

# LAMPIRAN

## KUESIONER

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Kepada

Yth. : Bapak / Ibu / Saudara

Karyawan PT. SAI Apparel Industries Semarang

di Tempat

Bersama ini kami memohon kesediaan Bapak/Ibu/Saudara untuk mengisi kuesioner ini, tujuan dari penelitian ini adalah untuk mengetahui sejauhmana anda ingin berpindah kerja terkait dengan employee engagement, keadilan yang diberikan perusahaan dan kepuasan kerja selama bekerja pada perusahaan.

Penelitian ini hanya untuk kepentingan ilmiah dan tidak akan dipublikasikan, sehingga karyawan akan menjamin kerahasiaan dari semua pendapat/opini atau komentar yang Bapak/Ibu/Saudara berikan. Oleh karena itu besar harapan karyawan Bapak/Ibu/Saudara berkenan mengisi semua pernyataan dalam kuesioner ini.

Demikian surat permohonan ini karyawan sampaikan. Atas kesediaan dan partisipasi Bapak/Ibu/Saudara, karyawan mengucapkan terima kasih.

Semarang, Maret 2018

Hormat Karyawan

Achmad

## DAFTAR PERNYATAAN

### IDENTITAS RESPONDEN

1. Umur : ..... tahun
2. Jenis kelamin : a. Laki-laki  
b. Perempuan
3. Pendidikan : a. SD/SLTP  
b. SLTa  
c. DIII  
d. Sarjana
4. Masa Kerja : ..... tahun

### **Petunjuk**

Berilah peringkat (jawab) atas pernyataan berikut ini dengan memberikan tanda silang (√) pada huruf-huruf yang tersedia di depan jawaban yang paling tepat dengan keadaan saudara

- |                              |        |
|------------------------------|--------|
| a. Sangat setuju (SS)        | Skor 5 |
| b. Setuju (S)                | Skor 4 |
| c. Netral (N)                | Skor 3 |
| d. Tidak setuju (TS)         | Skor 2 |
| e. Sangat tidak setuju (STS) | Skor 1 |

**PERNYATAAN**  
**PENGUKURAN *TURNOVER INTENTION***

| No | Pernyataan  | STS | TS | N | S | SS |
|----|---|-----|----|---|---|----|
|    |   | 1   | 2  | 3 | 4 | 5  |
| 1  | Saya ingin pindah kerja dari PT. SAI Apparael karena merasa tidak cocok dengan pekerjaan yang diberikan |     |    |   |   |    |
|    | Ketidakcocokan seperti apa yang membuat anda ingin pindah?  |     |    |   |   |    |
| 2  | Saya merasakan ketidaknyamanan dengan sikap pimpinan yang kurang bijaksana dalam bekerja                |     |    |   |   |    |
|    | Sikap pimpinan seperti apa yang membuat anda merasa tidak nyaman?                                       |     |    |   |   |    |
| 3  | Saya ingin pindah kerja karena minimnya gaji dan fasilitas yang diberikan perusahaan                    |     |    |   |   |    |
|    | Bagaimana tanggapan anda?   |     |    |   |   |    |
| 4  | Saya merasa bosan dengan pekerjaan yang monoton di perusahaan ini                                       |     |    |   |   |    |
|    | Pekerjaan seperti apa yang membuat anda tidak bosan?  |     |    |   |   |    |
| 5  | Saya akan mencari alternatif pekerjaan lain karena tidak meratanya pembagian tugas                      |     |    |   |   |    |
|    | Bagaimana tanggapan anda?   |     |    |   |   |    |
| 6  | Saya ingin pindah kerja karena mendapat tawaran pekerjaan yang lebih baik                               |     |    |   |   |    |

|  |   |
|--|---|
|  | Tawaran pekerjaan yang lebih baik seperti yang anda inginkan? |
|--|---|

**PERNYATAAN**  
**PENGUKURAN *EMPLOYEE ENGAGEMENT***

| No | Pernyataan  | STS | TS | N | S | SS |
|----|---|-----|----|---|---|----|
|    |   | 1   | 2  | 3 | 4 | 5  |
| 1  | Saya bersemangat ( <i>vigor</i> ) menyelesaikan pekerjaan berkat kegigihan saya, meskipun pekerjaan itu sulit |     |    |   |   |    |
|    | Apa yang membuat anda bersemangat?  |     |    |   |   |    |
| 2  | Saya sangat antusias pada setiap pekerjaan yang dibebankan kepada saya ( <i>dedication</i> )                  |     |    |   |   |    |
|    | Bentuk antusias seperti apa yang anda lakukan?  |     |    |   |   |    |
| 3  | Saya merasa ada yang kurang ketika saya tidak masuk kerja ( <i>absorption</i> )                               |     |    |   |   |    |
|    | Apa yang membuat anda merasa kurang?  |     |    |   |   |    |

**PERNYATAAN**  
**PENGUKURAN *ORGANIZATIONAL JUSTICE***

| No | Pernyataan   | STS | TS | N | S | SS |
|----|--|-----|----|---|---|----|
|    |  | 1   | 2  | 3 | 4 | 5  |
| 1  | Perusahaan selalu bersikap adil dalam memberikan imbalan ketika saya mengalami beban kerja yang berlebihan                     |     |    |   |   |    |
|    | Bagaimana tanggapan anda?  |     |    |   |   |    |
| 2  | Perusahaan bersikap adil dalam memberikan imbalan ketika saya melaksanakan pekerjaan dengan baik (mencapai prestasi yang baik) |     |    |   |   |    |
|    | Bagaimana tanggapan anda?  |     |    |   |   |    |
| 3  | Supervisor bersikap adil dalam melakukan penilaian prestasi bawahan  |     |    |   |   |    |
|    | Bagaimana tanggapan anda?  |     |    |   |   |    |

|   |   |  |  |  |  |  |
|---|---|--|--|--|--|--|
| 4   | Jika saya melakukan penilaian prestasi saya sendiri, saya menemukan kemiripan penilaian dengan yang dilakukan supervisor saya |  |  |  |  |  |
| Kemiripan penilaian seperti apa terkait penilaian prestasi? |   |  |  |  |  |  |
| 5   | Supervisor sering mendiskusikan hasil penilaian prestasi kerja saya   |  |  |  |  |  |
| Bagaimana tanggapan anda?                                   |   |  |  |  |  |  |
| 6   | Kesempatan yang saya miliki untuk menyatakan pendapat selama proses penilaian prestasi kerja banyak dilakukan                 |  |  |  |  |  |
| Bagaimana tanggapan anda?                                   |   |  |  |  |  |  |



**PERNYATAAN  
PENGUKURAN KEPUASAN KERJA**

| No. | PERNYATAAN   | STS | TS | N | S | SS |
|-----|--|-----|----|---|---|----|
|     |  | 1   | 2  | 3 | 4 | 5  |
| 1.  | Saya merasa puas dengan adanya kesesuaian pekerjaan yang diberikan pimpinan dengan kemampuan yang saya miliki          |     |    |   |   |    |
|     | Bagaimana tanggapan anda?  |     |    |   |   |    |
| 2.  | Sikap adil yang diberikan pimpinan (supervisi) dalam memberikan perhatian bawahan menambah kepuasan saya dalam bekerja |     |    |   |   |    |
|     | Bagaimana tanggapan anda?  |     |    |   |   |    |
| 3.  | Hubungan antar rekan kerja yang terjalin dengan baik menambah kepuasan kerja saya dalam bekerja                        |     |    |   |   |    |
|     | Bagaimana tanggapan anda?  |     |    |   |   |    |
| 4.  | Pimpinan memberikan kesempatan yang sama kepada karyawan dalam usaha   |     |    |   |   |    |

|   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
|   | meningkatkan promosi jabatan   |  |  |  |  |  |
|   | Bagaimana tanggapan anda?  |  |  |  |  |  |
| 5 | Adanya perhatian dari pihak manajemen terhadap gaji menambah kepuasan saya |  |  |  |  |  |
|   | Bagaimana tanggapan anda?  |  |  |  |  |  |

## Tabulasi Penelitian

| No   | Employee Engagement |      |      |    | Organizational Justice |      |      |      |      |      | Kepuasan Kerja |      |      |      |      |      | Turnover Intention |      |      |      |      |      |      |    |
|------|---------------------|------|------|----|------------------------|------|------|------|------|------|----------------|------|------|------|------|------|--------------------|------|------|------|------|------|------|----|
| Resp | x1.1                | x1.2 | x1.3 | x1 | x2.1                   | x2.2 | x2.3 | x2.4 | x2.5 | x2.6 | x2             | y1.1 | y1.2 | y1.3 | y1.4 | y1.5 | y1                 | y2.1 | y2.2 | y2.3 | y2.4 | y2.5 | y2.6 | y2 |
| 1    | 4                   | 5    | 5    | 14 | 4                      | 5    | 4    | 5    | 4    | 4    | 26             | 5    | 5    | 4    | 4    | 5    | 23                 | 2    | 3    | 2    | 2    | 4    | 3    | 16 |
| 2    | 5                   | 4    | 5    | 14 | 4                      | 4    | 4    | 4    | 4    | 4    | 24             | 4    | 5    | 4    | 5    | 4    | 22                 | 4    | 4    | 4    | 4    | 5    | 4    | 25 |
| 3    | 5                   | 5    | 5    | 15 | 5                      | 4    | 5    | 5    | 5    | 5    | 29             | 4    | 5    | 4    | 4    | 4    | 21                 | 2    | 3    | 2    | 2    | 3    | 1    | 13 |
| 4    | 4                   | 5    | 4    | 13 | 4                      | 5    | 4    | 4    | 4    | 5    | 26             | 5    | 4    | 5    | 4    | 4    | 22                 | 4    | 4    | 5    | 4    | 4    | 4    | 25 |
| 5    | 2                   | 2    | 2    | 6  | 3                      | 3    | 3    | 2    | 3    | 3    | 17             | 3    | 3    | 3    | 3    | 2    | 14                 | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| 6    | 5                   | 5    | 4    | 14 | 5                      | 5    | 5    | 4    | 5    | 5    | 29             | 5    | 5    | 5    | 5    | 5    | 25                 | 2    | 2    | 2    | 2    | 2    | 3    | 13 |
| 7    | 4                   | 5    | 5    | 14 | 4                      | 5    | 4    | 5    | 5    | 5    | 28             | 5    | 4    | 5    | 5    | 5    | 24                 | 2    | 1    | 2    | 1    | 2    | 2    | 10 |
| 8    | 2                   | 3    | 3    | 8  | 3                      | 3    | 3    | 2    | 3    | 3    | 17             | 3    | 3    | 2    | 3    | 2    | 13                 | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| 9    | 5                   | 5    | 4    | 14 | 4                      | 5    | 5    | 4    | 5    | 4    | 27             | 5    | 5    | 5    | 4    | 5    | 24                 | 1    | 3    | 2    | 3    | 3    | 3    | 15 |
| 10   | 4                   | 5    | 4    | 13 | 5                      | 4    | 4    | 3    | 5    | 4    | 25             | 4    | 4    | 5    | 4    | 5    | 22                 | 3    | 2    | 3    | 4    | 4    | 3    | 19 |
| 11   | 4                   | 5    | 5    | 14 | 5                      | 4    | 5    | 5    | 4    | 5    | 28             | 5    | 5    | 5    | 4    | 5    | 24                 | 2    | 3    | 1    | 2    | 3    | 2    | 13 |
| 12   | 3                   | 4    | 3    | 10 | 2                      | 2    | 2    | 1    | 2    | 2    | 11             | 3    | 3    | 3    | 4    | 3    | 16                 | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| 13   | 3                   | 3    | 2    | 8  | 3                      | 2    | 3    | 2    | 3    | 2    | 15             | 3    | 3    | 2    | 3    | 3    | 14                 | 4    | 5    | 4    | 5    | 5    | 5    | 28 |
| 14   | 4                   | 5    | 5    | 14 | 4                      | 5    | 4    | 5    | 4    | 5    | 27             | 5    | 5    | 4    | 5    | 4    | 23                 | 3    | 2    | 3    | 2    | 2    | 2    | 14 |
| 15   | 4                   | 3    | 4    | 11 | 3                      | 2    | 3    | 4    | 3    | 4    | 19             | 4    | 4    | 4    | 4    | 4    | 20                 | 4    | 4    | 4    | 4    | 4    | 4    | 24 |
| 16   | 4                   | 4    | 4    | 12 | 4                      | 4    | 4    | 4    | 4    | 4    | 24             | 4    | 4    | 4    | 4    | 4    | 20                 | 5    | 4    | 4    | 3    | 4    | 4    | 24 |
| 17   | 3                   | 3    | 2    | 8  | 2                      | 2    | 3    | 2    | 2    | 2    | 13             | 3    | 3    | 3    | 2    | 2    | 13                 | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| 18   | 4                   | 3    | 3    | 10 | 3                      | 4    | 3    | 4    | 4    | 3    | 21             | 4    | 4    | 4    | 4    | 3    | 19                 | 5    | 4    | 5    | 4    | 5    | 5    | 28 |
| 19   | 4                   | 4    | 5    | 13 | 4                      | 5    | 4    | 4    | 4    | 5    | 26             | 4    | 5    | 4    | 4    | 5    | 22                 | 5    | 4    | 5    | 5    | 5    | 5    | 29 |
| 20   | 5                   | 5    | 4    | 14 | 4                      | 5    | 5    | 4    | 5    | 5    | 28             | 5    | 5    | 5    | 5    | 4    | 24                 | 2    | 1    | 2    | 1    | 2    | 2    | 10 |
| 21   | 5                   | 5    | 4    | 14 | 4                      | 5    | 5    | 4    | 4    | 5    | 27             | 5    | 4    | 5    | 5    | 5    | 24                 | 2    | 1    | 2    | 2    | 2    | 2    | 11 |
| 22   | 3                   | 2    | 3    | 8  | 3                      | 3    | 3    | 2    | 3    | 3    | 17             | 3    | 3    | 3    | 3    | 4    | 16                 | 4    | 5    | 5    | 5    | 5    | 5    | 29 |
| 23   | 3                   | 3    | 3    | 9  | 3                      | 2    | 2    | 3    | 3    | 3    | 16             | 4    | 3    | 3    | 3    | 3    | 16                 | 5    | 5    | 5    | 5    | 5    | 5    | 30 |
| 24   | 5                   | 5    | 5    | 15 | 5                      | 5    | 5    | 5    | 5    | 5    | 30             | 5    | 5    | 5    | 5    | 5    | 25                 | 2    | 1    | 2    | 2    | 2    | 2    | 11 |
| 25   | 4                   | 4    | 4    | 12 | 4                      | 3    | 3    | 4    | 3    | 4    | 21             | 4    | 4    | 4    | 4    | 4    | 20                 | 4    | 4    | 4    | 4    | 5    | 5    | 26 |
| 26   | 2                   | 2    | 2    | 6  | 2                      | 2    | 1    | 2    | 2    | 2    | 11             | 2    | 3    | 3    | 2    | 2    | 12                 | 5    | 5    | 5    | 5    | 5    | 5    | 30 |

|    |   |   |   |    |   |   |   |   |   |   |    |    |   |   |   |   |    |   |   |   |   |   |   |    |
|----|---|---|---|----|---|---|---|---|---|---|----|----|---|---|---|---|----|---|---|---|---|---|---|----|
| 27 | 4 | 3 | 4 | 11 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 4  | 4 | 4 | 4 | 3 | 19 | 4 | 4 | 4 | 4 | 4 | 4 | 24 |
| 28 | 4 | 4 | 4 | 12 | 4 | 5 | 4 | 5 | 4 | 5 | 27 | 4  | 5 | 4 | 4 | 4 | 21 | 2 | 3 | 2 | 2 | 2 | 3 | 14 |
| 29 | 4 | 4 | 4 | 12 | 5 | 4 | 5 | 4 | 5 | 5 | 4  | 27 | 4 | 4 | 4 | 4 | 20 | 4 | 4 | 4 | 4 | 4 | 4 | 24 |
| 30 | 5 | 5 | 5 | 15 | 4 | 5 | 4 | 5 | 5 | 5 | 5  | 28 | 5 | 5 | 5 | 5 | 25 | 2 | 2 | 1 | 1 | 2 | 1 | 9  |
| 31 | 3 | 3 | 2 | 8  | 3 | 4 | 4 | 4 | 3 | 4 | 22 | 4  | 5 | 5 | 4 | 4 | 22 | 5 | 4 | 5 | 4 | 4 | 4 | 26 |
| 32 | 2 | 2 | 3 | 7  | 3 | 3 | 3 | 3 | 3 | 3 | 18 | 5  | 5 | 5 | 5 | 5 | 25 | 4 | 5 | 5 | 5 | 5 | 5 | 29 |
| 33 | 5 | 5 | 5 | 15 | 3 | 3 | 3 | 3 | 3 | 3 | 18 | 5  | 5 | 5 | 5 | 5 | 25 | 3 | 4 | 3 | 4 | 3 | 3 | 20 |
| 34 | 4 | 4 | 4 | 12 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 5  | 4 | 4 | 5 | 4 | 22 | 4 | 4 | 5 | 5 | 5 | 4 | 26 |
| 35 | 5 | 5 | 3 | 13 | 5 | 4 | 4 | 4 | 4 | 4 | 25 | 4  | 5 | 4 | 4 | 4 | 21 | 2 | 3 | 2 | 2 | 3 | 1 | 13 |
| 36 | 4 | 5 | 4 | 13 | 4 | 5 | 4 | 4 | 4 | 5 | 26 | 5  | 4 | 5 | 4 | 4 | 22 | 4 | 4 | 5 | 4 | 4 | 4 | 25 |
| 37 | 2 | 2 | 2 | 6  | 2 | 2 | 2 | 2 | 2 | 2 | 12 | 2  | 2 | 2 | 2 | 2 | 10 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 38 | 5 | 5 | 5 | 15 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 5  | 5 | 5 | 5 | 5 | 25 | 3 | 2 | 2 | 3 | 3 | 2 | 15 |
| 39 | 4 | 4 | 4 | 12 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 4  | 4 | 4 | 5 | 4 | 21 | 4 | 4 | 4 | 4 | 4 | 4 | 24 |
| 40 | 4 | 4 | 5 | 13 | 4 | 4 | 4 | 5 | 4 | 5 | 26 | 5  | 5 | 4 | 4 | 4 | 22 | 4 | 5 | 4 | 4 | 4 | 4 | 25 |
| 41 | 1 | 2 | 1 | 4  | 2 | 3 | 3 | 3 | 4 | 3 | 18 | 2  | 2 | 2 | 3 | 3 | 12 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 42 | 4 | 4 | 2 | 10 | 2 | 3 | 3 | 2 | 3 | 3 | 16 | 3  | 3 | 4 | 3 | 3 | 16 | 4 | 5 | 4 | 5 | 5 | 5 | 28 |
| 43 | 4 | 5 | 5 | 14 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 5  | 5 | 5 | 5 | 5 | 25 | 2 | 1 | 2 | 2 | 2 | 2 | 11 |
| 44 | 3 | 2 | 3 | 8  | 4 | 5 | 4 | 4 | 4 | 4 | 25 | 4  | 4 | 4 | 5 | 4 | 21 | 4 | 4 | 4 | 5 | 5 | 4 | 26 |
| 45 | 3 | 4 | 4 | 11 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 4  | 4 | 4 | 4 | 3 | 19 | 4 | 4 | 4 | 4 | 4 | 4 | 24 |
| 46 | 3 | 4 | 3 | 10 | 3 | 4 | 4 | 4 | 4 | 4 | 23 | 3  | 3 | 4 | 4 | 4 | 18 | 5 | 4 | 5 | 5 | 4 | 5 | 28 |
| 47 | 2 | 3 | 3 | 8  | 3 | 3 | 2 | 3 | 3 | 3 | 17 | 2  | 3 | 2 | 3 | 3 | 13 | 5 | 5 | 5 | 5 | 5 | 4 | 29 |
| 48 | 3 | 2 | 3 | 8  | 2 | 3 | 3 | 2 | 2 | 3 | 15 | 3  | 2 | 3 | 3 | 3 | 14 | 5 | 5 | 4 | 5 | 5 | 5 | 29 |
| 49 | 4 | 4 | 3 | 11 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 5  | 5 | 5 | 5 | 5 | 25 | 3 | 2 | 2 | 3 | 3 | 3 | 16 |
| 50 | 3 | 3 | 3 | 9  | 3 | 4 | 3 | 4 | 3 | 3 | 20 | 3  | 3 | 2 | 3 | 3 | 14 | 4 | 5 | 5 | 5 | 5 | 5 | 29 |
| 51 | 5 | 4 | 5 | 14 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 5  | 5 | 5 | 5 | 5 | 25 | 2 | 3 | 3 | 4 | 2 | 3 | 17 |
| 52 | 5 | 5 | 5 | 15 | 5 | 5 | 5 | 5 | 5 | 5 | 30 | 5  | 5 | 5 | 5 | 5 | 25 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 53 | 3 | 3 | 2 | 8  | 2 | 2 | 3 | 2 | 2 | 2 | 13 | 2  | 2 | 3 | 2 | 4 | 13 | 5 | 4 | 5 | 5 | 5 | 4 | 28 |
| 54 | 4 | 4 | 4 | 12 | 3 | 4 | 4 | 4 | 3 | 4 | 22 | 4  | 4 | 4 | 4 | 3 | 19 | 4 | 4 | 3 | 4 | 4 | 4 | 23 |
| 55 | 2 | 2 | 3 | 7  | 2 | 2 | 3 | 2 | 3 | 2 | 14 | 3  | 2 | 3 | 2 | 3 | 13 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |

|    |   |   |   |    |   |   |   |   |   |   |    |   |   |   |   |   |    |   |   |   |   |   |   |    |
|----|---|---|---|----|---|---|---|---|---|---|----|---|---|---|---|---|----|---|---|---|---|---|---|----|
| 56 | 4 | 4 | 4 | 12 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 5 | 4 | 4 | 4 | 4 | 21 | 4 | 4 | 4 | 5 | 4 | 4 | 25 |
| 57 | 3 | 4 | 3 | 10 | 3 | 2 | 3 | 2 | 3 | 3 | 16 | 4 | 3 | 4 | 3 | 2 | 16 | 3 | 4 | 2 | 3 | 4 | 5 | 21 |
| 58 | 4 | 3 | 4 | 11 | 4 | 5 | 4 | 5 | 4 | 5 | 27 | 5 | 4 | 4 | 4 | 4 | 21 | 4 | 3 | 3 | 4 | 3 | 3 | 20 |
| 59 | 3 | 2 | 3 | 8  | 3 | 3 | 3 | 2 | 3 | 3 | 17 | 3 | 4 | 2 | 3 | 2 | 14 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 60 | 2 | 4 | 2 | 8  | 2 | 3 | 3 | 3 | 3 | 3 | 17 | 2 | 2 | 4 | 4 | 2 | 14 | 5 | 4 | 4 | 5 | 4 | 4 | 26 |
| 61 | 4 | 5 | 4 | 13 | 4 | 5 | 4 | 4 | 4 | 5 | 26 | 5 | 4 | 5 | 4 | 4 | 22 | 2 | 3 | 3 | 4 | 4 | 4 | 20 |
| 62 | 4 | 4 | 4 | 12 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 4 | 4 | 4 | 4 | 4 | 20 | 4 | 4 | 4 | 4 | 5 | 5 | 26 |
| 63 | 4 | 5 | 4 | 13 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 5 | 5 | 5 | 5 | 5 | 25 | 2 | 3 | 2 | 2 | 1 | 2 | 12 |
| 64 | 2 | 2 | 2 | 6  | 5 | 5 | 5 | 5 | 5 | 5 | 30 | 2 | 2 | 3 | 3 | 2 | 12 | 4 | 5 | 5 | 5 | 5 | 5 | 29 |
| 65 | 2 | 2 | 2 | 6  | 3 | 3 | 3 | 3 | 3 | 3 | 18 | 3 | 2 | 3 | 2 | 4 | 14 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 66 | 3 | 3 | 3 | 9  | 5 | 5 | 5 | 5 | 5 | 5 | 30 | 4 | 4 | 3 | 3 | 4 | 18 | 4 | 4 | 3 | 3 | 4 | 4 | 22 |
| 67 | 4 | 4 | 4 | 12 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 5 | 5 | 5 | 5 | 5 | 25 | 1 | 2 | 2 | 1 | 2 | 3 | 11 |
| 68 | 5 | 4 | 4 | 13 | 5 | 4 | 4 | 4 | 4 | 4 | 25 | 4 | 5 | 4 | 5 | 4 | 22 | 5 | 5 | 4 | 4 | 3 | 2 | 23 |
| 69 | 4 | 5 | 4 | 13 | 4 | 5 | 4 | 4 | 4 | 5 | 26 | 5 | 4 | 5 | 5 | 4 | 23 | 4 | 4 | 5 | 4 | 4 | 5 | 26 |
| 70 | 2 | 2 | 2 | 6  | 3 | 3 | 3 | 2 | 3 | 3 | 17 | 2 | 2 | 2 | 2 | 4 | 12 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 71 | 2 | 4 | 2 | 8  | 2 | 3 | 2 | 2 | 2 | 3 | 14 | 2 | 2 | 3 | 3 | 2 | 12 | 4 | 5 | 5 | 5 | 5 | 4 | 28 |
| 72 | 4 | 5 | 4 | 13 | 4 | 5 | 4 | 4 | 4 | 5 | 26 | 5 | 4 | 5 | 4 | 4 | 22 | 2 | 3 | 2 | 3 | 2 | 2 | 14 |
| 73 | 4 | 4 | 4 | 12 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 4 | 4 | 4 | 4 | 4 | 20 | 4 | 4 | 4 | 4 | 4 | 4 | 24 |
| 74 | 5 | 4 | 5 | 14 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 5 | 5 | 4 | 5 | 5 | 24 | 4 | 5 | 4 | 4 | 5 | 4 | 26 |
| 75 | 3 | 3 | 4 | 10 | 2 | 3 | 3 | 3 | 4 | 3 | 18 | 4 | 4 | 3 | 3 | 4 | 18 | 5 | 5 | 4 | 5 | 4 | 5 | 28 |
| 76 | 4 | 4 | 2 | 10 | 2 | 2 | 1 | 3 | 4 | 2 | 14 | 3 | 2 | 3 | 4 | 4 | 16 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 77 | 4 | 5 | 4 | 13 | 4 | 4 | 5 | 4 | 4 | 5 | 26 | 5 | 5 | 5 | 5 | 5 | 25 | 2 | 1 | 3 | 2 | 2 | 2 | 12 |
| 78 | 5 | 4 | 4 | 13 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 5 | 5 | 4 | 5 | 4 | 23 | 4 | 4 | 4 | 3 | 4 | 4 | 23 |
| 79 | 4 | 4 | 4 | 12 | 4 | 5 | 4 | 4 | 4 | 4 | 25 | 5 | 5 | 5 | 5 | 5 | 25 | 2 | 2 | 3 | 2 | 2 | 2 | 13 |
| 80 | 3 | 3 | 5 | 11 | 3 | 4 | 4 | 3 | 3 | 4 | 21 | 4 | 4 | 4 | 4 | 5 | 21 | 4 | 5 | 4 | 4 | 5 | 4 | 26 |
| 81 | 2 | 2 | 3 | 7  | 3 | 3 | 2 | 3 | 3 | 3 | 17 | 2 | 3 | 2 | 3 | 3 | 13 | 5 | 5 | 5 | 4 | 4 | 5 | 28 |
| 82 | 3 | 2 | 3 | 8  | 2 | 3 | 3 | 2 | 3 | 3 | 16 | 3 | 2 | 2 | 2 | 4 | 13 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 83 | 2 | 2 | 3 | 7  | 4 | 5 | 4 | 5 | 4 | 4 | 26 | 2 | 3 | 3 | 3 | 3 | 14 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 84 | 4 | 5 | 4 | 13 | 5 | 4 | 4 | 4 | 4 | 4 | 25 | 4 | 5 | 5 | 4 | 3 | 21 | 4 | 4 | 5 | 5 | 5 | 5 | 28 |

|    |   |   |   |    |   |   |   |   |   |   |    |   |   |   |   |   |    |   |   |   |   |   |   |    |
|----|---|---|---|----|---|---|---|---|---|---|----|---|---|---|---|---|----|---|---|---|---|---|---|----|
| 85 | 4 | 4 | 4 | 12 | 5 | 5 | 4 | 4 | 4 | 4 | 26 | 5 | 5 | 5 | 5 | 5 | 25 | 2 | 1 | 2 | 2 | 2 | 2 | 11 |
| 86 | 3 | 3 | 2 | 8  | 2 | 2 | 3 | 2 | 2 | 2 | 13 | 3 | 3 | 3 | 3 | 3 | 15 | 4 | 4 | 5 | 5 | 5 | 5 | 28 |
| 87 | 5 | 5 | 4 | 14 | 5 | 4 | 4 | 4 | 3 | 4 | 24 | 5 | 5 | 5 | 5 | 5 | 25 | 2 | 2 | 2 | 2 | 3 | 3 | 14 |
| 88 | 4 | 4 | 4 | 12 | 3 | 4 | 3 | 4 | 4 | 4 | 22 | 5 | 4 | 4 | 5 | 3 | 21 | 4 | 4 | 3 | 4 | 4 | 4 | 23 |
| 89 | 4 | 4 | 4 | 12 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 4 | 5 | 4 | 4 | 3 | 20 | 5 | 4 | 4 | 4 | 4 | 4 | 25 |
| 90 | 5 | 5 | 4 | 14 | 4 | 4 | 5 | 5 | 4 | 4 | 26 | 5 | 5 | 5 | 5 | 5 | 25 | 2 | 1 | 2 | 1 | 2 | 1 | 9  |
| 91 | 5 | 5 | 5 | 15 | 5 | 5 | 5 | 4 | 4 | 4 | 27 | 5 | 5 | 5 | 5 | 4 | 24 | 2 | 3 | 2 | 3 | 2 | 2 | 14 |
| 92 | 4 | 5 | 4 | 13 | 4 | 5 | 5 | 4 | 4 | 5 | 27 | 5 | 5 | 5 | 5 | 5 | 25 | 2 | 2 | 1 | 2 | 1 | 1 | 9  |
| 93 | 4 | 5 | 5 | 14 | 4 | 5 | 4 | 5 | 4 | 4 | 26 | 5 | 5 | 4 | 4 | 5 | 23 | 2 | 3 | 3 | 2 | 3 | 3 | 16 |
| 94 | 4 | 4 | 4 | 12 | 2 | 3 | 3 | 2 | 2 | 3 | 15 | 4 | 4 | 4 | 4 | 4 | 20 | 3 | 3 | 3 | 3 | 4 | 4 | 20 |
| 95 | 2 | 3 | 3 | 8  | 2 | 3 | 3 | 2 | 2 | 3 | 15 | 3 | 3 | 2 | 3 | 3 | 14 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 96 | 4 | 4 | 5 | 13 | 5 | 4 | 5 | 4 | 4 | 5 | 27 | 4 | 4 | 4 | 5 | 4 | 21 | 2 | 2 | 1 | 2 | 2 | 1 | 10 |
| 97 | 4 | 5 | 4 | 13 | 4 | 5 | 5 | 5 | 4 | 5 | 28 | 3 | 4 | 3 | 3 | 3 | 16 | 4 | 3 | 3 | 4 | 2 | 2 | 18 |

## Frequencies

### Employee Engagement

**Statistics**

|                |         | x1.1 | x1.2  | x1.3  |
|----------------|---------|------|-------|-------|
| N              | Valid   | 97   | 97    | 97    |
|                | Missing | 0    | 0     | 0     |
| Mean           |         | 3.66 | 3.81  | 3.65  |
| Median         |         | 4.00 | 4.00  | 4.00  |
| Mode           |         | 4    | 4     | 4     |
| Std. Deviation |         | .999 | 1.064 | 1.011 |

### Frequency Table

**x1.1**

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | Sangat tidak setuju | 1         | 1.0     | 1.0           | 1.0                |
|       | Tidak setuju        | 15        | 15.5    | 15.5          | 16.5               |
|       | Netral              | 19        | 19.6    | 19.6          | 36.1               |
|       | Setuju              | 43        | 44.3    | 44.3          | 80.4               |
|       | Sangat setuju       | 19        | 19.6    | 19.6          | 100.0              |
|       | Total               | 97        | 100.0   | 100.0         |                    |

**x1.2**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Tidak setuju  | 16        | 16.5    | 16.5          | 16.5               |
|       | Netral        | 17        | 17.5    | 17.5          | 34.0               |
|       | Setuju        | 33        | 34.0    | 34.0          | 68.0               |
|       | Sangat setuju | 31        | 32.0    | 32.0          | 100.0              |
|       | Total         | 97        | 100.0   | 100.0         |                    |

**x1.3**

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | Sangat tidak setuju | 1         | 1.0     | 1.0           | 1.0                |
|       | Tidak setuju        | 15        | 15.5    | 15.5          | 16.5               |
|       | Netral              | 21        | 21.6    | 21.6          | 38.1               |
|       | Setuju              | 40        | 41.2    | 41.2          | 79.4               |
|       | Sangat setuju       | 20        | 20.6    | 20.6          | 100.0              |
|       | Total               | 97        | 100.0   | 100.0         |                    |

## Frequencies Organizational Justice

**Statistics**

|                |         | x2.1 | x2.2 | x2.3 | x2.4  | x2.5 | x2.6 |
|----------------|---------|------|------|------|-------|------|------|
| N              | Valid   | 97   | 97   | 97   | 97    | 97   | 97   |
|                | Missing | 0    | 0    | 0    | 0     | 0    | 0    |
| Mean           |         | 3.60 | 3.84 | 3.71 | 3.63  | 3.67 | 3.84 |
| Median         |         | 4.00 | 4.00 | 4.00 | 4.00  | 4.00 | 4.00 |
| Mode           |         | 4    | 4    | 4    | 4     | 4    | 4    |
| Std. Deviation |         | .965 | .986 | .901 | 1.024 | .826 | .921 |

## Frequency Table

**x2.1**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Tidak setuju  | 17        | 17.5    | 17.5          | 17.5               |
|       | Netral        | 21        | 21.6    | 21.6          | 39.2               |
|       | Setuju        | 43        | 44.3    | 44.3          | 83.5               |
|       | Sangat setuju | 16        | 16.5    | 16.5          | 100.0              |
|       | Total         | 97        | 100.0   | 100.0         |                    |

**x2.2**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Tidak setuju  | 12        | 12.4    | 12.4          | 12.4               |
|       | Netral        | 20        | 20.6    | 20.6          | 33.0               |
|       | Setuju        | 37        | 38.1    | 38.1          | 71.1               |
|       | Sangat setuju | 28        | 28.9    | 28.9          | 100.0              |
|       | Total         | 97        | 100.0   | 100.0         |                    |

**x2.3**

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | Sangat tidak setuju | 2         | 2.1     | 2.1           | 2.1                |
|       | Tidak setuju        | 6         | 6.2     | 6.2           | 8.2                |
|       | Netral              | 27        | 27.8    | 27.8          | 36.1               |
|       | Setuju              | 45        | 46.4    | 46.4          | 82.5               |
|       | Sangat setuju       | 17        | 17.5    | 17.5          | 100.0              |
|       | Total               | 97        | 100.0   | 100.0         |                    |

**x2.4**



|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | Sangat tidak setuju | 1         | 1.0     | 1.0           | 1.0                |
|       | Tidak setuju        | 19        | 19.6    | 19.6          | 20.6               |
|       | Netral              | 12        | 12.4    | 12.4          | 33.0               |
|       | Setuju              | 48        | 49.5    | 49.5          | 82.5               |
|       | Sangat setuju       | 17        | 17.5    | 17.5          | 100.0              |
|       | Total               | 97        | 100.0   | 100.0         |                    |

**x2.5**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Tidak setuju  | 10        | 10.3    | 10.3          | 10.3               |
|       | Netral        | 24        | 24.7    | 24.7          | 35.1               |
|       | Setuju        | 51        | 52.6    | 52.6          | 87.6               |
|       | Sangat setuju | 12        | 12.4    | 12.4          | 100.0              |
|       | Total         | 97        | 100.0   | 100.0         |                    |

**x2.6**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Tidak setuju  | 9         | 9.3     | 9.3           | 9.3                |
|       | Netral        | 23        | 23.7    | 23.7          | 33.0               |
|       | Setuju        | 40        | 41.2    | 41.2          | 74.2               |
|       | Sangat setuju | 25        | 25.8    | 25.8          | 100.0              |
|       | Total         | 97        | 100.0   | 100.0         |                    |

## Frequencies Kepuasan Kerja

|                |         | Statistics |       |      |      |      |
|----------------|---------|------------|-------|------|------|------|
|                |         | y1.1       | y1.2  | y1.3 | y1.4 | y1.5 |
| N              | Valid   | 97         | 97    | 97   | 97   | 97   |
|                | Missing | 0          | 0     | 0    | 0    | 0    |
| Mean           |         | 3.99       | 3.96  | 3.92 | 3.96 | 3.87 |
| Median         |         | 4.00       | 4.00  | 4.00 | 4.00 | 4.00 |
| Mode           |         | 5          | 5     | 4    | 4    | 4    |
| Std. Deviation |         | 1.026      | 1.030 | .986 | .946 | .953 |

## Frequency Table

y1.1

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Tidak setuju  | 11        | 11.3    | 11.3          | 11.3               |
|       | Netral        | 18        | 18.6    | 18.6          | 29.9               |
|       | Setuju        | 29        | 29.9    | 29.9          | 59.8               |
|       | Sangat setuju | 39        | 40.2    | 40.2          | 100.0              |
|       | Total         | 97        | 100.0   | 100.0         |                    |

y1.2

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Tidak setuju  | 12        | 12.4    | 12.4          | 12.4               |
|       | Netral        | 17        | 17.5    | 17.5          | 29.9               |
|       | Setuju        | 31        | 32.0    | 32.0          | 61.9               |
|       | Sangat setuju | 37        | 38.1    | 38.1          | 100.0              |
|       | Total         | 97        | 100.0   | 100.0         |                    |

y1.3

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | Tidak setuju  | 11        | 11.3    | 11.3          | 11.3               |
|       | Netral        | 18        | 18.6    | 18.6          | 29.9               |
|       | Setuju        | 36        | 37.1    | 37.1          | 67.0               |
|       | Sangat setuju | 32        | 33.0    | 33.0          | 100.0              |
|       | Total         | 97        | 100.0   | 100.0         |                    |

y1.4

|       |              | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------|-----------|---------|---------------|--------------------|
| Valid | Tidak setuju | 8         | 8.2     | 8.2           | 8.2                |

|               |    |       |       |       |
|---------------|----|-------|-------|-------|
| Netral        | 21 | 21.6  | 21.6  | 29.9  |
| Setuju        | 35 | 36.1  | 36.1  | 66.0  |
| Sangat setuju | 33 | 34.0  | 34.0  | 100.0 |
| Total         | 97 | 100.0 | 100.0 |       |

## y1.5

|                    | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Valid Tidak setuju | 10        | 10.3    | 10.3          | 10.3               |
| Netral             | 21        | 21.6    | 21.6          | 32.0               |
| Setuju             | 38        | 39.2    | 39.2          | 71.1               |
| Sangat setuju      | 28        | 28.9    | 28.9          | 100.0              |
| Total              | 97        | 100.0   | 100.0         |                    |

## Frequencies Turnover Intention

|                |         | Statistics |                |       |       |       |       |
|----------------|---------|------------|----------------|-------|-------|-------|-------|
|                |         | y2.1       | y2.2           | y2.3  | y2.4  | y2.5  | y2.6  |
| N              | Valid   | 97         | 97             | 97    | 97    | 97    | 97    |
|                | Missing | 0          | 0              | 0     | 0     | 0     | 0     |
| Mean           |         | 3.64       | 3.68           | 3.64  | 3.72  | 3.79  | 3.70  |
| Median         |         | 4.00       | 4.00           | 4.00  | 4.00  | 4.00  | 4.00  |
| Mode           |         | 4          | 4 <sup>a</sup> | 5     | 5     | 5     | 5     |
| Std. Deviation |         | 1.218      | 1.263          | 1.276 | 1.273 | 1.198 | 1.276 |

a. Multiple modes exist. The smallest value is shown

## Frequency Table

|       |                     | y2.1      |         |               |                    |
|-------|---------------------|-----------|---------|---------------|--------------------|
|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Sangat tidak setuju | 2         | 2.1     | 2.1           | 2.1                |
|       | Tidak setuju        | 25        | 25.8    | 25.8          | 27.8               |
|       | Netral              | 8         | 8.2     | 8.2           | 36.1               |
|       | Setuju              | 33        | 34.0    | 34.0          | 70.1               |
|       | Sangat setuju       | 29        | 29.9    | 29.9          | 100.0              |
|       | Total               | 97        | 100.0   | 100.0         |                    |

|       |                     | y2.2      |         |               |                    |
|-------|---------------------|-----------|---------|---------------|--------------------|
|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Sangat tidak setuju | 8         | 8.2     | 8.2           | 8.2                |
|       | Tidak setuju        | 11        | 11.3    | 11.3          | 19.6               |
|       | Netral              | 16        | 16.5    | 16.5          | 36.1               |
|       | Setuju              | 31        | 32.0    | 32.0          | 68.0               |
|       | Sangat setuju       | 31        | 32.0    | 32.0          | 100.0              |
|       | Total               | 97        | 100.0   | 100.0         |                    |

|       |                     | y2.3      |         |               |                    |
|-------|---------------------|-----------|---------|---------------|--------------------|
|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Sangat tidak setuju | 4         | 4.1     | 4.1           | 4.1                |
|       | Tidak setuju        | 21        | 21.6    | 21.6          | 25.8               |
|       | Netral              | 15        | 15.5    | 15.5          | 41.2               |
|       | Setuju              | 23        | 23.7    | 23.7          | 64.9               |
|       | Sangat setuju       | 34        | 35.1    | 35.1          | 100.0              |
|       | Total               | 97        | 100.0   | 100.0         |                    |

y2.4

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | Sangat tidak setuju | 5         | 5.2     | 5.2           | 5.2                |
|       | Tidak setuju        | 18        | 18.6    | 18.6          | 23.7               |
|       | Netral              | 11        | 11.3    | 11.3          | 35.1               |
|       | Setuju              | 28        | 28.9    | 28.9          | 63.9               |
|       | Sangat setuju       | 35        | 36.1    | 36.1          | 100.0              |
|       | Total               | 97        | 100.0   | 100.0         |                    |

y2.5

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | Sangat tidak setuju | 2         | 2.1     | 2.1           | 2.1                |
|       | Tidak setuju        | 19        | 19.6    | 19.6          | 21.6               |
|       | Netral              | 12        | 12.4    | 12.4          | 34.0               |
|       | Setuju              | 28        | 28.9    | 28.9          | 62.9               |
|       | Sangat setuju       | 36        | 37.1    | 37.1          | 100.0              |
|       | Total               | 97        | 100.0   | 100.0         |                    |

y2.6

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | Sangat tidak setuju | 6         | 6.2     | 6.2           | 6.2                |
|       | Tidak setuju        | 16        | 16.5    | 16.5          | 22.7               |
|       | Netral              | 13        | 13.4    | 13.4          | 36.1               |
|       | Setuju              | 28        | 28.9    | 28.9          | 64.9               |
|       | Sangat setuju       | 34        | 35.1    | 35.1          | 100.0              |
|       | Total               | 97        | 100.0   | 100.0         |                    |

## Correlations

|                     |                     | x1.1   | x1.2   | x1.3   | Employee engagement |
|---------------------|---------------------|--------|--------|--------|---------------------|
| x1.1                | Pearson Correlation | 1      | .783** | .747** | .928**              |
|                     | Sig. (2-tailed)     |        | .000   | .000   | .000                |
|                     | N                   | 97     | 97     | 97     | 97                  |
| x1.2                | Pearson Correlation | .783** | 1      | .675** | .907**              |
|                     | Sig. (2-tailed)     | .000   |        | .000   | .000                |
|                     | N                   | 97     | 97     | 97     | 97                  |
| x1.3                | Pearson Correlation | .747** | .675** | 1      | .888**              |
|                     | Sig. (2-tailed)     | .000   | .000   |        | .000                |
|                     | N                   | 97     | 97     | 97     | 97                  |
| Employee engagement | Pearson Correlation | .928** | .907** | .888** | 1                   |
|                     | Sig. (2-tailed)     | .000   | .000   | .000   |                     |
|                     | N                   | 97     | 97     | 97     | 97                  |

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

|                        |                     | x2.1   | x2.2   | x2.3   | x2.4   | x2.5   | x2.6   | Organizational justice |
|------------------------|---------------------|--------|--------|--------|--------|--------|--------|------------------------|
| x2.1                   | Pearson Correlation | 1      | .751** | .800** | .776** | .787** | .793** | .901**                 |
|                        | Sig. (2-tailed)     |        | .000   | .000   | .000   | .000   | .000   | .000                   |
|                        | N                   | 97     | 97     | 97     | 97     | 97     | 97     | 97                     |
| x2.2                   | Pearson Correlation | .751** | 1      | .790** | .816** | .764** | .876** | .919**                 |
|                        | Sig. (2-tailed)     | .000   |        | .000   | .000   | .000   | .000   | .000                   |
|                        | N                   | 97     | 97     | 97     | 97     | 97     | 97     | 97                     |
| x2.3                   | Pearson Correlation | .800** | .790** | 1      | .730** | .739** | .821** | .894**                 |
|                        | Sig. (2-tailed)     | .000   | .000   |        | .000   | .000   | .000   | .000                   |
|                        | N                   | 97     | 97     | 97     | 97     | 97     | 97     | 97                     |
| x2.4                   | Pearson Correlation | .776** | .816** | .730** | 1      | .790** | .841** | .912**                 |
|                        | Sig. (2-tailed)     | .000   | .000   | .000   |        | .000   | .000   | .000                   |
|                        | N                   | 97     | 97     | 97     | 97     | 97     | 97     | 97                     |
| x2.5                   | Pearson Correlation | .787** | .764** | .739** | .790** | 1      | .764** | .884**                 |
|                        | Sig. (2-tailed)     | .000   | .000   | .000   | .000   |        | .000   | .000                   |
|                        | N                   | 97     | 97     | 97     | 97     | 97     | 97     | 97                     |
| x2.6                   | Pearson Correlation | .793** | .876** | .821** | .841** | .764** | 1      | .936**                 |
|                        | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   |        | .000                   |
|                        | N                   | 97     | 97     | 97     | 97     | 97     | 97     | 97                     |
| Organizational justice | Pearson Correlation | .901** | .919** | .894** | .912** | .884** | .936** | 1                      |
|                        | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   |                        |
|                        | N                   | 97     | 97     | 97     | 97     | 97     | 97     | 97                     |

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

## Correlations

|                |                     | y1.1   | y1.2   | y1.3   | y1.4   | y1.5   | Kepuasan kerja |
|----------------|---------------------|--------|--------|--------|--------|--------|----------------|
| y1.1           | Pearson Correlation | 1      | .838** | .833** | .805** | .734** | .939**         |
|                | Sig. (2-tailed)     |        | .000   | .000   | .000   | .000   | .000           |
|                | N                   | 97     | 97     | 97     | 97     | 97     | 97             |
| y1.2           | Pearson Correlation | .838** | 1      | .756** | .790** | .673** | .906**         |
|                | Sig. (2-tailed)     | .000   |        | .000   | .000   | .000   | .000           |
|                | N                   | 97     | 97     | 97     | 97     | 97     | 97             |
| y1.3           | Pearson Correlation | .833** | .756** | 1      | .801** | .686** | .908**         |
|                | Sig. (2-tailed)     | .000   | .000   |        | .000   | .000   | .000           |
|                | N                   | 97     | 97     | 97     | 97     | 97     | 97             |
| y1.4           | Pearson Correlation | .805** | .790** | .801** | 1      | .664** | .902**         |
|                | Sig. (2-tailed)     | .000   | .000   | .000   |        | .000   | .000           |
|                | N                   | 97     | 97     | 97     | 97     | 97     | 97             |
| y1.5           | Pearson Correlation | .734** | .673** | .686** | .664** | 1      | .834**         |
|                | Sig. (2-tailed)     | .000   | .000   | .000   | .000   |        | .000           |
|                | N                   | 97     | 97     | 97     | 97     | 97     | 97             |
| Kepuasan kerja | Pearson Correlation | .939** | .906** | .908** | .902** | .834** | 1              |
|                | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   |                |
|                | N                   | 97     | 97     | 97     | 97     | 97     | 97             |

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

|                    |                     | y2.1   | y2.2   | y2.3   | y2.4   | y2.5   | y2.6   | Turnover intention |
|--------------------|---------------------|--------|--------|--------|--------|--------|--------|--------------------|
| y2.1               | Pearson Correlation | 1      | .832** | .880** | .855** | .812** | .795** | .923**             |
|                    | Sig. (2-tailed)     |        | .000   | .000   | .000   | .000   | .000   | .000               |
|                    | N                   | 97     | 97     | 97     | 97     | 97     | 97     | 97                 |
| y2.2               | Pearson Correlation | .832** | 1      | .820** | .864** | .851** | .826** | .927**             |
|                    | Sig. (2-tailed)     | .000   |        | .000   | .000   | .000   | .000   | .000               |
|                    | N                   | 97     | 97     | 97     | 97     | 97     | 97     | 97                 |
| y2.3               | Pearson Correlation | .880** | .820** | 1      | .874** | .843** | .854** | .941**             |
|                    | Sig. (2-tailed)     | .000   | .000   |        | .000   | .000   | .000   | .000               |
|                    | N                   | 97     | 97     | 97     | 97     | 97     | 97     | 97                 |
| y2.4               | Pearson Correlation | .855** | .864** | .874** | 1      | .850** | .840** | .944**             |
|                    | Sig. (2-tailed)     | .000   | .000   | .000   |        | .000   | .000   | .000               |
|                    | N                   | 97     | 97     | 97     | 97     | 97     | 97     | 97                 |
| y2.5               | Pearson Correlation | .812** | .851** | .843** | .850** | 1      | .892** | .936**             |
|                    | Sig. (2-tailed)     | .000   | .000   | .000   | .000   |        | .000   | .000               |
|                    | N                   | 97     | 97     | 97     | 97     | 97     | 97     | 97                 |
| y2.6               | Pearson Correlation | .795** | .826** | .854** | .840** | .892** | 1      | .930**             |
|                    | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   |        | .000               |
|                    | N                   | 97     | 97     | 97     | 97     | 97     | 97     | 97                 |
| Turnover intention | Pearson Correlation | .923** | .927** | .941** | .944** | .936** | .930** | 1                  |
|                    | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   |                    |
|                    | N                   | 97     | 97     | 97     | 97     | 97     | 97     | 97                 |

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

## Reliability

**Case Processing Summary**

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 97 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 97 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .892             | 3          |

**Item Statistics**

|      | Mean | Std. Deviation | N  |
|------|------|----------------|----|
| x1.1 | 3.66 | .999           | 97 |
| x1.2 | 3.81 | 1.064          | 97 |
| x1.3 | 3.65 | 1.011          | 97 |

**Item-Total Statistics**

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| x1.1 | 7.46                       | 3.605                          | .837                             | .805                             |
| x1.2 | 7.31                       | 3.528                          | .780                             | .855                             |
| x1.3 | 7.47                       | 3.794                          | .752                             | .877                             |



## Reliability

**Case Processing Summary**

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 97 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 97 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .956             | 6          |

**Item Statistics**

|      | Mean | Std. Deviation | N  |
|------|------|----------------|----|
| x2.1 | 3.60 | .965           | 97 |
| x2.2 | 3.84 | .986           | 97 |
| x2.3 | 3.71 | .901           | 97 |
| x2.4 | 3.63 | 1.024          | 97 |
| x2.5 | 3.67 | .826           | 97 |
| x2.6 | 3.84 | .921           | 97 |

**Item-Total Statistics**

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| x2.1 | 18.68                      | 18.136                         | .853                             | .949                             |
| x2.2 | 18.44                      | 17.791                         | .879                             | .947                             |
| x2.3 | 18.57                      | 18.665                         | .848                             | .950                             |
| x2.4 | 18.65                      | 17.584                         | .867                             | .948                             |
| x2.5 | 18.61                      | 19.303                         | .840                             | .951                             |
| x2.6 | 18.44                      | 18.124                         | .907                             | .943                             |

## Reliability

**Case Processing Summary**

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 97 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 97 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .940             | 5          |

**Item Statistics**

|      | Mean | Std. Deviation | N  |
|------|------|----------------|----|
| y1.1 | 3.99 | 1.026          | 97 |
| y1.2 | 3.96 | 1.030          | 97 |
| y1.3 | 3.92 | .986           | 97 |
| y1.4 | 3.96 | .946           | 97 |
| y1.5 | 3.87 | .953           | 97 |

**Item-Total Statistics**

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| y1.1 | 15.70                      | 12.212                         | .900                             | .914                             |
| y1.2 | 15.73                      | 12.490                         | .847                             | .925                             |
| y1.3 | 15.77                      | 12.740                         | .853                             | .924                             |
| y1.4 | 15.73                      | 13.032                         | .848                             | .925                             |
| y1.5 | 15.82                      | 13.563                         | .747                             | .942                             |

## Reliability

**Case Processing Summary**

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 97 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 97 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .970             | 6          |

**Item Statistics**

|      | Mean | Std. Deviation | N  |
|------|------|----------------|----|
| y2.1 | 3.64 | 1.218          | 97 |
| y2.2 | 3.68 | 1.263          | 97 |
| y2.3 | 3.64 | 1.276          | 97 |
| y2.4 | 3.72 | 1.273          | 97 |
| y2.5 | 3.79 | 1.198          | 97 |
| y2.6 | 3.70 | 1.276          | 97 |

**Item-Total Statistics**

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| y2.1 | 18.54                      | 34.814                         | .890                             | .966                             |
| y2.2 | 18.49                      | 34.273                         | .894                             | .966                             |
| y2.3 | 18.54                      | 33.876                         | .914                             | .964                             |
| y2.4 | 18.45                      | 33.875                         | .917                             | .963                             |
| y2.5 | 18.38                      | 34.801                         | .909                             | .964                             |
| y2.6 | 18.47                      | 34.085                         | .897                             | .965                             |

## NPar Tests

### One-Sample Kolmogorov-Smirnov Test

|                                  |                | Unstandardized<br>Residual |
|----------------------------------|----------------|----------------------------|
| N                                |                | 97                         |
| Normal Parameters <sup>a,b</sup> | Mean           | .0000000                   |
|                                  | Std. Deviation | 4.20963002                 |
| Most Extreme Differences         | Absolute       | .051                       |
|                                  | Positive       | .051                       |
|                                  | Negative       | -.039                      |
| Test Statistic                   |                | .051                       |
| Asymp. Sig. (2-tailed)           |                | .200 <sup>c,d</sup>        |

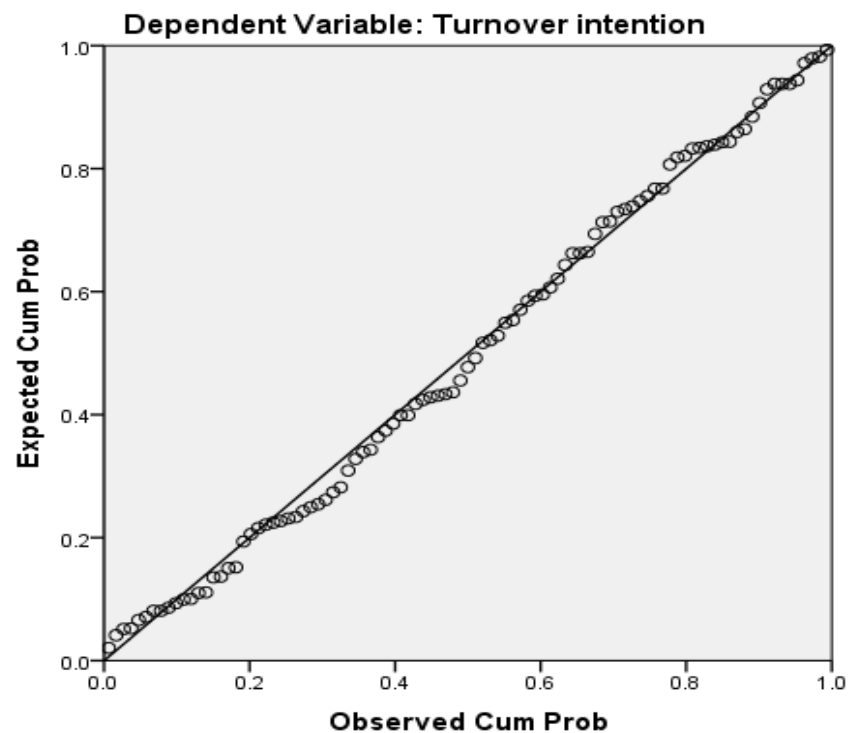
a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

### Normal P-P Plot of Regression Standardized Residual



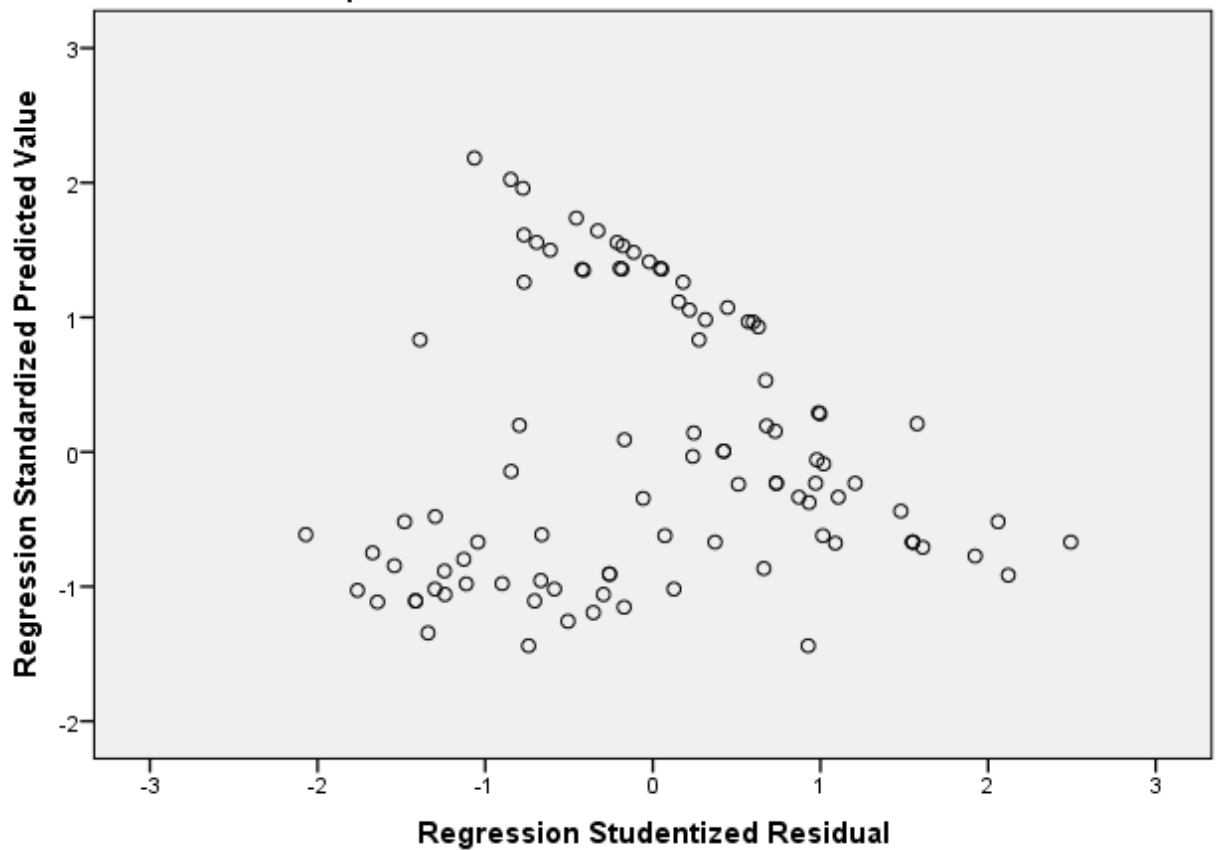
**Coefficients<sup>a</sup>**

| Model |                        | Collinearity Statistics |       |
|-------|------------------------|-------------------------|-------|
|       |                        | Tolerance               | VIF   |
| 1     | Employee engagement    | .244                    | 4.102 |
|       | Organizational justice | .450                    | 2.225 |
|       | Kepuasan kerja         | .232                    | 4.315 |

a. Dependent Variable: Turnover intention

**Scatterplot**

**Dependent Variable: Turnover intention**



## Regression (Heteroskedastisitas)

**Variables Entered/Removed<sup>a</sup>**

| Model | Variables Entered  | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1     | Kepuasan kerja, Organizational justice, Employee engagement <sup>b</sup> |                   | Enter  |

a. Dependent Variable: abs\_res

b. All requested variables entered.

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .348 <sup>a</sup> | .121     | .093              | 2.48859                    |

a. Predictors: (Constant), Kepuasan kerja, Organizational justice, Employee engagement

b. Dependent Variable: abs\_res

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 79.208         | 3  | 26.403      | 4.263 | .007 <sup>b</sup> |
|       | Residual   | 575.958        | 93 | 6.193       |       |                   |
|       | Total      | 655.166        | 96 |             |       |                   |

a. Dependent Variable: abs\_res

b. Predictors: (Constant), Kepuasan kerja, Organizational justice, Employee engagement

**Coefficients<sup>a</sup>**

| Model |                        | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                        | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)             | -.968                       | 1.230      |                           | -.787 | .433 |
|       | Employee engagement    | -.024                       | .184       | -.026                     | -.130 | .897 |
|       | Organizational justice | .055                        | .074       | .107                      | .737  | .463 |
|       | Kepuasan kerja         | .168                        | .119       | .285                      | 1.411 | .162 |

a. Dependent Variable: abs\_res

## Regression (Pengaruh Tidak Langsung)

**Variables Entered/Removed<sup>a</sup>**

| Model | Variables Entered  | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1     | Organizational justice, Employee engagement <sup>b</sup> |                   | Enter  |

a. Dependent Variable: Kepuasan kerja

b. All requested variables entered.

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .877 <sup>a</sup> | .768     | .763              | 2.160                      |

a. Predictors: (Constant), Organizational justice, Employee engagement

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df | Mean Square | F       | Sig.              |
|-------|------------|----------------|----|-------------|---------|-------------------|
| 1     | Regression | 1454.110       | 2  | 727.055     | 155.817 | .000 <sup>b</sup> |
|       | Residual   | 438.611        | 94 | 4.666       |         |                   |
|       | Total      | 1892.722       | 96 |             |         |                   |

a. Dependent Variable: Kepuasan kerja

b. Predictors: (Constant), Organizational justice, Employee engagement

**Coefficients<sup>a</sup>**

| Model |                        | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                        | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)             | 2.857                       | 1.026      |                           | 2.784 | .006 |
|       | Employee engagement    | 1.112                       | .112       | .699                      | 9.959 | .000 |
|       | Organizational justice | .200                        | .061       | .230                      | 3.282 | .001 |

a. Dependent Variable: Kepuasan kerja

## Regression (Pengaruh Langsung)

**Variables Entered/Removed<sup>a</sup>**

| Model | Variables Entered  | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1     | Kepuasan kerja, Organizational justice, Employee engagement <sup>b</sup> |                   | Enter  |

a. Dependent Variable: Turnover intention

b. All requested variables entered.

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .799 <sup>a</sup> | .639     | .627              | 4.277                      |

a. Predictors: (Constant), Kepuasan kerja, Organizational justice, Employee engagement

b. Dependent Variable: Turnover intention

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 3010.806       | 3  | 1003.602    | 54.864 | .000 <sup>b</sup> |
|       | Residual   | 1701.215       | 93 | 18.293      |        |                   |
|       | Total      | 4712.021       | 96 |             |        |                   |

a. Dependent Variable: Turnover intention

b. Predictors: (Constant), Kepuasan kerja, Organizational justice, Employee engagement

**Coefficients<sup>a</sup>**

| Model |                        | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                        | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)             | 47.931                      | 2.114      |                           | 22.674 | .000 |
|       | Employee engagement    | -.753                       | .317       | -.300                     | -2.376 | .020 |
|       | Organizational justice | -.268                       | .127       | -.195                     | -2.101 | .038 |
|       | Kepuasan kerja         | -.579                       | .204       | -.367                     | -2.837 | .006 |

a. Dependent Variable: Turnover intention