LAMPIRAN

Lampiran 1: Kuesioner Kepemimpinan, Budaya Organisasi Dan Kepuasan Kerja.

PENGARUH KEPEMIMPINAN DAN BUDAYA ORGANISASI TERHADAP KINERJA SERTA KEPUASAN KARYAWAN PADA PT. GADING MURNI DI SURABAYA.

Kuesioner

Jenis kelamin : □ Pria □ Wanita

Usia : □ < 25 tahun □ 25-40 tahun □ > 40 tahun

Lama bekerja : □ < 1 tahun □ 1-5 tahun □ > 5 tahun

Pendapatan rata-rata per bulan: □ < Rp. 1 juta □ Rp. 1-5 juta □ > Rp. 5 juta

Petunjuk pengisian:

Isilah jawaban yang menurut anda, pernyataan yang paling mendekati kejadian yang ada di perusahaan dengan memberi tanda silang (X) pada kolom pilihan jawaban yang sesuai.

KETERANGAN: 1 = STS (Sangat Tidak Setuju)

2 = TS (Tidak Setuju)

3 = S (Setuju)

4 = SS (Sangat Setuju)

KEPEMIMPINAN

No	Pernyataan	Tanggapan			
1	Pimpinan selalu memberikan petunjuk kepada saya dalam pelaksanaan tugas atau pekerjaan saya. (*Telling*)	STS	TS	S	SS
2	Pimpinan di tempat saya bekerja memberikan perintah secara tegas.	STS	TS	S	SS
3	Pimpinan membantu memberikan inisiatif yang mendukung pengerjaan tugas saya. *(Selling)*	STS	TS	S	SS
4	Pimpinan membantu memberikan solusi apabila saya menemui masalah dalam pengerjaan tugas.	STS	TS	S	SS
5	Pimpinan memberikan umpan balik kepada saya dalam pengambilan keputusan/ penyelesaian masalah. *(Participating)*	STS	TS	S	SS
6	Pimpinan memberikan pendampingan dan bimbingan selama proses kerja.	STS	TS	S	SS
7	Pimpinan menugaskan saya pada bagian dari perusahaan, sesuai keahlian yang saya miliki. *(Delegating)*	STS	TS	S	SS
8	Pimpinan memberikan bobot tugas sesuai kemampuan yang saya miliki.	STS	TS	S	SS

BUDAYA ORGANISASI

No	Pernyataan	Tanggapan			
1	Perusahaan memiliki nilai kekeluargaan sebagai acuan perilaku para karyawan. (*Nilai-nilai organisasi*)	STS	TS	S	SS
2	Perusahaan di tempat saya bekerja sangat menjunjung tinggi kemanusiaan dan menghargai karyawannya sebagai keluarga.	STS	TS	S	SS
3	Perusahaan merayakan hari besar keagamaan bersama-sama. (*Dukungan manajemen*)	STS	TS	S	SS
4	Saya merasa memperoleh pengembangan diri dan pengetahuan selama saya bekerja disini.	STS	TS	S	SS
5	Sistem imbalan yang berlaku di tempat saya bekerja, dapat membedakan karyawan yang berprestasi rendah dan yang berprestasi tinggi. (*Sistem imbalan)*	STS	TS	S	SS
6	Perusahaan memberikan penghargaan bagi karyawan yang berprestasi agar mendorongnya untuk lebih berprestasi.	STS	TS	S	SS
7	Keakraban rekan-rekan kerja saya membantu saya untuk terus belajar. (*Toleransi dalam berbagi kesalahan sebagai peluang belajar*)	STS	TS	S	SS

8	Di tempat saya bekerja, terdapat dorongan dari rekan-rekan kerja yang membantu saya untuk lebih baik lagi dalam bekerja.	STS	TS	S	SS
9	Di tempat saya bekerja, setiap karyawan memiliki tanggung jawab atas pekerjaannya masing-masing. (*Orientasi pada detil pekerjaan)*	STS	TS	S	SS
10	Di tempat saya bekerja, karyawan diberi kebebasan untuk mengembangkan pelaksanaan tugas masing-masing sehingga menjadi lebih efektif dan efisien.	STS	TS	S	SS
11	Di tempat saya bekerja, terdapat pembentukan tim di masing-masing divisi untuk mempermudah dan mempercepat pelaksanaan tugas. (*Orientasi pada tim)*	STS	TS	S	SS
12	Perusahaan menekankan pada *team work* dalam menyelesaikan setiap tugas atau masalah yang dihadapi	STS	TS	S	SS

KEPUASAN KERJA

No	Pernyataan	Tanggapan			
1	Sistem imbalan yang sudah diberikan perusahaan sesuai dengan harapan saya. (*Kompensasi)*	STS	TS	S	SS
2	Kenaikan gaji yang diberikan perusahaan sesuai dengan kontribusi yang saya berikan bagi perusahaan	STS	TS	S	SS
3	Saya merasa cocok dengan pekerjaan yang saya lakukan. (*Kondisi kerja)*	STS	TS	S	SS
4	Suasana tempat saya bekerja sangat menyenangkan.	STS	TS	S	SS
5	Perusahaan sering memberikan reward berupa insentif bagi karyawan yang berprestasi. (*Sistem administrasi dan kebijakan perusahaan*)	STS	TS	S	SS
6	Perusahaan sangat memperhatikan hal-hal yang berkaitan dengan keselamatan kerja saya.	STS	TS	S	SS
7	Saya seringkali diberi kesempatan untuk belajar hal-hal yang menunjang pekerjaan. (*Kesempatan untuk berkembang)*	STS	TS	S	SS
8	Di tempat saya bekerja, terdapat jenjang karir yang sangat jelas dan menantang.	STS	TS	S	SS

- *Terima kasih* -

Lampiran 2: Kuesioner Kinerja Karyawan

Dengan hormat,

Dalam rangka memenuhi syarat kelulusan dalam Program Pascasarjana Jurusan Manajemen Strategik Universitas Katolik Widya Mandala. Pengisian kuesioner ini digunakan untuk penulisan tesis yang berjudul: PENGARUH KEPEMIMPINAN DAN BUDAYA ORGANISASI TERHADAP KINERJA SERTA KEPUASAN KARYAWAN PADA PT. GADING MURNI DI SURABAYA. Adapun tujuan penelitian ini adalah untuk menganalisis pengaruh kepemimpinan terhadap kinerja karyawan, budaya organisasi terhadap kinerja, kinerja karyawan terhadap kepuasan kerja, kepemimpinan terhadap kepuasan kerja, dan pengaruh budaya organisasi terhadap kepuasan kerja pada PT. Gading Murni di Surabaya. Atas kesediaan waktu dan kerjasama bapak atau ibu, saya mengucapkan banyak terima kasih.

Surabaya, Juli 2010

Maria Yuliawati, S. E.

Petunjuk pengisian:

Isilah jawaban yang menurut anda, pernyataan yang paling mendekati kejadian yang ada di perusahaan dengan memberi tanda silang (X) pada kolom pilihan jawaban yang sesuai.

KETERANGAN: 1 = STS (Sangat Tidak Setuju) 3 = S (Setuju)

2 = TS (Tidak Setuju) 4= SS (Sangat Setuju)

Pimpinan:

Nama Karyawan: Bagian:

KINERJA KARYAWAN

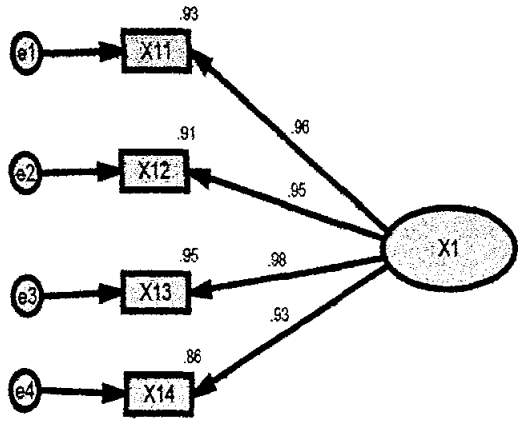
No	Pernyataan	Tanggapan			
1	Mampu menyelesaikan tugas secara teliti dan rapi. (*Kualitas*)	STS	TS	S	SS
2	Memiliki tingkat kesalahan yang rendah dalam menyelesaikan tugas.	STS	TS	S	SS
3	Mampu menyelesaikan bobot tugas sesuai yang sudah ditetapkan. (*Kuantitas*)	STS	TS	S	SS
4	Bobot tugas yang diberikan, lebih banyak dibandingkan dengan karyawan lain.	STS	TS	S	SS
5	Mampu menyelesaikan tugas sesuai dengan target waktu yang telah ditentukan. (*Timeliness*)	STS	TS	S	SS
6	Hasil kerja sebanding dengan target waktu yang diberikan.	STS	TS	S	SS
7	Mampu menyelesaikan tugasnya dengan baik tanpa melakukan upaya lembur (*overtime*) . (*Cost Effectiveness*)	STS	TS	S	SS
8	Mampu memberikan kinerja yang baik, meskipun sudah tersedia perlengkapan yang mendukung pekerjaannya..	STS	TS	S	SS
9	Mampu menyelesaikan tugas secara mandiri, tanpa adanya pengawasan. (*Need of Supervision)*	STS	TS	S	SS
10	Mampu mencari solusi secara mandiri apabila menemui masalah dalam bekerja.	STS	TS	S	SS
11	Mampu bekerja dalam kelompok. (*Interpersonal Impact*)	STS	TS	S	SS
12	Bersedia membantu rekan kerja yang lain apabila menemui masalah pada tugas yang dikerjakan.	STS	TS	S	SS

- *Terima kasih* -

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
X11	130	1.50	4.00	3.0076	.63014
X12	130	1.50	4.00	3.1192	.58292
X13	130	1.00	4.00	2.9076	.75318
X14	130	2.00	4.00	3.0615	.51195
X21	130	1.00	4.00	2.8846	.54446
X22	130	1.00	4.00	3.1884	.62998
X23	130	1.50	4.00	2.8538	.59246
X24	130	1.00	4.00	3.1961	.74010
X25	130	2.00	4.00	3.1076	.51355
X26	130	1.00	4.00	3.0653	.64532
Y11	130	1.50	4.00	2.9457	.62361
Y12	130	1.00	4.00	2.7132	.57953
Y13	130	1.00	4.00	2.9341	.81054
Y14	130	1.00	4.00	2.7829	.55348
Y15	130	1.00	4.00	2.7480	.80809
Y16	130	1.00	4.00	3.1124	.64391
Y21	130	1.00	4.00	2.5961	.71200
Y22	130	1.00	4.00	3.0423	.85007
Y23	130	1.00	4.00	2.7000	.76045
Y24	130	1.00	4.00	2.7423	.87817
Valid N (listwise)	130				

Lampiran 3: Validitas dan Reliabilitas X1



Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
X14 <--- X1	1.000				
X13 <--- X1	1.549	.072	21.404	***	
X12 <--- X1	1.169	.061	19.149	***	
X11 <--- X1	1.277	.064	20.051	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
X14 <--- X1	.928
X13 <--- X1	.977
X12 <--- X1	.953
X11 <--- X1	.963

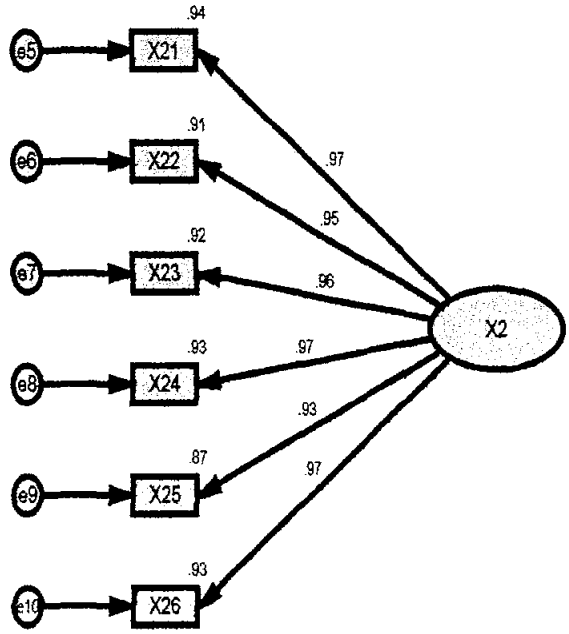
Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
X1	.224	.037	6.102	***	
e4	.036	.006	6.123	***	
e3	.025	.007	3.859	***	
e2	.031	.006	5.555	***	
e1	.029	.006	5.061	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
X11	.927
X12	.908
X13	.955
X14	.862

Lampiran 4: Validitas dan Reliabilitas X2



Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
X23 <--- X2	.913	.037	24.593	***	
X22 <--- X2	.964	.041	23.596	***	
X21 <--- X2	.847	.032	26.433	***	
X24 <--- X2	1.147	.045	25.673	***	
X25 <--- X2	.767	.037	20.589	***	
X26 <--- X2	1.000				

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
X23 <--- X2	.959
X22 <--- X2	.953
X21 <--- X2	.969
X24 <--- X2	.965
X25 <--- X2	.930
X26 <--- X2	.965

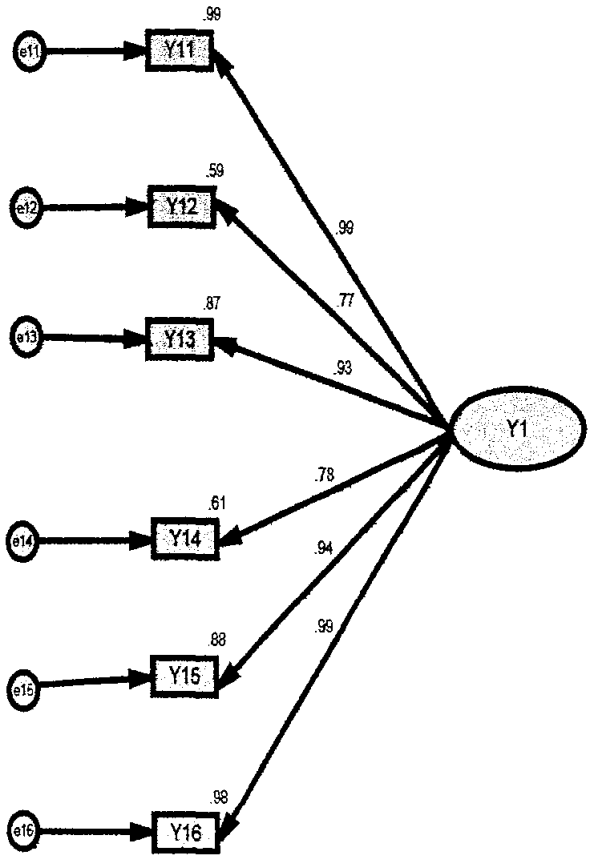
Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
X2	.384	.059	6.560	***	
e7	.028	.005	5.862	***	
e6	.036	.006	6.028	***	
e5	.018	.003	5.461	***	
e8	.037	.007	5.644	***	
e9	.035	.006	6.388	***	
e10	.028	.005	5.654	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
X26	.931
X25	.865
X24	.932
X21	.939
X22	.909
X23	.920

Lampiran 5: Validitas dan Reliabilitas Y1



Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Y11 <--- Y1	.973	.019	52.345	***	
Y13 <--- Y1	1.188	.049	24.116	***	
Y12 <--- Y1	.696	.060	11.615	***	
Y14 <--- Y1	.678	.056	12.163	***	
Y15 <--- Y1	1.187	.049	24.423	***	
Y16 <--- Y1	1.000				

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
Y11 <--- Y1	.994
Y13 <--- Y1	.934
Y12 <--- Y1	.765
Y14 <--- Y1	.780
Y15 <--- Y1	.935
Y16 <--- Y1	.989

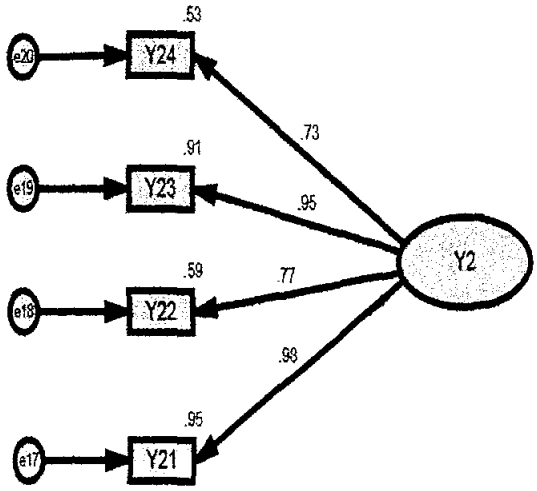
Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Y1	.402	.058	6.884	***	
e11	.005	.002	2.452	.014	
e12	.138	.020	6.965	***	
e13	.083	.012	6.686	***	
e16	.009	.002	3.786	***	
e14	.119	.017	6.958	***	
e15	.081	.012	6.676	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Y16	.979
Y15	.875
Y14	.609
Y13	.872
Y12	.586
Y11	.988

Lampiran 6: Validitas dan Reliabilitas Y2



Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Y21 <--- Y2	1.000				
Y22 <--- Y2	.939	.085	11.108	***	
Y23 <--- Y2	1.046	.048	21.920	***	
Y24 <--- Y2	.923	.092	10.017	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
Y21 <--- Y2	.975
Y22 <--- Y2	.767
Y23 <--- Y2	.955
Y24 <--- Y2	.730

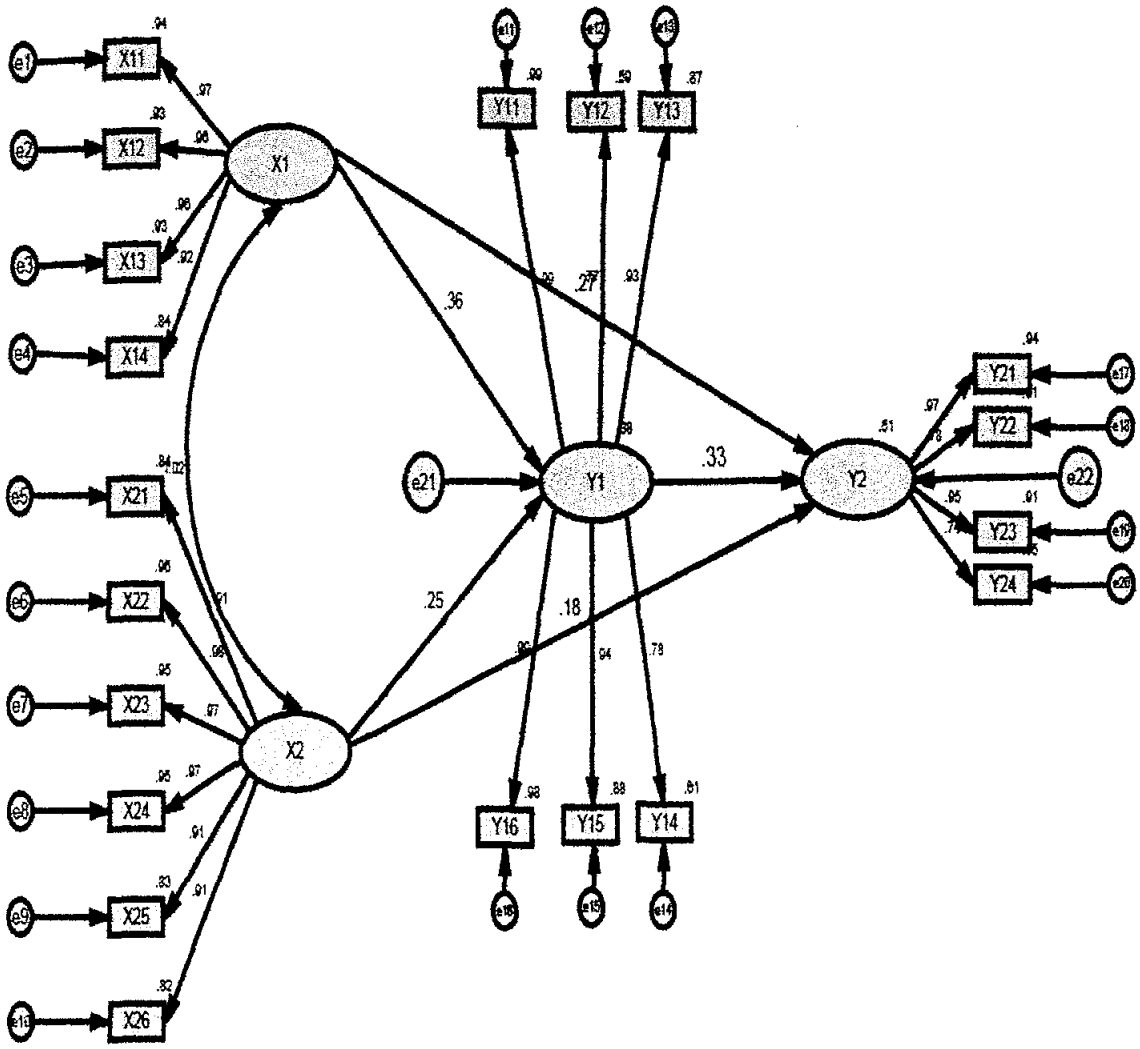
Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Y2	.477	.072	6.604	***	
e17	.025	.012	1.986	.047	
e18	.295	.044	6.702	***	
e19	.050	.015	3.374	***	
e20	.357	.053	6.774	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Y24	.532
Y23	.912
Y22	.588
Y21	.951

Lampiran 7: SEM pada X1, X2 terhadap Y1, Y2.



Parameter summary (Group number 1)

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	26	0	0	0	0	26
Labeled	0	0	0	0	0	0
Unlabeled	21	1	24	0	0	46
Total	47	1	24	0	0	72

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
Y15	1.000	4.500	-.174	-.711	-.464	-.947
X26	1.000	4.000	.075	.307	.153	.312
X25	2.000	4.000	.183	.747	-.436	-.890
X24	1.000	4.000	-.284	-1.160	-.365	-.744
Y14	1.000	4.000	-.505	-2.062	1.346	2.748
Y16	1.000	4.000	-.229	-.934	.048	.097
Y24	1.000	5.000	.465	1.897	.601	1.227
Y23	1.000	5.000	-.367	-1.499	1.250	2.552
Y22	1.000	5.000	.263	1.075	.522	1.065
Y21	1.000	5.000	-.240	-.981	1.563	3.190
Y13	1.000	4.500	-.145	-.591	-.345	-.704
Y12	1.000	4.000	-.274	-1.118	.874	1.783
Y11	1.000	4.000	-.057	-.231	-.207	-.423
X21	1.500	4.000	-.052	-.212	-.094	-.192
X22	1.000	4.000	-.432	-1.766	.082	.167
X23	1.500	5.000	.209	.852	.654	1.335
X11	1.000	4.000	-.383	-1.565	.046	.094
X12	1.500	5.000	.227	.926	.774	1.580
X13	1.000	4.000	-.276	-1.127	-.440	-.899
X14	2.000	4.000	.072	.295	-.456	-.931
Multivariate					2.730	1.721

Observations farthest from the centroid (Mahalanobis distance) (Group number 1)

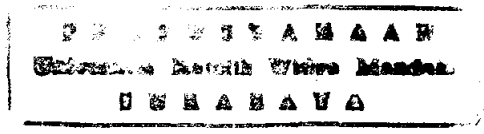
Observation number	Mahalanobis d-squared	p1	p2
96	50.665	.000	.000
92	48.462	.000	.000
98	46.448	.001	.000
9	40.256	.005	.000
74	39.916	.005	.000
90	37.083	.011	.000
1	34.899	.021	.000
75	34.727	.022	.000
91	30.625	.060	.001
76	29.673	.075	.003
5	29.515	.078	.002
71	28.981	.088	.003
41	27.619	.119	.026
51	26.507	.150	.105
67	26.507	.150	.065
17	25.059	.199	.338
55	24.944	.204	.291
37	23.902	.247	.600
10	23.814	.251	.544
99	23.040	.287	.757
24	23.036	.287	.682
93	22.701	.304	.731
58	21.762	.354	.926

Observation number	Mahalanobis d-squared	p1	p2
68	21.720	.356	.899
86	20.722	.414	.987
70	20.214	.445	.996
30	20.046	.455	.996
47	19.806	.470	.997
34	19.783	.472	.995
49	18.075	.582	1.000
64	17.630	.612	1.000
87	17.457	.623	1.000
29	16.827	.664	1.000
72	16.321	.697	1.000
56	16.226	.703	1.000
62	16.226	.703	1.000
46	15.912	.722	1.000
57	15.777	.730	1.000
40	15.331	.757	1.000
11	15.257	.762	1.000
82	15.203	.765	1.000
83	15.090	.771	1.000
45	14.151	.823	1.000
88	14.051	.828	1.000
89	14.019	.830	1.000
16	13.847	.838	1.000
32	13.847	.838	1.000
33	13.847	.838	1.000
52	13.401	.860	1.000
28	13.316	.863	1.000
60	13.286	.865	1.000
25	13.120	.872	1.000
85	13.085	.874	1.000
31	12.952	.879	1.000
15	12.431	.900	1.000
14	12.149	.911	1.000
81	11.983	.917	1.000
18	11.951	.918	1.000
7	11.910	.919	1.000
21	11.910	.919	1.000
79	11.721	.925	1.000
78	11.181	.941	1.000
6	10.588	.956	1.000
63	10.190	.965	1.000
65	10.190	.965	1.000
38	9.980	.969	1.000
8	9.926	.969	1.000
13	9.926	.969	1.000
61	9.554	.976	1.000
59	9.212	.980	1.000
19	9.106	.982	1.000
42	9.106	.982	1.000
35	8.927	.984	1.000
36	8.927	.984	1.000
12	8.699	.986	1.000
48	8.699	.986	1.000
50	8.699	.986	1.000
84	8.655	.987	1.000
66	8.628	.987	1.000
44	8.355	.989	1.000
23	7.686	.994	1.000
27	7.611	.994	1.000
26	7.502	.995	1.000

Observation number	Mahalanobis d-squared	p1	p2
22	7.054	.997	1.000
20	6.758	.997	1.000
39	6.758	.997	1.000
80	6.758	.997	1.000
43	6.640	.998	1.000
53	6.640	.998	1.000
73	6.640	.998	1.000
77	5.778	.999	1.000
94	5.691	.999	1.000
54	4.935	1.000	1.000
69	4.935	1.000	.975

Sample Moments (Group number 1)

Condition number = 32641.779
Eigenvalues
6.333 1.041 .735 .328 .208 .091 .078 .069 .052 .042 .025 .022 .016 .012 .011 .007 .004 .002 .002 .000
Determinant of sample covariance matrix = .09513



Estimates (Group number 1 - Default model)
Scalar Estimates (Group number 1 - Default model)
Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Y1 <--- X1	.493	.115	4.276	***	
Y1 <--- X2	.280	.101	2.762	.006	
Y2 <--- Y1	.362	.102	3.535	***	
Y2 <--- X1	.398	.117	3.398	***	
Y2 <--- X2	.218	.108	2.022	.043	
X14 <--- X1	1.000				
X13 <--- X1	1.545	.077	19.943	***	
X12 <--- X1	1.197	.060	20.031	***	
X11 <--- X1	1.299	.064	20.371	***	
X23 <--- X2	1.000				
X22 <--- X2	1.069	.034	31.370	***	
X21 <--- X2	.864	.043	20.303	***	
Y11 <--- Y1	.973	.019	51.711	***	
Y13 <--- Y1	1.189	.049	24.176	***	
Y21 <--- Y2	1.000				
Y22 <--- Y2	.964	.083	11.547	***	
Y23 <--- Y2	1.052	.048	22.039	***	
Y24 <--- Y2	.942	.092	10.270	***	
Y14 <--- Y1	.679	.056	12.211	***	
Y16 <--- Y1	1.000				
X24 <--- X2	1.249	.042	29.674	***	
X25 <--- X2	.812	.041	19.936	***	
X26 <--- X2	1.015	.052	19.519	***	
Y15 <--- Y1	1.188	.048	24.548	***	
Y12 <--- Y1	.698	.060	11.681	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
Y1 <--- X1	.364
Y1 <--- X2	.254
Y2 <--- Y1	.334
Y2 <--- X1	.271
Y2 <--- X2	.182
X14 <--- X1	.918
X13 <--- X1	.964
X12 <--- X1	.965
X11 <--- X1	.969
X23 <--- X2	.973
X22 <--- X2	.978
X21 <--- X2	.915
Y11 <--- Y1	.994
Y13 <--- Y1	.934
Y21 <--- Y2	.969
Y22 <--- Y2	.782
Y23 <--- Y2	.955
Y24 <--- Y2	.740
Y14 <--- Y1	.782
Y16 <--- Y1	.989
X24 <--- X2	.972
X25 <--- X2	.911
X26 <--- X2	.906
Y15 <--- Y1	.936
Y12 <--- Y1	.767

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
X1 <--> X2	.273	.041	6.710	***	

Correlations: (Group number 1 - Default model)

	Estimate
X1 <--> X2	1.017

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
X1	.219	.036	6.042	***	
X2	.329	.049	6.670	***	
e21	.247	.036	6.814	***	
e22	.232	.037	6.285	***	
e4	.041	.004	10.247	***	
e3	.040	.004	10.728	***	
e2	.023	.002	10.739	***	
e1	.024	.002	10.781	***	
e7	.019	.002	11.705	***	
e6	.017	.001	11.933	***	
e5	.048	.005	10.037	***	
e11	.005	.002	2.587	.010	
e12	.137	.020	6.963	***	
e13	.083	.012	6.676	***	
e17	.031	.011	2.733	.006	
e18	.278	.042	6.648	***	
e19	.051	.014	3.720	***	
e20	.345	.051	6.740	***	
e16	.009	.002	3.851	***	
e14	.118	.017	6.956	***	
e8	.030	.003	11.695	***	
e9	.044	.004	9.961	***	
e10	.074	.007	9.875	***	
e15	.080	.012	6.663	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Y1	.384
Y2	.507
Y15	.877
X26	.822
X25	.830
X24	.945
Y14	.611
Y16	.979
Y24	.548
Y23	.912
Y22	.612
Y21	.939
Y13	.873
Y12	.589
Y11	.987
X21	.837
X22	.956
X23	.946
X11	.939
X12	.931
X13	.929
X14	.842

Matrices (Group number 1 - Default model)

Total Effects (Group number 1 - Default model)

	X2	X1	Y1	Y2
Y1	.280	.493	.000	.000
Y2	.319	.576	.362	.000
Y15	.333	.586	1.188	.000
X26	1.015	.000	.000	.000
X25	.812	.000	.000	.000
X24	1.249	.000	.000	.000
Y14	.190	.335	.679	.000
Y16	.280	.493	1.000	.000
Y24	.301	.543	.341	.942
Y23	.336	.607	.381	1.052
Y22	.308	.555	.349	.964
Y21	.319	.576	.362	1.000
Y13	.333	.586	1.189	.000
Y12	.196	.344	.698	.000
Y11	.273	.480	.973	.000
X21	.864	.000	.000	.000
X22	1.069	.000	.000	.000
X23	1.000	.000	.000	.000
X11	.000	1.299	.000	.000
X12	.000	1.197	.000	.000
X13	.000	1.545	.000	.000
X14	.000	1.000	.000	.000

Standardized Total Effects (Group number 1 - Default model)

	X2	X1	Y1	Y2
Y1	.254	.364	.000	.000
Y2	.267	.393	.334	.000
Y15	.237	.341	.936	.000
X26	.906	.000	.000	.000
X25	.911	.000	.000	.000
X24	.972	.000	.000	.000
Y14	.198	.284	.782	.000
Y16	.251	.360	.989	.000
Y24	.197	.291	.247	.740
Y23	.255	.375	.319	.955
Y22	.209	.307	.261	.782
Y21	.258	.380	.324	.969
Y13	.237	.340	.934	.000
Y12	.195	.279	.767	.000
Y11	.252	.361	.994	.000
X21	.915	.000	.000	.000
X22	.978	.000	.000	.000
X23	.973	.000	.000	.000
X11	.000	.969	.000	.000
X12	.000	.965	.000	.000
X13	.000	.964	.000	.000
X14	.000	.918	.000	.000

Direct Effects (Group number 1 - Default model)

	X2	X1	Y1	Y2
Y1	.280	.493	.000	.000
Y2	.218	.398	.362	.000
Y15	.000	.000	1.188	.000
X26	1.015	.000	.000	.000
X25	.812	.000	.000	.000
X24	1.249	.000	.000	.000
Y14	.000	.000	.679	.000
Y16	.000	.000	1.000	.000
Y24	.000	.000	.000	.942
Y23	.000	.000	.000	1.052
Y22	.000	.000	.000	.964
Y21	.000	.000	.000	1.000
Y13	.000	.000	1.189	.000
Y12	.000	.000	.698	.000
Y11	.000	.000	.973	.000
X21	.864	.000	.000	.000
X22	1.069	.000	.000	.000
X23	1.000	.000	.000	.000
X11	.000	1.299	.000	.000
X12	.000	1.197	.000	.000
X13	.000	1.545	.000	.000
X14	.000	1.000	.000	.000

Standardized Direct Effects (Group number 1 - Default model)

	X2	X1	Y1	Y2
Y1	.254	.364	.000	.000
Y2	.182	.271	.334	.000
Y15	.000	.000	.936	.000
X26	.906	.000	.000	.000
X25	.911	.000	.000	.000
X24	.972	.000	.000	.000
Y14	.000	.000	.782	.000
Y16	.000	.000	.989	.000
Y24	.000	.000	.000	.740
Y23	.000	.000	.000	.955
Y22	.000	.000	.000	.782
Y21	.000	.000	.000	.969
Y13	.000	.000	.934	.000
Y12	.000	.000	.767	.000
Y11	.000	.000	.994	.000
X21	.915	.000	.000	.000
X22	.978	.000	.000	.000
X23	.973	.000	.000	.000
X11	.000	.969	.000	.000
X12	.000	.965	.000	.000
X13	.000	.964	.000	.000
X14	.000	.918	.000	.000

Indirect Effects (Group number 1 - Default model)

	X2	X1	Y1	Y2
Y1	.000	.000	.000	.000
Y2	.101	.178	.000	.000
Y15	.333	.586	.000	.000
X26	.000	.000	.000	.000
X25	.000	.000	.000	.000
X24	.000	.000	.000	.000
Y14	.190	.335	.000	.000
Y16	.280	.493	.000	.000
Y24	.301	.543	.341	.000
Y23	.336	.607	.381	.000
Y22	.308	.555	.349	.000
Y21	.319	.576	.362	.000
Y13	.333	.586	.000	.000
Y12	.196	.344	.000	.000
Y11	.273	.480	.000	.000
X21	.000	.000	.000	.000
X22	.000	.000	.000	.000
X23	.000	.000	.000	.000
X11	.000	.000	.000	.000
X12	.000	.000	.000	.000
X13	.000	.000	.000	.000
X14	.000	.000	.000	.000

Standardized Indirect Effects (Group number 1 - Default model)

	X2	X1	Y1	Y2
Y1	.000	.000	.000	.000
Y2	.085	.122	.000	.000
Y15	.237	.341	.000	.000
X26	.000	.000	.000	.000
X25	.000	.000	.000	.000
X24	.000	.000	.000	.000
Y14	.198	.284	.000	.000
Y16	.251	.360	.000	.000
Y24	.197	.291	.247	.000
Y23	.255	.375	.319	.000
Y22	.209	.307	.261	.000
Y21	.258	.380	.324	.000
Y13	.237	.340	.000	.000
Y12	.195	.279	.000	.000
Y11	.252	.361	.000	.000
X21	.000	.000	.000	.000
X22	.000	.000	.000	.000
X23	.000	.000	.000	.000
X11	.000	.000	.000	.000
X12	.000	.000	.000	.000
X13	.000	.000	.000	.000
X14	.000	.000	.000	.000

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	46	182.368	164	.156	1.112
Saturated model	210	.000	0		
Independence model	20	4924.449	190	.000	25.918

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.061	.951	.938	.603
Saturated model	.000	1.000		
Independence model	.298	.095	.000	.086

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.743	.702	.769	.731	.768
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.863	.641	.662
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	1100.744	991.296	1217.645
Saturated model	.000	.000	.000
Independence model	4734.449	4509.355	4966.781

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	12.775	11.119	10.013	12.299
Saturated model	.000	.000	.000	.000
Independence model	49.742	47.823	45.549	50.170

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.076	.247	.174	.000
Independence model	.502	.490	.514	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	1356.744	1381.513	1476.582	1522.582
Saturated model	420.000	533.077	967.086	1177.086
Independence model	4964.449	4975.218	5016.552	5036.552

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	13.704	12.599	14.885	13.955
Saturated model	4.242	4.242	4.242	5.385
Independence model	50.146	47.872	52.493	50.255

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	16	17
Independence model	5	5

Lampiran 8: Tabulasi Jawaban Responden

KEPEMIMPINAN (X1)

	X1.1			X1.2			X1.3			x1.4		
Resp	1	2	rata-rata	3	4	rata-rata	5	6	rata-rata	7	8	rata-rata
1	2	2	2	3	3	3	2	1	1.5	2	2	2
2	3	2	2.5	3	2	2.5	3	2	2.5	3	2	2.5
3	3	3	3	3	2	2.5	3	3	3	3	4	3.5
4	3	3	3	3	2	2.5	3	2	2.5	3	3	3
5	1	3	2	1	2	1.5	2	2	2	2	3	2.5
6	3	3	3	3	3	3	2	2	2	3	2	2.5
7	2	3	2.5	3	3	3	3	3	3	3	3	3
8	3	3	3	3	3	3	3	2	2.5	3	3	3
9	4	3	3.5	3	4	3.5	3	3	3	3	2	2.5
10	4	4	4	4	4	4	4	4	4	4	4	4
11	3	3	3	3	3	3	3	3	3	2	3	2.5
12	3	4	3.5	3	3	3	3	3	3	3	4	3.5
13	4	3	3.5	4	4	4	4	4	4	4	3	3.5
14	4	3	3.5	3	4	3.5	2	3	2.5	3	4	3.5
15	4	3	3.5	3	3	3	3	3	3	4	4	4
16	2	2	2	3	3	3	2	2	2	2	2	2
17	3	3	3	3	3	3	3	3	3	3	3	3
18	2	2	2	2	2	2	2	2	2	2	2	2
19	3	3	3	3	3	3	3	2	2.5	3	3	3
20	2	2	2	3	3	3	3	3	3	3	3	3
21	3	3	3	3	3	3	3	2	2.5	3	3	3
22	4	3	3.5	3	4	3.5	4	3	3.5	4	3	3.5
23	2	3	2.5	3	3	3	2	2	2	3	3	3
24	3	3	3	3	3	3	3	3	3	3	3	3
25	2	3	2.5	2	2	2	3	2	2.5	2	3	2.5
26	2	3	2.5	3	3	3	3	2	2.5	3	3	3
27	3	3	3	3	3	3	3	2	2.5	3	2	2.5
28	3	4	3.5	2	3	2.5	4	2	3	3	2	2.5
29	3	4	3.5	2	3	2.5	4	2	3	3	2	2.5
30	3	3	3	3	3	3	3	2	2.5	3	2	2.5
31	3	2	2.5	3	4	3.5	3	2	2.5	4	4	4
32	2	3	2.5	3	3	3	4	4	4	4	4	4
33	4	4	4	4	4	4	4	4	4	4	4	4
34	3	3	3	3	3	3	3	3	3	3	3	3
35	3	3	3	3	3	3	3	3	3	3	3	3
36	2	2	2	2	2	2	3	2	2.5	3	3	3

37	2	2	2	1	2	1.5	2	1	1.5	2	2	2
38	3	2	2.5	2	2	2	2	2	2	2	2	2
39	2	2	2	2	2	2	3	2	2.5	3	3	3
40	2	2	2	2	2	2	2	2	2	3	4	3.5
41	3	2	2.5	2	2	2	2	3	2.5	3	2	2.5
42	3	2	2.5	3	3	3	2	2	2	4	4	4
43	4	3	3.5	4	4	4	3	3	3	3	4	3.5
44	3	3	3	3	3	3	2	2	2	3	3	3
45	3	3	3	3	3	3	3	3	3	3	3	3
46	4	3	3.5	3	3	3	4	4	4	3	3	3
47	3	3	3	3	3	3	3	3	3	3	3	3
48	4	3	3.5	3	4	3.5	3	3	3	4	3	3.5
49	3	4	3.5	3	3	3	3	3	3	3	3	3
50	3	3	3	3	3	3	4	4	4	4	4	4
51	3	4	3.5	3	3	3	3	2	2.5	4	4	4
52	3	3	3	3	3	3	2	3	2.5	3	3	3
53	2	2	2	3	3	3	2	2	2	3	2	2.5
54	3	4	3.5	4	4	4	4	4	4	4	4	4
55	3	2	2.5	3	3	3	2	2	2	4	3	3.5
56	3	4	3.5	4	3	3.5	3	3	3	3	3	3
57	4	4	4	4	4	4	4	3	3.5	3	3	3
58	3	3	3	3	3	3	3	3	3	3	3	3
59	4	4	4	4	4	4	4	3	3.5	4	4	4
60	3	3	3	2	3	2.5	3	3	3	3	3	3
61	4	3	3.5	3	4	3.5	3	3	3	3	3	3
62	3	3	3	3	3	3	3	3	3	3	3	3
63	4	4	4	4	4	4	4	4	4	4	4	4
64	3	3	3	3	3	3	3	4	3.5	3	3	3
65	4	4	4	3	3	3	3	3	3	3	3	3
66	3	3	3	3	3	3	2	2	2	3	3	3
67	3	3	3	3	3	3	3	3	3	3	3	3
68	3	3	3	3	3	3	3	3	3	3	3	3
69	3	3	3	3	3	3	3	3	3	3	3	3
70	3	3	3	4	4	4	3	2	2.5	4	3	3.5
71	3	2	2.5	3	3	3	3	3	3	2	2	2
72	3	3	3	4	4	4	3	4	3.5	3	3	3
73	1	4	2.5	4	4	4	4	1	2.5	4	4	4
74	3	3	3	3	3	3	3	3	3	2	2	2
75	3	4	3.5	4	3	3.5	3	2	2.5	3	3	3
76	4	4	4	4	4	4	3	4	3.5	4	4	4
77	3	3	3	4	4	4	3	4	3.5	3	4	3.5

78	4	4	4	3	4	3.5	3	4	3.5	3	4	3.5
79	2	3	2.5	2	4	3	2	2	2	2	3	2.5
80	4	4	4	4	4	4	4	4	4	4	4	4
81	3	3	3	3	3	3	3	3	3	3	3	3
82	3	3	3	3	3	3	3	3	3	3	3	3
83	4	3	3.5	4	4	4	3	3	3	4	4	4
84	3	3	3	3	3	3	2	2	2	2	2	2
85	3	3	3	3	3	3	3	3	3	4	4	4
86	4	4	4	3	3	3	3	3	3	3	3	3
87	3	4	3.5	3	4	3.5	3	4	3.5	3	3	3
88	3	3	3	3	3	3	3	3	3	3	3	3
89	3	3	3	4	4	4	3	3	3	3	3	3
90	3	3	3	3	3	3	3	3	3	3	3	3
91	4	3	3.5	3	4	3.5	3	3	3	3	3	3
92	4	4	4	4	4	4	3	4	3.5	4	4	4
93	3	3	3	3	3	3	3	3	3	3	3	3
94	3	3	3	3	3	3	3	3	3	3	3	3
95	3	3	3	3	3	3	3	3	3	3	3	3
96	4	3	3.5	4	4	4	3	3	3	3	3	3
97	4	3	3.5	3	3	3	3	3	3	3	3	3
98	3	3	3	3	3	3	3	2	2.5	3	3	3
99	2	3	2.5	3	3	3	2	2	2	2	2	2
100	3	2	2.5	3	3	3	2	2	2	3	3	3
101	3	3	3	3	3	3	3	3	3	3	4	3.5
102	3	3	3	4	4	4	3	3	3	3	3	3
103	3	3	3	3	4	3.5	2	2	2	2	3	2.5
104	3	4	3.5	3	4	3.5	3	2	2.5	2	2	2
105	3	3	3	4	3	3.5	4	3	3.5	4	3	3.5
106	3	3	3	4	3	3.5	3	4	3.5	3	4	3.5
107	4	4	4	4	4	4	4	4	4	4	4	4
108	2	3	2.5	4	4	4	3	3	3	3	3	3
109	3	4	3.5	3	3	3	3	4	3.5	4	3	3.5
110	2	3	2.5	3	3	3	3	3	3	3	3	3
111	3	3	3	3	3	3	3	3	3	3	3	3
112	2	2	2	2	2	2	2	2	2	2	2	2
113	3	3	3	2	3	2.5	3	2	2.5	2	2	2
114	3	3	3	3	3	3	3	3	3	3	3	3
115	3	4	3.5	4	3	3.5	4	4	4	4	3	3.5
116	3	4	3.5	3	4	3.5	3	4	3.5	3	4	3.5
117	3	4	3.5	3	4	3.5	3	4	3.5	3	2	2.5
118	3	3	3	3	4	3.5	3	4	3.5	3	4	3.5

119	2	3	2.5	3	4	3.5	4	3	3.5	4	3	3.5
120	3	2	2.5	3	2	2.5	3	4	3.5	3	2	2.5
121	2	3	2.5	1	3	2	2	3	2.5	2	2	2
122	3	4	3.5	3	4	3.5	3	4	3.5	3	3	3
123	2	2	2	3	3	3	2	2	2	2	2	2
124	2	2	2	2	2	2	3	2	2.5	2	3	2.5
125	3	3	3	4	3	3.5	4	2	3	3	4	3.5
126	3	3	3	3	3	3	3	3	3	3	3	3
127	2	4	3	4	4	4	4	3	3.5	3	3	3
128	3	3	3	3	4	3.5	4	4	4	4	4	4
129	3	3	3	3	3	3	4	4	4	4	4	4
130	1	2	1.5	2	2	2	2	2	2	3	3	3
			3.007692			3.119231			2.907692			3.061538

BUDAYA
ORGANISASI (X2)

	X2.1			X2.2			X2.3			X2.4			X2.5			X2.6		
Resp	9	10	rata-rata	11	12	rata-rata	13	14	rata-rata	15	16	rata-rata	17	18	rata-rata	19	20	rata-rata
1	3	3	3	2	2	2	2	3	2.5	4	3	3.5	2	2	2	2	3	2.5
2	3	2	2.5	3	2	2.5	3	2	2.5	3	2	2.5	3	2	2.5	3	4	3.5
3	2	2	2	3	2	2.5	3	3	3	3	4	3.5	4	2	3	4	3	3.5
4	4	4	4	3	3	3	2	2	2	3	3	3	4	3	3.5	3	3	3
5	3	3	3	4	3	3.5	2	3	2.5	3	4	3.5	4	2	3	3	3	3
6	2	3	2.5	4	3	3.5	2	2	2	3	3	3	4	3	3.5	3	2	2.5
7	2	2	2	4	2	3	4	3	3.5	3	3	3	3	2	2.5	2	2	2
8	2	2	2	4	3	3.5	3	2	2.5	3	3	3	2	3	2.5	2	3	2.5
9	3	3	3	2	3	2.5	2	2	2	3	3	3	3	2	2.5	3	3	3
10	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
11	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
12	3	3	3	3	3	3	2	2	2	2	2	2	3	3	3	3	3	3
13	3	4	3.5	4	4	4	4	4	4	4	3	3.5	3	3	3	4	4	4
14	3	4	3.5	3	3	3	3	4	3.5	4	4	4	4	4	4	3	3	3
15	3	3	3	3	4	3.5	2	2	2	4	3	3.5	3	2	2.5	3	3	3
16	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
17	3	3	3	3	3	3	4	3	3.5	3	3	3	3	2	2.5	3	3	3
18	2	2	2	3	2	2.5	3	2	2.5	3	3	3	3	2	2.5	3	2	2.5
19	2	2	2	2	3	2.5	3	2	2.5	3	3	3	3	3	3	3	3	3
20	3	3	3	3	4	3.5	3	3	3	3	3	3	4	3	3.5	3	3	3
21	3	2	2.5	3	3	3	2	2	2	3	3	3	3	3	3	3	3	3
22	3	4	3.5	3	3	3	3	4	3.5	4	3	3.5	4	3	3.5	3	3	3
23	3	3	3	3	2	2.5	3	3	3	3	3	3	3	3	3	3	3	3
24	2	3	2.5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
25	2	3	2.5	2	2	2	2	2	2	3	3	3	2	3	2.5	3	3	3
26	2	3	2.5	3	4	3.5	2	4	3	3	2	2.5	3	3	3	3	3	3
27	2	2	2	2	3	2.5	1	2	1.5	3	2	2.5	4	3	3.5	3	2	2.5
28	1	2	1.5	2	3	2.5	1	1	1	4	2	3	2	3	2.5	2	2	2
29	1	2	1.5	2	3	2.5	1	1	1	4	2	3	2	3	2.5	3	2	2.5
30	2	2	2	2	3	2.5	1	2	1.5	3	2	2.5	4	3	3.5	3	2	2.5
31	4	4	4	4	4	4	3	4	3.5	3	3	3	4	4	4	4	3	3.5
32	3	3	3	3	3	3	3	4	3.5	4	3	3.5	3	4	3.5	3	4	3.5
33	3	3	3	3	3	3	2	3	2.5	4	3	3.5	3	3	3	4	3	3.5
34	3	3	3	4	3	3.5	4	4	4	3	3	3	3	3	3	3	2	2.5
35	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	2
36	2	3	2.5	3	3	3	4	4	4	3	2	2.5	2	3	2.5	2	2	2
37	1	1	1	2	2	2	2	1	1.5	3	2	2.5	2	2	2	2	2	2
38	2	2	2	2	3	2.5	2	4	3	4	3	3.5	3	3	3	3	3	3

39	2	3	2.5	3	3	3	1	2	1.5	4	3	3.5	3	2	2.5	2	2	2
40	4	2	3	4	4	4	1	4	2.5	4	4	4	4	4	4	4	4	4
41	2	2	2	2	3	2.5	2	2	2	3	3	3	3	3	3	3	2	2.5
42	2	2	2	2	4	3	2	4	3	4	3	3.5	3	4	3.5	3	3	3
43	3	3	3	2	3	2.5	3	4	3.5	4	3	3.5	3	4	3.5	3	3	3
44	3	3	3	2	4	3	4	4	4	4	4	4	4	4	4	3	2	2.5
45	3	3	3	3	3	3	3	3	3	3	2	2.5	3	3	3	3	3	3
46	3	3	3	3	3	3	2	3	2.5	3	3	3	3	3	3	3	3	3
47	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
48	3	4	3.5	3	4	3.5	4	4	4	4	4	4	3	4	3.5	4	3	3.5
49	3	4	3.5	2	4	3	3	2	2.5	3	3	3	4	3	3.5	3	3	3
50	3	3	3	4	3	3.5	3	4	3.5	4	4	4	3	4	3.5	3	4	3.5
51	3	3	3	3	3	3	3	4	3.5	3	3	3	3	3	3	4	3	3.5
52	3	2	2.5	3	2	2.5	3	2	2.5	2	2	2	3	3	3	2	2	2
53	1	2	1.5	2	3	2.5	1	1	1	2	4	3	4	4	4	4	3	3.5
54	4	3	3.5	4	4	4	3	4	3.5	4	4	4	3	3	3	4	4	4
55	3	3	3	3	3	3	2	3	2.5	3	3	3	3	3	3	4	3	3.5
56	3	3	3	3	3	3	3	3	3	3	4	3.5	4	4	4	4	3	3.5
57	4	2	3	3	3	3	3	3	3	4	4	4	4	3	3.5	3	3	3
58	3	2	2.5	3	3	3	2	2	2	3	2	2.5	3	2	2.5	3	3	3
59	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
60	2	3	2.5	2	3	2.5	2	3	2.5	3	2	2.5	2	3	2.5	3	2	2.5
61	4	3	3.5	3	4	3.5	2	4	3	3	4	3.5	3	4	3.5	3	3	3
62	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
63	4	3	3.5	4	4	4	3	4	3.5	4	4	4	3	3	3	3	3	3
64	4	3	3.5	3	4	3.5	1	4	2.5	3	3	3	3	3	3	3	3	3
65	3	3	3	2	3	2.5	3	3	3	3	3	3	4	4	4	3	3	3
66	3	2	2.5	2	3	2.5	1	2	1.5	3	3	3	3	3	3	2	2	2
67	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
68	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
69	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
70	4	3	3.5	3	3	3	4	4	4	3	4	3.5	3	2	2.5	4	3	3.5
71	3	3	3	3	3	3	1	2	1.5	4	4	4	3	3	3	2	3	2.5
72	4	3	3.5	4	4	4	1	4	2.5	3	3	3	3	3	3	4	3	3.5
73	1	4	2.5	4	2	3	1	4	2.5	4	4	4	4	3	3.5	3	3	3
74	3	2	2.5	2	3	2.5	2	2	2	3	3	3	2	3	2.5	3	3	3
75	4	3	3.5	3	4	3.5	4	4	4	3	3	3	4	4	4	3	3	3
76	4	4	4	3	3	3	2	3	2.5	3	3	3	4	4	4	4	4	4
77	3	3	3	3	3	3	3	4	3.5	4	4	4	4	3	3.5	4	4	4
78	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
79	2	2	2	3	3	3	2	2	2	3	3	3	3	3	3	3	3	3

80	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
81	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
82	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
83	3	4	3.5	3	4	3.5	3	4	3.5	4	4	4	3	4	3.5	4	4	4
84	2	2	2	3	4	3.5	2	2	2	3	4	3.5	2	2	2	3	3	3
85	4	4	4	4	4	4	3	3	3	4	4	4	3	3	3	4	4	4
86	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	4	4
87	3	4	3.5	4	4	4	3	3	3	4	3	3.5	4	4	4	3	3	3
88	3	3	3	4	3	3.5	3	2	2.5	3	3	3	3	3	3	3	3	3
89	3	3	3	4	3	3.5	3	3	3	4	4	4	3	4	3.5	3	4	3.5
90	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
91	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
92	4	4	4	4	43	23.5	3	4	3.5	4	4	4	4	4	4	4	4	4
93	3	3	3	4	4	4	2	3	2.5	4	3	3.5	3	3	3	4	3	3.5
94	3	3	3	2	3	2.5	3	3	3	3	3	3	3	3	3	3	3	3
95	3	3	3	3	3	3	2	2	2	3	3	3	3	3	3	3	3	3
96	3	4	3.5	3	3	3	3	4	3.5	3	4	3.5	3	3	3	4	3	3.5
97	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
98	3	3	3	3	2	2.5	2	4	3	3	2	2.5	2	3	2.5	3	3	3
99	2	2	2	2	3	2.5	2	2	2	2	3	2.5	2	2	2	2	2	2
100	2	2	2	3	2	2.5	2	2	2	3	3	3	2	3	2.5	2	3	2.5
101	2	2	2	2	3	2.5	3	3	3	4	3	3.5	4	3	3.5	3	3	3
102	3	3	3	4	4	4	3	4	3.5	3	4	3.5	4	3	3.5	3	3	3
103	2	3	2.5	3	3	3	4	4	4	3	4	3.5	3	3	3	4	3	3.5
104	2	2	2	2	3	2.5	3	3	3	4	2	3	4	2	3	3	4	3.5
105	3	4	3.5	2	3	2.5	2	3	2.5	4	3	3.5	4	3	3.5	4	3	3.5
106	3	4	3.5	3	4	3.5	3	4	3.5	3	4	3.5	3	2	2.5	3	3	3
107	3	3	3	3	3	3	3	4	3.5	4	4	4	4	3	3.5	3	4	3.5
108	3	3	3	3	3	3	3	3	3	2	2	2	3	3	3	3	3	3
109	3	3	3	4	3	3.5	4	3	3.5	4	4	4	3	3	3	3	4	3.5
110	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
111	2	3	2.5	2	3	2.5	3	3	3	3	3	3	3	3	3	3	3	3
112	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
113	3	3	3	2	3	2.5	4	3	3.5	3	3	3	4	3	3.5	3	4	3.5
114	3	3	3	3	2	2.5	2	2	2	3	3	3	3	2	2.5	3	3	3
115	3	3	3	2	3	2.5	4	3	3.5	4	3	3.5	4	3	3.5	4	3	3.5
116	4	3	3.5	4	3	3.5	4	4	4	4	4	4	3	3	3	3	4	3.5
117	3	3	3	3	3	3	2	3	2.5	2	3	2.5	4	3	3.5	3	3	3
118	3	4	3.5	3	4	3.5	3	3	3	3	3	3	3	3	3	3	3	3
119	3	4	3.5	3	4	3.5	3	4	3.5	3	2	2.5	3	3	3	3	3	3
120	3	2	2.5	3	2	2.5	4	1	2.5	4	2	3	3	2	2.5	3	2	2.5

121	3	2	2.5	2	3	2.5	4	3	3.5	2	3	2.5	4	3	3.5	2	3	2.5
122	3	3	3	4	3	3.5	4	3	3.5	4	3	3.5	4	3	3.5	4	3	3.5
123	2	3	2.5	2	2	2	2	2	2	2	3	2.5	3	2	2.5	2	2	2
124	3	2	2.5	2	2	2	2	3	2.5	3	2	2.5	3	3	3	3	3	3
125	3	4	3.5	2	3	2.5	3	4	3.5	3	4	3.5	3	3	3	3	4	3.5
126	3	4	3.5	4	4	4	3	4	3.5	4	3	3.5	4	2	3	3	2	2.5
127	3	3	3	3	3	3	3	3	3	3	4	3.5	4	4	4	3	4	3.5
128	3	3	3	4	4	4	3	3	3	4	4	4	3	3	3	3	4	3.5
129	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3.5	3	4	3.5
130	3	2	2.5	3	2	2.5	3	2	2.5	3	3	3	3	3	3	3	3	3
			2.884615			3.188462			2.853846			3.196154			3.107692			3.065385

KINERJA(Y1)

Resp	Y1.1		Rata-rata	Y1.2		Rata-rata	Y1.3		Rata-rata	Y1.4		Rata-rata	Y1.5		Rata-rata	Y1.6		Rata-rata
	29	30		31	32		33	34		35	36		37	38		39	40	
1	2	2	2	2	3	2.5	3	2	2.5	3	3	3	2	2	2	3	3	3
2	4	2	3	3	4	3.5	3	3	3	3	4	3.5	1	2	1.5	3	3	3
3	3	3	3	3	3	3	4	3	3.5	4	3	3.5	2	3	2.5	3	2	2.5
4	2	3	2.5	3	2	2.5	2	3	2.5	2	2	2	2	3	2.5	3	3	3
5	2	2	2	3	2	2.5	3	2	2.5	2	2	2	3	3	3	3	3	3
6	2	2	2	2	3	2.5	3	2	2.5	3	3	3	2	2	2	3	3	3
7	4	2	3	3	4	3.5	3	3	3	3	4	3.5	1	2	1.5	3	3	3
8	3	3	3	4	2	3	3	4	3.5	2	2	2	3	2	2.5	3	3	3
9	4	4	4	3	1	2	4	4	4	3	3	3	3	2	2.5	3	3	3
10	3	3	3	3	2	2.5	3	3	3	3	3	3	3	3	3	2	2	2
11	3	3	3	3	3	3	3	3	3	3	3	3	2	2	2	3	2	2.5
12	4	3	3.5	2	4	3	4	4	4	4	1	2.5	4	3	3.5	3	4	3.5
13	4	4	4	3	3	3	3	3	3	4	1	2.5	4	3	3.5	4	4	4
14	4	4	4	2	3	2.5	3	3	3	4	1	2.5	4	4	4	4	4	4
15	4	4	4	3	3	3	4	4	4	4	1	2.5	3	3	3	3	4	3.5
16	4	4	4	1	4	2.5	4	4	4	4	1	2.5	3	3	3	4	4	4
17	3	3	3	3	2	2.5	2	2	2	2	2	2	3	3	3	3	3	3
18	3	3	3	3	3	3	2	2	2	2	3	2.5	3	3	3	2	2	2
19	3	3	3	3	3	3	2	2	2	2	3	2.5	3	3	3	4	4	4
20	4	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
21	2	3	2.5	2	3	2.5	3	3	3	3	2	2.5	2	2	2	3	3	3
22	3	3	3	2	3	2.5	2	2	2	3	2	2.5	2	2	2	3	3	3
23	2	2	2	2	2	2	2	2	2	2	2	2	2	3	2.5	3	3	3
24	3	3	3	3	3	3	3	2	2.5	3	2	2.5	2	2	2	3	3	3
25	2	3	2.5	3	3	3	3	2	2.5	3	2	2.5	2	2	2	3	3	3
26	2	3	2.5	3	3	3	3	2	2.5	3	3	3	2	2	2	3	3	3
27	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
28	3	3	3	3	2	2.5	3	3	3	3	2	2.5	2	3	2.5	3	3	3
29	2	2	2	3	3	3	3	3	3	2	3	2.5	2	2	2	3	3	3
30	3	3	3	3	2	2.5	2	3	2.5	2	3	2.5	2	2	2	3	3	3
31	2	2	2	3	3	3	3	2	2.5	2	3	2.5	2	2	2	3	3	3
32	3	2	2.5	3	3	3	2	3	2.5	2	3	2.5	2	2	2	3	3	3
33	2	2	2	3	3	3	2	3	2.5	2	3	2.5	2	2	2	3	3	3
34	2	2	2	2	2	2	2	2	2	3	2	2.5	2	2	2	3	3	3
35	2	2	2	3	3	3	2	3	2.5	3	3	3	3	3	3	3	3	3
36	2	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
37	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
38	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

39	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
40	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
41	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
42	4	3	3.5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
43	4	3	3.5	2	4	3	3	4	3.5	4	4	4	2	3	2.5	4	4	4
44	4	3	3.5	1	4	2.5	4	4	4	3	4	3.5	4	3	3.5	4	4	4
45	4	2	3	2	3	2.5	3	3	3	4	4	4	3	2	2.5	4	4	4
46	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
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48	2	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
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61	4	4	4	4	3	3.5	3	3	3	2	4	3	3	3	3	3	4	3.5
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83	4	4	4	3	4	3.5	3	4	3.5	4	4	4	4	4	4	4	3	3.5
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86	4	4	4	3	1	2	2	3	2.5	1	2	1.5	3	3	3	1	1	1
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88	2	2	2	2	1	1.5	3	3	3	2	2	2	2	2	2	2	2	2
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97	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2.5
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103	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	3	3
104	3	3	3	4	3	3.5	4	3	3.5	4	3	3.5	4	3	3.5	4	4	4
105	1	2	1.5	3	3	3	2	2	2	2	2	2	2	2	2	3	2	2.5
106	3	2	2.5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
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112	3	4	3.5	4	2	3	4	3	3.5	3	4	3.5	4	3	3.5	4	4	4
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115	3	2	2.5	3	2	2.5	3	3	3	3	3	3	3	2	2.5	3	3	3
116	4	3	3.5	3	3	3	3	3	3	3	3	3	3	2	2.5	3	3	3
117	4	3	3.5	3	2	2.5	3	3	3	3	4	3.5	3	3	3	4	4	4
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125	4	3	3.5	3	4	3.5	3	3	3	4	4	4	3	4	3.5	3	3	3
126	4	3	3.5	3	3	3	3	3	3	3	3	3	3	3	3	4	4	4
127	3	3	3	3	4	3.5	4	4	4	3	3	3	3	3	3	4	4	4
128	3	2	2.5	2	2	2	3	3	3	2	3	2.5	2	3	2.5	3	3	3
129	1	2	1.5	2	2	2	2	2	2	2	3	2.5	3	2	2.5	2	3	2.5
130	2	3	2.5	3	3	3	4	2	3	3	2	2.5	2	2	2	3	3	3
			2.94574			2.7132			2.934109			2.78295			2.74806			3.112403

KEPUASAN KERJA (Y2)

	Y2.1			Y2.2			Y2.3			Y2.4		
Resp	21	22	rata-rata	23	24	rata-rata	25	26	rata-rata	27	28	rata-rata
1	3	2	2.5	3	3	3	3	3	3	3	2	2.5
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3	3	2	2.5	3	4	3.5	3	3	3	3	2	2.5
4	3	3	3	2	3	2.5	2	3	2.5	2	3	2.5
5	2	2	2	3	3	3	2	2	2	3	3	3
6	2	2	2	3	3	3	2	3	2.5	3	3	3
7	2	2	2	3	3	3	2	2	2	2	2	2
8	2	2	2	3	3	3	1	2	1.5	3	2	2.5
9	2	2	2	3	3	3	2	2	2	3	2	2.5
10	4	4	4	4	4	4	4	4	4	4	4	4
11	3	3	3	3	3	3	3	3	3	3	3	3
12	3	3	3	3	3	3	2	2	2	2	2	2
13	3	3	3	3	4	3.5	4	3	3.5	3	2	2.5
14	1	2	1.5	3	3	3	3	3	3	3	3	3
15	2	2	2	3	3	3	3	3	3	3	2	2.5
16	2	2	2	2	2	2	2	2	2	2	2	2
17	4	3	3.5	3	2	2.5	2	2	2	3	2	2.5
18	1	1	1	2	3	2.5	2	1	1.5	2	1	1.5
19	2	2	2	3	3	3	3	3	3	2	2	2
20	3	3	3	3	3	3	3	4	3.5	3	3	3
21	2	2	2	3	3	3	2	2	2	2	2	2
22	3	3	3	3	2	2.5	3	2	2.5	3	2	2.5
23	2	3	2.5	2	2	2	3	3	3	2	3	2.5
24	3	3	3	3	3	3	2	3	2.5	3	3	3
25	1	1	1	3	3	3	1	2	1.5	2	1	1.5
26	2	3	2.5	3	3	3	3	3	3	3	2	2.5
27	2	1	1.5	3	3	3	1	2	1.5	3	2	2.5
28	1	1	1	2	3	2.5	1	1	1	3	2	2.5
29	1	1	1	3	3	3	1	1	1	3	2	2.5
30	2	1	1.5	3	3	3	1	2	1.5	3	2	2.5
31	3	3	3	3	3	3	3	3	3	3	3	3
32	2	2	2	3	3	3	2	3	2.5	3	2	2.5
33	2	2	2	3	3	3	3	3	3	3	3	3
34	3	4	3.5	3	4	3.5	4	3	3.5	3	3	3
35	3	3	3	3	3	3	3	3	3	3	3	3
36	1	1	1	3	2	2.5	3	2	2.5	3	2	2.5
37	1	1	1	3	3	3	2	1	1.5	1	1	1
38	2	2	2	3	3	3	1	2	1.5	2	2	2
39	1	2	1.5	3	3	3	3	2	2.5	3	1	2

40	2	2	2	3	4	3.5	1	1	1	2	1	1.5
41	2	2	2	3	3	3	2	2	2	3	2	2.5
42	1	2	1.5	3	4	3.5	3	2	2.5	2	2	2
43	3	3	3	3	3	3	3	3	3	2	3	2.5
44	4	4	4	4	4	4	3	3	3	3	3	3
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46	2	3	2.5	3	3	3	3	3	3	3	3	3
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48	4	4	4	3	3	3	3	2	2.5	3	2	2.5
49	2	1	1.5	4	3	3.5	1	1	1	3	3	3
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51	3	3	3	4	4	4	2	3	2.5	3	3	3
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53	1	1	1	4	3	3.5	1	1	1	1	1	1
54	3	3	3	3	3	3	3	3	3	3	3	3
55	2	3	2.5	3	3	3	3	4	3.5	3	3	3
56	3	3	3	3	4	3.5	3	4	3.5	3	4	3.5
57	4	4	4	3	3	3	1	1	1	1	1	1
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59	4	4	4	4	4	4	4	4	4	4	4	4
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62	2	3	2.5	3	4	3.5	3	2	2.5	3	3	3
63	2	3	2.5	3	3	3	3	2	2.5	3	3	3
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65	3	3	3	3	3	3	3	3	3	3	3	3
66	1	1	1	3	3	3	1	1	1	3	2	2.5
67	3	2	2.5	3	3	3	2	2	2	2	2	2
68	3	2	2.5	3	3	3	2	2	2	2	2	2
69	3	2	2.5	3	3	3	3	2	2.5	2	2	2
70	4	3	3.5	4	4	4	4	4	4	3	3	3
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73	1	1	1	1	2	1.5	4	4	4	4	4	4
74	1	1	1	1	3	2	1	1	1	1	1	1
75	3	3	3	4	3	3.5	4	3	3.5	3	4	3.5
76	3	3	3	3	3	3	4	4	4	4	3	3.5
77	4	4	4	3	3	3	4	4	4	4	4	4
78	4	4	4	3	3	3	4	4	4	4	4	4
79	2	3	2.5	3	2	2.5	3	2	2.5	3	2	2.5
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Universitas Katolik Widya Mandala

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96	3	3	3	3	3	3	4	3	3.5	3	3	3
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126	3	2	2.5	3	3	3	2	3	2.5	2	3	2.5
127	3	3	3	4	3	3.5	4	3	3.5	4	4	4
128	3	4	3.5	3	4	3.5	3	3	3	3	3	3
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			2.596154			3.042308			2.7			2.742308