

# LAMPIRAN

## Lampiran I

Bandar Lampung, 16 Juni 2025

### Hal : Permohonan Bantuan Pengisian Kuesioner

Kepada Yth :

Bapak/ Ibu

Di Tempat

Dengan ini saya :

Nama : Reynaldo Yodia Rizqi  
NPM : 1912118004P  
Jurusan : S1 Manajemen  
Dosen Pembimbing : Suwandi.,M.M  
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Dengan Hormat,

Bersama ini saya sampaikan bahwa saya bermaksud mengadakan penelitian pada Karyawan CV. Farm Mulawarman. Penelitian ini dilaksanakan dalam rangka penulisan skripsi sebagai salah satu syarat dalam penyelesaian studi pada program Sarjana IIB Darmajaya. Konsentrasi Manajemen Sumber Daya Manusia. Tentang **“PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL DAN LINGKUNGAN KERJA NON FISIK TERHADAP KINERJA KARYAWAN CV. FARM MULAWARMAN”**

Sehubungan dengan maksud di atas, saya mengharapkan bantuan saudara untuk bersedia mengisi instrumen penelitian ini sesuai dengan pendapat dan pengalaman yang dimiliki. Instrumen ini dirancang sedemikian rupa sehingga tidak seorang pun dapat menelusuri sumber informasinya.

Bantuan dan partisipasi saudara merupakan sumbangan yang sangat berharga bagi terselenggaranya penelitian ilmiah ini. Untuk itu semuanya saya ucapkan terima kasih.

Hormat Saya,

**Reynaldo Yodia Rizqi**  
NPM.1912118004P

## KUESIONER

Pertanyaan di bawah ini dalam rangka penelitian skripsi dengan judul :

**PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL DAN  
LINGKUNGAN KERJA NON FISIK TERHADAP KINERJA KARYAWAN  
CV. FARM MULAWARMAN**

Petunjuk pengisian :

1. Jawablah pertanyaan yang diajukan dibawah ini dengan benar dan jujur.
2. Berilah tanda (√) pada salah satu jawaban yang paling benar.
3. Pertanyaan / pernyataan harus dijawab semua

**SS = Sangat Setuju**  
**Setuju**

**S = Setuju**

**CS = Cukup**

**TS = Tidak Setuju**

**STS = Sangat Tidak Setuju**

No. Res :

### IDENTITAS RESPONDEN

1. Nama Responden ..... (boleh/tidak diisi)

2. Umur : ☐ 20 – 30 tahun ☐ 41 – 50 tahun  
☐  
☐ 31 – 40 tahun ☐ > 50 tahun

3. Jenis Kelamin : ☐ Laki – Laki ☐ Perempuan

4. Pendidikan Terakhir : ☐ SMA  
☐ Diploma  
☐ S1

5. Masa Kerja : ☐ 0 – 2 tahun ☐ 5 – 6 tahun  
☐ 3 – 4 tahun ☐ > 7 tahun

## DAFTAR PERNYATAAN

### Gaya Kepemimpinan Tranformasional (X1)

| No | Pernyataan                                                                                                 | Jawaban |   |    |    |     |
|----|------------------------------------------------------------------------------------------------------------|---------|---|----|----|-----|
|    |                                                                                                            | SS      | S | CS | TS | STS |
| 1. | Seluruh karyawan merasa pimpinan perusahaan berperilaku sangat baik dan menjadi panutan seluruh karyawan   |         |   |    |    |     |
| 2. | Keputusan pemimpin mutlak dan harus dikerjakan.                                                            |         |   |    |    |     |
| 3. | Mampu mengartikulasikan pengharapan atas prestasi kerja.                                                   |         |   |    |    |     |
| 4. | Membangkitkan semangat untuk terus optimis dan antusias dalam berkerja.                                    |         |   |    |    |     |
| 5. | Memberikan pengetahuan dalam menyelesaikan pekerjaan dengan cepat dan tepat                                |         |   |    |    |     |
| 6. | Memiliki ide ide dan metode pembelajaran yang sangat kreatif.                                              |         |   |    |    |     |
| 7. | Pemimpin mau mendengarkan saran karyawan dengan penuh perhatian                                            |         |   |    |    |     |
| 8. | Pemimpin mampu memberikan masukan-masukan terhadap bawahan yang melakukan pekerjaan dengan kurang effisien |         |   |    |    |     |

### Lingkungan Kerja Non Fisik (X<sub>2</sub>)

| No | Pernyataan                                                                                                                     | Jawaban |   |    |    |     |
|----|--------------------------------------------------------------------------------------------------------------------------------|---------|---|----|----|-----|
|    |                                                                                                                                | SS      | S | CS | TS | STS |
| 1. | Hubungan antara atasan dan bawahan berjalan dengan baik sehingga membuat team menjadi solid                                    |         |   |    |    |     |
| 2. | Pemberian tugas kerja sesuai dengan jobdesk yang seharusnya diterima.                                                          |         |   |    |    |     |
| 3. | Karyawan mengikuti setiap arahan yang diberikan oleh pemimpin perusahaan                                                       |         |   |    |    |     |
| 4. | Karyawan melakukan pekerjaan dengan totalitas dikarenakan pemimpin perusahaan sangat mengapresiasi setiap hasil kerja karyawan |         |   |    |    |     |
| 5. | Merasa tidak mendapatkan intimidasi dari karyawan lain                                                                         |         |   |    |    |     |
| 6. | Karyawan yang lebih senior membantu karyawan baru dalam menyelesaikan pekerjaan                                                |         |   |    |    |     |
| 7. | Kerja sama team diperusahaan ini sangat terorganisir dan dikelola dengan sangat baik                                           |         |   |    |    |     |
| 8. | Hubungan antara masing masing bagian berjalan dengan baik sehingga memudahkan aktifitas kerja karyawan                         |         |   |    |    |     |

### Kinerja (Y)

| No | Pernyataan                                                                                             | Jawaban |   |    |    |     |
|----|--------------------------------------------------------------------------------------------------------|---------|---|----|----|-----|
|    |                                                                                                        | SS      | S | CS | TS | STS |
| 1. | Berusaha menyelesaikan pekerjaan berdasarkan kuantitas yang di tetapkan                                |         |   |    |    |     |
| 2. | Kualitas hasil pekerjaan karyawan sangat baik dan mengikuti seluruh alur dan aturan perusahaan         |         |   |    |    |     |
| 3. | Dapat mengeluarkan potensi dalam memanfaatkan waktu kerja guna menyelesaikan pekerjaan secara cepat    |         |   |    |    |     |
| 4. | Kuantitas dari karyawan mampu mencapai target yang ditetapkan perusahaan                               |         |   |    |    |     |
| 5. | Karyawan berkerja sesuai dengan jam kerja yang ditetapkan perusahaan                                   |         |   |    |    |     |
| 6. | Menyelesaikan pekerjaan sesuai dengan waktu yang telah ditetapkan.                                     |         |   |    |    |     |
| 7. | Merasa hasil pekerjaan akan lebih baik saat dikerjakan bersama-sama                                    |         |   |    |    |     |
| 8. | Perusahaan mengeluarkan biaya untuk keperluan operasional perusahaan sesuai dengan aturan yang berlaku |         |   |    |    |     |

### Hasil jawaban Responden Gaya Kepemimpinan Transformasional (X1)

| NO       | BUTIR 1    | BUTIR 2    | BUTIR 3    | BUTIR 4    | BUTIR 5    | BUTIR 6    | BUTIR 7    | BUTIR 8    | TOTAL       |
|----------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| 1        | 4          | 5          | 5          | 4          | 5          | 5          | 5          | 4          | 37          |
| 2        | 4          | 5          | 5          | 5          | 5          | 5          | 5          | 5          | 39          |
| 3        | 3          | 4          | 4          | 4          | 3          | 4          | 5          | 4          | 31          |
| 4        | 3          | 4          | 4          | 4          | 4          | 4          | 3          | 3          | 29          |
| 5        | 5          | 4          | 4          | 4          | 5          | 4          | 5          | 2          | 33          |
| 6        | 3          | 4          | 4          | 4          | 5          | 4          | 5          | 3          | 32          |
| 7        | 1          | 4          | 3          | 4          | 4          | 3          | 3          | 3          | 25          |
| 8        | 2          | 4          | 2          | 4          | 4          | 4          | 4          | 2          | 26          |
| 9        | 2          | 4          | 2          | 4          | 4          | 4          | 4          | 2          | 26          |
| 10       | 3          | 4          | 4          | 4          | 4          | 4          | 3          | 3          | 29          |
| 11       | 3          | 4          | 3          | 3          | 1          | 3          | 2          | 3          | 22          |
| 12       | 2          | 4          | 3          | 2          | 1          | 2          | 1          | 1          | 16          |
| 13       | 3          | 4          | 3          | 3          | 3          | 3          | 4          | 4          | 27          |
| 14       | 3          | 3          | 4          | 4          | 3          | 4          | 3          | 3          | 27          |
| 15       | 4          | 5          | 5          | 4          | 5          | 4          | 4          | 3          | 34          |
| 16       | 4          | 5          | 5          | 4          | 4          | 4          | 4          | 5          | 35          |
| 17       | 4          | 5          | 5          | 5          | 5          | 5          | 4          | 4          | 37          |
| 18       | 4          | 5          | 5          | 4          | 4          | 4          | 4          | 3          | 33          |
| 19       | 3          | 4          | 4          | 4          | 3          | 5          | 2          | 3          | 28          |
| 20       | 4          | 5          | 5          | 4          | 4          | 4          | 3          | 3          | 32          |
| 21       | 4          | 5          | 5          | 5          | 4          | 5          | 4          | 3          | 35          |
| 22       | 3          | 5          | 4          | 4          | 4          | 4          | 5          | 3          | 32          |
| 23       | 4          | 5          | 4          | 5          | 4          | 5          | 4          | 3          | 34          |
| 24       | 4          | 4          | 5          | 4          | 4          | 4          | 4          | 3          | 32          |
| 25       | 4          | 5          | 4          | 4          | 3          | 4          | 3          | 3          | 30          |
| 26       | 4          | 5          | 4          | 5          | 3          | 5          | 3          | 4          | 33          |
| 27       | 4          | 5          | 4          | 5          | 3          | 5          | 3          | 4          | 33          |
| 28       | 2          | 5          | 5          | 4          | 4          | 4          | 4          | 3          | 31          |
| 29       | 3          | 3          | 4          | 4          | 3          | 4          | 3          | 3          | 27          |
| 30       | 4          | 5          | 5          | 3          | 5          | 4          | 4          | 3          | 33          |
| 31       | 1          | 4          | 2          | 4          | 4          | 4          | 4          | 2          | 25          |
| 32       | 3          | 4          | 4          | 4          | 4          | 4          | 3          | 3          | 29          |
| 33       | 3          | 4          | 3          | 3          | 1          | 3          | 2          | 3          | 22          |
| 34       | 3          | 4          | 4          | 4          | 3          | 4          | 5          | 4          | 31          |
| 35       | 3          | 4          | 4          | 4          | 4          | 4          | 3          | 3          | 29          |
| <b>T</b> | <b>113</b> | <b>153</b> | <b>140</b> | <b>140</b> | <b>129</b> | <b>142</b> | <b>127</b> | <b>110</b> | <b>1054</b> |

### Hasil jawaban Responden Lingkungan Kerja Non Fisik (X2)

| NO       | BUTIR 1    | BUTIR 2    | BUTIR 3    | BUTIR 4    | BUTIR 5    | BUTIR 6    | BUTIR 7    | BUTIR 8    | TOTAL       |
|----------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| 1        | 4          | 4          | 4          | 5          | 4          | 4          | 5          | 5          | 35          |
| 2        | 4          | 4          | 5          | 4          | 4          | 4          | 4          | 5          | 34          |
| 3        | 4          | 4          | 4          | 4          | 3          | 4          | 5          | 4          | 32          |
| 4        | 4          | 4          | 4          | 4          | 3          | 4          | 4          | 4          | 31          |
| 5        | 2          | 2          | 2          | 2          | 5          | 4          | 4          | 4          | 25          |
| 6        | 1          | 1          | 1          | 4          | 1          | 4          | 4          | 4          | 20          |
| 7        | 4          | 4          | 4          | 3          | 1          | 4          | 4          | 4          | 28          |
| 8        | 4          | 4          | 4          | 4          | 1          | 2          | 2          | 4          | 25          |
| 9        | 4          | 4          | 4          | 4          | 1          | 2          | 2          | 4          | 25          |
| 10       | 3          | 3          | 4          | 4          | 3          | 4          | 4          | 4          | 29          |
| 11       | 2          | 2          | 4          | 4          | 3          | 2          | 4          | 4          | 25          |
| 12       | 2          | 2          | 4          | 3          | 2          | 2          | 3          | 4          | 22          |
| 13       | 2          | 2          | 4          | 4          | 3          | 3          | 4          | 4          | 26          |
| 14       | 3          | 4          | 3          | 4          | 3          | 3          | 4          | 3          | 27          |
| 15       | 4          | 4          | 5          | 5          | 4          | 5          | 5          | 5          | 37          |
| 16       | 4          | 4          | 5          | 5          | 4          | 4          | 5          | 5          | 36          |
| 17       | 4          | 3          | 5          | 5          | 4          | 4          | 5          | 5          | 35          |
| 18       | 5          | 5          | 5          | 5          | 4          | 4          | 5          | 5          | 38          |
| 19       | 3          | 4          | 5          | 4          | 3          | 3          | 5          | 5          | 32          |
| 20       | 3          | 3          | 4          | 4          | 4          | 4          | 5          | 5          | 32          |
| 21       | 3          | 4          | 5          | 5          | 4          | 4          | 4          | 5          | 34          |
| 22       | 4          | 3          | 4          | 5          | 3          | 3          | 4          | 5          | 31          |
| 23       | 4          | 3          | 5          | 5          | 4          | 3          | 5          | 5          | 34          |
| 24       | 4          | 5          | 5          | 5          | 4          | 4          | 5          | 4          | 36          |
| 25       | 3          | 4          | 4          | 4          | 4          | 4          | 4          | 5          | 32          |
| 26       | 3          | 3          | 5          | 4          | 4          | 3          | 5          | 5          | 32          |
| 27       | 4          | 4          | 5          | 4          | 4          | 4          | 5          | 5          | 35          |
| 28       | 3          | 3          | 4          | 4          | 2          | 3          | 4          | 5          | 28          |
| 29       | 3          | 4          | 3          | 4          | 3          | 3          | 4          | 3          | 27          |
| 30       | 4          | 4          | 5          | 5          | 4          | 5          | 5          | 5          | 37          |
| 31       | 4          | 4          | 4          | 4          | 1          | 2          | 2          | 4          | 25          |
| 32       | 3          | 3          | 4          | 4          | 3          | 4          | 4          | 4          | 29          |
| 33       | 2          | 2          | 4          | 4          | 3          | 2          | 4          | 4          | 25          |
| 34       | 4          | 4          | 4          | 4          | 3          | 4          | 5          | 4          | 32          |
| 35       | 4          | 4          | 4          | 4          | 3          | 4          | 4          | 4          | 31          |
| <b>T</b> | <b>118</b> | <b>121</b> | <b>145</b> | <b>146</b> | <b>109</b> | <b>122</b> | <b>147</b> | <b>154</b> | <b>1062</b> |



### Hasil jawaban Responden Kinerja (Y)

| NO       | BUTIR 1    | BUTIR 2    | BUTIR 3    | BUTIR 4    | BUTIR 5    | BUTIR 6    | BUTIR 7    | BUTIR 8    | TOTAL       |
|----------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| 1        | 4          | 4          | 4          | 4          | 4          | 4          | 5          | 4          | 33          |
| 2        | 4          | 3          | 4          | 4          | 4          | 5          | 4          | 5          | 33          |
| 3        | 3          | 4          | 4          | 4          | 4          | 4          | 4          | 4          | 31          |
| 4        | 3          | 3          | 3          | 4          | 4          | 4          | 4          | 4          | 29          |
| 5        | 5          | 2          | 2          | 2          | 2          | 2          | 4          | 4          | 23          |
| 6        | 5          | 2          | 2          | 2          | 2          | 3          | 4          | 5          | 25          |
| 7        | 2          | 3          | 3          | 4          | 4          | 4          | 3          | 4          | 27          |
| 8        | 4          | 2          | 2          | 4          | 4          | 4          | 2          | 4          | 26          |
| 9        | 4          | 2          | 2          | 4          | 4          | 4          | 2          | 4          | 26          |
| 10       | 3          | 3          | 3          | 3          | 3          | 4          | 4          | 4          | 27          |
| 11       | 2          | 3          | 2          | 2          | 2          | 4          | 3          | 3          | 21          |
| 12       | 2          | 2          | 2          | 2          | 3          | 4          | 3          | 3          | 21          |
| 13       | 4          | 4          | 3          | 2          | 2          | 4          | 3          | 3          | 25          |
| 14       | 3          | 3          | 3          | 3          | 4          | 3          | 4          | 4          | 27          |
| 15       | 4          | 3          | 4          | 4          | 4          | 5          | 5          | 4          | 33          |
| 16       | 4          | 5          | 4          | 4          | 4          | 5          | 5          | 4          | 35          |
| 17       | 4          | 4          | 4          | 4          | 3          | 5          | 5          | 5          | 34          |
| 18       | 4          | 3          | 4          | 5          | 5          | 5          | 5          | 4          | 35          |
| 19       | 2          | 3          | 3          | 3          | 4          | 5          | 4          | 5          | 29          |
| 20       | 3          | 3          | 3          | 3          | 3          | 4          | 5          | 4          | 28          |
| 21       | 4          | 3          | 3          | 3          | 4          | 5          | 5          | 5          | 32          |
| 22       | 4          | 3          | 3          | 4          | 3          | 4          | 4          | 4          | 29          |
| 23       | 4          | 3          | 3          | 4          | 3          | 5          | 4          | 5          | 31          |
| 24       | 4          | 3          | 4          | 4          | 5          | 5          | 5          | 4          | 34          |
| 25       | 3          | 3          | 3          | 3          | 4          | 4          | 4          | 4          | 28          |
| 26       | 3          | 4          | 3          | 3          | 3          | 5          | 4          | 5          | 30          |
| 27       | 3          | 4          | 4          | 4          | 4          | 5          | 4          | 5          | 33          |
| 28       | 4          | 3          | 4          | 3          | 3          | 4          | 5          | 4          | 30          |
| 29       | 3          | 3          | 3          | 3          | 4          | 3          | 4          | 4          | 27          |
| 30       | 4          | 3          | 4          | 4          | 4          | 5          | 5          | 3          | 32          |
| 31       | 4          | 2          | 2          | 4          | 4          | 4          | 2          | 4          | 26          |
| 32       | 3          | 3          | 3          | 3          | 3          | 4          | 4          | 4          | 27          |
| 33       | 2          | 3          | 2          | 2          | 2          | 4          | 3          | 3          | 21          |
| 34       | 2          | 4          | 4          | 4          | 4          | 4          | 4          | 4          | 30          |
| 35       | 3          | 3          | 3          | 4          | 4          | 4          | 4          | 4          | 29          |
| <b>T</b> | <b>119</b> | <b>108</b> | <b>109</b> | <b>119</b> | <b>123</b> | <b>147</b> | <b>139</b> | <b>143</b> | <b>1007</b> |

### Lampiran III

#### Hasil Uji Karakteristik Responden

##### UMUR

|       | Frequency   | Percent | Valid Percent | Cumulative Percent |
|-------|-------------|---------|---------------|--------------------|
| Valid | 20-30 Tahun | 25      | 71.4          | 71.4               |
|       | 31-40 Tahun | 7       | 20.0          | 91.4               |
|       | 41-50 Tahun | 3       | 8.6           | 100.0              |
|       | Total       | 35      | 100.0         |                    |

##### JENIS KELAMIN

|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| Valid | Laki Laki | 32      | 91.4          | 91.4               |
|       | Perempuan | 3       | 8.6           | 100.0              |
|       | Total     | 35      | 100.0         |                    |

##### PEND TERAKHIR

|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| Valid | SMA       | 30      | 85.7          | 85.7               |
|       | D3        | 1       | 2.9           | 88.6               |
|       | S1        | 4       | 11.4          | 100.0              |
|       | Total     | 35      | 100.0         |                    |

##### MASA KERJA

|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| Valid | 1-2 Tahun | 13      | 37.1          | 37.1               |
|       | 2-3 Tahun | 17      | 48.6          | 85.7               |
|       | 3-4 Tahun | 4       | 11.4          | 97.1               |
|       | >4 Tahun  | 1       | 2.9           | 100.0              |
|       | Total     | 35      | 100.0         |                    |

#### Lampiran IV

#### Hasil Uji Frekuensi Jawaban Variabel

#### Hasil Uji Frekuensi Jawaban Gaya Kepemimpinan Transformasional (X1)

**Gaya Kepemimpinan Transformasional 1**

|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| 1     | 2         | 5,7     | 5,7           | 5,7                |
| 2     | 4         | 11,4    | 11,4          | 17,1               |
| 3     | 14        | 40,0    | 40,0          | 57,1               |
| 4     | 14        | 40,0    | 40,0          | 97,1               |
| 5     | 1         | 2,9     | 2,9           | 100,0              |
| Total | 35        | 100,0   | 100,0         |                    |

**Gaya Kepemimpinan Transformasional 2**

|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| 3     | 2         | 5,7     | 5,7           | 5,7                |
| 4     | 18        | 51,4    | 51,4          | 57,1               |
| 5     | 15        | 42,9    | 42,9          | 100,0              |
| Total | 35        | 100,0   | 100,0         |                    |

**Gaya Kepemimpinan Transformasional 3**

|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| 2     | 3         | 8,6     | 8,6           | 8,6                |
| 3     | 5         | 14,3    | 14,3          | 22,9               |
| 4     | 16        | 45,7    | 45,7          | 68,6               |
| 5     | 11        | 31,4    | 31,4          | 100,0              |
| Total | 35        | 100,0   | 100,0         |                    |

**Gaya Kepemimpinan Transformatif 4**

|         | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| 2       | 1         | 2,9     | 2,9           | 2,9                |
| 3       | 4         | 11,4    | 11,4          | 14,3               |
| Valid 4 | 24        | 68,6    | 68,6          | 82,9               |
| 5       | 6         | 17,1    | 17,1          | 100,0              |
| Total   | 35        | 100,0   | 100,0         |                    |

**Gaya Kepemimpinan Transformatif 5**

|         | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| 1       | 3         | 8,6     | 8,6           | 8,6                |
| 3       | 9         | 25,7    | 25,7          | 34,3               |
| Valid 4 | 16        | 45,7    | 45,7          | 80,0               |
| 5       | 7         | 20,0    | 20,0          | 100,0              |
| Total   | 35        | 100,0   | 100,0         |                    |

**Gaya Kepemimpinan Transformatif 6**

|         | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| 2       | 1         | 2,9     | 2,9           | 2,9                |
| 3       | 4         | 11,4    | 11,4          | 14,3               |
| Valid 4 | 22        | 62,9    | 62,9          | 77,1               |
| 5       | 8         | 22,9    | 22,9          | 100,0              |
| Total   | 35        | 100,0   | 100,0         |                    |

**Gaya Kepemimpinan Transformasional 7**

|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| 1     | 1         | 2,9     | 2,9           | 2,9                |
| 2     | 3         | 8,6     | 8,6           | 11,4               |
| 3     | 11        | 31,4    | 31,4          | 42,9               |
| 4     | 13        | 37,1    | 37,1          | 80,0               |
| 5     | 7         | 20,0    | 20,0          | 100,0              |
| Total | 35        | 100,0   | 100,0         |                    |

**Gaya Kepemimpinan Transformasional 8**

|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| 1     | 1         | 2,9     | 2,9           | 2,9                |
| 2     | 4         | 11,4    | 11,4          | 14,3               |
| 3     | 21        | 60,0    | 60,0          | 74,3               |
| 4     | 7         | 20,0    | 20,0          | 94,3               |
| 5     | 2         | 5,7     | 5,7           | 100,0              |
| Total | 35        | 100,0   | 100,0         |                    |

**Hasil Uji Frekuensi Jawaban Lingkungan Kerja Non Fisik (X2)**

**Lingkungan Kerja Non Fisik 1**

|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| 1     | 1         | 2,9     | 2,9           | 2,9                |
| 2     | 5         | 14,3    | 14,3          | 17,1               |
| 3     | 10        | 28,6    | 28,6          | 45,7               |
| 4     | 18        | 51,4    | 51,4          | 97,1               |
| 5     | 1         | 2,9     | 2,9           | 100,0              |
| Total | 35        | 100,0   | 100,0         |                    |

**Lingkungan Kerja Non Fisik 2**

|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| 1     | 1         | 2,9     | 2,9           | 2,9                |
| 2     | 5         | 14,3    | 14,3          | 17,1               |
| 3     | 8         | 22,9    | 22,9          | 40,0               |
| 4     | 19        | 54,3    | 54,3          | 94,3               |
| 5     | 2         | 5,7     | 5,7           | 100,0              |
| Total | 35        | 100,0   | 100,0         |                    |

**Lingkungan Kerja Non Fisik 3**

|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| 1     | 1         | 2,9     | 2,9           | 2,9                |
| 2     | 1         | 2,9     | 2,9           | 5,7                |
| 3     | 2         | 5,7     | 5,7           | 11,4               |
| 4     | 19        | 54,3    | 54,3          | 65,7               |
| 5     | 12        | 34,3    | 34,3          | 100,0              |
| Total | 35        | 100,0   | 100,0         |                    |

**Lingkungan Kerja Non Fisik 4**

|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| 2     | 1         | 2,9     | 2,9           | 2,9                |
| 3     | 2         | 5,7     | 5,7           | 8,6                |
| 4     | 22        | 62,9    | 62,9          | 71,4               |
| 5     | 10        | 28,6    | 28,6          | 100,0              |
| Total | 35        | 100,0   | 100,0         |                    |

**Lingkungan Kerja Non Fisik 5**

|         | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| 1       | 5         | 14,3    | 14,3          | 14,3               |
| 2       | 2         | 5,7     | 5,7           | 20,0               |
| Valid 3 | 13        | 37,1    | 37,1          | 57,1               |
| 4       | 14        | 40,0    | 40,0          | 97,1               |
| 5       | 1         | 2,9     | 2,9           | 100,0              |
| Total   | 35        | 100,0   | 100,0         |                    |

**Lingkungan Kerja Non Fisik 6**

|         | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| 2       | 6         | 17,1    | 17,1          | 17,1               |
| 3       | 8         | 22,9    | 22,9          | 40,0               |
| Valid 4 | 19        | 54,3    | 54,3          | 94,3               |
| 5       | 2         | 5,7     | 5,7           | 100,0              |
| Total   | 35        | 100,0   | 100,0         |                    |

**Lingkungan Kerja Non Fisik 7**

|         | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| 2       | 3         | 8,6     | 8,6           | 8,6                |
| 3       | 1         | 2,9     | 2,9           | 11,4               |
| Valid 4 | 17        | 48,6    | 48,6          | 60,0               |
| 5       | 14        | 40,0    | 40,0          | 100,0              |
| Total   | 35        | 100,0   | 100,0         |                    |

**Lingkungan Kerja Non Fisik 8**

|         | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| 3       | 2         | 5,7     | 5,7           | 5,7                |
| Valid 4 | 17        | 48,6    | 48,6          | 54,3               |
| 5       | 16        | 45,7    | 45,7          | 100,0              |
| Total   | 35        | 100,0   | 100,0         |                    |

**Hasil Uji Frekuensi Jawaban Kinerja**

**Kinerja 1**

|         | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| 2       | 6         | 17,1    | 17,1          | 17,1               |
| 3       | 11        | 31,4    | 31,4          | 48,6               |
| Valid 4 | 16        | 45,7    | 45,7          | 94,3               |
| 5       | 2         | 5,7     | 5,7           | 100,0              |
| Total   | 35        | 100,0   | 100,0         |                    |

**Kinerja 2**

|         | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| 2       | 6         | 17,1    | 17,1          | 17,1               |
| 3       | 21        | 60,0    | 60,0          | 77,1               |
| Valid 4 | 7         | 20,0    | 20,0          | 97,1               |
| 5       | 1         | 2,9     | 2,9           | 100,0              |
| Total   | 35        | 100,0   | 100,0         |                    |



**Kinerja 3**

|         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|---------|-----------|---------|---------------|-----------------------|
| Valid 2 | 8         | 22,9    | 22,9          | 22,9                  |
| 3       | 15        | 42,9    | 42,9          | 65,7                  |
| 4       | 12        | 34,3    | 34,3          | 100,0                 |
| Total   | 35        | 100,0   | 100,0         |                       |

**Kinerja 4**

|         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|---------|-----------|---------|---------------|-----------------------|
| Valid 2 | 6         | 17,1    | 17,1          | 17,1                  |
| 3       | 10        | 28,6    | 28,6          | 45,7                  |
| 4       | 18        | 51,4    | 51,4          | 97,1                  |
| 5       | 1         | 2,9     | 2,9           | 100,0                 |
| Total   | 35        | 100,0   | 100,0         |                       |

**Kinerja 5**

|         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|---------|-----------|---------|---------------|-----------------------|
| Valid 2 | 5         | 14,3    | 14,3          | 14,3                  |
| 3       | 9         | 25,7    | 25,7          | 40,0                  |
| 4       | 19        | 54,3    | 54,3          | 94,3                  |
| 5       | 2         | 5,7     | 5,7           | 100,0                 |
| Total   | 35        | 100,0   | 100,0         |                       |

**Kinerja 6**

|         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|---------|-----------|---------|---------------|-----------------------|
| 2       | 1         | 2,9     | 2,9           | 2,9                   |
| 3       | 3         | 8,6     | 8,6           | 11,4                  |
| Valid 4 | 19        | 54,3    | 54,3          | 65,7                  |
| 5       | 12        | 34,3    | 34,3          | 100,0                 |
| Total   | 35        | 100,0   | 100,0         |                       |

**Kinerja 7**

|         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|---------|-----------|---------|---------------|-----------------------|
| 2       | 3         | 8,6     | 8,6           | 8,6                   |
| 3       | 5         | 14,3    | 14,3          | 22,9                  |
| Valid 4 | 17        | 48,6    | 48,6          | 71,4                  |
| 5       | 10        | 28,6    | 28,6          | 100,0                 |
| Total   | 35        | 100,0   | 100,0         |                       |

**Kinerja 8**

|         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|---------|-----------|---------|---------------|-----------------------|
| 3       | 5         | 14,3    | 14,3          | 14,3                  |
| Valid 4 | 22        | 62,9    | 62,9          | 77,1                  |
| 5       | 8         | 22,9    | 22,9          | 100,0                 |
| Total   | 35        | 100,0   | 100,0         |                       |

## Lampiran V

### Hasil Uji Validitas

## Gaya Kepemimpinan Transformasional

## Correlations

[illegible]

|                                          |                     |        |        |        |        |        |        |        |        |        |
|------------------------------------------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Gaya Kepemimpinan Transformasional 8     | Pearson Correlation | ,433** | ,373*  | ,520** | ,453** | ,188   | ,463** | ,357*  | 1      | ,646** |
|                                          | Sig. (2-tailed)     | ,009   | ,027   | ,001   | ,006   | ,280   | ,005   | ,035   |        | ,000   |
|                                          | N                   | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |
| Total Gaya Kepemimpinan Transformasional | Pearson Correlation | ,702** | ,648** | ,765** | ,724** | ,743** | ,796** | ,689** | ,646** | 1      |
|                                          | Sig. (2-tailed)     | ,000   | ,000   | ,000   | ,000   | ,000   | ,000   | ,000   | ,000   |        |
|                                          | N                   | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |

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

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

### Lingkungan Kerja Non Fisik

|                              |                     | Correlations                 |                              |                              |                              |                              |                              |                              |                              |                                  |
|------------------------------|---------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|----------------------------------|
|                              |                     | Lingkungan Kerja Non Fisik 1 | Lingkungan Kerja Non Fisik 2 | Lingkungan Kerja Non Fisik 3 | Lingkungan Kerja Non Fisik 4 | Lingkungan Kerja Non Fisik 5 | Lingkungan Kerja Non Fisik 6 | Lingkungan Kerja Non Fisik 7 | Lingkungan Kerja Non Fisik 8 | TOTAL LINGKUNGAN KERJA NON FISIK |
| Lingkungan Kerja Non Fisik 1 | Pearson Correlation | 1                            | ,842**                       | ,615**                       | ,494**                       | ,140                         | ,302                         | ,170                         | ,322                         | ,702**                           |
|                              | Sig. (2-tailed)     |                              | ,000                         | ,000                         | ,003                         | ,421                         | ,078                         | ,329                         | ,059                         | ,000                             |
|                              | N                   | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                               |
| Lingkungan Kerja Non Fisik 2 | Pearson Correlation | ,842**                       | 1                            | ,536**                       | ,398*                        | ,154                         | ,309                         | ,140                         | ,138                         | ,650**                           |
|                              | Sig. (2-tailed)     | ,000                         |                              | ,001                         | ,018                         | ,379                         | ,071                         | ,422                         | ,430                         | ,000                             |
|                              | N                   | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                               |
| Lingkungan Kerja Non Fisik 3 | Pearson Correlation | ,615**                       | ,536**                       | 1                            | ,562**                       | ,386*                        | ,140                         | ,347*                        | ,609**                       | ,749**                           |
|                              | Sig. (2-tailed)     | ,000                         | ,001                         |                              | ,000                         | ,022                         | ,422                         | ,041                         | ,000                         | ,000                             |
|                              | N                   | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                               |
| Lingkungan Kerja Non Fisik 4 | Pearson Correlation | ,494**                       | ,398*                        | ,562**                       | 1                            | ,301                         | ,264                         | ,398*                        | ,484**                       | ,675**                           |
|                              | Sig. (2-tailed)     | ,003                         | ,018                         | ,000                         |                              | ,079                         | ,125                         | ,018                         | ,003                         | ,000                             |
|                              | N                   | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                               |
| Lingkungan Kerja Non Fisik 5 | Pearson Correlation | ,140                         | ,154                         | ,386*                        | ,301                         | 1                            | ,545**                       | ,729**                       | ,470**                       | ,700**                           |
|                              | Sig. (2-tailed)     | ,421                         | ,379                         | ,022                         | ,079                         |                              | ,001                         | ,000                         | ,004                         | ,000                             |
|                              | N                   | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                           | 35                               |
| Lingkungan Kerja Non Fisik 6 | Pearson Correlation | ,302                         | ,309                         | ,140                         | ,264                         | ,545**                       | 1                            | ,660**                       | ,354*                        | ,660**                           |
|                              | Sig. (2-tailed)     | ,078                         | ,071                         | ,422                         | ,125                         | ,001                         |                              | ,000                         | ,037                         | ,000                             |

[illegible]

|               |                     |       |        |        |        |        |        |        |        |        |
|---------------|---------------------|-------|--------|--------|--------|--------|--------|--------|--------|--------|
| Kinerja 6     | Pearson Correlation | -,039 | ,431** | ,550** | ,514** | ,420*  | 1      | ,330   | ,294   | ,674** |
|               | Sig. (2-tailed)     | ,826  | ,010   | ,001   | ,002   | ,012   |        | ,053   | ,087   | ,000   |
|               | N                   | 35    | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |
| Kinerja 7     | Pearson Correlation | ,249  | ,475** | ,745** | ,220   | ,223   | ,330   | 1      | ,274   | ,706** |
|               | Sig. (2-tailed)     | ,148  | ,004   | ,000   | ,205   | ,199   | ,053   |        | ,111   | ,000   |
|               | N                   | 35    | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |
| Kinerja 8     | Pearson Correlation | ,272  | ,119   | ,232   | ,284   | ,203   | ,294   | ,274   | 1      | ,499** |
|               | Sig. (2-tailed)     | ,114  | ,495   | ,180   | ,098   | ,242   | ,087   | ,111   |        | ,002   |
|               | N                   | 35    | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |
| TOTAL KINERJA | Pearson Correlation | ,338* | ,563** | ,880** | ,760** | ,653** | ,674** | ,706** | ,499** | 1      |
|               | Sig. (2-tailed)     | ,047  | ,000   | ,000   | ,000   | ,000   | ,000   | ,000   | ,002   |        |
|               | N                   | 35    | 35     | 35     | 35     | 35     | 35     | 35     | 35     | 35     |

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

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

## Lampiran VI

### Hasil Uji Reliabilita

#### Gaya Kepemimpinan Transformasional

##### Reliability Statistics

|                  |            |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| ,853             | 8          |

#### Lingkungan Kerja Non Fisik

##### Reliability Statistics

|                  |            |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| ,836             | 8          |

#### Kinerja

##### Reliability Statistics

|                  |            |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| ,786             | 8          |

## Lampiran VII

### Hasil Uji Normalitas

One-Sample Kolmogorov-Smirnov Test

|                                  |                | TOTAL GAYA<br>KEPEMIMPINAN<br>TRANSFORMASIONAL | TOTAL<br>LINGKUNGAN<br>KERJA NON FISIK | TOTAL KINERJA |
|----------------------------------|----------------|------------------------------------------------|----------------------------------------|---------------|
| N                                |                | 35                                             | 35                                     | 35            |
| Normal Parameters <sup>a,b</sup> | Mean           | 30,11                                          | 30,34                                  | 28,77         |
|                                  | Std. Deviation | 4,745                                          | 4,659                                  | 3,919         |
|                                  | Absolute       | ,117                                           | ,128                                   | ,088          |
| Most Extreme Differences         | Positive       | ,072                                           | ,103                                   | ,074          |
|                                  | Negative       | -,117                                          | -,128                                  | -,088         |
| Kolmogorov-Smirnov Z             |                | ,692                                           | ,754                                   | ,522          |
| Asymp. Sig. (2-tailed)           |                | ,725                                           | ,620                                   | ,948          |

a. Test distribution is Normal.

b. Calculated from data.

## Lampiran VIII

### Hasil Uji Lineritas

ANOVA Table

|                 |               |                | Sum of<br>Squares | df | Mean<br>Square | F      | Sig. |
|-----------------|---------------|----------------|-------------------|----|----------------|--------|------|
| (Combined)      |               |                | 380,138           | 14 | 27,153         | 3,823  | ,003 |
| TOTAL KINERJA * | Between       | Linearity      | 344,994           | 1  | 344,994        | 48,579 | ,000 |
| TOTAL GAYA      | Groups        | Deviation from | 35,144            | 13 | 2,703          | ,381   | ,961 |
| KEPEMIMPINAN    |               | Linearity      |                   |    |                |        |      |
| TRANSFORMASION  | Within Groups |                | 142,033           | 20 | 7,102          |        |      |
| AL              | Total         |                | 522,171           | 34 |                |        |      |

**ANOVA Table**

|                  |                |                          | Sum of Squares | df | Mean Square | F       | Sig. |
|------------------|----------------|--------------------------|----------------|----|-------------|---------|------|
| (Combined)       |                |                          | 475,838        | 13 | 36,603      | 16,590  | ,000 |
| TOTAL KINERJA *  | Between Groups | Linearity                | 430,698        | 1  | 430,698     | 195,209 | ,000 |
| TOTAL LINGKUNGAN |                | Deviation from Linearity | 45,140         | 12 | 3,762       | 1,705   | ,137 |
| KERJA NON FISIK  | Within Groups  |                          | 46,333         | 21 | 2,206       |         |      |
| Total            |                |                          | 522,171        | 34 |             |         |      |

**Lampiran IX****Hasil Uji Multikolinieritas****Coefficients<sup>a</sup>**

| Model                                      | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |       |
|--------------------------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
|                                            | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF   |
| (Constant)                                 | 3,475                       | 1,706      |                           | 2,037 | ,050 |                         |       |
| 1 TOTAL GAYA KEPEMIMPINAN TRANSFORMASIONAL | ,271                        | ,074       | ,328                      | 3,654 | ,001 | ,479                    | 2,089 |
| TOTAL LINGKUNGAN KERJA NON FISIK           | ,565                        | ,076       | ,671                      | 7,473 | ,000 | ,479                    | 2,089 |

a. Dependent Variable: TOTAL KINERJA



## Lampiran X

### Hasil Uji Regresi Berganda

#### UJI t

#### X1-Y

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .813 <sup>a</sup> | .661     | .650              | 2.317                      |

a. Predictors: (Constant), TOTAL LKNF

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

| Model |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 344.994        | 1  | 344.994     | 64.257 | .000 <sup>b</sup> |
|       | Residual   | 177.177        | 33 | 5.369       |        |                   |
|       | Total      | 522.171        | 34 |             |        |                   |

a. Dependent Variable: TOTAL PRODUKTIVITAS

b. Predictors: (Constant), TOTAL LKNF

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

| Model | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|-----------------------------|------------|---------------------------|-------|------|
|       | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)                  | 8.555      | 2.552                     | 3.352 | .002 |
|       | TOTAL LKNF                  | .671       | .084                      | .813  | .000 |

a. Dependent Variable: TOTAL PRODUKTIVITAS

**X2-Y**

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .908 <sup>a</sup> | .825     | .820              | 1.665                      |

a. Predictors: (Constant), TOTAL KF

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

| Model |            | Sum of Squares | df | Mean Square | F       | Sig.              |
|-------|------------|----------------|----|-------------|---------|-------------------|
| 1     | Regression | 430.698        | 1  | 430.698     | 155.379 | .000 <sup>b</sup> |
|       | Residual   | 91.473         | 33 | 2.772       |         |                   |
|       | Total      | 522.171        | 34 |             |         |                   |

a. Dependent Variable: TOTAL PRODUKTIVITAS

b. Predictors: (Constant), TOTAL KF

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

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
|       |            | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant) | 5.590                       | 1.881      |                           | 2.972  | .005 |
|       | TOTAL KF   | .764                        | .061       | .908                      | 12.465 | .000 |

a. Dependent Variable: TOTAL PRODUKTIVITAS

## UJI F

### X1 & X2 - Y

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | ,936 <sup>a</sup> | ,876     | ,869              | 1,420                      |

a. Predictors: (Constant), TOTAL LINGKUNGAN KERJA NON FISIK, TOTAL GAYA KEPEMIMPINAN TRANSFORMASIONAL

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

| Model |            | Sum of Squares | df | Mean Square | F       | Sig.              |
|-------|------------|----------------|----|-------------|---------|-------------------|
| 1     | Regression | 457,628        | 2  | 228,814     | 113,444 | ,000 <sup>b</sup> |
|       | Residual   | 64,543         | 32 | 2,017       |         |                   |
|       | Total      | 522,171        | 34 |             |         |                   |

a. Dependent Variable: TOTAL KINERJA

b. Predictors: (Constant), TOTAL LINGKUNGAN KERJA NON FISIK, TOTAL GAYA KEPEMIMPINAN TRANSFORMASIONAL

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

| Model |                                          | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------------------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                                          | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)                               | 3,475                       | 1,706      |                           | 2,037 | ,050 |
|       | TOTAL GAYA KEPEMIMPINAN TRANSFORMASIONAL | ,271                        | ,074       | ,328                      | 3,654 | ,001 |
|       | TOTAL LINGKUNGAN KERJA NON FISIK         | ,565                        | ,076       | ,671                      | 7,473 | ,000 |
|       |                                          |                             |            |                           |       |      |

a. Dependent Variable: TOTAL KINERJA