

Lampiran 1.

**KUESIONER PENELITIAN TENTANG PENINGKATAN  
ORGANIZATIONAL LEARNING MELALUI KEPEMIMPINAN  
TRANSFORMASIOANAL DAN KETERLIBATAN KERJA**

**PENGANTAR**

Demi tercapainya penelitian ini, maka peneliti mohon kesediaan dari Bapak/Ibu/Saudara untuk membantu mengisi angket atau daftar pertanyaan/ pernyataan yang telah disediakan (terlampir berikut ini). Penyusunan skripsi dibuat dalam rangka memenuhi syarat untuk dapat menyelesaikan pendidikan (S1) pada program Studi Manajemen, Fakultas Ekonomi dan Bisnis Universitas Islam Sultan Agung Semarang, diperlukan data-data informasi-informasi yang mendukung kelancaran penelitian ini.

Untuk itu diharapkan kepada responden dapat memberikan jawaban yang sebenar-benarnya demi membantu penelitian ini. Atas kesediannya saya ucapkan terima kasih, semoga penelitian ini bermanfaat bagi kita semua.

Peneliti,

Febrian Adi Rama Putra Silondae

NIM : 30401612431

**Nama UMKM** :

**Identitas Responden**

Isilah keterangan di bawah ini dengan memberikan tanda check (√) dengan data yang relevan pada kotak yang tersedia.

Nama :

Jenis Kelamin : Laki-laki / Perempuan

Usia :

Keterangan Kuisisioner : - STS : Sangat Tidak Setuju

- TS : Tidak Setuju

- KS : Kurang Setuju

- S : Setuju

- SS : Sangat Setuju

## 1. Kepemimpinan Transformasional

<b>NO</b>	<b>Kepemimpinan Transformasional</b>	<b>STS</b>	<b>TS</b>	<b>KS</b>	<b>S</b>	<b>SS</b>
1	Atasan berusaha memahami nilai-nilai para pengikutnya.					
2	Atasan menyampaikan misi organisasi dengan antusias.					
3	Atasan mencocokkan tujuannya dengan nilai-nilai para bawahannya.					
4	Atasan menghargai dan memuji para bawahannya yang kinerjanya bagus.					
5	Atasan memperhatikan nilai-nilai para pengikut dalam mengkomunikasikan tujuan yang ingin dicapai atasan.					

## 2. Keterlibatan Kerja

<b>NO</b>	<b>Keterlibatan Kerja</b>	<b>STS</b>	<b>TS</b>	<b>KS</b>	<b>S</b>	<b>SS</b>
1	Pekerjaan saya memiliki arti yang banyak, lebih daripada sekedar uang.					
2	Kepuasan utama dalam hidup saya berasal dari pekerjaan saya.					
3	Saya sangat tertarik dengan pekerjaan saya					
4	Saya akan terus bekerja bahkan jika saya tidak membutuhkan uang.					
5	Hal terpenting yang terjadi pada diri saya adalah ketika sesuatu yang melibatkan pekerjaan saya.					

### 3. Motivasi Intrinsik

<b>NO</b>	<b>Motivasi Intrinsik</b>	<b>STS</b>	<b>TS</b>	<b>KS</b>	<b>S</b>	<b>SS</b>
1	Saya sangat peduli dengan pekerjaan saya.					
2	Pekerjaan saya sangat menyenangkan dan menantang.					
3	Pekerjaan saya memberikan kesempatan untuk belajar sesuatu yang berbeda dan baru.					
4	Jika bukan karena uang saya tidak akan melakukan pekerjaan ini.					
5	Jika sudah kaya, saya tetap mengambil pekerjaan ini karena menantang dan menyenangkan.					

#### 4. Kepuasan Kerja

No	Kepuasan Kerja	STS	TS	KS	S	SS
1	Saya merasa puas terhadap pekerjaan saya secara keseluruhan.					
2	Saya puas terhadap atasan-atasan saya.					
3	Saya memiliki kepuasan terhadap kebijakan organisasi.					
4	Saya merasa puas terhadap dukungan yang diberikan oleh organisasi.					
5	Saya memiliki kepuasan terhadap kesempatan untuk maju di organisasi ini.					

## 5. Organizational Learning

No	Organizational Learning	STS	TS	KS	S	SS
1	Atasan langsung kami mengambil bagian (ikut mengerjakan) dalam pekerjaan yang sedang kami laksanakan.					
2	Saya memiliki waktu untuk melaksanakan pekerjaan dengan tepat.					
3	Kami diberi tanggung jawab untuk pekerjaan kami sendiri.					
4	Di sini setiap orang mau berbagi informasi yang berkaitan dengan pekerjaan					
5	Saya punya kesempatan untuk mengembangkan kemampuan saya					

### Lampiran 3

### Lampiran Output SPSS

#### Deskriptif Variabel

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
X1.1	122	2.00	5.00	471.00	3.8607	.90285
X1.2	122	2.00	5.00	474.00	3.8852	.88324
X1.3	122	2.00	5.00	461.00	3.7787	.97500
X1.4	122	2.00	5.00	466.00	3.8197	.83336
X1.5	122	2.00	5.00	468.00	3.8361	.85629
X2.1	122	2.00	5.00	474.00	3.8852	.80491
X2.2	122	1.00	5.00	448.00	3.6721	1.00776
X2.3	122	2.00	5.00	469.00	3.8443	.83340
X2.4	122	2.00	5.00	451.00	3.6967	.85173
X2.5	122	2.00	5.00	467.00	3.8279	.84982
Y1.1	122	2.00	5.00	477.00	3.9098	.83324
Y1.2	122	2.00	5.00	455.00	3.7295	.90943
Y1.3	122	2.00	5.00	461.00	3.7787	.88619
Y1.4	122	2.00	5.00	465.00	3.8115	.83648
Y1.5	122	2.00	5.00	470.00	3.8525	.82994
Y2.1	122	2.00	5.00	478.00	3.9180	.79866
Y2.2	122	2.00	5.00	463.00	3.7951	.85221
Y2.3	122	2.00	5.00	463.00	3.7951	.82260
Y2.4	122	2.00	5.00	477.00	3.9098	.78207
Y2.5	122	2.00	5.00	487.00	3.9918	.76597
Y3.1	122	2.00	5.00	482.00	3.9508	.91681
Y3.2	122	2.00	5.00	466.00	3.8197	.85296
Y3.3	122	2.00	5.00	471.00	3.8607	.87496
Y3.4	122	2.00	5.00	481.00	3.9426	.80596
Y3.5	122	2.00	5.00	482.00	3.9508	.86102
Valid N (listwise)	122					



**X1.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	10	8.2	8.2	8.2
	3.00	29	23.8	23.8	32.0
	4.00	51	41.8	41.8	73.8
	5.00	32	26.2	26.2	100.0
	Total	122	100.0	100.0	

**X1.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	9	7.4	7.4	7.4
	3.00	28	23.0	23.0	30.3
	4.00	53	43.4	43.4	73.8
	5.00	32	26.2	26.2	100.0
	Total	122	100.0	100.0	

**X1.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	16	13.1	13.1	13.1
	3.00	26	21.3	21.3	34.4
	4.00	49	40.2	40.2	74.6
	5.00	31	25.4	25.4	100.0
	Total	122	100.0	100.0	

**X1.4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	8	6.6	6.6	6.6
	3.00	31	25.4	25.4	32.0
	4.00	58	47.5	47.5	79.5
	5.00	25	20.5	20.5	100.0
	Total	122	100.0	100.0	

**X1.5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	7	5.7	5.7	5.7
	3.00	35	28.7	28.7	34.4
	4.00	51	41.8	41.8	76.2
	5.00	29	23.8	23.8	100.0
	Total	122	100.0	100.0	

**X2.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	.8	.8	.8
	2.00	15	12.3	12.3	13.1
	3.00	37	30.3	30.3	43.4
	4.00	39	32.0	32.0	75.4
	5.00	30	24.6	24.6	100.0
	Total	122	100.0	100.0	

**X2.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	8	6.6	6.6	6.6
	3.00	29	23.8	23.8	30.3
	4.00	59	48.4	48.4	78.7
	5.00	26	21.3	21.3	100.0
	Total	122	100.0	100.0	

**X2.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	7	5.7	5.7	5.7
	3.00	26	21.3	21.3	27.0
	4.00	63	51.6	51.6	78.7
	5.00	26	21.3	21.3	100.0
	Total	122	100.0	100.0	

**X2.4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	10	8.2	8.2	8.2
	3.00	38	31.1	31.1	39.3
	4.00	53	43.4	43.4	82.8
	5.00	21	17.2	17.2	100.0
	Total	122	100.0	100.0	

**X2.5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	7	5.7	5.7	5.7
	3.00	35	28.7	28.7	34.4
	4.00	52	42.6	42.6	77.0
	5.00	28	23.0	23.0	100.0
	Total	122	100.0	100.0	

**Y1.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	11	9.0	9.0	9.0
	3.00	38	31.1	31.1	40.2
	4.00	46	37.7	37.7	77.9
	5.00	27	22.1	22.1	100.0
	Total	122	100.0	100.0	

**Y1.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	8	6.6	6.6	6.6
	3.00	24	19.7	19.7	26.2
	4.00	61	50.0	50.0	76.2
	5.00	29	23.8	23.8	100.0
	Total	122	100.0	100.0	

**Y1.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	11	9.0	9.0	9.0
	3.00	31	25.4	25.4	34.4
	4.00	54	44.3	44.3	78.7
	5.00	26	21.3	21.3	100.0
	Total	122	100.0	100.0	

**Y1.4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	8	6.6	6.6	6.6
	3.00	32	26.2	26.2	32.8
	4.00	57	46.7	46.7	79.5
	5.00	25	20.5	20.5	100.0
	Total	122	100.0	100.0	

**Y1.5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	5	4.1	4.1	4.1
	3.00	37	30.3	30.3	34.4
	4.00	51	41.8	41.8	76.2
	5.00	29	23.8	23.8	100.0
	Total	122	100.0	100.0	

**Y2.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	4	3.3	3.3	3.3
	3.00	32	26.2	26.2	29.5
	4.00	56	45.9	45.9	75.4
	5.00	30	24.6	24.6	100.0
	Total	122	100.0	100.0	

**Y2.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	7	5.7	5.7	5.7
	3.00	38	31.1	31.1	36.9
	4.00	50	41.0	41.0	77.9
	5.00	27	22.1	22.1	100.0
	Total	122	100.0	100.0	

**Y2.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	10	8.2	8.2	8.2
	3.00	26	21.3	21.3	29.5
	4.00	65	53.3	53.3	82.8
	5.00	21	17.2	17.2	100.0
	Total	122	100.0	100.0	

**Y2.4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	6	4.9	4.9	4.9
	3.00	25	20.5	20.5	25.4
	4.00	65	53.3	53.3	78.7
	5.00	26	21.3	21.3	100.0
	Total	122	100.0	100.0	

**Y2.5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	1.6	1.6	1.6
	3.00	30	24.6	24.6	26.2
	4.00	57	46.7	46.7	73.0
	5.00	33	27.0	27.0	100.0
	Total	122	100.0	100.0	

**Y3.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	8	6.6	6.6	6.6
	3.00	30	24.6	24.6	31.1
	4.00	44	36.1	36.1	67.2
	5.00	40	32.8	32.8	100.0
	Total	122	100.0	100.0	

**Y3.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	9	7.4	7.4	7.4
	3.00	30	24.6	24.6	32.0
	4.00	57	46.7	46.7	78.7
	5.00	26	21.3	21.3	100.0
	Total	122	100.0	100.0	

**Y3.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	10	8.2	8.2	8.2
	3.00	26	21.3	21.3	29.5
	4.00	57	46.7	46.7	76.2
	5.00	29	23.8	23.8	100.0
	Total	122	100.0	100.0	

**Y3.4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	6	4.9	4.9	4.9
	3.00	25	20.5	20.5	25.4
	4.00	61	50.0	50.0	75.4
	5.00	30	24.6	24.6	100.0
	Total	122	100.0	100.0	

**Y3.5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	8	6.6	6.6	6.6
	3.00	24	19.7	19.7	26.2
	4.00	56	45.9	45.9	72.1
	5.00	34	27.9	27.9	100.0
	Total	122	100.0	100.0	



## Hasil Analisis Uji Validitas Variabel X1

Correlations

		x1.1	x1.2	x1.3	x1.4	x1.5	X1
x1.1	Pearson Correlation	1	.767**	.735**	.680**	.761**	.897**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	122	122	122	122	122	122
x1.2	Pearson Correlation	.767**	1	.748**	.690**	.696**	.887**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	122	122	122	122	122	122
x1.3	Pearson Correlation	.735**	.748**	1	.693**	.699**	.886**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	122	122	122	122	122	122
x1.4	Pearson Correlation	.680**	.690**	.693**	1	.723**	.855**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	122	122	122	122	122	122
x1.5	Pearson Correlation	.761**	.696**	.699**	.723**	1	.878**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	122	122	122	122	122	122
X1	Pearson Correlation	.897**	.887**	.886**	.855**	.878**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	122	122	122	122	122	122

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

## Hasil Analisis Uji Validitas Variabel X2

Correlations

		x2.1	x2.2	x2.3	x2.4	x2.5	X2
x2.1	Pearson Correlation	1	.595**	.601**	.660**	.635**	.818**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	122	122	122	122	122	122
x2.2	Pearson Correlation	.595**	1	.578**	.634**	.715**	.848**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	122	122	122	122	122	122
x2.3	Pearson Correlation	.601**	.578**	1	.666**	.580**	.806**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	122	122	122	122	122	122
x2.4	Pearson Correlation	.660**	.634**	.666**	1	.761**	.877**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	122	122	122	122	122	122
x2.5	Pearson Correlation	.635**	.715**	.580**	.761**	1	.874**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	122	122	122	122	122	122
X2	Pearson Correlation	.818**	.848**	.806**	.877**	.874**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	122	122	122	122	122	122

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

## Hasil Analisis Uji Validitas Variabel Y1

Correlations

		X3.1	x3.2	x3.3	x3.4	x3.5	X3
X3.1	Pearson Correlation	1	.611**	.655**	.521**	.578**	.796**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	122	122	122	122	122	122
x3.2	Pearson Correlation	.611**	1	.745**	.595**	.615**	.851**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	122	122	122	122	122	122
x3.3	Pearson Correlation	.655**	.745**	1	.724**	.629**	.893**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	122	122	122	122	122	122
x3.4	Pearson Correlation	.521**	.595**	.724**	1	.721**	.842**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	122	122	122	122	122	122
x3.5	Pearson Correlation	.578**	.615**	.629**	.721**	1	.836**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	122	122	122	122	122	122
X3	Pearson Correlation	.796**	.851**	.893**	.842**	.836**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	122	122	122	122	122	122

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

## Hasil Analisis Uji Validitas Variabel Y2

Correlations

		y1.1	y1.2	y1.3	y1.4	y1.5	Y1
y1.1	Pearson Correlation	1	.704**	.704**	.716**	.688**	.869**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	122	122	122	122	122	122
y1.2	Pearson Correlation	.704**	1	.753**	.679**	.681**	.876**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	122	122	122	122	122	122
y1.3	Pearson Correlation	.704**	.753**	1	.768**	.666**	.890**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	122	122	122	122	122	122
y1.4	Pearson Correlation	.716**	.679**	.768**	1	.744**	.889**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	122	122	122	122	122	122
y1.5	Pearson Correlation	.688**	.681**	.666**	.744**	1	.858**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	122	122	122	122	122	122
Y1	Pearson Correlation	.869**	.876**	.890**	.889**	.858**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	122	122	122	122	122	122

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

## Hasil Analisis Uji Validitas Variabel Y3

Correlations

		y2.1	y2.2	y2.3	y2.4	y2.5	Y2
y2.1	Pearson Correlation	1	.654**	.610**	.488**	.594**	.790**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	122	122	122	122	122	122
y2.2	Pearson Correlation	.654**	1	.808**	.634**	.663**	.879**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	122	122	122	122	122	122
y2.3	Pearson Correlation	.610**	.808**	1	.715**	.715**	.899**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	122	122	122	122	122	122
y2.4	Pearson Correlation	.488**	.634**	.715**	1	.782**	.839**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	122	122	122	122	122	122
y2.5	Pearson Correlation	.594**	.663**	.715**	.782**	1	.875**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	122	122	122	122	122	122
Y2	Pearson Correlation	.790**	.879**	.899**	.839**	.875**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	122	122	122	122	122	122

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

## Uji Reliabilitas

### Kepemimpinan Transformasional

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.927	.928	5

## Keterlibatan Kerja

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.900	5

## Motivasi Intrinsik

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.899	.899	5

## Kepuasan Kerja

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.924	.925	5

## Organizational Learning

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.908	.909	5

## Uji Normalitas

### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		122
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.15141045
Most Extreme Differences	Absolute	.081
	Positive	.081
	Negative	-.045
Kolmogorov-Smirnov Z		.891
Asymp. Sig. (2-tailed)		.405

a. Test distribution is Normal.

b. Calculated from data.

## . Uji Multikolinieritas

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

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	Kepemimpinan Transformasional	.894	.366	.118	.212	4.712
	Keterlibatan Kerja	.872	.229	.071	.219	4.562
	Motivasi Intrisik	.915	.185	.056	.110	9.115
	Kepuasan Kerja	.934	.415	.137	.107	9.373

a. Dependent Variable: Organizational Learning

**Uji Heteroskedastisitas**

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.448	.363		3.987	.000
	Kepemimpinan Transformasional	.024	.036	.134	.681	.497
	Keterlibatan Kerja	.003	.037	.017	.085	.932
	Motivasi Intrisik	-.044	.054	-.225	-.818	.415
	Kepuasan Kerja	-.015	.056	-.073	-.263	.793

a. Dependent Variable: AbREs\_2

**Uji Regresi Linear Sederhana**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1192.295	1	1192.295	358.687	.000 <sup>a</sup>
	Residual	398.886	120	3.324		
	Total	1591.180	121			

a. Predictors: (Constant), Kepemimpinan Transformasional

b. Dependent Variable: Motivasi Intrisik

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.726	.827		4.502	.000
	Kepemimpinan Transformasional	.801	.042	.866	18.939	.000

a. Dependent Variable: Motivasi Intrisik

## Uji Regresi Linear Berganda

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.498	.583		2.570	.011
	Kepemimpinan Transformasional	.186	.056	.207	3.323	.001
	Keterlibatan Kerja	.164	.060	.171	2.752	.007
	Motivasi Intrisik	.588	.070	.605	8.441	.000

a. Dependent Variable: Kepuasan Kerja

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.198	.587		.338	.736
	Kepemimpinan Transformasional	.269	.056	.286	4.812	.000
	Keterlibatan Kerja	.184	.058	.184	3.168	.002
	Kepuasan Kerja	.550	.071	.526	7.725	.000

a. Dependent Variable: Organizational Learning

## Pathn Analysis 1

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.726	.827		4.502	.000
	Kepemimpinan Transformasional	.801	.042	.866	18.939	.000

a. Dependent Variable: Motivasi Intrinsik

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.804	.588		3.070	.003
	Kepemimpinan Transformasional	.229	.055	.254	4.120	.000
	Motivasi Intrinsik	.693	.060	.713	11.554	.000

a. Dependent Variable: Kepuasan Kerja

## Path Analysis 2

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.386	.789		5.562	.000
	Kepemimpinan Transformasional	.783	.040	.871	19.444	.000

a. Dependent Variable: Kepuasan Kerja



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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.446	.603		.740	.461
	Kepemimpinan Transformasional	.315	.056	.335	5.626	.000
	Kepuasan Kerja	.672	.062	.642	10.787	.000

a. Dependent Variable: Organizational Learning

### Path analysis 3

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.722	.849		4.383	.000
	Keterlibatan Kerja	.829	.044	.864	18.815	.000

a. Dependent Variable: Kepuasan Kerja

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.194	.639		.303	.762
	Keterlibatan Kerja	.257	.061	.256	4.201	.000
	Kepuasan Kerja	.745	.064	.712	11.685	.000

a. Dependent Variable: Organizational Learning

## Koefisien Determinasi

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 <sup>a</sup>	.893	.891	1.16596

- a. Predictors: (Constant), Motivasi Intrisik, Keterlibatan Kerja, Kepemimpinan Transformasional  
 b. Dependent Variable: Kepuasan Kerja

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 <sup>a</sup>	.910	.907	1.12767

- a. Predictors: (Constant), Kepuasan Kerja, Keterlibatan Kerja, Kepemimpinan Transformasional, Motivasi Intrisik  
 b. Dependent Variable: Organizational Learning

## Uji F

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1343.093	3	447.698	329.322	.000 <sup>a</sup>
	Residual	160.415	118	1.359		
	Total	1503.508	121			

- a. Predictors: (Constant), Motivasi Intrisik, Keterlibatan Kerja, Kepemimpinan Transformasional  
 b. Dependent Variable: Kepuasan Kerja

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1497.645	4	374.411	294.433	.000 <sup>a</sup>
	Residual	148.781	117	1.272		
	Total	1646.426	121			

- a. Predictors: (Constant), Kepuasan Kerja, Keterlibatan Kerja, Kepemimpinan Transformasional, Motivasi Intrisik  
 b. Dependent Variable: Organizational Learning

## Uji t

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.498	.583		2.570	.011
	Kepemimpinan Transformasional	.186	.056	.207	3.323	.001
	Keterlibatan Kerja	.164	.060	.171	2.752	.007
	Motivasi Intrisik	.588	.070	.605	8.441	.000

a. Dependent Variable: Kepuasan Kerja

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.176	.579		.304	.762
	Kepemimpinan Transformasional	.242	.057	.257	4.261	.000
	Keterlibatan Kerja	.152	.060	.151	2.550	.012
	Motivasi Intrisik	.173	.085	.171	2.033	.044
	Kepuasan Kerja	.439	.089	.420	4.933	.000

a. Dependent Variable: Organizational Learning

