

## Lampiran

### Lampiran 1: Kuesioner

Assalamu'alaikum Wr. Wb

Bersama ini saya mengharapkan bantuan dari para Bapak/Ibu/Saudara/i untuk kesediaannya dapat mengisi kuesioner yang saya berikan ini. Adapun kuesioner ini merupakan survei tentang keadilan prosedural, keadilan distributif dan keadilan interaksional terhadap kinerja SDM dengan kepuasan kerja sebagai variabel intervening yang akan digunakan sebagai bahan membuat skripsi.

Atas kerjasama dan perhatiannya saya mengucapkan terimakasih.

#### I. IDENTITAS RESPONDEN

Isilah daftar pertanyaan dibawah ini sesuai dengan pengamatan keadaan yang sebenarnya. Berikan tanda (X) pada kolom jawaban yang Anda pilih dengan ketentuan sebagai berikut :

1. Pengisian Responden \_\_\_\_\_/\_\_\_\_2020
2. Umur \_\_\_\_\_ tahun
3. Jenis Kelamin
  - a. Pria
  - b. Wanita
4. Pendidikan Terakhir
  - a. SD
  - b. SMP
  - c. SMA
  - d. D III
  - e. Sarjana (S1)
  - f. Pasca Sarjana (S2)
5. Masa Kerja \_\_\_\_\_bulan/tahun
6. Jabatan \_\_\_\_\_

STS = Sangat Tidak Setuju

TS = Tidak Setuju

N = Netral

S = Setuju

SS = Sangat Setuju

### PERNYATAAN KUESIONER

o	Pernyataan	STS	TS	N	S	SS
<b>Kinerja SDM</b>						
1.	Saya dapat menyelesaikan tugas dan pekerjaan sesuai dengan waktu yang telah ditentukan					
2.	Kuantitas kerja/hasil kerja yang saya capai dapat melebihi karyawan lainnya					
3.	Kualitas Kerja saya sudah sesuai dengan standar					
4.	Saya memiliki inisiatif yang berguna untuk membantu penyelesaian pekerjaan dengan baik					
5.	Saya bekerja sesuai dengan bidang kemampuan saya					
6.	Saya memiliki komunikasi yang baik antar karyawan					
	Menurut Saudara, tindakan apa saja yang masih harus dilakukan untuk meningkatkan kinerja ? Jawab :					

<b>Kepuasan Kerja</b>						
No	Pernyataan	STS	TS	N	S	SS
1.	Saya merasa puas dengan pekerjaan saya saat ini					
2.	Saya merasa puas dengan gaji yang saya terima					
3.	Saya senang dengan peluang promosi yang tersedia					
4.	Saya puas dengan kinerja supervisor dalam mengarahkan saya					
5.	Saya puas dengan hubungan saya dengan rekan kerja					
6.	Menurut Saudara, apa saja yang dapat meningkatkan kepuasan kerja ? Jawab :					

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<b>Keadilan Prosedural</b>						
No	Pernyataan	STS	TS	N	S	SS
1.	Pemberian reward kepada karyawan sudah sesuai dengan SOP					
2.	Keputusan yang diambil oleh atasan sesuai dengan kondisi yang sebenarnya					
3.	Dalam pengambilan keputusan atasan selalu mengikutsertakan pendapat dari karyawan					
4.	Evaluasi selalu dilakukan secara rutin					
5.	Saya selalu mematuhi peraturan serta norma yang berlaku					
6.	Menurut Saudara, keadilan prosedural yang seperti apa yang dapat mempengaruhi kinerja karyawan ? Jawab :					

No	Pernyataan	STS	TS	N	S	SS
<b>Keadilan Distributif</b>						
1.	Jadwal kerja yang ditentukan oleh perusahaan sudah sesuai dengan SOP					
2.	Tingkat gaji yang diberikan perusahaan sudah sesuai dengan hasil kerja yang saya lakukan					
3.	Beban kerja yang diberikan sesuai dengan tingkat kemampuan karyawan					
4.	Penghargaan yang diberikan sesuai dengan prestasi kerja					
5.	Saya selalu bertanggung jawab atas pekerjaan					
6.	Menurut Saudara, keadilan distributif apa yang belum diterapkan dalam perusahaan ? Jawab :					

<b>Keadilan Interaksional</b>						
No	Pernyataan	STS	TS	N	S	SS
1.	Pimpinan selalu menghormati hak – hak karyawan					
2.	Pemimpin dalam mengambil keputusan selalu berdasarkan informasi yang benar					
3.	Dalam pengambilan keputusan selalu berdasarkan kebijakan					
4.	Pemimpin selalu menghargai hasil kerja karyawan					
5.	Menurut Saudara, keadilan interaksional apa yang masih kurang dalam perusahaan ? serta apa yang mempengaruhi keadilan interaksional ? Jawab :					

## Lampiran Validitas

**Correlations**

		Correlations					
		Q1	Q2	Q3	Q4	Q5	Keadilan Prosedural
Q1	Pearson Correlation	1	.224*	.337**	.449**	-.099	.593**
	Sig. (2-tailed)		.025	.001	.000	.328	.000
	N	100	100	100	100	100	100
Q2	Pearson Correlation	.224*	1	.485**	.493**	.082	.728**
	Sig. (2-tailed)	.025		.000	.000	.419	.000
	N	100	100	100	100	100	100
Q3	Pearson Correlation	.337**	.485**	1	.547**	.089	.796**
	Sig. (2-tailed)	.001	.000		.000	.380	.000
	N	100	100	100	100	100	100
Q4	Pearson Correlation	.449**	.493**	.547**	1	-.111	.772**
	Sig. (2-tailed)	.000	.000	.000		.272	.000
	N	100	100	100	100	100	100
Q5	Pearson Correlation	-.099	.082	.089	-.111	1	.268**
	Sig. (2-tailed)	.328	.419	.380	.272		.007
	N	100	100	100	100	100	100
Keadilan Prosedural	Pearson Correlation	.593**	.728**	.796**	.772**	.268**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.007	
	N	100	100	100	100	100	100

\*. Correlation is significant at the 0.05 level (2-tailed).

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

## Reliability

### Scale: ALL VARIABLES

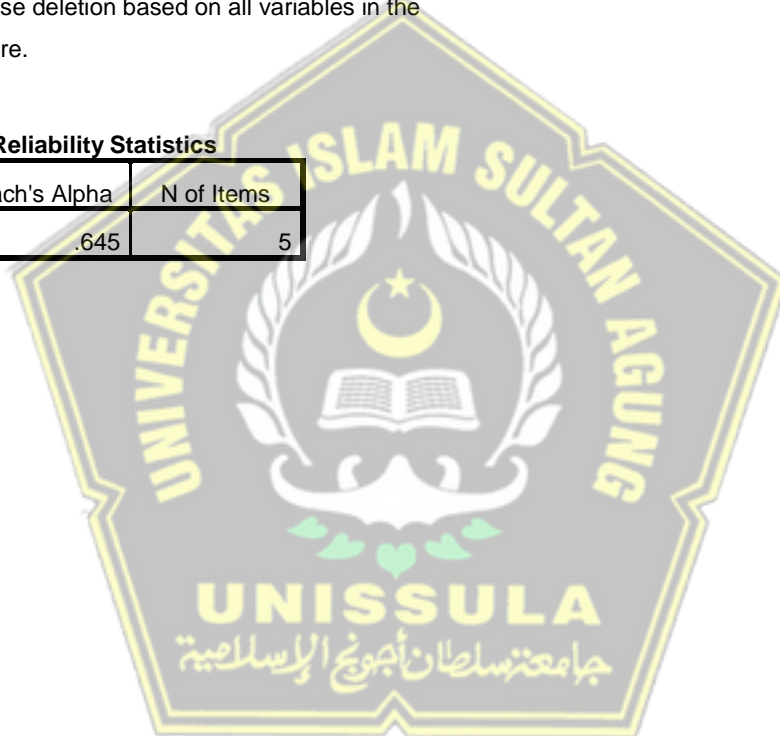
Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded <sup>a</sup>	0	.0
	Total	100	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.645	5



## Correlations

[DataSet0]

		Correlations					
		Q1	Q2	Q3	Q4	Q5	Keadilan Distributif
Q1	Pearson	1	.577**	.347**	.367**	.178	.762**
	Correlation						
	Sig. (2-tailed)		.000	.000	.000	.076	.000
	N	100	100	100	100	100	100
Q2	Pearson	.577**	1	.514**	.385**	.311**	.789**
	Correlation						
	Sig. (2-tailed)	.000		.000	.000	.002	.000
	N	100	100	100	100	100	100
Q3	Pearson	.347**	.514**	1	.622**	.409**	.767**
	Correlation						
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100
Q4	Pearson	.367**	.385**	.622**	1	.585**	.750**
	Correlation						
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100
Q5	Pearson	.178	.311**	.409**	.585**	1	.575**
	Correlation						
	Sig. (2-tailed)	.076	.002	.000	.000		.000
	N	100	100	100	100	100	100
Keadilan Distributif	Pearson	.762**	.789**	.767**	.750**	.575**	1
	Correlation						
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100

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

## Reliability

### Scale: ALL VARIABLES

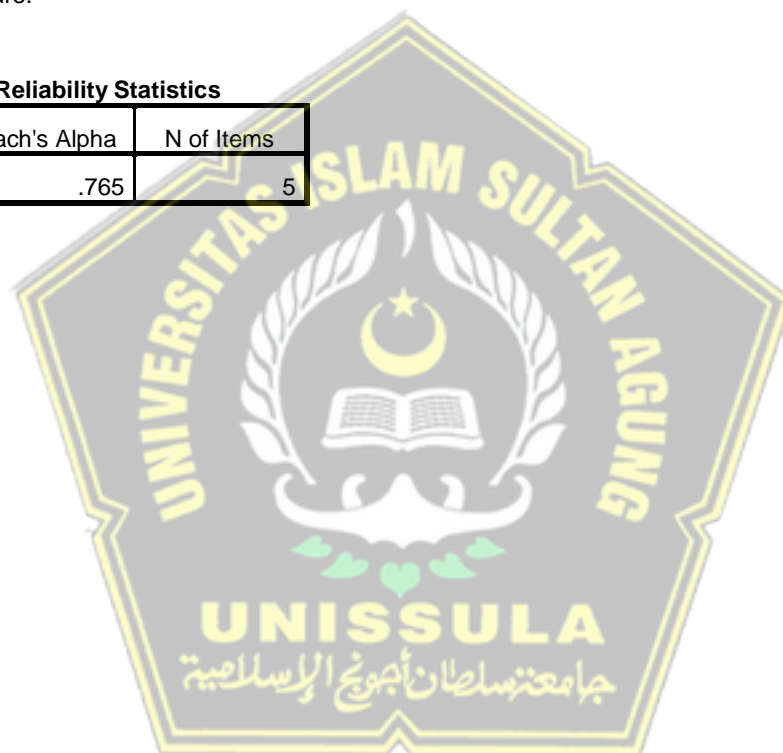
**Case Processing Summary**

		N	%
Cases	Valid	100	100.0
	Excluded <sup>a</sup>	0	.0
	Total	100	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.765	5



## Reliability

### Scale: ALL VARIABLES

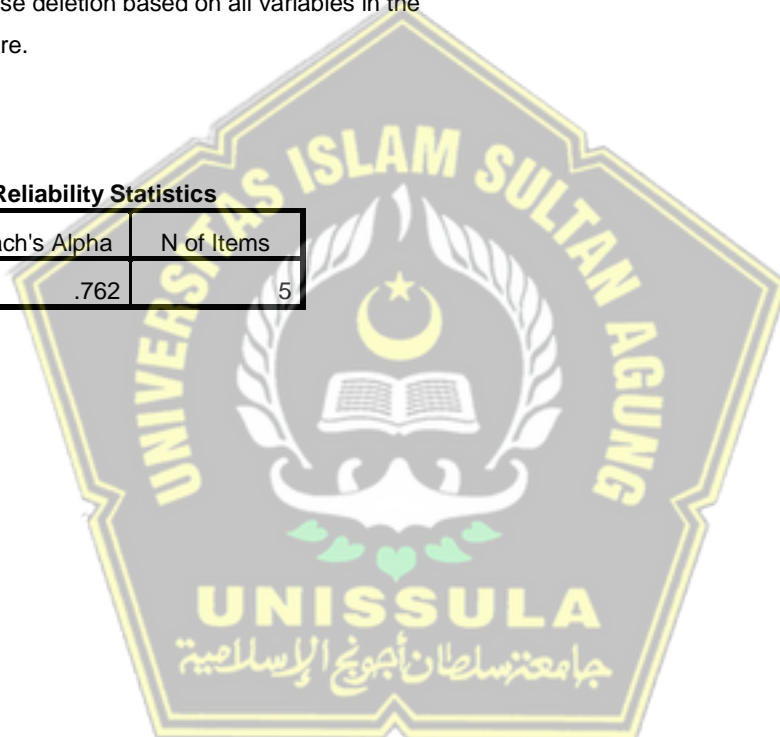
**Case Processing Summary**

		N	%
Cases	Valid	100	100.0
	Excluded <sup>a</sup>	0	.0
	Total	100	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.762	5





## Correlations

		Correlations				
		Q1	Q2	Q3	Q4	Keadilan Interaksional
Q1	Pearson Correlation	1	.298**	.227*	.116	.658**
	Sig. (2-tailed)		.003	.023	.252	.000
	N	100	100	100	100	100
Q2	Pearson Correlation	.298**	1	.538**	.260**	.697**
	Sig. (2-tailed)	.003		.000	.009	.000
	N	100	100	100	100	100
Q3	Pearson Correlation	.227*	.538**	1	.356**	.720**
	Sig. (2-tailed)	.023	.000		.000	.000
	N	100	100	100	100	100
Q4	Pearson Correlation	.116	.260**	.356**	1	.659**
	Sig. (2-tailed)	.252	.009	.000		.000
	N	100	100	100	100	100
Keadilan Interaksional	Pearson Correlation	.658**	.697**	.720**	.659**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	100	100	100	100	100

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

\* . Correlation is significant at the 0.05 level (2-tailed).

## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded <sup>a</sup>	0	.0
	Total	100	100.0

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

#### Reliability Statistics

Cronbach's Alpha	N of Items
.691	5

## Correlations

#### Correlations

		Q1	Q2	Q3	Q4	Q5	Kepuasan Kerja
Q1	Pearson Correlation	1	.550**	.386**	.274**	-.019	.681**
	Sig. (2-tailed)		.000	.000	.006	.849	.000
	N	100	100	100	100	100	100
Q2	Pearson Correlation	.550**	1	.546**	.333**	-.094	.734**
	Sig. (2-tailed)	.000		.000	.001	.353	.000
	N	100	100	100	100	100	100
Q3	Pearson Correlation	.386**	.546**	1	.434**	.201*	.773**
	Sig. (2-tailed)	.000	.000		.000	.045	.000
	N	100	100	100	100	100	100
Q4	Pearson Correlation	.274**	.333**	.434**	1	.363**	.729**
	Sig. (2-tailed)	.006	.001	.000		.000	.000
	N	100	100	100	100	100	100
Q5	Pearson Correlation	-.019	-.094	.201*	.363**	1	.385**
	Sig. (2-tailed)	.849	.353	.045	.000		.000
	N	100	100	100	100	100	100
Kepuasan Kerja	Pearson Correlation	.681**	.734**	.773**	.729**	.385**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100

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

\* Correlation is significant at the 0.05 level (2-tailed).

## Correlations

		Correlations						
		Q1	Q2	Q3	Q4	Q5	Q6	Kinerja SDM
Q1	Pearson Correlation	1	.438**	.110	.157	.213*	-.354**	.456**
	Sig. (2-tailed)		.000	.275	.118	.033	.000	.000
	N	100	100	100	100	100	100	100
Q2	Pearson Correlation	.438**	1	.434**	.299**	.163	-.144	.680**
	Sig. (2-tailed)	.000		.000	.002	.105	.154	.000
	N	100	100	100	100	100	100	100
Q3	Pearson Correlation	.110	.434**	1	.314**	.197*	.000	.651**
	Sig. (2-tailed)	.275	.000		.001	.049	1.000	.000
	N	100	100	100	100	100	100	100
Q4	Pearson Correlation	.157	.299**	.314**	1	.135	-.080	.541**
	Sig. (2-tailed)	.118	.002	.001		.182	.431	.000
	N	100	100	100	100	100	100	100
Q5	Pearson Correlation	.213*	.163	.197*	.135	1	.022	.516**
	Sig. (2-tailed)	.033	.105	.049	.182		.830	.000
	N	100	100	100	100	100	100	100
Q6	Pearson Correlation	-.354**	-.144	.000	-.080	.022	1	.261**
	Sig. (2-tailed)	.000	.154	1.000	.431	.830		.009
	N	100	100	100	100	100	100	100
Kinerja SDM	Pearson Correlation	.456**	.680**	.651**	.541**	.516**	.261**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.009	
	N	100	100	100	100	100	100	100

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

\* . Correlation is significant at the 0.05 level (2-tailed).

## Reliability

### Scale: ALL VARIABLES

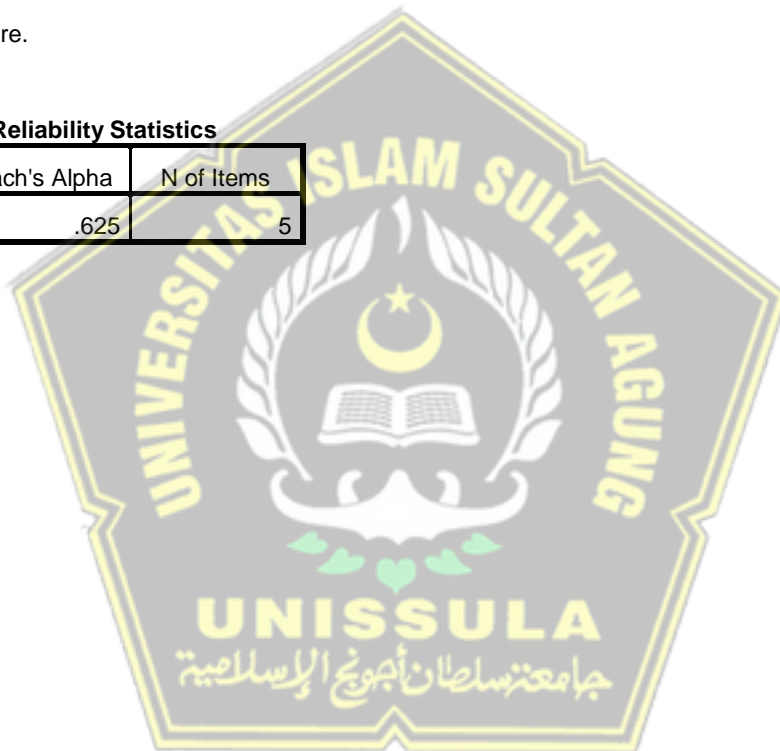
#### Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded <sup>a</sup>	0	.0
	Total	100	100.0

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

#### Reliability Statistics

Cronbach's Alpha	N of Items
.625	5



Lampiran Normalitas

**NPar Tests****One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.37893338
Most Extreme Differences	Absolute	.053
	Positive	.053
	Negative	-.044
Kolmogorov-Smirnov Z		.526
Asymp. Sig. (2-tailed)		.945

a. Test distribution is Normal.

b. Calculated from data.

**NPar Tests****One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.39133502
Most Extreme Differences	Absolute	.048
	Positive	.028
	Negative	-.048
Kolmogorov-Smirnov Z		.484
Asymp. Sig. (2-tailed)		.973

a. Test distribution is Normal.

b. Calculated from data.

## Lampiran 2. Heterokedastisitas

### Regression

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

Model	Variables Entered	Variables Removed	Method
1	Keadilan Interaksional, Keadilan Prosedural, Keadilan Distributif <sup>b</sup>	.	Enter

- a. Dependent Variable: ABS\_RES  
b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.236 <sup>a</sup>	.056	.026	.85019

- a. Predictors: (Constant), Keadilan Interaksional, Keadilan Prosedural, Keadilan Distributif

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.109	3	1.370	1.895	.136 <sup>b</sup>
	Residual	69.392	96	.723		
	Total	73.501	99			

- a. Dependent Variable: ABS\_RES  
b. Predictors: (Constant), Keadilan Interaksional, Keadilan Prosedural, Keadilan Distributif

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.134	1.683		1.862	.066
	Keadilan Prosedural	-.013	.039	-.033	-.326	.745
	Keadilan Distributif	-.112	.047	-.245	-2.383	.059
	Keadilan Interaksional	.041	.075	.056	.552	.582

- a. Dependent Variable: ABS\_RES

## Regression

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

Model	Variables Entered	Variables Removed	Method
1	Kepuasan Kerja, Keadilan Distributif, Keadilan Interaksional, Keadilan Prosedural <sup>b</sup>		Enter

a. Dependent Variable: ABS\_RES

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.188 <sup>a</sup>	.035	-.005	.83526

a. Predictors: (Constant), Kepuasan Kerja, Keadilan Distributif, Keadilan Interaksional, Keadilan Prosedural

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.428	4	.607	.870	.485 <sup>b</sup>
	Residual	66.278	95	.698		
	Total	68.705	99			

a. Dependent Variable: ABS\_RES

b. Predictors: (Constant), Kepuasan Kerja, Keadilan Distributif, Keadilan Interaksional, Keadilan Prosedural

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.046	1.661		-.630	.530
	Keadilan Prosedural	.011	.046	.030	.242	.810
	Keadilan Distributif	.068	.048	.155	1.428	.157
	Keadilan Interaksional	-.025	.075	-.035	-.331	.742
	Kepuasan Kerja	.041	.061	.085	.666	.507

a. Dependent Variable: ABS\_RES

### Lampiran 3. Multikolinearitas

#### Regression

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

Model	Variables Entered	Variables Removed	Method
1	Keadilan Interaksional, Keadilan Prosedural, Keadilan Distributif <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	.610 <sup>a</sup>	.372	.352	1.400

a. Predictors: (Constant), Keadilan Interaksional, Keadilan Prosedural, Keadilan Distributif

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.466	3	37.155	18.948	.000 <sup>b</sup>
	Residual	188.244	96	1.961		
	Total	299.710	99			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Keadilan Interaksional, Keadilan Prosedural, Keadilan Distributif

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.610	2.772		.942	.349		
	Keadilan Prosedural	.432	.064	.557	6.797	.000	.974	1.027
	Keadilan Distributif	.206	.077	.224	2.670	.009	.929	1.076
	Keadilan Interaksional	.274	.123	.184	2.226	.028	.953	1.049

a. Dependent Variable: Kepuasan Kerja



## Regression

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

Model	Variables Entered	Variables Removed	Method
1	Kepuasan Kerja, Keadilan Distributif, Keadilan Interaksional, Keadilan Prosedural <sup>b</sup>		Enter

a. Dependent Variable: Kinerja SDM

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676 <sup>a</sup>	.457	.434	1.420

a. Predictors: (Constant), Kepuasan Kerja, Keadilan Distributif, Keadilan Interaksional, Keadilan Prosedural

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	161.515	4	40.379	20.016	.000 <sup>b</sup>
	Residual	191.645	95	2.017		
	Total	353.160	99			

a. Dependent Variable: Kinerja SDM

b. Predictors: (Constant), Kepuasan Kerja, Keadilan Distributif, Keadilan Interaksional, Keadilan Prosedural

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.509	2.824		.534	.594		
	Keadilan Prosedural	.334	.078	.397	4.260	.000	.657	1.521
	Keadilan Distributif	.196	.081	.196	2.411	.018	.865	1.156
	Keadilan Interaksional	.265	.128	.164	2.067	.041	.906	1.103
	Kepuasan Kerja	.315	.104	.290	3.040	.003	.628	1.592

a. Dependent Variable: Kinerja SDM

## Lampiran 4. Regresi Berganda

### Regression

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

Model	Variables Entered	Variables Removed	Method
1	Keadilan Interaksional, Keadilan Prosedural, Keadilan Distributif <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	.610 <sup>a</sup>	.372	.352	1.400

a. Predictors: (Constant), Keadilan Interaksional, Keadilan Prosedural, Keadilan Distributif

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.466	3	37.155	18.948	.000 <sup>b</sup>
	Residual	188.244	96	1.961		
	Total	299.710	99			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Keadilan Interaksional, Keadilan Prosedural, Keadilan Distributif

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.610	2.772		.942	.349
	Keadilan Prosedural	.432	.064	.557	6.797	.000
	Keadilan Distributif	.206	.077	.224	2.670	.009
	Keadilan Interaksional	.274	.123	.184	2.226	.028

a. Dependent Variable: Kepuasan Kerja

## Regression

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

Model	Variables Entered	Variables Removed	Method
1	Kepuasan Kerja, Keadilan Distributif, Keadilan Interaksional, Keadilan Prosedural <sup>b</sup>	.	Enter

a. Dependent Variable: Kinerja SDM

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676 <sup>a</sup>	.457	.434	1.420

a. Predictors: (Constant), Kepuasan Kerja, Keadilan Distributif, Keadilan Interaksional, Keadilan Prosedural

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	161.515	4	40.379	20.016	.000 <sup>b</sup>
	Residual	191.645	95	2.017		
	Total	353.160	99			

a. Dependent Variable: Kinerja SDM

b. Predictors: (Constant), Kepuasan Kerja, Keadilan Distributif, Keadilan Interaksional, Keadilan Prosedural

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.509	2.824		.534	.594
	Keadilan Prosedural	.334	.078	.397	4.260	.000
	Keadilan Distributif	.196	.081	.196	2.411	.018
	Keadilan Interaksional	.265	.128	.164	2.067	.041
	Kepuasan Kerja	.315	.104	.290	3.040	.003

a. Dependent Variable: Kinerja SDM