

## PERMOHONAN PENELITIAN

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Yth : Bapak / Ibu / Saudara

di tempat

Dengan ini kami memohon kesediaan Bapak/Ibu/Saudara untuk mengisi kuesioner ini. Penelitian ini bertujuan untuk menelaah bagaimana meningkatkan kinerja Bapak/Ibu/Saudara selama bekerja di Delizia Bakery & Cake.

Penelitian ini hanya digunakan untuk kepentingan ilmiah dan tidak akan dipublikasikan, sehingga pendapat atau opini serta komentar yang diberikan oleh Bapak/Ibu/Saudara akan terjamin kerahasiaannya. Oleh karena itu, saya berharap Bapak/Ibu/Saudara berkenan mengisi semua pernyataan di dalam kuesioner ini.

Demikian surat permohonan yang dapat saya sampaikan, atas kesediaan dan partisipasi Bapak/Ibu/Saudara maka saya mengucapkan terima kasih.

Semarang, 2020

Hormat saya,

Ertania Virlianti

**DAFTAR PERNYATAAN**

No. Responden : .....

Tanggal Pengisian : .....

**PETUNJUK :**

Berilah tanda centang ( √ ) pada salah satu jawaban yang ada pada daftar pertanyaan sesuai dengan pilihan anda dengan menggunakan skala berikut ini :

No	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5

Kriteria :

- a. STS : Sangat tidak setuju
- b. TS : Tidak setuju
- c. N : Netral
- d. S : Setuju
- e. SS : Sangat setuju

**IDENTITAS RESPONDEN**

1. Usia responden : a. 20 - 35 tahun  
b. 36 - 46 tahun  
c. > 46 tahun
2. Jenis kelamin : a. Pria  
b. Wanita
5. Masa kerja : a. 0 - 3 tahun  
b. 4 - 6 tahun  
c. 7 - 10 tahun
6. Pendidikan : a. SMA  
b. D3  
c. S1  
d. Lainnya (sebutkan ....)



## a. Kinerja SDM

No	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
	Saya berhasil mengkasilkan produk yang memiliki kualitas yang baik karena saya sangat membuatnya dengan teliti.					
2.	Saya berhasil menghasilkan produk sesuai dengan target produksi perusahaan.					
3.	Saya berhasil mengerjakan pekerjaan dengan tepat waktu yang sudah ditentukan.					
Apakan anda bekerja sudah sesuai dengan target perusahaan ?						
Jawaban :						
.....						
....						
.....						
....						
.....						



## b. Motivasi Kerja

No	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
1.	Prioritas utama saya bekerja adalah untuk mendapatkan gaji agar dapat memenuhi kebutuhan hidup saya.					
2.	Alasan saya berkerja adalah untuk mendapatkan rekan kerja dan lingkungan kerja yang baik.					
3.	Dorongan utama saya bekerja adalah supaya bisa dihargai keluarga dan masyarakat.					
Tujuan pekerjaan seperti apa yang anda inginkan ? Jawaban : ..... ..... ..... .....						



## c. Budaya Organisasi

No	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
1.	Organisasi tempat saya bekerja mengutamakan bekerja secara kelompok/tim.					
2.	Organisasi tempat saya bekerja mendorong karyawannya selalu berinovasi.					
3.	Organisasi tempat saya bekerja menuntut saya bekerja secara tekun dan baik.					
4.	Organisasi tempat saya bekerja menuntut untuk bekerja secara tim dengan baik.					
Bagaimana cara anda dengan tim anda saat pengambilan suatu keputusan ? Jawaban : ..... ..... ..... .....						



## d. Kepemimpinan Transformasional

No	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
1.	Manajer saya selalu terlihat berwibawa setiap bertemu dengan karyawannya.					
2.	Manajer saya selalu memberikan inspirasi kepada karyawannya.					
3.	Manajer saya selalu perhatian dengan karyawannya.					
4.	Manajer saya selalu mendorong ide dan kreatifitas karyawan.					
Sifat pemimpin seperti apa yang dapat mempengaruhi anda ? Jawaban: ..... ..... ..... .....						



## LAMPIRAN

## Lampiran 1 Tabulasi Data Induk

No	Usia	Jenis Kelamin	Masa Kerja	Pend.	K. SDM				MK				BO					KT				
					Y2 (1)	Y2 (2)	Y2 (3)	Y2	Y1 (1)	Y1 (2)	Y1 (3)	Y1	X1 (1)	X1 (2)	X1 (3)	X1 (4)	X1	X2 (1)	X2 (2)	X2 (3)	X2 (4)	X2
1	36-46	PRIA	4-6th	SMA	4	5	5	14	5	5	5	15	4	5	4	5	18	4	4	3	5	16
2	20-35	WANITA	0-3th	SMA	5	5	4	14	5	5	5	15	5	4	5	4	18	4	4	4	4	16
3	20-35	WANITA	4-6th	SMA	5	4	4	13	5	4	5	14	4	4	4	4	16	4	3	3	4	14
4	36-46	PRIA	7-10th	SMA	4	3	5	12	5	4	3	12	3	4	3	3	13	3	4	3	3	13
5	20-35	WANITA	4-6th	SMA	5	4	5	14	5	4	4	13	4	4	5	5	18	4	4	5	4	17
6	20-35	PRIA	0-3th	SMA	4	5	4	13	4	4	4	12	4	3	5	5	17	4	4	4	4	16
7	20-35	WANITA	0-3th	SMA	5	5	4	14	4	4	5	13	4	4	5	5	18	5	5	4	5	19
8	36-46	WANITA	4-6th	SMA	4	5	5	14	5	4	4	13	5	4	4	5	18	5	4	5	5	19
9	20-35	PRIA	7-10th	SMA	5	4	5	14	4	4	5	13	4	5	4	5	18	4	5	5	5	19
10	20-35	WANITA	0-3th	SMA	5	3	4	12	3	3	4	10	4	4	4	3	15	3	4	4	3	14
11	36-46	WANITA	4-6th	SMA	4	5	5	14	5	5	5	15	4	5	5	5	19	4	5	4	5	18
12	20-35	WANITA	4-6th	SMA	4	4	5	13	4	4	3	11	4	3	4	4	15	4	4	4	4	16
13	20-35	PRIA	4-6th	D3	4	4	4	12	3	3	4	10	3	4	4	3	14	3	4	3	3	13
14	20-35	WANITA	7-10th	SMA	5	5	4	14	4	4	5	13	4	4	5	5	18	5	3	4	5	17
15	20-35	PRIA	0-3th	SMA	5	5	5	15	5	5	4	14	5	3	5	4	17	3	4	4	5	16
16	20-35	WANITA	4-6th	SMA	5	4	4	13	4	4	4	12	4	5	5	4	18	4	4	5	5	18
17	20-35	WANITA	0-3th	SMA	4	5	4	13	5	4	4	13	5	4	5	5	19	5	4	5	5	19
18	20-35	WANITA	7-10th	SMA	4	5	5	14	5	4	5	14	5	5	5	5	20	5	5	5	5	20
19	20-35	PRIA	7-10th	SMA	4	3	3	10	4	4	5	13	5	5	4	4	18	4	4	3	4	15
20	20-35	WANITA	4-6th	SMA	4	3	5	12	5	4	5	14	5	4	5	5	19	4	5	4	4	17
21	36-46	WANITA	0-3th	SMA	5	4	5	14	5	5	5	15	5	5	5	5	20	4	5	5	5	19



No	Usia	Jenis Kelamin	Masa Kerja	Pend.	K. SDM				MK				BO					KT				
					Y2 (1)	Y2 (2)	Y2 (3)	Y2	Y1 (1)	Y1 (2)	Y1 (3)	Y1	X1 (1)	X1 (2)	X1 (3)	X1 (4)	X1	X2 (1)	X2 (2)	X2 (3)	X2 (4)	X2
22	20-35	PRIA	4-6th	SMA	4	4	5	13	4	4	4	12	3	4	4	3	14	5	4	4	4	17
23	20-35	WANITA	7-10th	SMA	5	4	4	13	4	4	4	12	4	3	3	4	14	4	4	5	4	17
24	20-35	WANITA	4-6th	SMA	5	4	5	14	5	4	5	14	5	4	5	5	19	5	4	4	5	18
25	20-35	PRIA	0-3th	D3	4	5	4	13	4	5	4	13	3	4	5	5	17	5	3	4	4	16
26	36-46	WANITA	0-3th	SMA	4	4	4	12	4	3	4	11	4	3	4	4	15	4	3	3	3	13
27	20-35	WANITA	4-6th	SMA	4	5	4	13	5	5	5	15	5	3	5	5	18	5	3	4	4	16
28	20-35	WANITA	7-10th	SMA	3	3	3	9	5	4	4	13	4	4	4	4	16	3	4	3	3	13
29	20-35	PRIA	0-3th	SMA	4	5	3	12	5	4	5	14	5	5	4	4	18	4	4	5	4	17
30	20-35	WANITA	4-6th	SMA	4	4	3	11	4	3	4	11	4	3	4	4	15	4	4	3	3	14
31	20-35	WANITA	0-3th	SMA	5	5	4	14	5	4	4	13	4	5	4	4	17	5	4	5	5	19
32	36-46	WANITA	7-10th	SMA	3	3	4	10	4	3	4	11	4	3	4	5	16	4	4	4	3	15
33	20-35	PRIA	0-3th	SMA	4	4	4	12	4	5	5	14	4	5	4	5	18	5	5	4	5	19
34	20-35	WANITA	4-6th	SMA	5	5	5	15	5	5	5	15	5	5	5	5	20	5	5	5	5	20
35	20-35	WANITA	0-3th	SMA	4	4	5	13	5	5	4	14	5	4	5	5	19	4	3	5	4	16
36	20-35	PRIA	7-10th	D3	4	5	4	13	5	4	5	14	5	5	4	5	19	4	3	5	4	16
37	20-35	WANITA	4-6th	SMA	4	5	3	12	4	3	5	12	4	5	4	4	17	3	4	3	3	13
38	20-35	PRIA	0-3th	SMA	4	5	5	14	4	4	5	13	5	4	5	4	18	4	5	4	4	17
39	20-35	WANITA	4-6th	SMA	3	4	4	11	4	3	4	11	4	3	4	4	15	4	4	4	4	16
40	20-35	PRIA	7-10th	SMA	5	5	4	14	4	5	5	14	5	4	5	5	19	5	5	4	4	18
41	36-46	WANITA	0-3th	SMA	4	4	3	11	3	5	4	12	4	4	4	5	17	5	3	4	4	16
42	20-35	WANITA	4-6th	SMA	3	3	3	9	4	3	3	10	4	3	3	5	15	3	3	3	3	12
43	20-35	WANITA	7-10th	SMA	5	5	5	15	5	4	5	14	5	5	5	5	20	5	5	5	4	19
44	20-35	PRIA	0-3th	SMA	4	4	5	13	4	4	4	12	5	4	4	4	17	4	4	3	4	15
45	36-46	WANITA	4-6th	SMA	5	5	4	14	5	4	4	13	4	5	4	5	18	5	4	3	5	17
46	20-35	PRIA	0-3th	SMA	5	5	5	15	5	4	5	14	5	5	4	5	19	5	5	5	5	20

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					Y2 (1)	Y2 (2)	Y2 (3)	Y2	Y1 (1)	Y1 (2)	Y1 (3)	Y1	X1 (1)	X1 (2)	X1 (3)	X1 (4)	X1	X2 (1)	X2 (2)	X2 (3)	X2 (4)	X2
47	20-35	WANITA	7-10th	SMA	3	2	2	7	2	2	2	6	3	2	2	2	9	2	2	2	2	8
48	20-35	PRIA	0-3th	SMA	5	4	5	14	5	5	5	15	5	4	5	4	18	4	4	4	5	17
49	36-46	WANITA	4-6th	D3	5	4	4	13	4	4	5	13	4	3	3	4	14	4	4	3	4	15
50	20-35	PRIA	0-3th	SMA	5	5	5	15	4	5	5	14	5	4	5	5	19	4	5	4	5	18
51	36-46	WANITA	4-6th	SMA	4	4	3	11	3	4	3	10	4	4	4	5	17	4	3	4	4	15
52	36-46	WANITA	0-3th	SMA	5	5	5	15	5	4	5	14	4	5	4	5	18	5	4	4	4	17
53	20-35	PRIA	0-3th	SMA	3	3	3	9	3	3	2	8	3	2	3	2	10	3	4	3	3	13
54	20-35	WANITA	0-3th	SMA	4	4	4	12	4	4	4	12	4	3	3	4	14	3	4	4	4	15
55	36-46	PRIA	4-6th	SMA	5	4	5	14	4	5	4	13	3	4	4	5	16	3	5	4	5	17
56	20-35	WANITA	0-3th	SMA	4	4	3	11	4	4	4	12	3	4	4	4	15	3	4	4	4	15
57	20-35	WANITA	7-10th	SMA	5	5	4	14	5	4	5	14	5	4	4	4	17	5	4	4	4	17
58	36-46	PRIA	0-3th	SMA	4	5	4	13	5	4	5	14	4	5	4	4	17	5	4	4	4	17
59	20-35	WANITA	0-3th	SMA	4	5	4	13	5	5	4	14	3	5	4	5	17	5	3	5	4	17
60	20-35	WANITA	4-6 th	SMA	5	4	5	14	4	3	5	12	5	4	5	4	18	5	4	5	4	18
61	20-35	WANITA	0-3th	SMA	4	4	5	13	4	4	4	12	4	4	5	5	18	5	4	4	4	17
62	36-46	PRIA	7-10th	D3	5	5	5	15	4	5	3	12	2	4	5	4	15	4	4	4	5	17
63	20-35	WANITA	4-6th	SMA	5	5	3	13	4	4	5	13	4	4	4	5	17	4	5	4	5	18
64	20-35	WANITA	7-10th	SMA	5	5	4	14	4	3	4	11	2	3	5	4	14	5	5	4	5	19
65	20-35	PRIA	0-3th	SMA	4	5	5	14	4	5	5	14	3	3	4	5	15	4	5	5	5	19
66	20-35	WANITA	4-6th	SMA	5	5	4	14	5	3	4	12	4	4	5	5	18	5	4	5	5	19
67	20-35	WANITA	0-3th	SMA	4	4	4	12	4	4	4	12	4	4	4	4	16	4	4	4	4	16
68	36-46	PRIA	7-10th	SMA	5	4	4	13	5	4	4	13	4	4	5	5	18	5	5	4	4	18
69	20-35	WANITA	0-3th	SMA	4	4	5	13	5	5	5	15	5	5	5	5	20	5	5	5	5	20
70	20-35	PRIA	4-6th	SMA	4	5	4	13	5	3	3	11	4	4	5	4	17	4	4	4	4	16
71	20-35	WANITA	7-10th	SMA	5	5	4	14	5	4	4	13	4	4	5	5	18	4	4	4	5	17

No	Usia	Jenis Kelamin	Masa Kerja	Pend.	K. SDM				MK				BO					KT				
					Y2 (1)	Y2 (2)	Y2 (3)	Y2	Y1 (1)	Y1 (2)	Y1 (3)	Y1	X1 (1)	X1 (2)	X1 (3)	X1 (4)	X1	X2 (1)	X2 (2)	X2 (3)	X2 (4)	X2
72	20-35	WANITA	0-3th	SMA	4	5	5	14	5	5	3	13	4	4	4	5	17	4	4	3	4	15
73	20-35	PRIA	4-6th	SMA	5	5	5	15	4	5	5	14	4	4	4	5	17	5	4	4	4	17
74	36-46	WANITA	7-10th	SMA	5	4	5	14	4	5	4	13	3	5	5	5	18	4	4	5	4	17
75	20-35	PRIA	0-3th	SMA	5	4	4	13	4	4	5	13	5	5	5	5	20	5	3	4	5	17
76	20-35	WANITA	7-10th	D3	4	3	4	11	5	4	4	13	3	3	5	4	15	5	3	4	5	17
77	20-35	PRIA	0-3th	SMA	4	3	4	11	5	5	5	15	4	3	4	4	15	4	5	3	4	16
78	20-35	WANITA	4-6th	SMA	5	4	5	14	4	4	5	13	4	3	4	5	16	4	4	4	4	16
79	36-46	WANITA	4-6th	SMA	4	4	5	13	4	5	5	14	3	3	5	4	15	4	5	4	5	18
80	20-35	PRIA	7-10th	SMA	5	3	4	12	5	4	4	13	3	3	5	5	16	5	5	5	5	20
81	20-35	WANITA	0-3th	SMA	4	5	4	13	5	4	4	13	4	4	5	4	17	5	5	5	5	20
82	20-35	PRIA	4-6th	SMA	5	5	4	14	4	5	4	13	4	4	4	5	17	5	5	5	4	19
83	20-35	WANITA	0-3th	SMA	5	4	5	14	4	5	5	14	5	2	4	5	16	4	4	3	4	15
84	36-46	WANITA	0-3th	SMA	5	2	4	11	3	3	4	10	3	3	3	3	12	4	4	3	3	14
85	20-35	WANITA	7-10th	SMA	4	4	4	12	4	4	4	12	4	4	4	4	16	4	4	4	5	17
86	20-35	PRIA	0-3th	SMA	5	4	4	13	4	4	4	12	4	4	4	4	16	4	3	4	5	16
87	20-35	WANITA	7-10th	SMA	4	4	5	13	4	5	4	13	5	4	5	4	18	4	3	5	5	17
88	20-35	PRIA	4-6th	SMA	3	4	4	11	4	4	4	12	5	3	5	4	17	4	3	4	5	16
89	36-46	WANITA	0-3th	SMA	5	5	5	15	5	5	4	14	3	3	5	5	16	4	4	3	5	16
90	20-35	WANITA	7-10th	D3	5	5	4	14	5	5	5	15	4	3	5	4	16	5	4	4	4	17
91	20-35	WANITA	0-3th	SMA	4	5	5	14	5	4	5	14	5	4	5	5	19	5	4	5	4	18
92	20-35	WANITA	4-6th	SMA	5	4	4	13	4	3	4	11	4	4	4	5	17	5	5	4	4	18
93	20-35	WANITA	7-10th	SMA	4	5	5	14	4	4	4	12	4	4	4	4	16	4	4	4	4	16
94	20-35	WANITA	4-6th	SMA	3	3	3	9	2	3	3	8	3	4	3	3	13	3	3	4	4	14
95	20-35	PRIA	0-3th	SMA	5	5	4	14	4	5	5	14	5	4	5	4	18	4	4	4	4	16
96	36-46	WANITA	7-10th	SMA	5	4	5	14	4	4	4	12	4	5	5	5	19	4	2	4	3	13

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					Y2 (1)	Y2 (2)	Y2 (3)	Y2	Y1 (1)	Y1 (2)	Y1 (3)	Y1	X1 (1)	X1 (2)	X1 (3)	X1 (4)	X1	X2 (1)	X2 (2)	X2 (3)	X2 (4)	X2
97	20-35	WANITA	0-3th	SMA	3	5	4	12	4	4	5	13	4	5	5	5	19	4	4	5	5	18
98	20-35	WANITA	4-6th	SMA	4	4	4	12	5	4	4	13	4	2	4	5	15	4	4	5	4	17
99	20-35	WANITA	0-3th	SMA	4	5	4	13	5	5	4	14	3	4	4	4	15	4	5	5	4	18
100	20-35	WANITA	0-3th	SMA	5	5	5	15	5	5	5	15	5	3	5	4	17	4	4	3	3	14
101	20-35	PRIA	7-10th	SMA	4	3	4	11	4	4	5	13	4	4	4	5	17	5	4	4	4	17
102	20-35	WANITA	7-10th	SMA	5	4	5	14	5	4	5	14	3	3	5	4	15	5	5	4	5	19
103	36-46	WANITA	4-6th	SMA	5	5	5	15	4	5	4	13	4	4	4	5	17	5	5	5	4	19
104	20-35	WANITA	7-10th	D3	4	5	5	14	5	4	4	13	5	4	5	4	18	5	4	3	5	17
105	20-35	WANITA	0-3th	SMA	5	4	4	13	4	5	5	14	4	3	4	5	16	5	5	4	4	18
106	20-35	WANITA	7-10th	SMA	4	3	3	10	3	2	3	8	4	4	4	3	15	4	5	4	4	17
107	20-35	PRIA	0-3th	SMA	5	5	4	14	5	4	5	14	4	4	4	5	17	5	4	4	4	17
108	20-35	WANITA	4-6th	SMA	4	4	4	12	4	4	4	12	4	4	4	5	17	4	5	5	5	19
109	20-35	WANITA	4-6th	SMA	5	4	4	13	4	5	5	14	4	3	4	5	16	4	5	5	4	18
110	20-35	WANITA	0-3th	SMA	5	5	5	15	4	4	5	13	5	3	4	5	17	5	4	4	5	18
111	36-46	PRIA	0-3th	SMA	5	5	5	15	4	4	5	13	4	4	4	5	17	4	5	5	4	18
112	20-35	WANITA	7-10th	SMA	4	4	3	11	3	3	3	9	3	4	3	4	14	3	3	4	3	13
113	20-35	WANITA	0-3th	SMA	4	4	4	12	4	4	4	12	4	4	4	4	16	4	4	3	4	15
114	20-35	WANITA	4-6th	D3	4	4	5	13	4	5	4	13	5	5	4	4	18	4	4	4	5	17
115	20-35	WANITA	0-3th	SMA	3	3	3	9	4	3	3	10	3	4	3	4	14	4	3	3	4	14
116	20-35	PRIA	7-10th	SMA	4	4	4	12	5	5	3	13	4	3	5	4	16	4	5	4	4	17
117	20-35	WANITA	4-6th	SMA	3	3	3	9	3	3	3	9	3	3	3	3	12	3	3	3	4	13
118	20-35	WANITA	7-10th	SMA	4	5	5	14	4	4	5	13	5	5	4	3	17	3	3	4	3	13
119	20-35	WANITA	0-3th	SMA	5	5	5	15	4	5	5	14	5	4	4	5	18	5	4	4	4	17
120	20-35	WANITA	4-6th	SMA	4	4	4	12	4	5	4	13	3	4	4	3	14	3	4	4	4	15
121	20-35	PRIA	0-3th	SMA	4	4	5	13	5	4	5	14	4	4	4	4	16	4	4	4	4	16

No	Usia	Jenis Kelamin	Masa Kerja	Pend.	K. SDM				MK				BO					KT				
					Y2 (1)	Y2 (2)	Y2 (3)	Y2	Y1 (1)	Y1 (2)	Y1 (3)	Y1	X1 (1)	X1 (2)	X1 (3)	X1 (4)	X1	X2 (1)	X2 (2)	X2 (3)	X2 (4)	X2
122	20-35	WANITA	0-3th	SMA	4	5	5	14	5	5	5	15	4	4	5	4	17	4	5	4	4	17
123	20-35	PRIA	7-10th	SMA	4	3	3	10	4	5	4	13	3	3	4	4	14	3	4	4	4	15
124	20-35	WANITA	4-6th	SMA	2	2	2	6	2	2	3	7	2	2	2	3	9	2	2	2	2	8
125	20-35	PRIA	0-3th	SMA	3	4	4	11	3	4	3	10	4	4	3	2	13	4	4	4	4	16
126	20-35	WANITA	4-6th	SMA	4	4	4	12	5	4	4	13	4	4	4	4	16	4	5	4	4	17
127	20-35	WANITA	7-10th	SMA	4	4	4	12	5	4	4	13	3	4	5	4	16	4	5	4	4	17
128	20-35	WANITA	0-3th	D3	4	4	5	13	5	4	5	14	4	4	5	5	18	5	4	5	5	19
129	20-35	PRIA	4-6th	SMA	5	5	5	15	5	2	5	12	4	5	5	5	19	5	5	5	5	20
130	20-35	WANITA	0-3th	SMA	4	3	3	10	4	4	3	11	5	4	3	4	16	4	4	4	4	16
131	20-35	WANITA	7-10th	SMA	5	4	5	14	4	4	4	12	5	5	4	5	19	4	5	5	4	18
132	20-35	PRIA	0-3th	SMA	4	2	4	10	3	3	3	9	4	3	4	4	15	4	4	4	3	15
133	20-35	WANITA	4-6th	SMA	5	4	4	13	5	3	4	12	5	5	4	2	16	4	5	4	5	18



**Lampiran 2 Deskripsi Hasil Penelitian**  
**1. Budaya Organisasi**

**Statistics**

		X1.1	X1.2	X1.3	X1.4	Budaya Organisasi
N	Valid	133	133	133	133	133
	Missing	0	0	0	0	0
Mean		4.0602	3.9023	4.2707	4.3383	16.5714
Std. Deviation		.75638	.77718	.69770	.75766	2.07542

**X1.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	3	2.3	2.3	2.3
	3.00	25	18.8	18.8	21.1
	4.00	66	49.6	49.6	70.7
	5.00	39	29.3	29.3	100.0
	Total	133	100.0	100.0	

**X1.2**

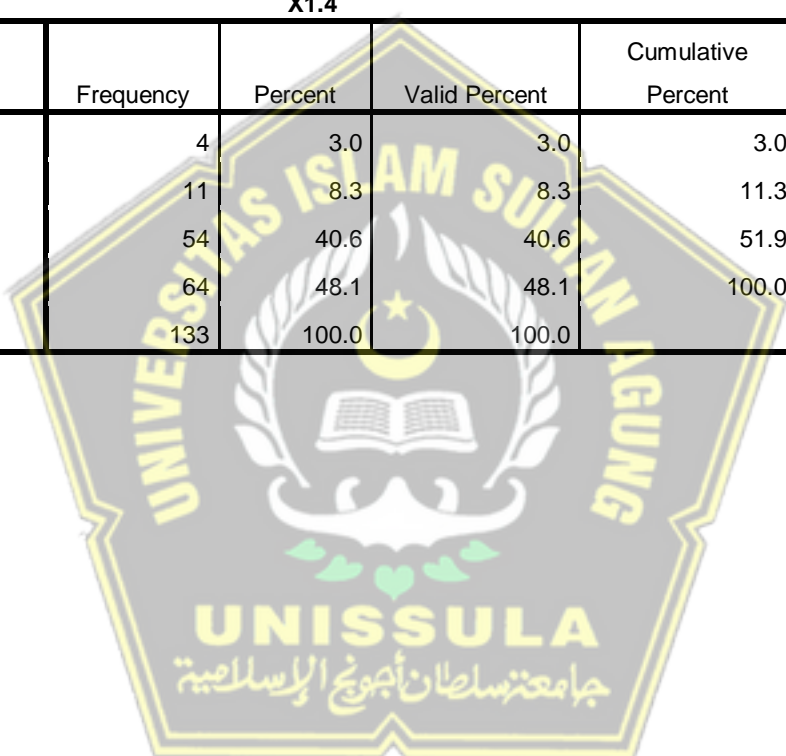
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	5	3.8	3.8	3.8
	3.00	32	24.1	24.1	27.8
	4.00	67	50.4	50.4	78.2
	5.00	29	21.8	21.8	100.0
	Total	133	100.0	100.0	

X1.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	1.5	1.5	1.5
	3.00	13	9.8	9.8	11.3
	4.00	65	48.9	48.9	60.2
	5.00	53	39.8	39.8	100.0
	Total	133	100.0	100.0	

X1.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	4	3.0	3.0	3.0
	3.00	11	8.3	8.3	11.3
	4.00	54	40.6	40.6	51.9
	5.00	64	48.1	48.1	100.0
	Total	133	100.0	100.0	



## 2. Kepemimpinan transformasional

Statistics

		X2.1	X2.2	X2.3	X2.4	Kepemimpinan Transformasional
N	Valid	133	133	133	133	133
	Missing	0	0	0	0	0
Mean		4.1880	4.0977	4.0602	4.1955	16.5414
Std. Deviation		.70872	.73716	.71520	.70128	2.13737

X2.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	1.5	1.5	1.5
	3.00	17	12.8	12.8	14.3
	4.00	68	51.1	51.1	65.4
	5.00	46	34.6	34.6	100.0
	Total	133	100.0	100.0	

X2.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	3	2.3	2.3	2.3
	3.00	21	15.8	15.8	18.0
	4.00	69	51.9	51.9	69.9
	5.00	40	30.1	30.1	100.0
	Total	133	100.0	100.0	

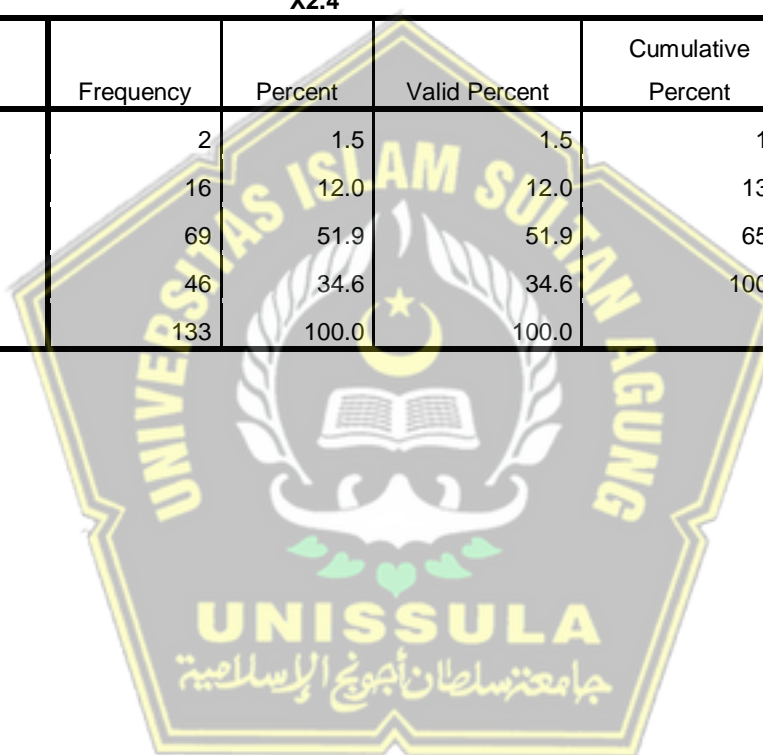


**X2.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	1.5	1.5	1.5
	3.00	24	18.0	18.0	19.5
	4.00	71	53.4	53.4	72.9
	5.00	36	27.1	27.1	100.0
	Total	133	100.0	100.0	

**X2.4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	1.5	1.5	1.5
	3.00	16	12.0	12.0	13.5
	4.00	69	51.9	51.9	65.4
	5.00	46	34.6	34.6	100.0
	Total	133	100.0	100.0	



### 3. Motivasi Kerja

**Statistics**

		Y1.1	Y1.2	Y1.3	Motivasi Kerja
N	Valid	133	133	133	133
	Missing	0	0	0	0
Mean		4.2857	4.0902	4.2632	12.6391
Std. Deviation		.71320	.76335	.73747	1.72915

**Y1.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	3	2.3	2.3	2.3
	3.00	11	8.3	8.3	10.5
	4.00	64	48.1	48.1	58.6
	5.00	55	41.4	41.4	100.0
	Total	133	100.0	100.0	

**Y1.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	4	3.0	3.0	3.0
	3.00	21	15.8	15.8	18.8
	4.00	67	50.4	50.4	69.2
	5.00	41	30.8	30.8	100.0
	Total	133	100.0	100.0	

**Y1.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	1.5	1.5	1.5
	3.00	17	12.8	12.8	14.3
	4.00	58	43.6	43.6	57.9
	5.00	56	42.1	42.1	100.0
	Total	133	100.0	100.0	

#### 4. Kinerja SDM

**Statistics**

		Y2.1	Y2.2	Y2.3	Kinerja Karyawan
N	Valid	133	133	133	133
	Missing	0	0	0	0
Mean		4.3233	4.2180	4.2331	12.7744
Std. Deviation		.66911	.79142	.73739	1.73037

**Y2.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	.8	.8	.8
	3.00	12	9.0	9.0	9.8
	4.00	63	47.4	47.4	57.1
	5.00	57	42.9	42.9	100.0
	Total	133	100.0	100.0	

**Y2.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	4	3.0	3.0	3.0
	3.00	18	13.5	13.5	16.5
	4.00	56	42.1	42.1	58.6
	5.00	55	41.4	41.4	100.0
	Total	133	100.0	100.0	

**Y2.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	1.5	1.5	1.5
	3.00	18	13.5	13.5	15.0
	4.00	60	45.1	45.1	60.2
	5.00	53	39.8	39.8	100.0
	Total	133	100.0	100.0	

### Lampiran 3 Uji Validitas dan Reliabilitas

#### Correlations

		X1.1	X1.2	X1.3	X1.4	Budaya Organisasi
X1.1	Pearson Correlation	1	.319**	.313**	.281**	.692**
	Sig. (2-tailed)		.000	.000	.001	.000
	N	133	133	133	133	133
X1.2	Pearson Correlation	.319**	1	.259**	.237**	.664**
	Sig. (2-tailed)	.000		.003	.006	.000
	N	133	133	133	133	133
X1.3	Pearson Correlation	.313**	.259**	1	.456**	.714**
	Sig. (2-tailed)	.000	.003		.000	.000
	N	133	133	133	133	133
X1.4	Pearson Correlation	.281**	.237**	.456**	1	.710**
	Sig. (2-tailed)	.001	.006	.000		.000
	N	133	133	133	133	133
Budaya Organisasi	Pearson Correlation	.692**	.664**	.714**	.710**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	133	133	133	133	133

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

(X1)

#### Reliability Statistics

Cronbach's Alpha	N of Items
.641	4

## Correlations

		X2.1	X2.2	X2.3	X2.4	Kepemimpinan Transformasional
X2.1	Pearson Correlation	1	.298**	.441**	.505**	.748**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	133	133	133	133	133
X2.2	Pearson Correlation	.298**	1	.362**	.388**	.692**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	133	133	133	133	133
X2.3	Pearson Correlation	.441**	.362**	1	.475**	.762**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	133	133	133	133	133
X2.4	Pearson Correlation	.505**	.388**	.475**	1	.788**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	133	133	133	133	133
Kepemimpinan Transformasional	Pearson Correlation	.748**	.692**	.762**	.788**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	133	133	133	133	133

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

X2

## Reliability Statistics

Cronbach's Alpha	N of Items
.735	4

## Correlations

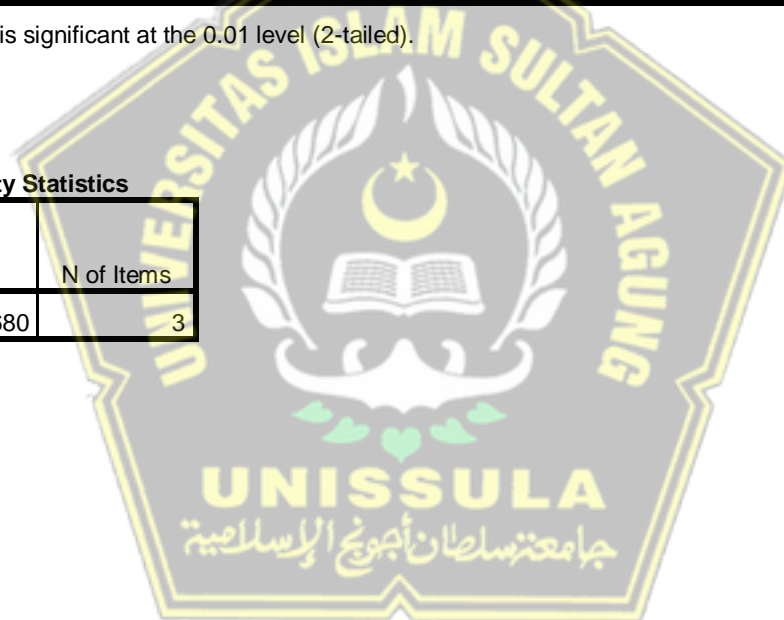
		Y1.1	Y1.2	Y1.3	Motivasi Kerja
Y1.1	Pearson Correlation	1	.398**	.447**	.778**
	Sig. (2-tailed)		.000	.000	.000
	N	133	133	133	133
Y1.2	Pearson Correlation	.398**	1	.402**	.777**
	Sig. (2-tailed)	.000		.000	.000
	N	133	133	133	133
Y1.3	Pearson Correlation	.447**	.402**	1	.788**
	Sig. (2-tailed)	.000	.000		.000
	N	133	133	133	133
Motivasi Kerja	Pearson Correlation	.778**	.777**	.788**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	133	133	133	133

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

Y1

## Reliability Statistics

Cronbach's Alpha	N of Items
.680	3



## Correlations

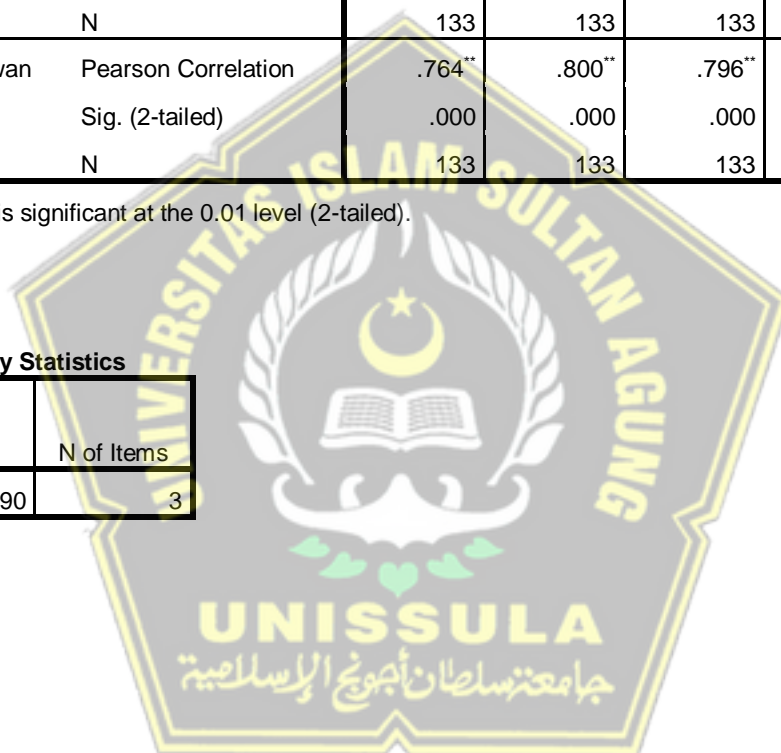
		Y2.1	Y2.2	Y2.3	Kinerja Karyawan
Y2.1	Pearson Correlation	1	.410**	.445**	.764**
	Sig. (2-tailed)		.000	.000	.000
	N	133	133	133	133
Y2.2	Pearson Correlation	.410**	1	.432**	.800**
	Sig. (2-tailed)	.000		.000	.000
	N	133	133	133	133
Y2.3	Pearson Correlation	.445**	.432**	1	.796**
	Sig. (2-tailed)	.000	.000		.000
	N	133	133	133	133
Kinerja Karyawan	Pearson Correlation	.764**	.800**	.796**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	133	133	133	133

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

Y2

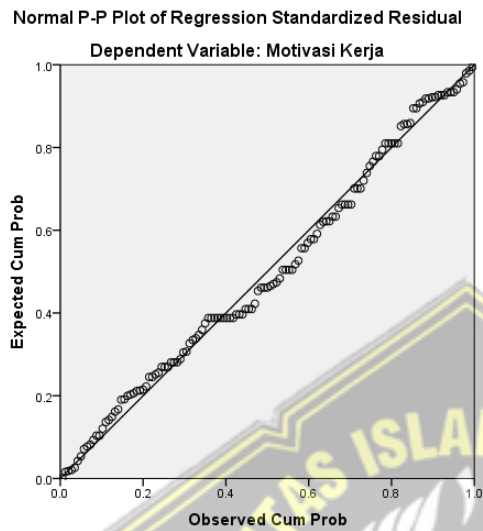
## Reliability Statistics

Cronbach's Alpha	N of Items
.690	3



## Lampiran 4 Uji Asumsi Klasik

### 1. Uji Normalitas Persamaan 1 Chart



### NPar Tests

#### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		133
Normal Parameters <sup>a,b</sup>	Mean	.000000
	Std. Deviation	1.22250171
Most Extreme Differences	Absolute	.060
	Positive	.060
	Negative	-.047
Test Statistic		.060
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

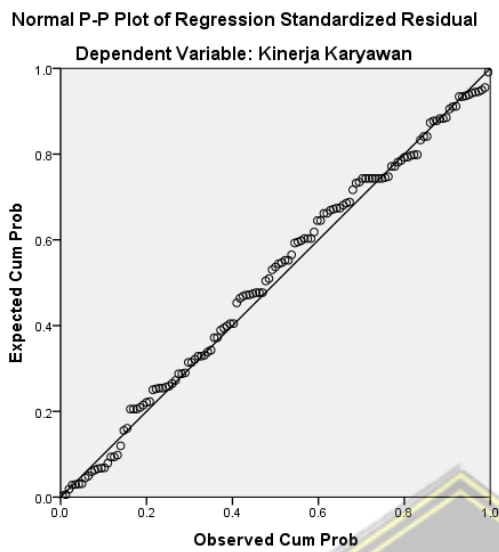
b. Calculated from data.

c. Lilliefors Significance Correction.

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



## Persamaan 2



## NPar Tests

### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		133
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.10506387
Most Extreme Differences	Absolute	.055
	Positive	.040
	Negative	-.055
Test Statistic		.055
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

- Test distribution is Normal.
- Calculated from data.
- Lilliefors Significance Correction.
- This is a lower bound of the true significance.

## 2. Uji Multikolinearitas

### MODEL 1

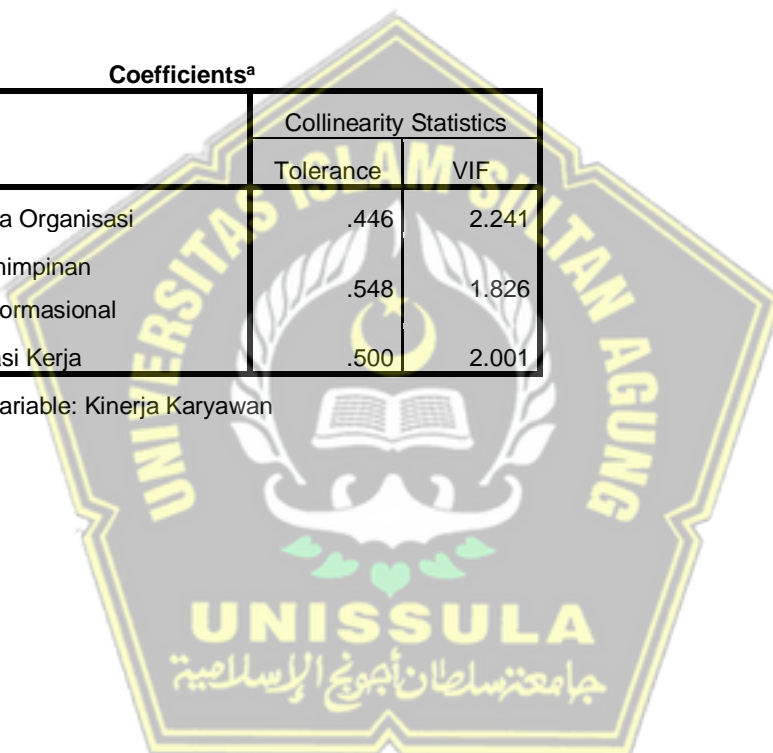
		Coefficients <sup>a</sup>	
		Collinearity Statistics	
Model		Tolerance	VIF
1	Budaya Organisasi	.588	1.701
	Kepemimpinan Transformasional	.588	1.701

a. Dependent Variable: Motivasi Kerja

### MODEL 2

		Coefficients <sup>a</sup>	
		Collinearity Statistics	
Model		Tolerance	VIF
1	Budaya Organisasi	.446	2.241
	Kepemimpinan Transformasional	.548	1.826
	Motivasi Kerja	.500	2.001

a. Dependent Variable: Kinerja Karyawan



## Lampiran 5 Uji Regresi Linear Berganda

### Regresi 1

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

Model	Variables Entered	Variables Removed	Method
1	Kepemimpinan Transformasional , Budaya Organisasi <sup>b</sup>		Enter

a. Dependent Variable: Motivasi Kerja

b. All requested variables entered.

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707 <sup>a</sup>	.500	.492	1.23187

a. Predictors: (Constant), Kepemimpinan Transformasional , Budaya Organisasi

b. Dependent Variable: Motivasi Kerja

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	197.401	2	98.701	65.041	.000 <sup>b</sup>
	Residual	197.275	130	1.518		
	Total	394.677	132			

a. Dependent Variable: Motivasi Kerja

b. Predictors: (Constant), Kepemimpinan Transformasional , Budaya Organisasi

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.110	.937		2.252	.026
Budaya Organisasi	.433	.067	.520	6.429	.000
Kepemimpinan Transformasional	.203	.065	.250	3.097	.002

a. Dependent Variable: Motivasi Kerja



## Regresi 2

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

Model	Variables Entered	Variables Removed	Method
1	Motivasi Kerja , Kepemimpinan Transformasional , Budaya Organisasi <sup>b</sup>		Enter

a. Dependent Variable: Kinerja Karyawan

b. All requested variables entered.

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770 <sup>a</sup>	.592	.583	1.11784

a. Predictors: (Constant), Motivasi Kerja , Kepemimpinan Transformasional , Budaya Organisasi

b. Dependent Variable: Kinerja Karyawan

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	234.039	3	78.013	62.432	.000 <sup>b</sup>
	Residual	161.194	129	1.250		
	Total	395.233	132			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Motivasi Kerja , Kepemimpinan Transformasional , Budaya Organisasi

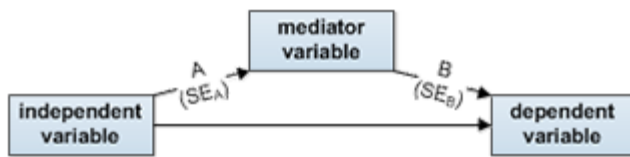
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.181	.867		1.362	.175
	Budaya Organisasi	.175	.070	.210	2.491	.014
	Kepemimpinan Transformasional	.219	.062	.271	3.564	.001
	Motivasi Kerja	.401	.080	.401	5.040	.000

a. Dependent Variable: Kinerja Karyawan



**Lampiran 6 Uji Sobel**  
**Budaya Organisasi terhadap kinerja SDM melalui Motivasi Kerja**



A:  ?  
 B:  ?  
 SE<sub>A</sub>:  ?  
 SE<sub>B</sub>:  ?

**Calculate!**

Sobel test statistic: 4.2106820  
 One-tailed probability: 0.00001273  
 Two-tailed probability: 0.00002546

**Kepemimpinan Transformasional terhadap kinerja SDM melalui Motivasi Kerja**



A:  ?  
 B:  ?  
 SE<sub>A</sub>:  ?  
 SE<sub>B</sub>:  ?

**Calculate!**

Sobel test statistic: 3.05138037  
 One-tailed probability: 0.00113896  
 Two-tailed probability: 0.00227792