

Lampiran – lampiran



## Lampiran 1: Kuesioner Penelitian



### Daftar Pertanyaan (questioner)

Kuesioner Penelitian

### **PENGARUH SPIRITUAL REWARD AND PUNISHMENT MELALUI SPIRITUAL**

### **MOTIVATION TERHADAP SPIRITUAL HUMAN RESOURCE PERFORMANCE**

**(Studi Pada Karyawan Perusahaan Mebel Sendang  
Arwana Jepara)**

Dengan hormat, kuesioner ini ditujukan untuk membantu pengumpulan data penelitian yang merupakan salah satu syarat bagi peneliti untuk dapat menyelesaikan studi program S1 Jurusan Manajemen Fakultas Ekonomi Universitas Islam Sultan Agung.

Untuk itu peneliti memohon bantuan kepada saudara/saudari untuk bersedia meluangkan waktunya untuk mengisi kuesioner ini dengan sebenar benarnya. Atas ketersediannya, peneliti mengucapkan terimakasih.

Hormat Saya,

Inastaufigi Etika Ardina  
NIM 30401700274

Data responden:

Nama:

Jenis Kelamin:

Usia:

Lama Bekerja:

### Petunjuk Pengisian Kuesioner

1. Jawablah pertanyaan dibawah ini sesuai dengan penilaian anda
2. Pilih salah satu dari ke-lima jawaban dibawah ini dengan menggunakan tanda (√)
3. Keterangan jawaban:

SS = Sangat Setuju

S = Setuju

CS = Cukup Setuju

TS = Tidak Setuju

STS = Sangat Tidak Setuju

Spiritual Reward and Punishment ( Penghargaan dan Teguran / Hukuman )						
No.	Pertanyaan	SS	S	CS	TS	STS
1.	Bapak/Ibu/Saudara dalam penghargaan intrinsik perusahaan diperoleh sesuai dengan kinerja					
2.	Bapak/Ibu/Saudara dalam penghargaan ekstrinsik perusahaan diperoleh sesuai dengan kinerja					
3.	Bapak/Ibu/Saudara dalam teguran verbal perusahaan diperoleh sesuai dengan kinerja					

Spiritual Motivation ( Motivasi Rohani )						
No.	Pertanyaan	SS	S	CS	TS	STS

1.	Bapak/Ibu/Saudara dalam keterlibatan kognitif yang diberikan oleh perusahaan dapat membantu peningkatan kinerja
2.	Bapak/Ibu/Saudara dalam keterlibatan emosional yang diberikan oleh perusahaan dapat membantu peningkatan kinerja
3.	Bapak/Ibu/Saudara dalam keterlibatan sosial dengan rekan kerja dapat membantu peningkatan kinerja

Spiritual Human Resource Performance ( Kinerja Sumber Daya Manusia )						
No.	Pertanyaan	SS	S	CS	TS	STS
1.	Bapak/Ibu/Saudara dalam kompetensi perusahaan membantu peningkatan kinerja					
2.	Bapak/Ibu/Saudara dalam mengasah ketrampilan membantu peningkatan kinerja					
3.	Bapak/Ibu/Saudara dalam stabilitas karyawan di perusahaan membantu peningkatan kinerja					



## Lampiran 2: Tabulasi Data

### Tabulasi Data Variabel Spiritual Reward and Punishment

No.	SRP1	SRP2	SRP3	Total	Rata-Rata
1	4	4	4	12	4
2	4	4	4	12	4
3	4	4	5	13	4,3
4	5	4	4	13	4,3
5	5	5	4	14	4,7
6	4	5	5	14	4,7
7	4	4	4	12	4,0
8	3	4	3	10	3,3
9	3	3	4	10	3,3
10	3	4	4	11	3,7
11	3	2	3	8	2,7
12	4	3	3	10	3,3
13	4	4	4	12	4,0
14	4	4	4	12	4,0
15	4	4	4	12	4,0
16	3	4	4	11	3,7
17	4	3	3	10	3,3
18	4	3	3	10	3,3
19	5	4	4	13	4,3
20	2	3	3	8	2,7
21	4	4	4	12	4,0
22	3	4	4	11	3,7
23	5	5	4	14	4,7
24	4	3	5	12	4,0
25	4	3	4	11	3,7
26	4	4	4	12	4,0
27	4	3	3	10	3,3
28	2	2	2	6	2,0
29	3	3	3	9	3,0
30	4	3	4	11	3,7
31	4	4	4	12	4,0
32	3	2	3	8	2,7
33	5	3	4	12	4,0
34	4	5	3	12	4,0
35	4	4	4	12	4,0
36	2	3	2	7	2,3
37	4	4	3	11	3,7
38	4	4	4	12	4,0

39	4	4	3	11	3,7
40	4	4	3	11	3,7
41	3	4	3	10	3,3
42	4	3	3	10	3,3
43	3	4	4	11	3,7
44	4	4	4	12	4,0
45	3	4	4	11	3,7
46	4	4	4	12	4,0
47	3	3	3	9	3,0
48	3	5	4	12	4,0
49	3	4	4	11	3,7
50	4	4	4	12	4,0
51	4	4	4	12	4,0
52	3	4	4	11	3,7
53	3	4	4	11	3,7
54	3	3	3	9	3,0
55	3	2	3	8	2,7
56	3	2	2	7	2,3
57	4	5	5	14	4,7
58	4	4	3	11	3,7
59	3	4	4	11	3,7
60	4	3	3	10	3,3
61	3	4	4	11	3,7
62	4	5	5	14	4,7
63	5	4	5	14	4,7
64	3	4	4	11	3,7
65	4	4	5	13	4,3
66	3	4	4	11	3,7
67	4	2	4	10	3,3
68	3	4	4	11	3,7
69	4	4	4	12	4,0
70	3	4	4	11	3,7
71	4	5	5	14	4,7
72	3	4	4	11	3,7
73	4	5	5	14	4,7
74	5	3	3	11	3,7
75	3	4	4	11	3,7
76	4	4	4	12	4,0
77	4	4	4	12	4,0
78	5	3	3	11	3,7
79	3	4	3	10	3,3
80	3	4	4	11	3,7
81	4	4	4	12	4,0
82	5	3	3	11	3,7

83	4	5	5	14	4,7
84	5	4	4	13	4,3
85	3	2	3	8	2,7
86	4	4	3	11	3,7
87	4	3	4	11	3,7
88	5	3	3	11	3,7
89	3	3	3	9	3,0
90	2	3	4	9	3,0
91	5	4	4	13	4,3
92	4	5	5	14	4,7
93	4	4	3	11	3,7
94	4	3	4	11	3,7
95	3	3	4	10	3,3
96	4	3	4	11	3,7
97	3	4	4	11	3,7
98	4	4	3	11	3,7
99	4	3	3	10	3,3
100	4	5	5	14	4,7

**Tabulasi Data Variabel Spiritual Motivation**

No.	SM1	SM2	SM3	Total	Rata-rata
1	4	4	4	12	4,0
2	3	5	5	13	4,3
3	5	5	5	15	5,0
4	5	5	5	15	5,0
5	3	4	4	11	3,7
6	4	4	4	12	4,0
7	4	4	4	12	4,0
8	2	3	2	7	2,3
9	4	4	4	12	4,0
10	4	4	4	12	4,0
11	4	3	4	11	3,7
12	4	4	4	12	4,0
13	4	4	4	12	4,0
14	4	3	4	11	3,7
15	4	3	4	11	3,7
16	4	4	3	11	3,7
17	4	4	3	11	3,7
18	5	3	3	11	3,7
19	4	3	4	11	3,7
20	4	4	4	12	4,0
21	4	4	4	12	4,0
22	4	4	4	12	4,0

23	4	4	4	12	4,0
24	4	4	4	12	4,0
25	4	4	4	12	4,0
26	4	5	4	13	4,3
27	3	3	3	9	3,0
28	5	5	4	14	4,7
29	4	4	4	12	4,0
30	4	5	4	13	4,3
31	4	4	3	11	3,7
32	3	3	3	9	3,0
33	5	4	5	14	4,7
34	3	4	4	11	3,7
35	4	4	3	11	3,7
36	4	4	5	13	4,3
37	3	5	5	13	4,3
38	3	3	4	10	3,3
39	5	3	3	11	3,7
40	4	4	4	12	4,0
41	3	3	4	10	3,3
42	3	3	3	9	3,0
43	4	3	4	11	3,7
44	4	4	3	11	3,7
45	4	4	4	12	4,0
46	4	2	4	10	3,3
47	3	3	3	9	3,0
48	2	4	5	11	3,7
49	4	4	4	12	4,0
50	3	5	4	12	4,0
51	3	3	3	9	3,0
52	4	3	4	11	3,7
53	3	3	3	9	3,0
54	4	4	3	11	3,7
55	4	4	4	12	4,0
56	3	3	4	10	3,3
57	4	5	4	13	4,3
58	4	4	4	12	4,0
59	4	4	4	12	4,0
60	3	4	4	11	3,7
61	4	3	3	10	3,3
62	5	5	5	15	5,0
63	5	5	5	15	5,0
64	4	3	4	11	3,7
65	4	4	5	13	4,3
66	5	5	3	13	4,3



67	4	4	5	13	4,3
68	5	4	2	11	3,7
69	4	4	4	12	4,0
70	3	4	4	11	3,7
71	5	5	5	15	5,0
72	4	3	5	12	4,0
73	4	3	4	11	3,7
74	4	4	3	11	3,7
75	2	4	2	8	2,7
76	4	4	4	12	4,0
77	4	4	4	12	4,0
78	5	5	4	14	4,7
79	3	3	3	9	3,0
80	4	4	3	11	3,7
81	4	3	3	10	3,3
82	4	4	4	12	4,0
83	4	4	4	12	4,0
84	5	4	3	12	4,0
85	2	3	2	7	2,3
86	4	4	5	13	4,3
87	4	3	4	11	3,7
88	3	5	3	11	3,7
89	3	3	3	9	3,0
90	4	2	4	10	3,3
91	4	4	4	12	4,0
92	5	4	5	14	4,7
93	3	3	4	10	3,3
94	4	4	4	12	4,0
95	3	4	3	10	3,3
96	4	4	3	11	3,7
97	4	4	5	13	4,3
98	4	3	4	11	3,7
99	4	4	4	12	4,0
100	5	5	5	15	5,0

**Tabulasi Variabel Spiritual Human Resource Performance**

No.	SHRP1	SHRP2	SHRP3	Total	Rata-rata
1	4	4	4	12	4,0
2	3	3	3	9	3,0
3	5	5	5	15	5,0
4	4	4	4	12	4,0
5	3	4	4	11	3,7

6	4	4	4	12	4,0
7	4	4	4	12	4,0
8	2	2	3	7	2,3
9	3	3	4	10	3,3
10	4	4	4	12	4,0
11	4	3	3	10	3,3
12	4	4	4	12	4,0
13	4	3	3	10	3,3
14	4	3	3	10	3,3
15	4	3	3	10	3,3
16	4	3	3	10	3,3
17	4	4	4	12	4,0
18	4	3	3	10	3,3
19	4	4	4	12	4,0
20	3	4	4	11	3,7
21	5	3	3	11	3,7
22	4	4	4	12	4,0
23	5	5	5	15	5,0
24	3	3	4	10	3,3
25	5	4	4	13	4,3
26	4	3	3	10	3,3
27	4	4	4	12	4,0
28	3	3	3	9	3,0
29	4	2	4	10	3,3
30	4	4	4	12	4,0
31	3	3	3	9	3,0
32	3	3	3	9	3,0
33	4	3	5	12	4,0
34	4	4	4	12	4,0
35	4	4	3	11	3,7
36	4	4	4	12	4,0
37	2	4	5	11	3,7
38	3	4	4	11	3,7
39	3	3	4	10	3,3
40	4	4	3	11	3,7
41	4	3	4	11	3,7
42	3	5	5	13	4,3
43	4	4	4	12	4,0
44	5	5	3	13	4,3
45	4	4	4	12	4,0
46	2	2	2	6	2,0
47	3	4	3	10	3,3
48	5	5	5	15	5,0
49	4	4	4	12	4,0

50	5	4	5	14	4,7
51	4	4	4	12	4,0
52	5	5	5	15	5,0
53	3	3	3	9	3,0
54	3	3	3	9	3,0
55	4	3	3	10	3,3
56	4	4	4	12	4,0
57	5	4	5	14	4,7
58	4	2	2	8	2,7
59	4	4	4	12	4,0
60	4	4	5	13	4,3
61	4	5	4	13	4,3
62	5	5	5	15	5,0
63	5	5	5	15	5,0
64	5	5	5	15	5,0
65	4	4	4	12	4,0
66	4	4	4	12	4,0
67	4	4	4	12	4,0
68	4	4	4	12	4,0
69	4	4	4	12	4,0
70	5	5	5	15	5,0
71	5	5	5	15	5,0
72	4	4	4	12	4,0
73	4	4	4	12	4,0
74	5	5	5	15	5,0
75	4	3	4	11	3,7
76	4	4	4	12	4,0
77	4	4	4	12	4,0
78	5	5	5	15	5,0
79	4	4	3	11	3,7
80	3	3	3	9	3,0
81	5	4	4	13	4,3
82	4	4	5	13	4,3
83	4	3	5	12	4,0
84	5	4	2	11	3,7
85	4	2	4	10	3,3
86	4	3	3	10	3,3
87	4	3	4	11	3,7
88	4	4	3	11	3,7
89	4	4	4	12	4,0
90	5	5	3	13	4,3
91	4	4	4	12	4,0
92	4	3	3	10	3,3
93	3	3	3	9	3,0

94	3	3	3	9	3,0
95	4	4	4	12	4,0
96	4	4	4	12	4,0
97	4	4	4	12	4,0
98	3	3	3	9	3,0
99	4	4	3	11	3,7
100	5	5	5	15	5,0



### Lampiran 3: Hasil Pengolahan data

#### Uji Validitas

##### *Spiritual Reward and Punishment*

**Correlations**

		SRP1	SRP2	SRP3	TotalSRP
SRP1	Pearson Correlation	1	.245*	.252 <sup>†</sup>	.653**
	Sig. (2-tailed)		.014	.011	.000
	N	100	100	100	100
SRP2	Pearson Correlation	.245*	1	.613**	.822**
	Sig. (2-tailed)	.014		.000	.000
	N	100	100	100	100
SRP3	Pearson Correlation	.252 <sup>†</sup>	.613**	1	.809**
	Sig. (2-tailed)	.011	.000		.000
	N	100	100	100	100
TotalSRP	Pearson Correlation	.653**	.822**	.809**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

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

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

##### *Spiritual Motivation*

**Correlations**

		SM1	SM2	SM3	TotalSM
SM1	Pearson Correlation	1	.332**	.337**	.739**
	Sig. (2-tailed)		.001	.001	.000
	N	100	100	100	100
SM2	Pearson Correlation	.332**	1	.347**	.743**
	Sig. (2-tailed)	.001		.000	.000
	N	100	100	100	100
SM3	Pearson Correlation	.337**	.347**	1	.761**
	Sig. (2-tailed)	.001	.000		.000
	N	100	100	100	100
TotalSM	Pearson Correlation	.739**	.743**	.761**	1
	Sig. (2-tailed)	.000	.000	.000	

N	100	100	100	100
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\*\* . Correlation is significant at the 0.01 level (2-tailed).

### *Spiritual Human Resource Performance*

**Correlations**

		SHRP1	SHRP2	SHRP3	TotalSHRP
SHRP1	Pearson Correlation	1	.588**	.411**	.789**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
SHRP2	Pearson Correlation	.588**	1	.610**	.886**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
SHRP3	Pearson Correlation	.411**	.610**	1	.818**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
TotalSHRP	Pearson Correlation	.789**	.886**	.818**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

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

### **Hasil Uji Reliabilitas**

### *Spiritual Reward and Punishment*

**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
.637	3

### *Spiritual Motivation*

#### 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
.605	3

### *Spiritual Human Resource Performance*

#### 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
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.777	3
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### Uji Multikolinearitas

*Spiritual reward and punishment terhadap spiritual motivation*

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

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)		7.273	1.016			7.159	.000
<i>SpiritualReward&amp;Punishment</i>		.381	.090	.393		4.237	.000
							1.000
							1.000

a. Dependent Variable: *SpiritualMotivation*

*Spiritual reward and punishment terhadap spiritual motivation ke spiritual human resource performance*

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

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)		5.291	1.453			3.641	.000
<i>SpiritualReward&amp;Punishment</i>		.254	.113	.226		2.241	.027
<i>SpiritualMotivation</i>		.298	.117	.257		2.548	.012
							.845
							1.183

a. Dependent Variable: *SpiritualHumanResourcePerformance*

### Uji Heterokedastisitas

*Spiritual reward and punishment terhadap spiritual motivation*

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



Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.103	.636		3.306	.001
	SpiritualReward&Punishmen t	-.085	.056	-.151	-1.516	.133

a. Dependent Variable: Abs\_RES Spiritual Motivation

***Spiritual reward and punishment terhadap spiritual motivation ke spiritual human resource performance***

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.460	.912		1.601	.113
	SpiritualReward&Punishmen t	.039	.071	.060	.548	.585
	SpiritualMotivation	-.049	.073	-.073	-.666	.507

a. Dependent Variable: Abs\_RES2

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.77773151
Most Extreme Differences	Absolute	.081
	Positive	.081
	Negative	-.061
Test Statistic		.081
Asymp. Sig. (2-tailed)		.105 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

### Uji Regresi

#### *Spiritual reward and punihsmnt terhadap spiritual motivation*

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.393 <sup>a</sup>	.155	.146	1.500

a. Predictors: (Constant), SpiritualReward&Punishment

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.394	1	40.394	17.951	.000 <sup>b</sup>
	Residual	220.516	98	2.250		
	Total	260.910	99			

a. Dependent Variable: SpiritualMotivation

b. Predictors: (Constant), SpiritualReward&Punishment

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.273	1.016		7.159	.000
	SpiritualReward&Punishment	.381	.090	.393	4.237	.000

a. Dependent Variable: SpiritualMotivation

#### *Spiritual reward and punishment terhadap spiritual motivation dan spiritual human resource performance*

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.404 <sup>a</sup>	.163	.146	1.739

a. Predictors: (Constant), SpiritualMotivation, SpiritualReward&Punishment

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.271	2	28.635	9.472	.000 <sup>b</sup>
	Residual	293.239	97	3.023		
	Total	350.510	99			

a. Dependent Variable: SpiritualHumanResourcePerformance

b. Predictors: (Constant), SpiritualMotivation, SpiritualReward&Punishment

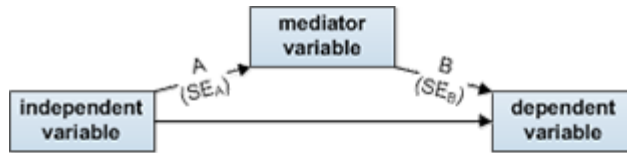


#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.291	1.453		3.641	.000
	SpiritualReward&Punishment	.254	.113	.226	2.241	.027
	SpiritualMotivation	.298	.117	.257	2.548	.012

a. Dependent Variable: SpiritualHumanResourcePerformance

## Uji Sobel



A:  ?

B:  ?

SE<sub>A</sub>:  ?

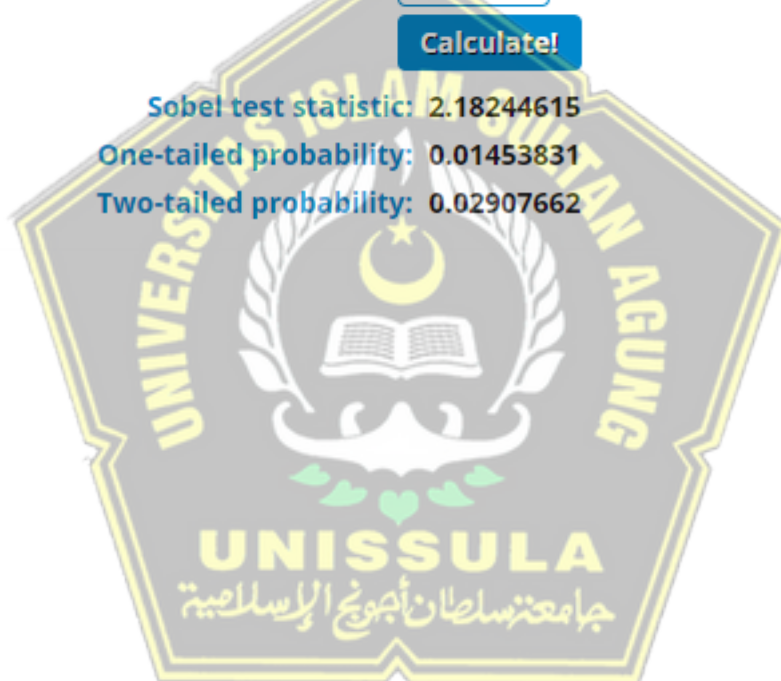
SE<sub>B</sub>:  ?

**Calculate!**

Sobel test statistic: 2.18244615

One-tailed probability: 0.01453831

Two-tailed probability: 0.02907662



## Lampiran 4: Surat Perizinan Penelitian



### SENDANG ARWANA FURINDO

Wood Slabs and Furnitures Manufacture

Jalan Central Patung dan Ukir 04/04 Mulyoharjo Jepara, Central Java

Lamp : -

Semarang, 15 Desember 2020

Hal : Ijin Penelitian

Kepada Yth  
Dekan  
Fakultas Ekonomi  
Universitas Islam Sultan Agung  
Di Semarang

Assalamu'alaikum Wr.Wb.

Dengan rasa syukur semoga limpahan kasih sayang Allah SWT menyertai didalam melaksanakan tugas dan pengabdian kita. Amin.

Menjawab Surat Dekan FE Unissula nomor: 1227/B.I/SA-E/XII/2020 perihal permohonan penelitian di Perusahaan Sendang Arwana Furindo, maka dengan ini kami sampaikan bahwa Pimpinan Perusahaan Sendang Arwana Furindo memberikan ijin mahasiswa berikut:

Nama : Inastaufiqi Etika Ardina  
NIM : 30401700274  
Program Studi : S-1 Manajemen  
Fakultas : Fakultas Ekonomi  
Universitas : Universitas Islam Sultan Agung Semarang  
Judul Penelitian : Pengaruh Spiritual Reward and Punishment dan Spiritual Motivation Terhadap Spiritual Human Resource Performance In Organizational Learning (Studi Pada Karyawan Perusahaan Mebel Sendang Arwana Jepara).

Untuk melakukan penelitian kepada karyawan di semua bidang Perusahaan Sendang Arwana Furindo.

Demikian, atas perhatian dan kerjasamanya kami ucapkan terima kasih.

Wassalamu'alaikum Wr.Wb.

Pimpinan Perusahaan,

(Muhammad Hadi, SH)