (UNTAG) Surabaya Nomor : 3386/K/FEB/XI/2022 tanggal 10 Oktober 2022, perihal "Permohonan Izin Penelitian", maka bersama ini disampaikan bahwa kami bersedia dijadikan tempat untuk melakukan penelitian mahasiswa Fakultas Ekonomi dan Bisnis atas nama :

Nama : Lutvi Abdullah
N.P.M : 1211900120
Program Studi : Manajemen
Alamat : Jl. Legundi No. 27 Surabaya
No. Telepon / HP : 083831649905

Demikian atas perhatian dan kerja samanya disampaikan terima kasih

Cv. Asia Raya Komputama Surabaya
MANAGER

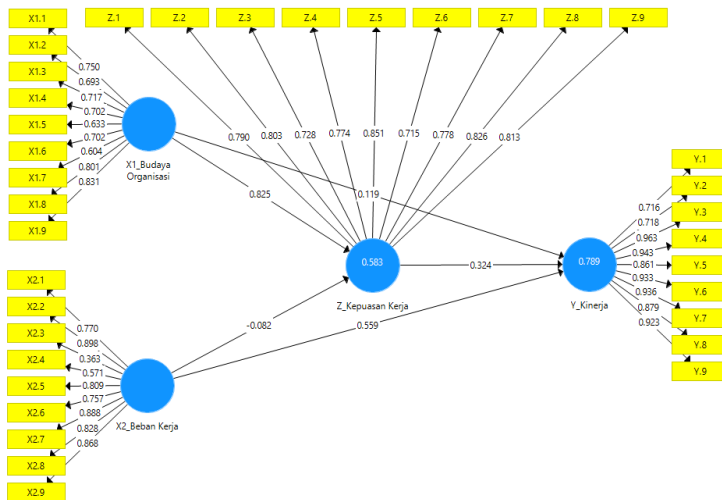


Appendix 6
Processed SEM-PLS Data 3

1. Analysis of measurement models

1.1 Convergent Validity

Draw a model before the drop

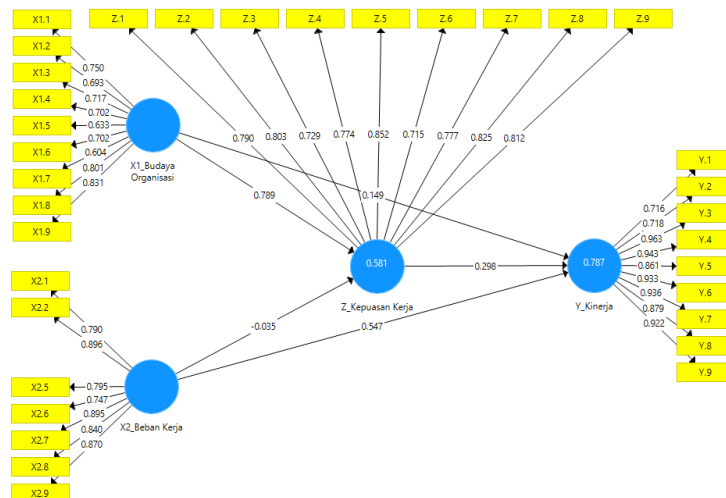


Outer loading table before the drop

	X1_Budaya Organization	X2_Beban Work	Y_Kinerja	Z_Kepuasan Work
X1.1	0.750			
X1.2	0.693			
X1.3	0.717			
X1.4	0.702			
X1.5	0.633			
X1.6	0.702			
X1.7	0.604			
X1.8	0.801			
X1.9	0.831			
X2.1		0.770		
X2.2		0.898		
X2.3		0.363		
X2.4		0.571		
X2.5		0.809		
X2.6		0.757		

X2.7		0.888		
X2.8		0.828		
X2.9		0.868		
Y.1			0.716	
Y.2			0.718	
Y.3			0.963	
Y.4			0.943	
Y.5			0.861	
Y.6			0.933	
Y.7			0.936	
Y.8			0.879	
Y.9			0.923	
Z.1				0.790
Z.2				0.803
Z.3				0.728
Z.4				0.774
Z.5				0.851
Z.6				0.715
Z.7				0.778
Z.8				0.826
Z.9				0.813

Model image after drop



Outer loading table after drop

	X1_Budaya Organization	X2_Beban Work	Y_Kinerja	Z_Kepuasan Work
X1.1	0.750			
X1.2	0.693			
X1.3	0.717			
X1.4	0.702			
X1.5	0.633			
X1.6	0.702			
X1.7	0.604			
X1.8	0.801			
X1.9	0.831			
X2.1		0.790		
X2.2		0.896		
X2.5		0.795		
X2.6		0.747		
X2.7		0.895		
X2.8		0.840		
X2.9		0.870		
Y.1			0.716	
Y.2			0.718	
Y.3			0.963	
Y.4			0.943	
Y.5			0.861	
Y.6			0.933	
Y.7			0.936	
Y.8			0.879	
Y.9			0.922	
Z.1				0.790
Z.2				0.803
Z.3				0.729
Z.4				0.774
Z.5				0.852
Z.6				0.715
Z.7				0.777
Z.8				0.825
Z.9				0.812

1.2 Discriminant Validity

Heretroit-Monotoroit Ratio (HTMT) Table

	X1_Budaya Organization	X2_Beban Work	Y_Kinerja	Z_Kepuasan Work
X1_Budaya Organization				
X2_Beban Work	0.792			
Y_Kinerja	0.825	0.861		
Z_Kepuasan Work	0.823	0.570	0.753	

1.3 Construct reliability and validity

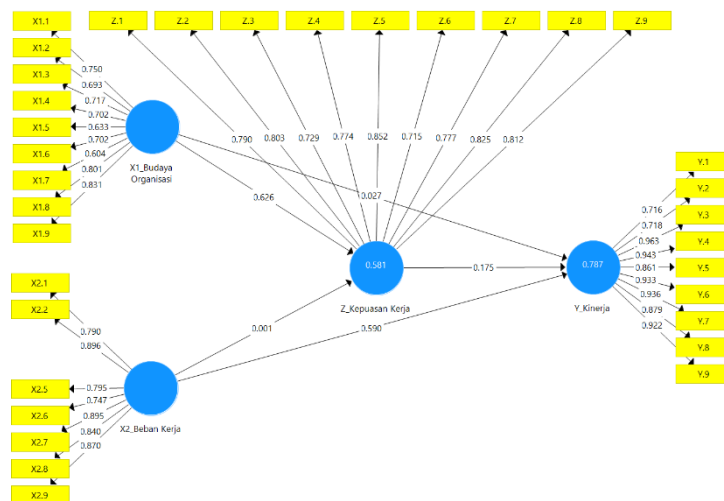
The criteria for good construct reliability and validity can be seen from:

1. Cronbach Alpha: > 0.7.
2. Rho A: >0.7.
3. Composite Reliability: >0.6.
4. Average Variance Extracted (AVE): > 0.5 (Juliandi, 2018).

Variable	Cronbach Alpha	Rho A	Composite Reliability	AVE
Organizational Culture (X1)	0.882	0.898	0.905	0.515
Workload (X2)	0.928	0.941	0.941	0.697
Job Satisfaction (Z)	0.962	0.966	0.968	0.773
Employee Performance (Y)	0.923	0.928	0.936	0.620

2. Structural Model Analysis (Inner Model)

R-Square and f-Square model drawings



2.1 R-Square

R-Square Table

	R-square	R-square adjusted
Y	0.787	0.769
Z	0.581	0.559

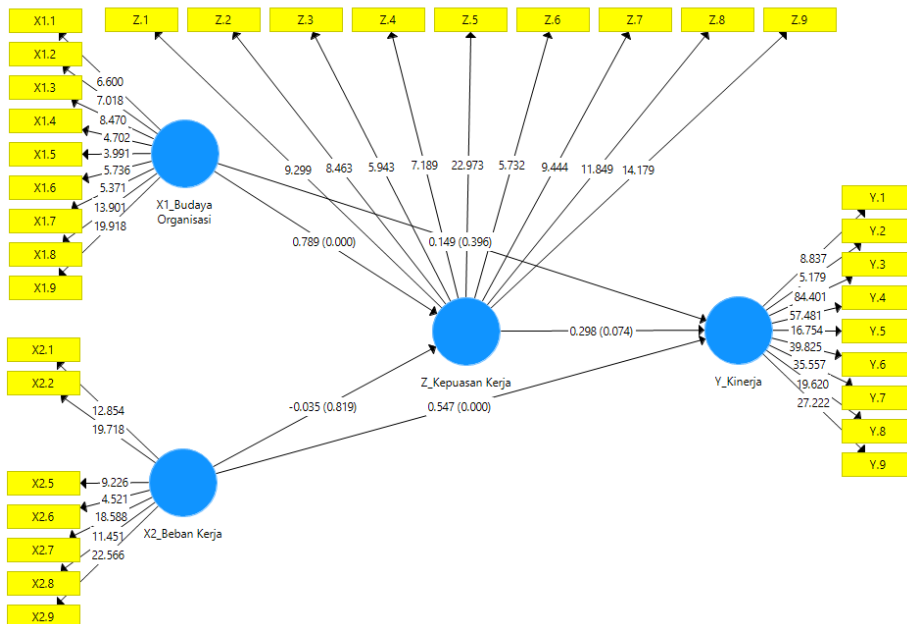
2.2 f-Square

f-Square Table

	X1	X2	Y	Z
X1			0.027	0.626
X2			0.590	0.001
Y				
Z			0.175	

3. Mediation Effects

Bootstrapping Result Image



3.1 Direct Effect (Pengaruh Langsung)

Direct Effect Table

Keterangan		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Keterangan
H1	X1 -> Y	0.149	0.138	0.175	0.849	0.396	Tidak Signifikan
H2	X1 -> Z	0.789	0.807	0.118	6.709	0.000	Signifikan
H3	X2 -> Y	0.547	0.540	0.125	4.365	0.000	Signifikan
H4	X2 -> Z	-0.035	-0.027	0.154	0.229	0.819	Tidak Signifikan
H5	Z -> Y	0.298	0.313	0.167	1.789	0.074	Tidak Signifikan

3.2 Indirect Effect (Pengaruh Tidak Langsung)

Indirect Effect Table


Keterangan		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Keterangan
H6	X1 -> Z -> Y	0.235	0.25	0.135	1.737	0.082	Tidak Signifikan
H7	X2 -> Z -> Y	-0.01	0	0.051	0.206	0.837	Tidak Signifikan

3.3 Total Effect

Total Effect Table

Keterangan		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Keterangan
X1 -> Y		0.149	0.138	0.175	0.849	0.396	Tidak Signifikan
X1 -> Z		0.789	0.807	0.118	6.709	0.000	Signifikan
X2 -> Y		0.547	0.540	0.125	4.365	0.000	Signifikan
X2 -> Z		-0.035	-0.027	0.154	0.229	0.819	Tidak Signifikan
Z -> Y		0.298	0.313	0.167	1.789	0.074	Tidak Signifikan


Appendix 7
Thesis Guidance Card




UNIVERSITAS 17 AGUSTUS 1945 (UNTAG) SURABAYA
FAKULTAS EKONOMI DAN BISNIS
Kampus: Jl. Semolowaru 45 Surabaya 60118, Telp (031) 5925289, E-mail: feb@untag-by.ac.id










SEMESTER
Gasal / ~~Cenap~~
2022, 2023

KARTU BIMBINGAN SKRIPSI

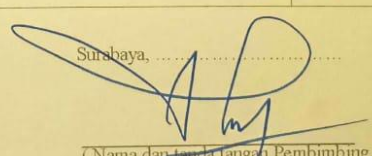




Nama Mahasiswa / NBI : Lutfi Abdullah / 121900120
 Nama Pembimbing : Dr. Abdul Halik, MM
 Judul Skripsi : Pengaruh Budaya Organisasi dan Beban Kerja Terhadap Kinerja Karyawan dengan keuasaan kerja sebagai variabel Mediasi pada CV Asia Raya Komputera
 Mulai Program Skripsi : Semester 7 Thn. Ak. 2019 Selesai Bimbingan Tanggal

No.	HARI / TANGGAL	KONSENTRASI		PARAF
		BAB / HAL	KETERANGAN REVISI	
1	23-9-22		Revisi judul	
2	29-9-22	Bab 1,2,3	Revisi	
3	12-10-22		Bab 1,2,3 -> Revisi	
4	14-10-22	Bab 1,3	Revisi dan bab 2 -> Revisi	
5	18-10-22	Bab 1,3	Revisi	
6	14-12-22	Bab 4,5	Revisi	
7	23-12-22	Bab 4	Revisi + Bab 5	
8	23-12-22	Bab 5	Revisi	
9	5-1-23		Kebebasan	

Perpanjangan I _____
 Semester : _____
 Th. Ak. : _____
 Paraf KAJUR : _____

Surabaya, _____

 (Nama dan tanda tangan Pembimbing)