

**LAPORAN SURVEI KEPUASAN DOSEN TERHADAP SISTEM DAN
PRAKTEK PENGELOLAAN SUMBER DAYA MANUSIA (SDM)**

TS (GANJIL)



**UNIVERSITAS PAMULANG
TANGERANG SELATAN
2018**

LAPORAN
SURVEI KEPUASAN DOSEN TERHADAP SISTEM DAN
PRAKTEK PENGELOLAAN SDM
TS (GANJIL)



UNIVERSITAS PAMULANG
TANGERANG SELATAN
2018

LEMBAR PENGESAHAN

Survei Kepuasan Dosen

Terhadap Sistem dan Praktek pengelolaan Sumber Daya Manusia

Tangerang Selatan, Februari 2018

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KATA PENGANTAR

Puji syukur alhamdulillah atas selesainya laporan “**Survei Kepuasan Dosen Terhadap Sistem dan Praktek Pengelolaan Sumber Daya Manusia**” pada tahun akademik 2017/2018 semester ganjil. Semoga laporan ini memberikan sumbangsih kepada Universitas Pamulang guna meningkatkan kualitas kinerja pelayanan Sumber daya manusia. Kami ucapkan banyak terima kasih kepada:

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Tangerang Selatan, Februari 2018

Penyusun

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EKSECUTIVE SUMMARY

Tujuan survei yaitu Mengetahui tingkat kepuasan dosen terhadap pengelolaan SDM pada tahun TS semester Ganjil, Mengetahui persentase kepuasan dosen terhadap pengelolaan SDM pada tahun semester TSGanjil. Metode penelitian ini dengan menggunakan survei. Survei dilaksanakan terhadap kepuasan Dosen terhadap sistem dan praktek pengelolaan SDM. Hasil survei diperoleh bahwa rata-rata kepuasan dosen terkategori puas dengan nilai akhir rata-rata yaitu 3,16 dan hasil persentase dari tiga bidang umum yaitu Peraturan Umum 79,24, Tri Dharma Perguruan Tinggi 78,97, dan Penghargaan dan Sanksi 78,94. Tindak lanjut hasil survei yaitu menambahkan ruangan dosen secara representatif setiap prodi.

A. PENDAHULUAN

Survei kepuasan dosen hal sangat penting dalam pengendalian kualitas kinerja. Mendapatkan data yang valid merupakan hal yang sangat penting dalam pengelolaan sumber daya manusia bagi sebuah institusi Universitas Pamulang untuk mengambil sebuah keputusan dalam mengembangkan institusi. Survei ini dilaksanakan oleh LPM Universitas Pamulang dilaksanakan setiap akhir tahun akademik pada bulan Agustus dan hasil akhir disahkan Agustus akhir. Hasil survei ini dijadikan panduan dalam pengambilan keputusan guna pengembangan institusi untuk masa yang akan datang atau periode tahun yang akan datang. Survei ini dapat memberikan sumbangsih baik dalam kinerja dosen , tri dharma perguruan tinggi dalam bidang penelitian, pengabdian kepada masyarakat.

Hasil survei ini sangat bermanfaat guna peningkatan dalam hal penerapan peraturan umum, pelaksanaan tri dharma perguruan tinggi dan penghargaan serta sanksi. Pemahaman terhadap peraturan umum dikalangan dosen akan berimplikasi terlaksananya tri dharma perguruan tinggi dengan baik. Apabila dosen tidak memahami peraturan secara umum dan tidak melaksanakan tri dharma perguruan tinggi sesuai dengan ketentuan umum maka akan diberikan sanksi dimuali dengan sanksi berupa teguran dan sanksi bersifat keras berupa pemberhentian. Sebaliknya jika dosen memahami peraturan umum dan melaksanakan tri dharma perguruan tinggi maka akan mendapatkan penghargaan.

B. TUJUAN SURVEI

Tujuan dari survei ini adalah

1. Mengetahui tingkat kepuasan dosen terhadap pengelolaan SDM pada tahun TS semester ganjil
2. Mengetahui persentase kepuasan dosen terhadap pengelolaan SDM pada tahun TS semester ganjil

C. TEMPAT DAN WAKTU SURVEI

Tempat survei yaitu pada Universitas Pamulang pada bulan Januari 2018, dengan tempat Kampus Universitas Pamulang yang berada di Pusat, Witana Harja dan Kampus Viktor.

D. POPULASI DAN SAMPEL SURVEI

Populasi survei yaitu jumlah dosen Universitas Pamulang pada tahun TS yaitu berjumlah 1695 dosen. Jumlah sampel yang diambil dengan menggunakan metode Slovin dengan taraf signifikan 5% yaitu 324 dosen. Rincian sampel untuk survei dengan proporsional dapat terlihat pada tabel berikut.

Tabel Sebaran Sampel

| NO | PROGRAM STUDI | JUMLAH DOSEN TS | SAMPEL TS |
|----|---|--------------------|--------------|
| 1 | Manajemen (S1) | 544 | 104 |
| 2 | Akuntansi (S1) | 297 | 57 |
| 3 | Akuntansi (D3) | 38 | 7 |
| 4 | Sekretari (D3) | 26 | 5 |
| 5 | Ilmu Hukum (S1) | 129 | 25 |
| 6 | Teknik Industri (S1) | 80 | 15 |
| 7 | Teknik Mesin (S1) | 73 | 14 |
| 8 | Teknik Informatika (S1) | 184 | 35 |
| 9 | Teknik Elektro (S1) | 55 | 11 |
| 10 | Teknik Kimia (S1) | 20 | 4 |
| 11 | Pendidikan Pancasila Dan Kewarganegaraan (S1) | 41 | 8 |
| 12 | Pendidikan Ekonomi (S1) | 46 | 9 |
| 13 | Sastra Indonesia (S1) | 26 | 5 |
| 14 | Sastra Inggris (S1) | 75 | 14 |
| 15 | Matematika (S1) | 23 | 4 |
| 16 | Manajemen (S2) | 24 | 5 |
| 17 | Ilmu Hukum (S2) | 14 | 3 |
| | JUMLAH | 1695 | 324 |

E. INSTRUMEN INSTRUMEN KEPUASAN DOSEN TERHADAP SISTEM PENGELOLAAN SDM

Instrumen survei terdiri dari 15 instrumen dengan terbagi dalam tiga bagian utama yaitu

- 1) Peraturan umum
- 2) Tri Dharma Perguruan Tinggi
- 3) Penghargaan dan Sanksi

Instrumen telah divalidasi oleh ahli Dr. Ir. Sarwani, M.M., M.T. dan uji validitas dan reliabilitas. Rincian instrumen dan penjelasannya dapat dilihat pada tabel berikut.

| No | Instrumen | Penjelasan |
|-------------------------------------|--|---|
| a. Peraturan Umum | | |
| | 1) Kesejahteraan dosen | Transparansi Sistem Penggajian dan Tunjangan Dosen |
| | 2) Penjaminan mutu | Transparansi dalam penilaian Dosen yang dilaksanakan oleh LPPM Unpam |
| | 3) Kenyamanan ruang kerja dosen | Ketersediaan ruang dosen yang cukup dan nyaman |
| b. Tridarma Perguruan Tinggi | | |
| | 1) Sarana dan prasarana perkuliahan | Sarana dan Prasarana perkuliahan yang tersedia sesuai ukurannya dan nyaman. |
| | 2) Akses <i>e-learning</i> | Kemudahan akses dan menggunakan aplikasi pembelajaran daring |
| | 3) Program pengembangan kualitas instruksional | Diberikan kesempatan yang baik untuk pengembangan instruksional |
| | 4) Penelitian dosen | Kemudahan akses dan pelayanan bagian LPPM Unpam dalam bidang penelitian |
| | 5) Kesempatan mengikuti pertemuan ilmiah di luar Unpam | Kemudahan dan dana untuk mengikuti pertemuan ilmiah di luar Unpam |
| | 6) Dana pengembangan jurnal ilmiah | Transparansi dana dalam pengembangan jurnal ilmiah yang diberikan oleh Unpam kepada pengelola jurnal pada masing-masing prodi |
| | 7) Pengabdian kepada masyarakat | Kemudahan dalam pelayanan dan pemberian dana dalam pengabdian kepada masyarakat secara transparans |
| | 8) Kerja sama Unpam dengan lembaga lain | Memberikan kemudahan peningkatan jenjang pendidikan, penelitian, serta pelatihan keahlian sebagai implementasi kerja sama Unpam dengan lembaga lain |
| | 9) Program peningkatan <i>hard skill</i> dan <i>soft skill</i> dosen | Memberi kesempatan kepada dosen untuk peningkatan <i>hard skill</i> dan <i>soft skill</i> dosen |

| No | Instrumen | Penjelasan |
|----------------------------------|---|--|
| | 10) Sistem informasi yang bermanfaat bagi dosen | Kemudahan mengakses sistem informasi dosen pada situs dosen.unpam.ac.id |
| c. Penghargaan dan Sanksi | | |
| | 1) Adanya penghargaan untuk dosen berprestasi | Memberi penghargaan bagi dosen yang berprestasi dengan penilaian yang transparan |
| | 2) Adanya sanksi untuk dosen | Pemberian sanksi yang terstruktur dan transparan |

F. HASIL SURVEI

Deskripsi Data Survei hasil penelitian yaitu

Tabel Deskripsi Data hasil Survei

| | Descriptive Statistics | | | | | | | | | | | |
|--------------------|------------------------|-----------|-----------|-----------|-----------|----------------|-----------|-----------|-----------|------------|-----------|------------|
| | N | Range | Minimum | Maximum | Mean | Std. Deviation | Variance | Skewness | | Kurtosis | | |
| | Statistic | Statistic | Statistic | Statistic | Statistic | Std. Error | Statistic | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| p1 | 324 | 1 | 3 | 4 | 3.26 | .024 | .441 | .194 | 1.086 | .135 | -.827 | .270 |
| p2 | 324 | 1 | 3 | 4 | 3.18 | .021 | .387 | .149 | 1.655 | .135 | .744 | .270 |
| p3 | 324 | 1 | 3 | 4 | 3.06 | .014 | .247 | .061 | 3.552 | .135 | 10.680 | .270 |
| p4 | 324 | 1 | 3 | 4 | 3.20 | .022 | .401 | .161 | 1.502 | .135 | .258 | .270 |
| p5 | 324 | 2 | 2 | 4 | 3.29 | .026 | .460 | .211 | .850 | .135 | -1.012 | .270 |
| p6 | 324 | 2 | 2 | 4 | 3.16 | .022 | .392 | .154 | 1.383 | .135 | 1.368 | .270 |
| p7 | 324 | 2 | 2 | 4 | 3.15 | .021 | .387 | .149 | 1.426 | .135 | 1.571 | .270 |
| p8 | 324 | 2 | 2 | 4 | 3.16 | .022 | .389 | .152 | 1.404 | .135 | 1.468 | .270 |
| p9 | 324 | 1 | 3 | 4 | 3.13 | .019 | .336 | .113 | 2.216 | .135 | 2.927 | .270 |
| p10 | 324 | 2 | 2 | 4 | 3.13 | .020 | .368 | .136 | 1.479 | .135 | 2.579 | .270 |
| p11 | 324 | 2 | 2 | 4 | 3.14 | .021 | .369 | .136 | 1.563 | .135 | 2.286 | .270 |
| p12 | 324 | 2 | 2 | 4 | 3.12 | .019 | .344 | .119 | 1.877 | .135 | 3.196 | .270 |
| p13 | 324 | 2 | 2 | 4 | 3.12 | .019 | .341 | .116 | 1.908 | .135 | 3.382 | .270 |
| p14 | 324 | 2 | 2 | 4 | 3.19 | .034 | .610 | .372 | -.127 | .135 | -.469 | .270 |
| p15 | 324 | 2 | 2 | 4 | 3.12 | .029 | .531 | .282 | .118 | .135 | .337 | .270 |
| Valid N (listwise) | 324 | | | | | | | | | | | |

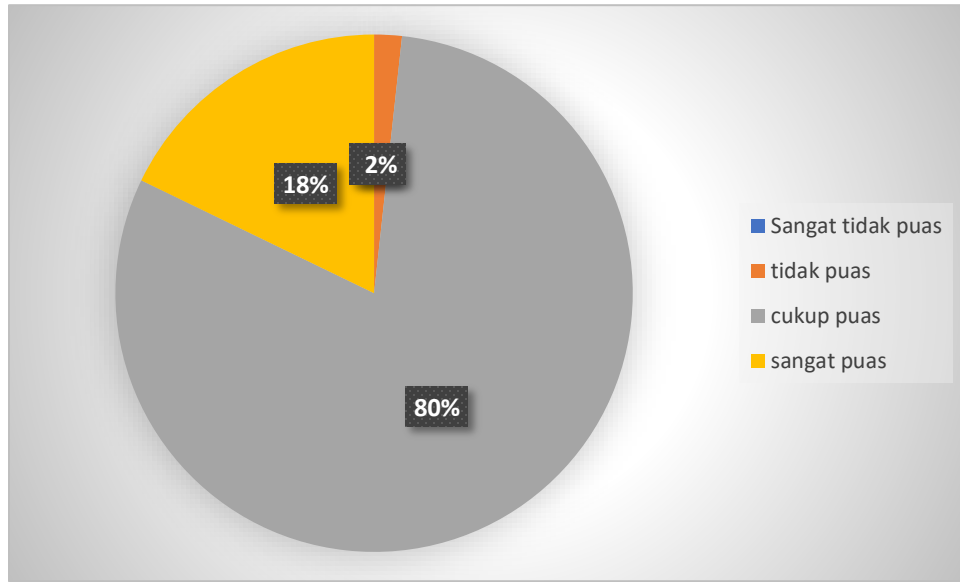
Nilai rata-rata terendah yaitu pada pernyataan 3 dengan rata-rata 3,06 instrumen Ketersediaan ruang dosen yang cukup dan nyaman. Sedangkan nilai tertinggi yaitu pernyataan ke-4 dengan rata-rata 3,20 instrumen Sarana dan Prasarana perkuliahan yang tersedia sesuai ukurannya dan nyaman.

Sebaran data survei sesuai dengan nilai yang di isi sebagai berikut

Tabel Sebaran survei Kepuasan Dosen

| Nilai | 1 | 2 | 3 | 4 | Jumlah |
|------------|---|------|------|------|--------|
| Jumlah | 0 | 629 | 2783 | 1448 | 4860 |
| Persentase | 0 | 12.9 | 57.3 | 29.8 | 100 |

Hasil sebaran survei kepuasan dosen berdasarkan persentase sebagai berikut.



Gambar Sebaran Persentase Kepuasan Dosen

Secara umum hasil survei tertinggi menjawab cukup puas dan rata-rata survei puas.

Tabel sebaran pernyataan

| Nilai | p1 | p2 | p3 | p4 | p5 | p6 | p7 | p8 | p9 | p10 | p11 | p12 | p13 | p14 | p15 |
|-------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2 | 15 | 22 | 39 | 12 | 30 | 55 | 45 | 62 | 39 | 60 | 52 | 27 | 38 | 69 | 64 |
| 3 | 222 | 227 | 189 | 189 | 181 | 200 | 203 | 181 | 202 | 183 | 180 | 193 | 166 | 146 | 121 |
| 4 | 87 | 75 | 96 | 123 | 113 | 69 | 76 | 81 | 83 | 81 | 92 | 104 | 120 | 109 | 139 |

Tindak lanjut dari survei yaitu sarana dan prasarana untuk ruangan dosen disediakan untuk setiap prodi.

G. KESIMPULAN

Data hasil survei dapat disimpulkan sebagai berikut:

1. Kepuasan dosen terhadap pengelolaan sumber daya manusia dapat terkategori puas karena pada rata 3,16.
2. Kepuasan dosen secara persentase sebagai berikut

Hasil Rata-Rata Skor Kepuasan Dosen Dalam tahunTS-2

| No. | Pernyataan | Tahun |
|-----------|-----------------------------|-----------|
| | | TS Ganjil |
| 1. | Peraturan Umum | 79,24 |
| 2. | Tri Dharma Perguruan Tinggi | 78,97 |
| 3. | Penghargaan dan Sanksi | 78,94 |
| Rata-rata | | 79,05 |

Secara hasil umum dari semester genap ke semester genap tahun akademik 2017/2018 mengalami kenaikan.

H. LAMPIRAN

Lampiran 1 Data Hasil Survei

| NO | NOMOR BUTIR SOAL | | | | | | | | | | | | | | |
|----|------------------|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|
| | P1 | P2 | P3 | P4 | P5 | P6 | P7 | P8 | P9 | P10 | P11 | P12 | P13 | P14 | P15 |
| 1 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 2 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 4 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 5 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 |
| 6 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 |
| 7 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 8 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 9 | 4 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 10 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 11 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 12 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 4 |
| 13 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 14 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 15 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 16 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 17 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 18 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 3 |
| 19 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 2 | 3 |
| 20 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 21 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 22 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 2 |
| 23 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 4 | 3 |
| 24 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 |
| 25 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 26 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |

| NO | NOMOR BUTIR SOAL | | | | | | | | | | | | | | |
|----|------------------|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|
| | P1 | P2 | P3 | P4 | P5 | P6 | P7 | P8 | P9 | P10 | P11 | P12 | P13 | P14 | P15 |
| 27 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 |
| 28 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 29 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 |
| 30 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 31 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 32 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 33 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 4 | 3 |
| 34 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 2 |
| 35 | 4 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 |
| 36 | 3 | 3 | 3 | 3 | 4 | 3 | 2 | 3 | 3 | 3 | 2 | 3 | 3 | 4 | 3 |
| 37 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 |
| 38 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 39 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 40 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 2 | 3 |
| 41 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 4 |
| 42 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 |
| 43 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 44 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 45 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 |
| 46 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 |
| 47 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 4 | 4 |
| 48 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 49 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 |
| 50 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 51 | 4 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| 52 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 3 |
| 53 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 54 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 4 | 3 |
| 55 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 56 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 |
| 57 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 3 |
| 58 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 |
| 59 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 4 |
| 60 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 61 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 62 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
| 63 | 4 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 64 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 65 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |

| NO | NOMOR BUTIR SOAL | | | | | | | | | | | | | | |
|-----|------------------|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|
| | P1 | P2 | P3 | P4 | P5 | P6 | P7 | P8 | P9 | P10 | P11 | P12 | P13 | P14 | P15 |
| 66 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 3 |
| 67 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 68 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 |
| 69 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 70 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 |
| 71 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 72 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 73 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 74 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 3 |
| 75 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 76 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 3 |
| 77 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 78 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 79 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 80 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 |
| 81 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
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| 298 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 299 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | 4 | 3 |

| NO | NOMOR BUTIR SOAL | | | | | | | | | | | | | | |
|-----|------------------|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|
| | P1 | P2 | P3 | P4 | P5 | P6 | P7 | P8 | P9 | P10 | P11 | P12 | P13 | P14 | P15 |
| 300 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 |
| 301 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 2 | 3 |
| 302 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 4 |
| 303 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 304 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 305 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 306 | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 307 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
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| 311 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 312 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 313 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 |
| 314 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 |
| 315 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 316 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 317 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 4 |
| 318 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 319 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 2 |
| 320 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 3 |
| 321 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 322 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 |
| 323 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 |
| 324 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |