

LAMPIRAN

Hasil Pengumpulan Data Jawaban Responden

1. Gaya Kepemimpinan Transformasional (X1)

No. Resp	Butir Pernyataan							TOTAL X1
	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	
1	5	5	5	4	4	4	5	32
2	5	4	5	5	5	4	5	33
3	5	5	4	5	5	5	4	33
4	5	4	5	5	5	5	5	34
5	5	4	4	5	5	5	5	33
6	5	4	4	5	4	5	5	32
7	5	5	5	5	5	5	5	35
8	4	4	5	5	5	5	4	32
9	5	4	4	5	5	5	5	33
10	5	5	5	4	5	5	5	34
11	5	5	5	4	5	5	5	34
12	4	5	5	4	4	5	5	32
13	5	4	5	4	4	4	4	30
14	4	4	4	4	4	4	4	28
15	4	4	5	5	4	4	5	31
16	4	4	4	4	3	4	4	27
17	4	3	5	5	3	4	4	28
18	4	4	4	4	4	4	4	28
19	4	3	4	3	4	5	4	27
20	3	3	3	3	3	3	3	21
21	4	3	4	3	4	5	4	27
22	4	4	3	5	5	4	4	29
23	4	3	4	3	3	4	3	24
24	5	5	4	5	5	5	5	34
25	4	5	4	4	5	5	5	32
26	4	3	5	3	3	4	4	26
27	5	3	4	4	3	4	4	27
28	4	3	4	3	4	4	5	27
29	5	3	4	3	4	5	5	29
30	5	4	4	4	3	4	4	28
31	4	4	4	4	4	4	4	28
32	5	3	4	3	4	4	4	27
33	4	3	4	4	3	4	4	26
34	5	3	4	3	4	4	4	27
35	4	3	5	3	4	4	4	27
36	5	5	4	4	4	5	5	32
37	5	3	4	3	4	4	4	27
38	5	3	4	3	4	4	5	28
39	4	3	4	4	4	4	5	28
40	5	3	4	3	4	4	4	27
TOTAL	180	152	171	159	164	175	176	1177

Dari hasil yang diperoleh pada tabel tersebut dapat disimpulkan bahwa :

1. Nilai tertinggi diperoleh pada indikator X1.1 yaitu saling menghormati dan menghargai antara atasan dan bawahan dengan skor total 180.
2. Nilai terendah diperoleh pada indikator X1.2 yaitu Selalu memberikan motivasi karyawan dalam bekerja dengan skor total 152.

2. Semangat Kerja (X2)

No. Resp	Butir Pernyataan							TOTAL X2
	X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	
1	5	5	5	4	5	4	4	32
2	5	5	4	4	3	5	5	31
3	5	4	4	4	5	5	5	32
4	4	4	5	5	5	4	5	32
5	5	4	5	5	5	5	5	34
6	5	3	4	5	5	5	5	32
7	5	5	5	5	5	5	5	35
8	4	4	5	5	4	5	5	32
9	4	5	5	5	4	5	5	33
10	4	4	4	4	4	4	4	28
11	5	4	4	5	4	4	4	30
12	4	4	4	4	4	4	4	28
13	4	4	4	4	4	4	3	27
14	4	4	5	4	5	5	4	31
15	4	5	4	4	4	5	5	31
16	3	3	3	3	3	3	3	21
17	4	4	4	4	4	4	4	28
18	3	3	3	3	3	3	3	21
19	4	4	4	4	4	4	4	28
20	4	4	5	3	3	4	4	27
21	4	5	4	3	3	4	4	27
22	4	4	5	4	5	5	4	31
23	5	4	4	3	3	3	4	26
24	5	5	5	4	5	4	5	33
25	5	5	5	5	4	4	4	32
26	4	3	4	3	3	3	3	23
27	4	4	5	3	3	4	4	27
28	4	4	3	3	3	4	4	25
29	5	4	4	3	3	4	4	27
30	4	5	4	3	3	4	4	27
31	4	4	4	4	4	4	4	28
32	4	2	2	2	3	4	5	22
33	4	3	2	2	3	4	4	22
34	4	3	2	2	3	4	4	22
35	4	3	2	2	3	4	4	22
36	4	4	5	5	4	5	5	32
37	4	3	2	2	3	4	4	22
38	4	2	2	2	3	4	4	21
39	5	3	2	2	3	4	4	23
40	4	2	2	2	3	4	4	21
TOTAL	170	154	154	143	150	167	168	1106

Dari hasil yang diperoleh pada tabel tersebut dapat disimpulkan bahwa :

1. Nilai tertinggi diperoleh pada indikator X2.1 yaitu Selalu bersemangat dalam menjalankan tugas dan tanggung jawab dengan skor total 170.
2. Nilai terendah diperoleh pada indikator X2.4 yaitu Beban kerja yang diberikan sesuai dengan kemampuan karyawan dengan skor total 143.

3. Kinerja (Y)

No. Resp	Butir Pernyataan							TOTAL Y
	Y.1	Y.2	Y.3	Y.4	Y.5	Y.6	Y.7	
1	4	4	5	5	5	4	4	31
2	5	5	4	4	5	5	4	32
3	4	5	4	5	5	4	5	32
4	5	5	4	5	5	4	4	32
5	4	5	4	5	5	4	5	32
6	4	4	4	4	5	5	5	31
7	4	4	4	4	4	4	4	28
8	5	5	5	4	4	5	5	33
9	4	4	5	5	4	5	5	32
10	5	5	5	5	5	5	5	35
11	5	4	4	4	5	5	5	32
12	5	5	5	5	4	4	4	32
13	5	5	5	5	4	5	5	34
14	5	5	5	5	5	5	5	35
15	4	5	5	5	4	5	5	33
16	3	3	3	3	3	3	3	21
17	4	4	3	5	4	3	5	28
18	4	3	4	4	5	4	4	28
19	3	4	4	5	5	4	4	29
20	3	3	3	3	3	3	3	21
21	3	4	4	5	5	4	4	29
22	5	5	5	5	4	5	5	34
23	4	3	4	4	5	4	4	28
24	5	5	4	5	5	4	5	33
25	5	5	5	4	5	4	4	32
26	4	4	4	3	5	4	4	28
27	4	3	3	5	3	3	3	24
28	4	3	3	4	5	4	5	28
29	4	4	3	4	5	4	5	29
30	4	4	4	4	5	4	5	30
31	4	4	4	4	4	4	4	28
32	5	4	4	5	4	4	4	30
33	4	4	3	5	4	3	3	26
34	4	4	4	4	4	4	3	27
35	4	4	3	4	4	4	3	26
36	5	4	4	5	4	4	5	31
37	4	4	4	3	4	4	4	27
38	4	4	4	3	5	4	3	27
39	5	4	4	3	4	4	4	28
40	4	3	4	3	4	3	4	25
TOTAL	170	166	162	172	177	164	170	1181

Dari hasil yang diperoleh pada tabel tersebut dapat disimpulkan bahwa :

1. Nilai tertinggi diperoleh pada indikator X3.5 yaitu Selalu menjaga ketepatan waktu dan tingkat kehadiran dalam bekerja dengan skor total 177.
2. Nilai terendah diperoleh pada indikator X3.3 yaitu Selalu bekerjasama dengan rekan kerja dalam menyelesaikan pekerjaan dengan skor total 162.

Hasil Output Uji Frekuensi Karakteristik Responden

Statistics

		Jenis Kelamin	Usia	Masa Kerja
N	Valid	40	40	40
	Missing	0	0	0

Jenis Kelamin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laki-Laki	40	100,0	100,0	100,0

Usia

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	17-22	2	5,0	5,0	5,0
	23-28	9	22,5	22,5	27,5
	29-34	14	35,0	35,0	62,5
	>34	15	37,5	37,5	100,0
	Total	40	100,0	100,0	

Masa Kerja

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1 Tahun	13	32,5	32,5	32,5
	2-3 Tahun	27	67,5	67,5	100,0
	Total	40	100,0	100,0	

Hasil Output Uji Frekuensi Jawaban Responden

1. Gaya Kepemimpinan Transformasional (X1)

Statistics

	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	TOTAL_X1
N Valid	40	40	40	40	40	40	40	40
Missing	0	0	0	0	0	0	0	0
Mean	4,50	3,80	4,28	3,98	4,10	4,38	4,40	29,43
Std. Error of Mean	,088	,125	,088	,127	,112	,085	,093	,510
Median	5,00	4,00	4,00	4,00	4,00	4,00	4,00	28,00
Mode	5	3	4	4	4	4	4	27
Std. Deviation	,555	,791	,554	,800	,709	,540	,591	3,226
Variance	,308	,626	,307	,640	,503	,292	,349	10,404
Range	2	2	2	2	2	2	2	14
Minimum	3	3	3	3	3	3	3	21
Maximum	5	5	5	5	5	5	5	35
Sum	180	152	171	159	164	175	176	1177

X1.1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Kurang Setuju	1	2,5	2,5	2,5
Setuju	18	45,0	45,0	47,5
Sangat Setuju	21	52,5	52,5	100,0
Total	40	100,0	100,0	

X1.2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Kurang Setuju	17	42,5	42,5	42,5
Setuju	14	35,0	35,0	77,5
Sangat Setuju	9	22,5	22,5	100,0
Total	40	100,0	100,0	

X1.3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Kurang Setuju	2	5,0	5,0	5,0
Setuju	25	62,5	62,5	67,5
Sangat Setuju	13	32,5	32,5	100,0
Total	40	100,0	100,0	

X1.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang Setuju	13	32,5	32,5	32,5
	Setuju	15	37,5	37,5	70,0
	Sangat Setuju	12	30,0	30,0	100,0
	Total	40	100,0	100,0	

X1.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang Setuju	8	20,0	20,0	20,0
	Setuju	20	50,0	50,0	70,0
	Sangat Setuju	12	30,0	30,0	100,0
	Total	40	100,0	100,0	

X1.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang Setuju	1	2,5	2,5	2,5
	Setuju	23	57,5	57,5	60,0
	Sangat Setuju	16	40,0	40,0	100,0
	Total	40	100,0	100,0	

X1.7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang Setuju	2	5,0	5,0	5,0
	Setuju	20	50,0	50,0	55,0
	Sangat Setuju	18	45,0	45,0	100,0
	Total	40	100,0	100,0	

2. Semangat Kerja (X2)

Statistics

	X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	TOTAL_X2
N Valid	40	40	40	40	40	40	40	40
Missing	0	0	0	0	0	0	0	0
Mean	4,25	3,85	3,85	3,58	3,75	4,18	4,20	27,65
Std. Error of Mean	,086	,137	,174	,168	,128	,094	,096	,683
Median	4,00	4,00	4,00	4,00	4,00	4,00	4,00	28,00
Mode	4	4	4	4	3	4	4	32
Std. Deviation	,543	,864	1,099	1,059	,809	,594	,608	4,318
Variance	,295	,746	1,208	1,122	,654	,353	,369	18,644
Range	2	3	3	3	2	2	2	14
Minimum	3	2	2	2	3	3	3	21
Maximum	5	5	5	5	5	5	5	35
Sum	170	154	154	143	150	167	168	1106

X2.1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Kurang Setuju	2	5,0	5,0	5,0
Setuju	26	65,0	65,0	70,0
Sangat Setuju	12	30,0	30,0	100,0
Total	40	100,0	100,0	

X2.2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Tidak Setuju	3	7,5	7,5	7,5
Kurang Setuju	9	22,5	22,5	30,0
Setuju	19	47,5	47,5	77,5
Sangat Setuju	9	22,5	22,5	100,0
Total	40	100,0	100,0	

X2.3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Tidak Setuju	8	20,0	20,0	20,0
Kurang Setuju	3	7,5	7,5	27,5
Setuju	16	40,0	40,0	67,5
Sangat Setuju	13	32,5	32,5	100,0
Total	40	100,0	100,0	

X2.4

	Frequency	Percent	Valid Percent	Cumulative Percent
Tidak Setuju	8	20,0	20,0	20,0
Kurang Setuju	10	25,0	25,0	45,0
Valid Setuju	13	32,5	32,5	77,5
Sangat Setuju	9	22,5	22,5	100,0
Total	40	100,0	100,0	

X2.5

	Frequency	Percent	Valid Percent	Cumulative Percent
Kurang Setuju	19	47,5	47,5	47,5
Valid Setuju	12	30,0	30,0	77,5
Sangat Setuju	9	22,5	22,5	100,0
Total	40	100,0	100,0	

X2.6

	Frequency	Percent	Valid Percent	Cumulative Percent
Kurang Setuju	4	10,0	10,0	10,0
Valid Setuju	25	62,5	62,5	72,5
Sangat Setuju	11	27,5	27,5	100,0
Total	40	100,0	100,0	

X2.7

	Frequency	Percent	Valid Percent	Cumulative Percent
Kurang Setuju	4	10,0	10,0	10,0
Valid Setuju	24	60,0	60,0	70,0
Sangat Setuju	12	30,0	30,0	100,0
Total	40	100,0	100,0	

3. Kinerja (Y)

Statistics

		Y.1	Y.2	Y.3	Y.4	Y.5	Y.6	Y.7	TOTAL_Y
N	Valid	40	40	40	40	40	40	40	40
	Missing	0	0	0	0	0	0	0	0
Mean		4,25	4,15	4,05	4,30	4,43	4,10	4,25	29,53
Std. Error of Mean		,100	,111	,107	,120	,101	,100	,117	,538
Median		4,00	4,00	4,00	4,00	4,50	4,00	4,00	29,50
Mode		4	4	4	5	5	4	5	28 ^a
Std. Deviation		,630	,700	,677	,758	,636	,632	,742	3,404
Variance		,397	,490	,459	,574	,404	,400	,551	11,589
Range		2	2	2	2	2	2	2	14
Minimum		3	3	3	3	3	3	3	21
Maximum		5	5	5	5	5	5	5	35
Sum		170	166	162	172	177	164	170	1181

Y.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang Setuju	4	10,0	10,0	10,0
	Setuju	22	55,0	55,0	65,0
	Sangat Setuju	14	35,0	35,0	100,0
	Total	40	100,0	100,0	

Y.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang Setuju	7	17,5	17,5	17,5
	Setuju	20	50,0	50,0	67,5
	Sangat Setuju	13	32,5	32,5	100,0
	Total	40	100,0	100,0	

Y.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang Setuju	8	20,0	20,0	20,0
	Setuju	22	55,0	55,0	75,0
	Sangat Setuju	10	25,0	25,0	100,0
	Total	40	100,0	100,0	

Y.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang Setuju	7	17,5	17,5	17,5
	Setuju	14	35,0	35,0	52,5
	Sangat Setuju	19	47,5	47,5	100,0
	Total	40	100,0	100,0	

Y.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang Setuju	3	7,5	7,5	7,5
	Setuju	17	42,5	42,5	50,0
	Sangat Setuju	20	50,0	50,0	100,0
	Total	40	100,0	100,0	

Y.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang Setuju	6	15,0	15,0	15,0
	Setuju	24	60,0	60,0	75,0
	Sangat Setuju	10	25,0	25,0	100,0
	Total	40	100,0	100,0	

Y.7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang Setuju	7	17,5	17,5	17,5
	Setuju	16	40,0	40,0	57,5
	Sangat Setuju	17	42,5	42,5	100,0
	Total	40	100,0	100,0	

Hasil Output Uji Validitas

1. Gaya Kepemimpinan Transformasional (X1)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Pernyataan_1	26,35	8,555	,786	,842
Pernyataan_2	26,70	8,853	,604	,865
Pernyataan_3	26,35	9,397	,523	,874
Pernyataan_4	26,45	9,103	,523	,876
Pernyataan_5	26,55	8,050	,752	,844
Pernyataan_6	26,35	8,976	,651	,858
Pernyataan_7	26,35	8,555	,786	,842

2. Semangat Kerja (X2)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Pernyataan_1	25,40	10,674	,706	,878
Pernyataan_2	25,55	11,418	,508	,899
Pernyataan_3	25,35	10,661	,685	,880
Pernyataan_4	25,45	10,261	,737	,873
Pernyataan_5	25,50	10,474	,622	,888
Pernyataan_6	25,30	10,116	,812	,865
Pernyataan_7	25,35	9,818	,800	,865

3. Kinerja (Y)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Pernyataan_1	26,30	11,063	,696	,872
Pernyataan_2	26,20	10,589	,773	,862
Pernyataan_3	26,30	10,958	,721	,869
Pernyataan_4	26,05	11,418	,645	,878
Pernyataan_5	26,10	11,989	,512	,893
Pernyataan_6	26,25	10,829	,731	,868
Pernyataan_7	26,10	11,147	,714	,870

Hasil Output Uji Reliabilitas

1. Gaya Kepemimpinan Transformasional (X_1)

Reliability Statistics

Cronbach's Alpha	N of Items
,875	7

2. Variabel Semangat Kerja (X_2)

Reliability Statistics

Cronbach's Alpha	N of Items
,894	7

3. Variabel Kinerja Karyawan (Y)

Reliability Statistics

Cronbach's Alpha	N of Items
,890	7

Hasil Output Uji Persyaratan Analisis Data

1. Hasil Uji Normalitas

One-Sample Kolmogorov-Smirnov Test

		Gaya Kepemimpinan Transformasion al	Semangat Kerja	Kinerja
N		40	40	40
Normal Parameters ^{a,b}	Mean	29,43	27,65	29,53
	Std. Deviation	3,226	4,318	3,404
	Absolute	,196	,156	,141
Most Extreme Differences	Positive	,196	,134	,098
	Negative	-,163	-,156	-,141
Kolmogorov-Smirnov Z		1,238	,987	,894
Asymp. Sig. (2-tailed)		,093	,284	,401

a. Test distribution is Normal.

b. Calculated from data.

2. Hasil Uji Homogenitas

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Semangat Kerja	2,104	10	27	,061
Gaya Kepemimpinan Transformasional	1,540	10	27	,179

3. Hasil Uji Linieritas

Kinerja Karyawan * Gaya Kepemimpinan Transformasional

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
(Combined)			316,885	11	28,808	5,971	,000
Kinerja Karyawan * Gaya	Between Groups	Linearity	224,877	1	224,877	46,610	,000
Kepemimpinan		Deviation from Linearity	92,008	10	9,201	1,907	,087
Transformasional	Within Groups		135,090	28	4,825		
Total			451,975	39			

Kinerja Karyawan * Semangat Kerja

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
(Combined)			259,463	12	21,622	3,032	,008
Kinerja Karyawan * Semangat	Between Groups	Linearity	188,639	1	188,639	26,457	,000
Kerja		Deviation from Linearity	70,825	11	6,439	,903	,550
Within Groups			192,512	27	7,130		
Total			451,975	39			

Hasil Output Uji Analisis Regresi Linier Berganda Uji t dan Uji F

Descriptive Statistics

	Mean	Std. Deviation	N
Kinerja Karyawan	29,53	3,404	40
Gaya Kepemimpinan Transformasional	29,43	3,226	40
Semangat Kerja	27,65	4,318	40

Correlations

		Kinerja Karyawan	Gaya Kepemimpinan Transformasional	Semangat Kerja
Pearson Correlation	Kinerja Karyawan	1,000	,705	,646
	Gaya Kepemimpinan Transformasional	,705	1,000	,725
	Semangat Kerja	,646	,725	1,000
Sig. (1-tailed)	Kinerja Karyawan	.	,000	,000
	Gaya Kepemimpinan Transformasional	,000	.	,000
	Semangat Kerja	,000	,000	.
N	Kinerja Karyawan	40	40	40
	Gaya Kepemimpinan Transformasional	40	40	40
	Semangat Kerja	40	40	40

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,705 ^a	,498	,484	2,445	,498	37,628	1	38	,000

a. Predictors: (Constant), Gaya Kepemimpinan Transformatif

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,646 ^a	,417	,402	2,632	,417	27,221	1	38	,000

a. Predictors: (Constant), Semangat Kerja

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,732 ^a	,536	,511	2,382	,536	21,343	2	37	,000

a. Predictors: (Constant), Semangat Kerja, Gaya Kepemimpinan Transformatif

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	242,115	2	121,058	21,343	,000 ^b
	Residual	209,860	37	5,672		
	Total	451,975	39			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Semangat Kerja, Gaya Kepemimpinan Transformasional

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	7,825	3,501		2,235	,032			
	Gaya Kepemimpinan Transformasional	,527	,172	,500	3,071	,004	,705	,451	,344
	Semangat Kerja	,224	,128	,284	1,743	,090	,646	,276	,195

a. Dependent Variable: Kinerja Karyawan