**KUESIONER PENELITIAN**

**PENGARUH PENYUSUNAN ANGGARAN PARTISIPATIF TERHADAP KINERJA MANAJERIAL DENGAN KOMITMEN ORGANISASI,**

**BUDAYA ORGANISASI DAN GAYA KEPEMIMPINAN**

**SEBAGAI VARIABEL PEMODERASI**

**(Studi Kasus Pada OPD Kabupaten Lampung Timur)**

1. **PETUNJUK PENGISIAN**
2. Mohon Bapak/ibu memberikan tanggapan atau jawaban terhadap pernyataan-pernyataan yang tersedia dibawah ini sesuai dengan kenyataan yang ada.
3. Jawaban Bapak/ibu dilakukan dengan memberikan tanda silang (X) pada salah satu dari lima pilihan jawaban yaitu:

SS = Sangat Setuju; S = Setuju; N = Netral; TS = Tidak Setuju;

STS = Sangat Tidak Setuju

1. **IDENTITAS**

1. Usia : \_ \_ \_ \_ \_ \_ \_ \_ \_tahun

2. Jenis Kelamin : Pria Wanita

3. Pendidikan :

4. Masa kerja : \_ \_ \_ \_ \_ \_ \_ \_ tahun

1. **PERNYATAAN**
2. **Penyusunan Anggaran Partisipatif**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Pernyataan** | **SS** | **S** | **N** | **TS** | **STS** |
| **Keterlibatan manajer dalam penyusunan anggaran** | |  |  |  |  |  |
| 1 | Saya turut serta dalam penyusunan anggaran sesuai dengan tanggung jawab saya. |  |  |  |  |  |
| 2 | Saya berpartisipasi aktif dan memberikan usulan dalam penyusunan anggaran. |  |  |  |  |  |
| 3 | Saya memiliki kontribusi yang penting dalam penyusunan anggaran |  |  |  |  |  |
| 4 | Saya mempertanyakan usulan yang tidak wajar |  |  |  |  |  |
| **Wewenang manajer dalam penyusunan anggaran dan berlakunya anggaran** | |  |  |  |  |  |
| 5 | Manajer memutuskan diterima atau tidaknya suatu usulan dalam proses penyusunan anggaran |  |  |  |  |  |
| 6 | Manajer memiliki pengaruh yang tinggi dalam penyusunan anggaran dan berlakunya anggaran |  |  |  |  |  |
| 7 | Saya memiliki pengaruh dalam penyusunan anggaran dan berlakunya anggaran |  |  |  |  |  |
| **Keterlibatan manajer dalan pengawasan proses penyusunan anggaran** | |  |  |  |  |  |
| 8 | Apabila terdapat hal-hal yang janggal dalam penyusunan anggaran saya akan bertanya. |  |  |  |  |  |
| 9 | Manajer menyeleksi program-program yang di usulkan dalam proses penyusunan anggaran |  |  |  |  |  |
| 10 | Saya turut mengawasi mengenai prosedur penyusunan anggaran |  |  |  |  |  |
| **Keterlibatan manajer dalam tujuan pelaksanaan anggaran pada bidang yang dipinpin** | |  |  |  |  |  |
| 11 | Atasan menghargai pendapat atau usulan pihak lain dalam pembahasan usulan anggaran |  |  |  |  |  |
| 12 | Atasan memfokuskan anggaran pada program prioritas terlebih dahulu |  |  |  |  |  |
| 13 | Pendapat saya berfokus pada tujuan dalam pembahasan usulan anggaran |  |  |  |  |  |
| 14 | Saya mengusulkan program yang benar-benar saya pahami |  |  |  |  |  |

1. **Komitmen Organisasi**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | Pernyataan | Jawaban | | | | |
| SS | S | N | KS | TS |
| **Keyakinan yang kuat berkarir di tempat bekerja** | |  |  |  |  |  |
| 1. | Saya memiliki keyakinan yang tinggi dalamkarier saya dimasa depan ditempat saya bekerja saat ini |  |  |  |  |  |
| 2. | Saya memiliki target jabatan tertentu dimasa depan |  |  |  |  |  |
| 3. | Saya bangga bekerja di tempat saya saat ini |  |  |  |  |  |
| **Tingkat keterlibatan pada masalah di tempat bekerja** | |  |  |  |  |  |
| 4. | Saya berpartisipasi dalam setiap menyelesaikan masalah yang terjadi ditempat saya bekerja saat ini |  |  |  |  |  |
| 5. | Setiap pegawai dapat bekerjama dalam menyelesaikan masalah |  |  |  |  |  |
| 6. | Saya antusias dalam menagani masalah yang ada di tempat bekerja |  |  |  |  |  |
| **Tingkat ketertarikan di tempat bekerja** | |  |  |  |  |  |
| 7. | Sejak dahulu saya menginginkan pekerjaan ini |  |  |  |  |  |
| 8. | Saya ingin lebih berkontribusi dalam pekerjaan saya saat ini |  |  |  |  |  |
| 9. | Saya menyukai tempat saya bekerja saat ini |  |  |  |  |  |
| **Peranan sebagai bagian dari organisasi** | |  |  |  |  |  |
| 10. | Saya bangga dan bahagia dengan apa yang saya kerjakan saat ini |  |  |  |  |  |
| 11. | Saya merasa berarti dan diakui dengan apa yang saya kerjakan saat ini |  |  |  |  |  |
| 12. | Saya memiliki pengaruh yang penting di tempat saya bekerja |  |  |  |  |  |
| **Arti tempat bekerja bagi diri** | |  |  |  |  |  |
| 13. | Saya merasa pekerjaan saya saat ini sangat tepat bagi saya |  |  |  |  |  |
| 14. | Saya merasa tempat saya bekerja saat ini merupakan lingkungan kerja yang baik bagi saya |  |  |  |  |  |

1. **Budaya Organisasi**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No** | **Daftar Pernyataan** | **Tanggapan** | | | | |
| **SS** | **S** | **N** | **TS** | **STS** |
| **Inovatif memperhitungkan risiko** | |  |  |  |  |  |
| 1 | Saya memperhitungkan setiap risiko yang mungkin terjadi |  |  |  |  |  |
| 2 | Saya mempersiapkan rencana cadangan untuk setiap kemungkinan |  |  |  |  |  |
| 3 | Dalam setiap kegiatan terdapat risiko bawaan |  |  |  |  |  |
| 4 | Terdapat kemungkinan perbedaan pendapat yang dapat menjadi masalah |  |  |  |  |  |
| **Memberikan perhatian pada setiap masalah detail** | |  |  |  |  |  |
| 5 | Saya memperhatikan masalah dengan rinci |  |  |  |  |  |
| 6 | Saya mendiskusikan setiap masalah yang terjadi untuk diselesaikan mendiskusikan setiap masalah yang terjadi untuk diselesaikan |  |  |  |  |  |
| 7 | Dalam setiap masalah terdapat penyebab dan solusinya |  |  |  |  |  |
| **Berorientasi terhadap hasil yang akan dicapai** | |  |  |  |  |  |
| 8 | Pada setiap kegiatan selalu terdapat terget untuk dicapai |  |  |  |  |  |
| 9 | Setiap pegawai memiliki target untuk dicapai |  |  |  |  |  |
| 10 | Saya mampu bekerjasama untuk mencapai tujuan organisasi |  |  |  |  |  |
| **Berorientasi kepada semua kepentingan karyawan** | |  |  |  |  |  |
| 11 | Saya mementingkan kepentingan bersama terlebih dahulu |  |  |  |  |  |
| 12 | Saya mengutamakan tujuan bersama terlebih dahulu |  |  |  |  |  |
| **Agresif dalam bekerja** | |  |  |  |  |  |
| 13 | Saya menganggap setiap pekerjaan sebagai kompetisi |  |  |  |  |  |
| 14 | Saya suka bersaing dengan rekan kerja saya |  |  |  |  |  |
| 15 | Saya cepat tanggap terhadap masalah yang terjadi |  |  |  |  |  |
| 16 | Saya menyukai tantangan dalam bekerja |  |  |  |  |  |
| **Mempertahankan dan menjaga stabilitas kerja** | |  |  |  |  |  |
| 17 | Saya menjaga hubungan baik dengan setiap rekan kerja |  |  |  |  |  |
| 18 | Saya berusaha untuk meningkatkan kinerja saya |  |  |  |  |  |
| 19 | Saya belajar dari setiap pengalaman |  |  |  |  |  |

1. **Gaya Kepemimpinan**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Pernyataan** | **SS** | **S** | **N** | **TS** | **STS** |
| **Kemampuan mengambil keputusan** | |  |  |  |  |  |
| 1 | Saya dapat mengambil keputusan yang terbaik bagi banyak orang |  |  |  |  |  |
| 2 | Atasan dapat memilih keputusan yang terbaik bagi organisasi |  |  |  |  |  |
| 3 | Keputusan bersama dilakukan dengan cara berdiskusi |  |  |  |  |  |
| **Kemampuan memotivasi** | |  |  |  |  |  |
| 4 | Atasan dapat memberikan motivasi disaat bawahan membutuhkan dapat memberikan motivasi disaat bawahan membutuhkan |  |  |  |  |  |
| 5 | Atasan memiliki cara yang dapat memotivasi setiap pegawai |  |  |  |  |  |
| 6 | Atasan memberikan dukungan moral pada pegawai dalam menjalankan tugas |  |  |  |  |  |
| **Kemampuan komunikasi** | |  |  |  |  |  |
| 7 | Atasan mengajak komunikasi dalam membahas setiap masalah |  |  |  |  |  |
| 8 | Terdapat komunikasi yang baik yang diciptakan oleh atasan |  |  |  |  |  |
| 9 | Atasan menjelaskan visi dan misi dengan jelas |  |  |  |  |  |
| 10 | Terdapat diskusi dengan atasan dalam mencapai tujuan diskusi dengan atasan dalam mencapai tujuan organisasi |  |  |  |  |  |
| **Kemampuan mengendalikan bawahan** | |  |  |  |  |  |
| 11 | Atasan memperhatikan kondisi bawahan |  |  |  |  |  |
| 12 | Atasan memiliki cara yang baik dalam bekerjasama dengan bawahan |  |  |  |  |  |
| 13 | Atasan membimbing bawahan dengan cara memberikan contoh kepada bawahan |  |  |  |  |  |
| 14 | Atasan memberikan perintah sesuai dengan tugas dan tanggungjawab bawahan memberikan perintah sesuai dengan tugas dan tanggungjawab bawahan |  |  |  |  |  |
| T**anggung jawab** | |  |  |  |  |  |
| 15 | Atasan memberikan contoh tanggung jawab yang baik kepada bawahan |  |  |  |  |  |
| 16 | Atasan percaya dengan tugas tanggung jawab setiap bawahan |  |  |  |  |  |
| 17 | Atasan membrikan tugas dan tanggungjawab sesuai dengan aturan yang ada |  |  |  |  |  |
| **Kemampuan mengendalikan emosional** | |  |  |  |  |  |
| 18 | Atasan dapat menyelesaikan masalah dengan diskusi yang baik |  |  |  |  |  |
| 19 | Atasan dapat menjaga situasi kerja menjadi nyaman |  |  |  |  |  |
| 20 | Saya dapat menghadapi masalah dengan tenang |  |  |  |  |  |
| 21 | Atasan mampu meberikan dorongan kepada bawahan dalam mengahadapi masalah |  |  |  |  |  |

1. **Kinerja Manajerial**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No** | **Pernyataan** | **Jawaban** | | | | |
| **SS** | **S** | **N** | **TS** | **STS** |
| **Perencanaan** | |  |  |  |  |  |
| 1. | Setiap program yang direalisasikan merupakan program yang sudah terencana dengan baik |  |  |  |  |  |
| 2. | Informasi penting yang dibutuhkan dalam perencanaan program sudah tersedia dan lengkap |  |  |  |  |  |
| 3. | Proses perencanaan kegiatan dilakukan dengan hati-hati dan teliti |  |  |  |  |  |
| **Investigasi** | |  |  |  |  |  |
| 4. | Seluruh informasi dalam proses penyusunan anggaran sudah disiapkan |  |  |  |  |  |
| 5. | Terdapat riset terlebih dahulu pada setiap program yang akan dikemukakan dalam proses penyusunan anggaran |  |  |  |  |  |
| 6. | Terdapat pengecekan berkala pada program yang sedang berjalan |  |  |  |  |  |
| **Koordinasi** | |  |  |  |  |  |
| 7. | Atasan mampu mengkoordinasikan seluruh pegawai dengan baik |  |  |  |  |  |
| 8. | Terdapat kerjasama yang baik antar seluruh bagian dalam mencapai tujuan |  |  |  |  |  |
| 9. | Terdapat komunikasi yang baik dalam melaksanakan program bersama |  |  |  |  |  |
| **Evaluasi** | |  |  |  |  |  |
| 10. | Atasan mengadakan evaluasi bersama mengenai program yang sudah dijalankan dan yang sedang berjalan |  |  |  |  |  |
| 11. | Saya melakukan evaluasi pada kinerja saya sendiri |  |  |  |  |  |
| 12. | Terdapat evaluasi keseluruhan secara berkala |  |  |  |  |  |
| **Supervisi** | |  |  |  |  |  |
| 13. | Terdapat pengawasan kinerja pegawai |  |  |  |  |  |
| 14. | Atasan membagikan tugas dengan tepat sesuai keahlian masing- masing |  |  |  |  |  |
| 15. | Atasan mengontrol tugas tanggung jawab bawahan |  |  |  |  |  |
| 16. | Saya berusaha bekerja melampaui standar yang ada |  |  |  |  |  |
| **Staffing** | |  |  |  |  |  |
| 17. | Saya dapat meningkatkan proses dan kinerja tim |  |  |  |  |  |
| 18. | Setiap lini bagian di isi oleh pegawai yang berpengalaman dengan bidangnya |  |  |  |  |  |
| 19. | Dalam instansi saya bekerja memiliki jumlah pegawai yang tercukupi |  |  |  |  |  |

**JAWABAN RESPONDEN TENTANG PENYUSUNAN ANGGARAN PARTISIPATIF**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Resp | item1 | item2 | item3 | item4 | item5 | item6 | item7 | item8 | item9 | item10 | item11 | item12 | item13 | item14 | Total |
| 1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 2 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 40 |
| 3 | 3 | 2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 38 |
| 4 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 36 |
| 5 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 6 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 44 |
| 7 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 50 |
| 8 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 9 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 10 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 44 |
| 11 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 12 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 13 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 50 |
| 14 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 15 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 16 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 44 |
| 17 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 44 |
| 18 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 19 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 40 |
| 20 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 21 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 22 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 23 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 40 |
| 24 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 50 |
| 25 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 26 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 27 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 28 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 50 |
| 29 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 30 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 50 |
| 31 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 32 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 33 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 50 |
| 34 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 44 |
| 35 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 50 |
| 36 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 50 |
| 37 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 38 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 39 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 40 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 41 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 44 |
| 42 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 44 |
| 43 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 44 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 36 |
| 45 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 44 |
| 46 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 40 |
| 47 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 44 |
| 48 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 50 |
| 49 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 44 |
| 50 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 44 |
| 51 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 52 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 36 |
| 53 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 54 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 55 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 56 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 57 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 58 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 50 |
| 59 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 47 |
| 60 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 50 |
| 61 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 62 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 40 |
| 63 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 44 |
| 64 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 40 |
| Jumlah | 223 | 182 | 235 | 189 | 203 | 188 | 223 | 235 | 203 | 182 | 189 | 188 | 223 | 203 | 2866 |
| Rata-rata | 3.484 | 2.844 | 3.672 | 2.953 | 3.172 | 2.938 | 3.484 | 3.672 | 3.172 | 2.8438 | 2.9531 | 2.9375 | 3.4844 | 3.1719 | 44.78 |

**JAWABAN RESPONDEN TENTANG KOMITMEN ORGANISASI**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Resp | item1 | item2 | item3 | item4 | item5 | item6 | item7 | item8 | item9 | item10 | item11 | item12 | item13 | item14 | Total |
| 1 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 4 | 2 | 2 | 2 | 3 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 31 |
| 5 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 6 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 7 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 50 |
| 8 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 9 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 10 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 11 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 12 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 13 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 14 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 15 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 16 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 17 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 18 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 19 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 20 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 21 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 22 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 23 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 2 | 3 | 2 | 2 | 3 | 2 | 2 | 33 |
| 24 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 45 |
| 25 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 26 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 27 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 28 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 29 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 30 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 31 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 32 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 33 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 34 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 35 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 36 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 37 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 38 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 2 | 3 | 2 | 2 | 3 | 2 | 2 | 33 |
| 39 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 40 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 41 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 42 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 43 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 2 | 3 | 2 | 2 | 3 | 2 | 2 | 33 |
| 44 | 2 | 2 | 2 | 3 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 31 |
| 45 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 46 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 47 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 48 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 50 |
| 49 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 50 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 51 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 52 | 2 | 2 | 2 | 3 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 31 |
| 53 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 54 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 55 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 56 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 57 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 58 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 59 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 60 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 61 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 2 | 3 | 2 | 2 | 3 | 2 | 2 | 33 |
| 62 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| 63 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 42 |
| 64 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 39 |
| Jumlah | 169 | 187 | 191 | 195 | 185 | 187 | 195 | 169 | 191 | 185 | 169 | 195 | 187 | 185 | 2590 |
| Rata-rata | 2.64 | 2.92 | 2.984 | 3.047 | 2.891 | 2.92 | 3.05 | 2.64 | 2.984 | 2.8906 | 2.6406 | 3.0469 | 2.9219 | 2.8906 | 40.47 |

**JAWABAN RESPONDEN TENTANG BUDAYA ORGANISASI**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Resp | item1 | item2 | item3 | item4 | item5 | item6 | item7 | item8 | item9 | item10 |
| 1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 4 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 5 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 |
| 6 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 7 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 8 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 9 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 10 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 11 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 12 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 13 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 |
| 14 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 15 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 3 | 3 | 4 |
| 16 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 17 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 18 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 19 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 20 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 21 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 22 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 23 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 24 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 25 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 26 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 |
| 27 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 |
| 28 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 29 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 |
| 30 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 31 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 32 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 |
| 33 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 |
| 34 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 35 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 |
| 36 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 3 | 3 | 4 |
| 37 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 38 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 39 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 40 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 41 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 42 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 43 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 44 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 45 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 3 |
| 46 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 47 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 48 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 49 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 50 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 51 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 52 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 53 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 54 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 55 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 56 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 57 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 |
| 58 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 59 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 |
| 60 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 3 | 3 | 4 |
| 61 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 62 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| 63 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 64 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Jumlah | 229 | 178 | 216 | 205 | 203 | 229 | 216 | 203 | 178 | 205 |
| Rata-rata | 3.578 | 2.781 | 3.375 | 3.203 | 3.172 | 3.578 | 3.375 | 3.172 | 2.781 | 3.203 |

**JAWABAN RESPONDEN TENTANG BUDAYA ORGANISASI............Lanjutan**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Resp | item11 | item12 | item13 | item14 | item15 | item16 | item17 | item18 | item19 | Total |
| 1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 57 |
| 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 57 |
| 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 53 |
| 4 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 53 |
| 5 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 65 |
| 6 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 57 |
| 7 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 72 |
| 8 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 72 |
| 9 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 61 |
| 10 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 61 |
| 11 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 57 |
| 12 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 61 |
| 13 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 65 |
| 14 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 61 |
| 15 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 3 | 68 |
| 16 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 57 |
| 17 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 61 |
| 18 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 72 |
| 19 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 53 |
| 20 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 57 |
| 21 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 57 |
| 22 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 57 |
| 23 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 53 |
| 24 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 72 |
| 25 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 72 |
| 26 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 65 |
| 27 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 65 |
| 28 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 53 |
| 29 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 65 |
| 30 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 61 |
| 31 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 61 |
| 32 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 65 |
| 33 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 65 |
| 34 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 61 |
| 35 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 65 |
| 36 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 3 | 68 |
| 37 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 53 |
| 38 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 53 |
| 39 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 53 |
| 40 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 57 |
| 41 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 57 |
| 42 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 57 |
| 43 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 53 |
| 44 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 53 |
| 45 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 3 | 69 |
| 46 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 53 |
| 47 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 72 |
| 48 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 72 |
| 49 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 61 |
| 50 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 61 |
| 51 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 72 |
| 52 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 53 |
| 53 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 72 |
| 54 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 61 |
| 55 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 72 |
| 56 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 57 |
| 57 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 65 |
| 58 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 61 |
| 59 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 65 |
| 60 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 3 | 68 |
| 61 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 53 |
| 62 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 53 |
| 63 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 61 |
| 64 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 57 |
| Jumlah | 229 | 216 | 203 | 178 | 229 | 205 | 216 | 203 | 178 | 3919 |
| Rata-rata | 3.578 | 3.375 | 3.172 | 2.781 | 3.578 | 3.203 | 3.375 | 3.172 | 2.781 | 61.234 |

**JAWABAN RESPONDEN TENTANG GAYA KEPEMIMPINAN**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Resp | item1 | item2 | item3 | item4 | item5 | item6 | item7 | item8 | item9 | item10 | item11 | item12 | item13 | item14 |
| 1 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 2 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 3 | 3 | 2 | 3 | 3 | 3 | 2 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 2 |
| 4 | 3 | 2 | 3 | 3 | 3 | 2 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 2 |
| 5 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 6 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 7 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 8 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 3 |
| 9 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 10 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 11 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 12 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 13 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 14 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 15 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 16 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
| 17 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
| 18 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 19 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 20 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
| 21 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 22 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 23 | 3 | 2 | 3 | 3 | 3 | 2 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 2 |
| 24 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 3 |
| 25 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 26 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 27 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 28 | 3 | 2 | 3 | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 2 | 2 |
| 29 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 30 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
| 31 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
| 32 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 33 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 3 |
| 34 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 3 |
| 35 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 36 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 37 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 38 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 39 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 40 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 41 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 42 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 43 | 3 | 2 | 3 | 3 | 3 | 2 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 2 |
| 44 | 3 | 2 | 3 | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 2 | 2 |
| 45 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 46 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 47 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 48 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 49 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 50 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 51 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 52 | 3 | 2 | 3 | 3 | 3 | 2 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 2 |
| 53 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 3 |
| 54 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 55 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 56 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 57 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 58 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
| 59 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 60 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 61 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 62 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 63 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 64 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| Jumlah | 197 | 176 | 228 | 191 | 234 | 185 | 176 | 191 | 185 | 197 | 228 | 234 | 191 | 176 |
| Rata-rata | 3.078 | 2.75 | 3.563 | 2.984 | 3.656 | 2.891 | 2.75 | 2.984 | 2.891 | 3.0781 | 3.5625 | 3.6563 | 2.9844 | 2.75 |

**JAWABAN RESPONDEN TENTANG GAYA KEPEMIMPINAN.........Lanjutan**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Resp | item15 | item16 | item17 | item18 | item19 | item20 | item21 | Total |
| 1 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 59 |
| 2 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 59 |
| 3 | 2 | 3 | 3 | 3 | 2 | 3 | 2 | 55 |
| 4 | 2 | 3 | 3 | 3 | 2 | 3 | 2 | 55 |
| 5 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 6 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 63 |
| 7 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 8 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 72 |
| 9 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 10 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 11 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 63 |
| 12 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 13 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 14 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 15 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 16 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 66 |
| 17 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 66 |
| 18 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 19 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 59 |
| 20 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 66 |
| 21 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 63 |
| 22 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 63 |
| 23 | 2 | 3 | 3 | 3 | 2 | 3 | 2 | 55 |
| 24 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 72 |
| 25 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 26 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 27 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 28 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 51 |
| 29 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 30 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 66 |
| 31 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 66 |
| 32 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 33 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 72 |
| 34 | 3 | 4 | 4 | 4 | 3 | 4 | 3 | 76 |
| 35 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 36 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 37 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 38 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 39 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 59 |
| 40 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 59 |
| 41 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 59 |
| 42 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 63 |
| 43 | 2 | 3 | 3 | 3 | 2 | 3 | 2 | 55 |
| 44 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 51 |
| 45 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 46 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 59 |
| 47 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 48 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 49 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 50 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 51 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 52 | 2 | 3 | 3 | 3 | 2 | 3 | 2 | 55 |
| 53 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 72 |
| 54 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 55 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 56 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 63 |
| 57 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 58 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 66 |
| 59 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 60 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 61 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 62 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 59 |
| 63 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 69 |
| 64 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 59 |
| Jumlah | 185 | 228 | 197 | 234 | 176 | 191 | 185 | 4185 |
| Rata-rata | 2.8906 | 3.5625 | 3.0781 | 3.6563 | 2.75 | 2.9844 | 2.8906 | 65.39 |

**JAWABAN RESPONDEN TENTANG KINERJA MANAJERIAL**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Resp | item1 | item2 | item3 | item4 | item5 | item6 | item7 | item8 | item9 | item10 |
| 1 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 2 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 |
| 3 | 4 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 |
| 4 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | 2 | 4 | 4 |
| 5 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 5 |
| 6 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 7 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 3 | 5 | 5 |
| 8 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 |
| 9 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 |
| 10 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 |
| 11 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 12 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 5 |
| 13 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 5 | 5 |
| 14 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 5 |
| 15 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 5 | 5 |
| 16 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 |
| 17 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 |
| 18 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 2 | 5 | 5 |
| 19 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 |
| 20 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 21 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 22 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 23 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 |
| 24 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 |
| 25 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 5 | 5 |
| 26 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 5 |
| 27 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 5 |
| 28 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 |
| 29 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 5 |
| 30 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 |
| 31 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 |
| 32 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 5 |
| 33 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 5 | 5 |
| 34 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 5 |
| 35 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 5 | 5 |
| 36 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 5 | 5 |
| 37 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 |
| 38 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 39 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 40 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 41 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 42 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 43 | 4 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 |
| 44 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | 2 | 4 | 4 |
| 45 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 5 | 5 |
| 46 | 4 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 |
| 47 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 5 | 5 |
| 48 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 |
| 49 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 |
| 50 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 |
| 51 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 |
| 52 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | 2 | 4 | 4 |
| 53 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 |
| 54 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 5 |
| 55 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 2 | 5 | 5 |
| 56 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 57 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 5 |
| 58 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 |
| 59 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 | 5 |
| 60 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 5 | 5 |
| 61 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 62 | 4 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 |
| 63 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 4 |
| 64 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 |
| Jumlah | 273 | 249 | 284 | 295 | 244 | 231 | 258 | 192 | 273 | 284 |
| Rata-rata | 4.266 | 3.891 | 4.438 | 4.609 | 3.813 | 3.609 | 4.031 | 3 | 4.266 | 4.438 |

**JAWABAN RESPONDEN TENTANG KINERJA MANAJERIAL..Lanjutan**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Resp | item11 | item12 | item13 | item14 | item15 | item16 | item17 | item18 | item19 | Total |
| 1 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 72 |
| 2 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 69 |
| 3 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 67 |
| 4 | 3 | 3 | 3 | 4 | 3 | 2 | 3 | 3 | 4 | 62 |
| 5 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 79 |
| 6 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 72 |
| 7 | 4 | 5 | 4 | 5 | 4 | 3 | 5 | 4 | 5 | 84 |
| 8 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 86 |
| 9 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 76 |
| 10 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 76 |
| 11 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 72 |
| 12 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 79 |
| 13 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 81 |
| 14 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 79 |
| 15 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 81 |
| 16 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 76 |
| 17 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 76 |
| 18 | 4 | 4 | 4 | 5 | 4 | 2 | 4 | 4 | 5 | 79 |
| 19 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 69 |
| 20 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 72 |
| 21 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 72 |
| 22 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 72 |
| 23 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 69 |
| 24 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 88 |
| 25 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 81 |
| 26 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 79 |
| 27 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 79 |
| 28 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 64 |
| 29 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 79 |
| 30 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 76 |
| 31 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 76 |
| 32 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 79 |
| 33 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 81 |
| 34 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 79 |
| 35 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 81 |
| 36 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 81 |
| 37 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 76 |
| 38 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 72 |
| 39 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 72 |
| 40 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 72 |
| 41 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 72 |
| 42 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 72 |
| 43 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 67 |
| 44 | 3 | 3 | 3 | 4 | 3 | 2 | 3 | 3 | 4 | 62 |
| 45 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 81 |
| 46 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 67 |
| 47 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 81 |
| 48 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 86 |
| 49 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 76 |
| 50 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 76 |
| 51 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 86 |
| 52 | 3 | 3 | 3 | 4 | 3 | 2 | 3 | 3 | 4 | 62 |
| 53 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 86 |
| 54 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 79 |
| 55 | 4 | 4 | 4 | 5 | 4 | 2 | 4 | 4 | 5 | 79 |
| 56 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 72 |
| 57 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 79 |
| 58 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 76 |
| 59 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 79 |
| 60 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 81 |
| 61 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 72 |
| 62 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 67 |
| 63 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 76 |
| 64 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 69 |
| Jumlah | 244 | 258 | 249 | 295 | 231 | 192 | 258 | 244 | 284 | 4838 |
| Rata-rata | 3.813 | 4.031 | 3.891 | 4.609 | 3.609 | 3 | 4.031 | 3.813 | 4.437 | 75.59 |

**HASIL UJI VALIDITAS PENYUSUNAN ANGAGARAN PARTISIPATIF**

|  |  | item1 | item2 | item3 | item4 | item5 | item6 | item7 | item8 |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| item1 | Pearson Correlation | 1 | .417\*\* | .677\*\* | .215 | .470\*\* | .250\* | 1.000\*\* | .677\*\* |
| Sig. (2-tailed) |  | .001 | .000 | .088 | .000 | .046 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item2 | Pearson Correlation | .417\*\* | 1 | .616\*\* | .515\*\* | .196 | .600\*\* | .417\*\* | .616\*\* |
| Sig. (2-tailed) | .001 |  | .000 | .000 | .121 | .000 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item3 | Pearson Correlation | .677\*\* | .616\*\* | 1 | .317\* | .318\* | .369\*\* | .677\*\* | 1.000\*\* |
| Sig. (2-tailed) | .000 | .000 |  | .011 | .010 | .003 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item4 | Pearson Correlation | .215 | .515\*\* | .317\* | 1 | .101 | .859\*\* | .215 | .317\* |
| Sig. (2-tailed) | .088 | .000 | .011 |  | .427 | .000 | .088 | .011 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item5 | Pearson Correlation | .470\*\* | .196 | .318\* | .101 | 1 | .118 | .470\*\* | .318\* |
| Sig. (2-tailed) | .000 | .121 | .010 | .427 |  | .355 | .000 | .010 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item6 | Pearson Correlation | .250\* | .600\*\* | .369\*\* | .859\*\* | .118 | 1 | .250\* | .369\*\* |
| Sig. (2-tailed) | .046 | .000 | .003 | .000 | .355 |  | .046 | .003 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item7 | Pearson Correlation | 1.000\*\* | .417\*\* | .677\*\* | .215 | .470\*\* | .250\* | 1 | .677\*\* |
| Sig. (2-tailed) | .000 | .001 | .000 | .088 | .000 | .046 |  | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item8 | Pearson Correlation | .677\*\* | .616\*\* | 1.000\*\* | .317\* | .318\* | .369\*\* | .677\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 | .011 | .010 | .003 | .000 |  |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item9 | Pearson Correlation | .470\*\* | .196 | .318\* | .101 | 1.000\*\* | .118 | .470\*\* | .318\* |
| Sig. (2-tailed) | .000 | .121 | .010 | .427 | .000 | .355 | .000 | .010 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item10 | Pearson Correlation | .417\*\* | 1.000\*\* | .616\*\* | .515\*\* | .196 | .600\*\* | .417\*\* | .616\*\* |
| Sig. (2-tailed) | .001 | .000 | .000 | .000 | .121 | .000 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item11 | Pearson Correlation | .215 | .515\*\* | .317\* | 1.000\*\* | .101 | .859\*\* | .215 | .317\* |
| Sig. (2-tailed) | .088 | .000 | .011 | .000 | .427 | .000 | .088 | .011 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item12 | Pearson Correlation | .250\* | .600\*\* | .369\*\* | .859\*\* | .118 | 1.000\*\* | .250\* | .369\*\* |
| Sig. (2-tailed) | .046 | .000 | .003 | .000 | .355 | .000 | .046 | .003 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item13 | Pearson Correlation | 1.000\*\* | .417\*\* | .677\*\* | .215 | .470\*\* | .250\* | 1.000\*\* | .677\*\* |
| Sig. (2-tailed) | .000 | .001 | .000 | .088 | .000 | .046 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item14 | Pearson Correlation | .470\*\* | .196 | .318\* | .101 | 1.000\*\* | .118 | .470\*\* | .318\* |
| Sig. (2-tailed) | .000 | .121 | .010 | .427 | .000 | .355 | .000 | .010 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| Total | Pearson Correlation | .846\*\* | .707\*\* | .818\*\* | .518\*\* | .632\*\* | .569\*\* | .846\*\* | .818\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |

**HASIL UJI VALIDITAS PENYUSUNAN ANGAGARAN PARTISIPATIF.....Lanjutan**

|  |  | item9 | item10 | item11 | item12 | item13 | item14 | Total |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| item1 | Pearson Correlation | .470\*\* | .417\*\* | .215 | .250\* | 1.000\*\* | .470\*\* | .846\*\* |
| Sig. (2-tailed) | .000 | .001 | .088 | .046 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item2 | Pearson Correlation | .196 | 1.000\*\* | .515\*\* | .600\*\* | .417\*\* | .196 | .707\*\* |
| Sig. (2-tailed) | .121 | .000 | .000 | .000 | .001 | .121 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item3 | Pearson Correlation | .318\* | .616\*\* | .317\* | .369\*\* | .677\*\* | .318\* | .818\*\* |
| Sig. (2-tailed) | .010 | .000 | .011 | .003 | .000 | .010 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item4 | Pearson Correlation | .101 | .515\*\* | 1.000\*\* | .859\*\* | .215 | .101 | .518\*\* |
| Sig. (2-tailed) | .427 | .000 | .000 | .000 | .088 | .427 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item5 | Pearson Correlation | 1.000\*\* | .196 | .101 | .118 | .470\*\* | 1.000\*\* | .632\*\* |
| Sig. (2-tailed) | .000 | .121 | .427 | .355 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item6 | Pearson Correlation | .118 | .600\*\* | .859\*\* | 1.000\*\* | .250\* | .118 | .569\*\* |
| Sig. (2-tailed) | .355 | .000 | .000 | .000 | .046 | .355 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item7 | Pearson Correlation | .470\*\* | .417\*\* | .215 | .250\* | 1.000\*\* | .470\*\* | .846\*\* |
| Sig. (2-tailed) | .000 | .001 | .088 | .046 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item8 | Pearson Correlation | .318\* | .616\*\* | .317\* | .369\*\* | .677\*\* | .318\* | .818\*\* |
| Sig. (2-tailed) | .010 | .000 | .011 | .003 | .000 | .010 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item9 | Pearson Correlation | 1 | .196 | .101 | .118 | .470\*\* | 1.000\*\* | .632\*\* |
| Sig. (2-tailed) |  | .121 | .427 | .355 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item10 | Pearson Correlation | .196 | 1 | .515\*\* | .600\*\* | .417\*\* | .196 | .707\*\* |
| Sig. (2-tailed) | .121 |  | .000 | .000 | .001 | .121 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item11 | Pearson Correlation | .101 | .515\*\* | 1 | .859\*\* | .215 | .101 | .518\*\* |
| Sig. (2-tailed) | .427 | .000 |  | .000 | .088 | .427 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item12 | Pearson Correlation | .118 | .600\*\* | .859\*\* | 1 | .250\* | .118 | .569\*\* |
| Sig. (2-tailed) | .355 | .000 | .000 |  | .046 | .355 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item13 | Pearson Correlation | .470\*\* | .417\*\* | .215 | .250\* | 1 | .470\*\* | .846\*\* |
| Sig. (2-tailed) | .000 | .001 | .088 | .046 |  | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item14 | Pearson Correlation | 1.000\*\* | .196 | .101 | .118 | .470\*\* | 1 | .632\*\* |
| Sig. (2-tailed) | .000 | .121 | .427 | .355 | .000 |  | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| Total | Pearson Correlation | .632\*\* | .707\*\* | .518\*\* | .569\*\* | .846\*\* | .632\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |  |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |

**HASIL UJI VALIDITAS KOMITMEN ORGANISASI**

|  |  | item1 | item2 | item3 | item4 | item5 | item6 | item7 | item8 |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| item1 | Pearson Correlation | 1 | .462\*\* | .308\* | .166 | .468\*\* | .462\*\* | .166 | 1.000\*\* |
| Sig. (2-tailed) |  | .000 | .013 | .190 | .000 | .000 | .190 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item2 | Pearson Correlation | .462\*\* | 1 | .751\*\* | .450\*\* | .881\*\* | 1.000\*\* | .450\*\* | .462\*\* |
| Sig. (2-tailed) | .000 |  | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item3 | Pearson Correlation | .308\* | .751\*\* | 1 | .542\*\* | .519\*\* | .751\*\* | .542\*\* | .308\* |
| Sig. (2-tailed) | .013 | .000 |  | .000 | .000 | .000 | .000 | .013 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item4 | Pearson Correlation | .166 | .450\*\* | .542\*\* | 1 | .078 | .450\*\* | 1.000\*\* | .166 |
| Sig. (2-tailed) | .190 | .000 | .000 |  | .542 | .000 | .000 | .190 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item5 | Pearson Correlation | .468\*\* | .881\*\* | .519\*\* | .078 | 1 | .881\*\* | .078 | .468\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .542 |  | .000 | .542 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item6 | Pearson Correlation | .462\*\* | 1.000\*\* | .751\*\* | .450\*\* | .881\*\* | 1 | .450\*\* | .462\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 |  | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item7 | Pearson Correlation | .166 | .450\*\* | .542\*\* | 1.000\*\* | .078 | .450\*\* | 1 | .166 |
| Sig. (2-tailed) | .190 | .000 | .000 | .000 | .542 | .000 |  | .190 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item8 | Pearson Correlation | 1.000\*\* | .462\*\* | .308\* | .166 | .468\*\* | .462\*\* | .166 | 1 |
| Sig. (2-tailed) | .000 | .000 | .013 | .190 | .000 | .000 | .190 |  |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item9 | Pearson Correlation | .308\* | .751\*\* | 1.000\*\* | .542\*\* | .519\*\* | .751\*\* | .542\*\* | .308\* |
| Sig. (2-tailed) | .013 | .000 | .000 | .000 | .000 | .000 | .000 | .013 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item10 | Pearson Correlation | .468\*\* | .881\*\* | .519\*\* | .078 | 1.000\*\* | .881\*\* | .078 | .468\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .542 | .000 | .000 | .542 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item11 | Pearson Correlation | 1.000\*\* | .462\*\* | .308\* | .166 | .468\*\* | .462\*\* | .166 | 1.000\*\* |
| Sig. (2-tailed) | .000 | .000 | .013 | .190 | .000 | .000 | .190 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item12 | Pearson Correlation | .166 | .450\*\* | .542\*\* | 1.000\*\* | .078 | .450\*\* | 1.000\*\* | .166 |
| Sig. (2-tailed) | .190 | .000 | .000 | .000 | .542 | .000 | .000 | .190 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item13 | Pearson Correlation | .462\*\* | 1.000\*\* | .751\*\* | .450\*\* | .881\*\* | 1.000\*\* | .450\*\* | .462\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item14 | Pearson Correlation | .468\*\* | .881\*\* | .519\*\* | .078 | 1.000\*\* | .881\*\* | .078 | .468\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .542 | .000 | .000 | .542 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| Total | Pearson Correlation | .745\*\* | .922\*\* | .743\*\* | .488\*\* | .816\*\* | .922\*\* | .488\*\* | .745\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |

**HASIL UJI VALIDITAS KOMITMEN ORGANISASI......Lanjutan**

|  |  | item9 | item10 | item11 | item12 | item13 | item14 | Total |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| item1 | Pearson Correlation | .308\* | .468\*\* | 1.000\*\* | .166 | .462\*\* | .468\*\* | .745\*\* |
| Sig. (2-tailed) | .013 | .000 | .000 | .190 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item2 | Pearson Correlation | .751\*\* | .881\*\* | .462\*\* | .450\*\* | 1.000\*\* | .881\*\* | .922\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item3 | Pearson Correlation | 1.000\*\* | .519\*\* | .308\* | .542\*\* | .751\*\* | .519\*\* | .743\*\* |
| Sig. (2-tailed) | .000 | .000 | .013 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item4 | Pearson Correlation | .542\*\* | .078 | .166 | 1.000\*\* | .450\*\* | .078 | .488\*\* |
| Sig. (2-tailed) | .000 | .542 | .190 | .000 | .000 | .542 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item5 | Pearson Correlation | .519\*\* | 1.000\*\* | .468\*\* | .078 | .881\*\* | 1.000\*\* | .816\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .542 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item6 | Pearson Correlation | .751\*\* | .881\*\* | .462\*\* | .450\*\* | 1.000\*\* | .881\*\* | .922\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item7 | Pearson Correlation | .542\*\* | .078 | .166 | 1.000\*\* | .450\*\* | .078 | .488\*\* |
| Sig. (2-tailed) | .000 | .542 | .190 | .000 | .000 | .542 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item8 | Pearson Correlation | .308\* | .468\*\* | 1.000\*\* | .166 | .462\*\* | .468\*\* | .745\*\* |
| Sig. (2-tailed) | .013 | .000 | .000 | .190 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item9 | Pearson Correlation | 1 | .519\*\* | .308\* | .542\*\* | .751\*\* | .519\*\* | .743\*\* |
| Sig. (2-tailed) |  | .000 | .013 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item10 | Pearson Correlation | .519\*\* | 1 | .468\*\* | .078 | .881\*\* | 1.000\*\* | .816\*\* |
| Sig. (2-tailed) | .000 |  | .000 | .542 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item11 | Pearson Correlation | .308\* | .468\*\* | 1 | .166 | .462\*\* | .468\*\* | .745\*\* |
| Sig. (2-tailed) | .013 | .000 |  | .190 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item12 | Pearson Correlation | .542\*\* | .078 | .166 | 1 | .450\*\* | .078 | .488\*\* |
| Sig. (2-tailed) | .000 | .542 | .190 |  | .000 | .542 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item13 | Pearson Correlation | .751\*\* | .881\*\* | .462\*\* | .450\*\* | 1 | .881\*\* | .922\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 |  | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item14 | Pearson Correlation | .519\*\* | 1.000\*\* | .468\*\* | .078 | .881\*\* | 1 | .816\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .542 | .000 |  | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| Total | Pearson Correlation | .743\*\* | .816\*\* | .745\*\* | .488\*\* | .922\*\* | .816\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |  |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 |

**HASIL UJI VALIDITAS BUDAYA ORGANISASI**

|  |  | item1 | item2 | item3 | item4 | item5 | item6 | item7 | item8 | item9 | item10 | item11 | item12 | item13 | item14 |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| item1 | Pearson Correlation | 1 | .619\*\* | .662\*\* | .431\*\* | .389\*\* | 1.000\*\* | .662\*\* | .389\*\* | .619\*\* | .431\*\* | 1.000\*\* | .662\*\* | .389\*\* | .619\*\* |
| Sig. (2-tailed) |  | .000 | .000 | .000 | .001 | .000 | .000 | .001 | .000 | .000 | .000 | .000 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item2 | Pearson Correlation | .619\*\* | 1 | .410\*\* | .267\* | .241 | .619\*\* | .410\*\* | .241 | 1.000\*\* | .267\* | .619\*\* | .410\*\* | .241 | 1.000\*\* |
| Sig. (2-tailed) | .000 |  | .001 | .033 | .055 | .000 | .001 | .055 | .000 | .033 | .000 | .001 | .055 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item3 | Pearson Correlation | .662\*\* | .410\*\* | 1 | .652\*\* | .588\*\* | .662\*\* | 1.000\*\* | .588\*\* | .410\*\* | .652\*\* | .662\*\* | 1.000\*\* | .588\*\* | .410\*\* |
| Sig. (2-tailed) | .000 | .001 |  | .000 | .000 | .000 | .000 | .000 | .001 | .000 | .000 | .000 | .000 | .001 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item4 | Pearson Correlation | .431\*\* | .267\* | .652\*\* | 1 | .799\*\* | .431\*\* | .652\*\* | .799\*\* | .267\* | 1.000\*\* | .431\*\* | .652\*\* | .799\*\* | .267\* |
| Sig. (2-tailed) | .000 | .033 | .000 |  | .000 | .000 | .000 | .000 | .033 | .000 | .000 | .000 | .000 | .033 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item5 | Pearson Correlation | .389\*\* | .241 | .588\*\* | .799\*\* | 1 | .389\*\* | .588\*\* | 1.000\*\* | .241 | .799\*\* | .389\*\* | .588\*\* | 1.000\*\* | .241 |
| Sig. (2-tailed) | .001 | .055 | .000 | .000 |  | .001 | .000 | .000 | .055 | .000 | .001 | .000 | .000 | .055 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item6 | Pearson Correlation | 1.000\*\* | .619\*\* | .662\*\* | .431\*\* | .389\*\* | 1 | .662\*\* | .389\*\* | .619\*\* | .431\*\* | 1.000\*\* | .662\*\* | .389\*\* | .619\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .001 |  | .000 | .001 | .000 | .000 | .000 | .000 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item7 | Pearson Correlation | .662\*\* | .410\*\* | 1.000\*\* | .652\*\* | .588\*\* | .662\*\* | 1 | .588\*\* | .410\*\* | .652\*\* | .662\*\* | 1.000\*\* | .588\*\* | .410\*\* |
| Sig. (2-tailed) | .000 | .001 | .000 | .000 | .000 | .000 |  | .000 | .001 | .000 | .000 | .000 | .000 | .001 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item8 | Pearson Correlation | .389\*\* | .241 | .588\*\* | .799\*\* | 1.000\*\* | .389\*\* | .588\*\* | 1 | .241 | .799\*\* | .389\*\* | .588\*\* | 1.000\*\* | .241 |
| Sig. (2-tailed) | .001 | .055 | .000 | .000 | .000 | .001 | .000 |  | .055 | .000 | .001 | .000 | .000 | .055 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item9 | Pearson Correlation | .619\*\* | 1.000\*\* | .410\*\* | .267\* | .241 | .619\*\* | .410\*\* | .241 | 1 | .267\* | .619\*\* | .410\*\* | .241 | 1.000\*\* |
| Sig. (2-tailed) | .000 | .000 | .001 | .033 | .055 | .000 | .001 | .055 |  | .033 | .000 | .001 | .055 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item10 | Pearson Correlation | .431\*\* | .267\* | .652\*\* | 1.000\*\* | .799\*\* | .431\*\* | .652\*\* | .799\*\* | .267\* | 1 | .431\*\* | .652\*\* | .799\*\* | .267\* |
| Sig. (2-tailed) | .000 | .033 | .000 | .000 | .000 | .000 | .000 | .000 | .033 |  | .000 | .000 | .000 | .033 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item11 | Pearson Correlation | 1.000\*\* | .619\*\* | .662\*\* | .431\*\* | .389\*\* | 1.000\*\* | .662\*\* | .389\*\* | .619\*\* | .431\*\* | 1 | .662\*\* | .389\*\* | .619\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .001 | .000 | .000 | .001 | .000 | .000 |  | .000 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item12 | Pearson Correlation | .662\*\* | .410\*\* | 1.000\*\* | .652\*\* | .588\*\* | .662\*\* | 1.000\*\* | .588\*\* | .410\*\* | .652\*\* | .662\*\* | 1 | .588\*\* | .410\*\* |
| Sig. (2-tailed) | .000 | .001 | .000 | .000 | .000 | .000 | .000 | .000 | .001 | .000 | .000 |  | .000 | .001 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item13 | Pearson Correlation | .389\*\* | .241 | .588\*\* | .799\*\* | 1.000\*\* | .389\*\* | .588\*\* | 1.000\*\* | .241 | .799\*\* | .389\*\* | .588\*\* | 1 | .241 |
| Sig. (2-tailed) | .001 | .055 | .000 | .000 | .000 | .001 | .000 | .000 | .055 | .000 | .001 | .000 |  | .055 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item14 | Pearson Correlation | .619\*\* | 1.000\*\* | .410\*\* | .267\* | .241 | .619\*\* | .410\*\* | .241 | 1.000\*\* | .267\* | .619\*\* | .410\*\* | .241 | 1 |
| Sig. (2-tailed) | .000 | .000 | .001 | .033 | .055 | .000 | .001 | .055 | .000 | .033 | .000 | .001 | .055 |  |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item15 | Pearson Correlation | 1.000\*\* | .619\*\* | .662\*\* | .431\*\* | .389\*\* | 1.000\*\* | .662\*\* | .389\*\* | .619\*\* | .431\*\* | 1.000\*\* | .662\*\* | .389\*\* | .619\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .001 | .000 | .000 | .001 | .000 | .000 | .000 | .000 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item16 | Pearson Correlation | .431\*\* | .267\* | .652\*\* | 1.000\*\* | .799\*\* | .431\*\* | .652\*\* | .799\*\* | .267\* | 1.000\*\* | .431\*\* | .652\*\* | .799\*\* | .267\* |
| Sig. (2-tailed) | .000 | .033 | .000 | .000 | .000 | .000 | .000 | .000 | .033 | .000 | .000 | .000 | .000 | .033 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item17 | Pearson Correlation | .662\*\* | .410\*\* | 1.000\*\* | .652\*\* | .588\*\* | .662\*\* | 1.000\*\* | .588\*\* | .410\*\* | .652\*\* | .662\*\* | 1.000\*\* | .588\*\* | .410\*\* |
| Sig. (2-tailed) | .000 | .001 | .000 | .000 | .000 | .000 | .000 | .000 | .001 | .000 | .000 | .000 | .000 | .001 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item18 | Pearson Correlation | .389\*\* | .241 | .588\*\* | .799\*\* | 1.000\*\* | .389\*\* | .588\*\* | 1.000\*\* | .241 | .799\*\* | .389\*\* | .588\*\* | 1.000\*\* | .241 |
| Sig. (2-tailed) | .001 | .055 | .000 | .000 | .000 | .001 | .000 | .000 | .055 | .000 | .001 | .000 | .000 | .055 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item19 | Pearson Correlation | .619\*\* | 1.000\*\* | .410\*\* | .267\* | .241 | .619\*\* | .410\*\* | .241 | 1.000\*\* | .267\* | .619\*\* | .410\*\* | .241 | 1.000\*\* |
| Sig. (2-tailed) | .000 | .000 | .001 | .033 | .055 | .000 | .001 | .055 | .000 | .033 | .000 | .001 | .055 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| Total | Pearson Correlation | .833\*\* | .673\*\* | .864\*\* | .768\*\* | .739\*\* | .833\*\* | .864\*\* | .739\*\* | .673\*\* | .768\*\* | .833\*\* | .864\*\* | .739\*\* | .673\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |

**HASIL UJI VALIDITAS BUDAYA ORGANISASI......Lanjutan**

|  |  | item15 | item16 | item17 | item18 | item19 | Total |
| --- | --- | --- | --- | --- | --- | --- | --- |
| item1 | Pearson Correlation | 1.000\*\* | .431\*\* | .662\*\* | .389\*\* | .619\*\* | .833\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .001 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item2 | Pearson Correlation | .619\*\* | .267\* | .410\*\* | .241 | 1.000\*\* | .673\*\* |
| Sig. (2-tailed) | .000 | .033 | .001 | .055 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item3 | Pearson Correlation | .662\*\* | .652\*\* | 1.000\*\* | .588\*\* | .410\*\* | .864\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item4 | Pearson Correlation | .431\*\* | 1.000\*\* | .652\*\* | .799\*\* | .267\* | .768\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .033 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item5 | Pearson Correlation | .389\*\* | .799\*\* | .588\*\* | 1.000\*\* | .241 | .739\*\* |
| Sig. (2-tailed) | .001 | .000 | .000 | .000 | .055 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item6 | Pearson Correlation | 1.000\*\* | .431\*\* | .662\*\* | .389\*\* | .619\*\* | .833\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .001 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item7 | Pearson Correlation | .662\*\* | .652\*\* | 1.000\*\* | .588\*\* | .410\*\* | .864\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item8 | Pearson Correlation | .389\*\* | .799\*\* | .588\*\* | 1.000\*\* | .241 | .739\*\* |
| Sig. (2-tailed) | .001 | .000 | .000 | .000 | .055 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item9 | Pearson Correlation | .619\*\* | .267\* | .410\*\* | .241 | 1.000\*\* | .673\*\* |
| Sig. (2-tailed) | .000 | .033 | .001 | .055 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item10 | Pearson Correlation | .431\*\* | 1.000\*\* | .652\*\* | .799\*\* | .267\* | .768\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .033 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item11 | Pearson Correlation | 1.000\*\* | .431\*\* | .662\*\* | .389\*\* | .619\*\* | .833\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .001 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item12 | Pearson Correlation | .662\*\* | .652\*\* | 1.000\*\* | .588\*\* | .410\*\* | .864\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item13 | Pearson Correlation | .389\*\* | .799\*\* | .588\*\* | 1.000\*\* | .241 | .739\*\* |
| Sig. (2-tailed) | .001 | .000 | .000 | .000 | .055 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item14 | Pearson Correlation | .619\*\* | .267\* | .410\*\* | .241 | 1.000\*\* | .673\*\* |
| Sig. (2-tailed) | .000 | .033 | .001 | .055 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item15 | Pearson Correlation | 1 | .431\*\* | .662\*\* | .389\*\* | .619\*\* | .833\*\* |
| Sig. (2-tailed) |  | .000 | .000 | .001 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item16 | Pearson Correlation | .431\*\* | 1 | .652\*\* | .799\*\* | .267\* | .768\*\* |
| Sig. (2-tailed) | .000 |  | .000 | .000 | .033 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item17 | Pearson Correlation | .662\*\* | .652\*\* | 1 | .588\*\* | .410\*\* | .864\*\* |
| Sig. (2-tailed) | .000 | .000 |  | .000 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item18 | Pearson Correlation | .389\*\* | .799\*\* | .588\*\* | 1 | .241 | .739\*\* |
| Sig. (2-tailed) | .001 | .000 | .000 |  | .055 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item19 | Pearson Correlation | .619\*\* | .267\* | .410\*\* | .241 | 1 | .673\*\* |
| Sig. (2-tailed) | .000 | .033 | .001 | .055 |  | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| Total | Pearson Correlation | .833\*\* | .768\*\* | .864\*\* | .739\*\* | .673\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 |  |
| N | 64 | 64 | 64 | 64 | 64 | 64 |

**HASIL UJI VALIDITAS GAYA KEPEMIMPINAN**

|  |  | item1 | item2 | item3 | item4 | item5 | item6 | item7 | item8 | item9 | item10 | item11 | item12 | item13 | item14 |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| item1 | Pearson Correlation | 1 | .168 | .257\* | .291\* | .211 | .102 | .168 | .291\* | .102 | 1.000\*\* | .257\* | .211 | .291\* | .168 |
| Sig. (2-tailed) |  | .184 | .041 | .020 | .095 | .422 | .184 | .020 | .422 | .000 | .041 | .095 | .020 | .184 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item2 | Pearson Correlation | .168 | 1 | .655\*\* | .292\* | .798\*\* | .607\*\* | 1.000\*\* | .292\* | .607\*\* | .168 | .655\*\* | .798\*\* | .292\* | 1.000\*\* |
| Sig. (2-tailed) | .184 |  | .000 | .019 | .000 | .000 | .000 | .019 | .000 | .184 | .000 | .000 | .019 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item3 | Pearson Correlation | .257\* | .655\*\* | 1 | .228 | .821\*\* | .397\*\* | .655\*\* | .228 | .397\*\* | .257\* | 1.000\*\* | .821\*\* | .228 | .655\*\* |
| Sig. (2-tailed) | .041 | .000 |  | .070 | .000 | .001 | .000 | .070 | .001 | .041 | .000 | .000 | .070 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item4 | Pearson Correlation | .291\* | .292\* | .228 | 1 | .252\* | .438\*\* | .292\* | 1.000\*\* | .438\*\* | .291\* | .228 | .252\* | 1.000\*\* | .292\* |
| Sig. (2-tailed) | .020 | .019 | .070 |  | .044 | .000 | .019 | .000 | .000 | .020 | .070 | .044 | .000 | .019 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item5 | Pearson Correlation | .211 | .798\*\* | .821\*\* | .252\* | 1 | .484\*\* | .798\*\* | .252\* | .484\*\* | .211 | .821\*\* | 1.000\*\* | .252\* | .798\*\* |
| Sig. (2-tailed) | .095 | .000 | .000 | .044 |  | .000 | .000 | .044 | .000 | .095 | .000 | .000 | .044 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item6 | Pearson Correlation | .102 | .607\*\* | .397\*\* | .438\*\* | .484\*\* | 1 | .607\*\* | .438\*\* | 1.000\*\* | .102 | .397\*\* | .484\*\* | .438\*\* | .607\*\* |
| Sig. (2-tailed) | .422 | .000 | .001 | .000 | .000 |  | .000 | .000 | .000 | .422 | .001 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item7 | Pearson Correlation | .168 | 1.000\*\* | .655\*\* | .292\* | .798\*\* | .607\*\* | 1 | .292\* | .607\*\* | .168 | .655\*\* | .798\*\* | .292\* | 1.000\*\* |
| Sig. (2-tailed) | .184 | .000 | .000 | .019 | .000 | .000 |  | .019 | .000 | .184 | .000 | .000 | .019 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item8 | Pearson Correlation | .291\* | .292\* | .228 | 1.000\*\* | .252\* | .438\*\* | .292\* | 1 | .438\*\* | .291\* | .228 | .252\* | 1.000\*\* | .292\* |
| Sig. (2-tailed) | .020 | .019 | .070 | .000 | .044 | .000 | .019 |  | .000 | .020 | .070 | .044 | .000 | .019 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item9 | Pearson Correlation | .102 | .607\*\* | .397\*\* | .438\*\* | .484\*\* | 1.000\*\* | .607\*\* | .438\*\* | 1 | .102 | .397\*\* | .484\*\* | .438\*\* | .607\*\* |
| Sig. (2-tailed) | .422 | .000 | .001 | .000 | .000 | .000 | .000 | .000 |  | .422 | .001 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item10 | Pearson Correlation | 1.000\*\* | .168 | .257\* | .291\* | .211 | .102 | .168 | .291\* | .102 | 1 | .257\* | .211 | .291\* | .168 |
| Sig. (2-tailed) | .000 | .184 | .041 | .020 | .095 | .422 | .184 | .020 | .422 |  | .041 | .095 | .020 | .184 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item11 | Pearson Correlation | .257\* | .655\*\* | 1.000\*\* | .228 | .821\*\* | .397\*\* | .655\*\* | .228 | .397\*\* | .257\* | 1 | .821\*\* | .228 | .655\*\* |
| Sig. (2-tailed) | .041 | .000 | .000 | .070 | .000 | .001 | .000 | .070 | .001 | .041 |  | .000 | .070 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item12 | Pearson Correlation | .211 | .798\*\* | .821\*\* | .252\* | 1.000\*\* | .484\*\* | .798\*\* | .252\* | .484\*\* | .211 | .821\*\* | 1 | .252\* | .798\*\* |
| Sig. (2-tailed) | .095 | .000 | .000 | .044 | .000 | .000 | .000 | .044 | .000 | .095 | .000 |  | .044 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item13 | Pearson Correlation | .291\* | .292\* | .228 | 1.000\*\* | .252\* | .438\*\* | .292\* | 1.000\*\* | .438\*\* | .291\* | .228 | .252\* | 1 | .292\* |
| Sig. (2-tailed) | .020 | .019 | .070 | .000 | .044 | .000 | .019 | .000 | .000 | .020 | .070 | .044 |  | .019 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item14 | Pearson Correlation | .168 | 1.000\*\* | .655\*\* | .292\* | .798\*\* | .607\*\* | 1.000\*\* | .292\* | .607\*\* | .168 | .655\*\* | .798\*\* | .292\* | 1 |
| Sig. (2-tailed) | .184 | .000 | .000 | .019 | .000 | .000 | .000 | .019 | .000 | .184 | .000 | .000 | .019 |  |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item15 | Pearson Correlation | .102 | .607\*\* | .397\*\* | .438\*\* | .484\*\* | 1.000\*\* | .607\*\* | .438\*\* | 1.000\*\* | .102 | .397\*\* | .484\*\* | .438\*\* | .607\*\* |
| Sig. (2-tailed) | .422 | .000 | .001 | .000 | .000 | .000 | .000 | .000 | .000 | .422 | .001 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item16 | Pearson Correlation | .257\* | .655\*\* | 1.000\*\* | .228 | .821\*\* | .397\*\* | .655\*\* | .228 | .397\*\* | .257\* | 1.000\*\* | .821\*\* | .228 | .655\*\* |
| Sig. (2-tailed) | .041 | .000 | .000 | .070 | .000 | .001 | .000 | .070 | .001 | .041 | .000 | .000 | .070 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item17 | Pearson Correlation | 1.000\*\* | .168 | .257\* | .291\* | .211 | .102 | .168 | .291\* | .102 | 1.000\*\* | .257\* | .211 | .291\* | .168 |
| Sig. (2-tailed) | .000 | .184 | .041 | .020 | .095 | .422 | .184 | .020 | .422 | .000 | .041 | .095 | .020 | .184 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item18 | Pearson Correlation | .211 | .798\*\* | .821\*\* | .252\* | 1.000\*\* | .484\*\* | .798\*\* | .252\* | .484\*\* | .211 | .821\*\* | 1.000\*\* | .252\* | .798\*\* |
| Sig. (2-tailed) | .095 | .000 | .000 | .044 | .000 | .000 | .000 | .044 | .000 | .095 | .000 | .000 | .044 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item19 | Pearson Correlation | .168 | 1.000\*\* | .655\*\* | .292\* | .798\*\* | .607\*\* | 1.000\*\* | .292\* | .607\*\* | .168 | .655\*\* | .798\*\* | .292\* | 1.000\*\* |
| Sig. (2-tailed) | .184 | .000 | .000 | .019 | .000 | .000 | .000 | .019 | .000 | .184 | .000 | .000 | .019 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item20 | Pearson Correlation | .291\* | .292\* | .228 | 1.000\*\* | .252\* | .438\*\* | .292\* | 1.000\*\* | .438\*\* | .291\* | .228 | .252\* | 1.000\*\* | .292\* |
| Sig. (2-tailed) | .020 | .019 | .070 | .000 | .044 | .000 | .019 | .000 | .000 | .020 | .070 | .044 | .000 | .019 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item21 | Pearson Correlation | .102 | .607\*\* | .397\*\* | .438\*\* | .484\*\* | 1.000\*\* | .607\*\* | .438\*\* | 1.000\*\* | .102 | .397\*\* | .484\*\* | .438\*\* | .607\*\* |
| Sig. (2-tailed) | .422 | .000 | .001 | .000 | .000 | .000 | .000 | .000 | .000 | .422 | .001 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| Total | Pearson Correlation | .381\*\* | .882\*\* | .829\*\* | .504\*\* | .887\*\* | .714\*\* | .882\*\* | .504\*\* | .714\*\* | .381\*\* | .829\*\* | .887\*\* | .504\*\* | .882\*\* |
| Sig. (2-tailed) | .002 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .002 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |

**HASIL UJI VALIDITAS GAYA KEPEMIMPINAN......Lanjutan**

|  |  | item15 | item16 | item17 | item18 | item19 | item20 | item21 | Total |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| item1 | Pearson Correlation | .102 | .257\* | 1.000\*\* | .211 | .168 | .291\* | .102 | .381\*\* |
| Sig. (2-tailed) | .422 | .041 | .000 | .095 | .184 | .020 | .422 | .002 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item2 | Pearson Correlation | .607\*\* | .655\*\* | .168 | .798\*\* | 1.000\*\* | .292\* | .607\*\* | .882\*\* |
| Sig. (2-tailed) | .000 | .000 | .184 | .000 | .000 | .019 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item3 | Pearson Correlation | .397\*\* | 1.000\*\* | .257\* | .821\*\* | .655\*\* | .228 | .397\*\* | .829\*\* |
| Sig. (2-tailed) | .001 | .000 | .041 | .000 | .000 | .070 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item4 | Pearson Correlation | .438\*\* | .228 | .291\* | .252\* | .292\* | 1.000\*\* | .438\*\* | .504\*\* |
| Sig. (2-tailed) | .000 | .070 | .020 | .044 | .019 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item5 | Pearson Correlation | .484\*\* | .821\*\* | .211 | 1.000\*\* | .798\*\* | .252\* | .484\*\* | .887\*\* |
| Sig. (2-tailed) | .000 | .000 | .095 | .000 | .000 | .044 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item6 | Pearson Correlation | 1.000\*\* | .397\*\* | .102 | .484\*\* | .607\*\* | .438\*\* | 1.000\*\* | .714\*\* |
| Sig. (2-tailed) | .000 | .001 | .422 | .000 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item7 | Pearson Correlation | .607\*\* | .655\*\* | .168 | .798\*\* | 1.000\*\* | .292\* | .607\*\* | .882\*\* |
| Sig. (2-tailed) | .000 | .000 | .184 | .000 | .000 | .019 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item8 | Pearson Correlation | .438\*\* | .228 | .291\* | .252\* | .292\* | 1.000\*\* | .438\*\* | .504\*\* |
| Sig. (2-tailed) | .000 | .070 | .020 | .044 | .019 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item9 | Pearson Correlation | 1.000\*\* | .397\*\* | .102 | .484\*\* | .607\*\* | .438\*\* | 1.000\*\* | .714\*\* |
| Sig. (2-tailed) | .000 | .001 | .422 | .000 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item10 | Pearson Correlation | .102 | .257\* | 1.000\*\* | .211 | .168 | .291\* | .102 | .381\*\* |
| Sig. (2-tailed) | .422 | .041 | .000 | .095 | .184 | .020 | .422 | .002 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item11 | Pearson Correlation | .397\*\* | 1.000\*\* | .257\* | .821\*\* | .655\*\* | .228 | .397\*\* | .829\*\* |
| Sig. (2-tailed) | .001 | .000 | .041 | .000 | .000 | .070 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item12 | Pearson Correlation | .484\*\* | .821\*\* | .211 | 1.000\*\* | .798\*\* | .252\* | .484\*\* | .887\*\* |
| Sig. (2-tailed) | .000 | .000 | .095 | .000 | .000 | .044 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item13 | Pearson Correlation | .438\*\* | .228 | .291\* | .252\* | .292\* | 1.000\*\* | .438\*\* | .504\*\* |
| Sig. (2-tailed) | .000 | .070 | .020 | .044 | .019 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item14 | Pearson Correlation | .607\*\* | .655\*\* | .168 | .798\*\* | 1.000\*\* | .292\* | .607\*\* | .882\*\* |
| Sig. (2-tailed) | .000 | .000 | .184 | .000 | .000 | .019 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item15 | Pearson Correlation | 1 | .397\*\* | .102 | .484\*\* | .607\*\* | .438\*\* | 1.000\*\* | .714\*\* |
| Sig. (2-tailed) |  | .001 | .422 | .000 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item16 | Pearson Correlation | .397\*\* | 1 | .257\* | .821\*\* | .655\*\* | .228 | .397\*\* | .829\*\* |
| Sig. (2-tailed) | .001 |  | .041 | .000 | .000 | .070 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item17 | Pearson Correlation | .102 | .257\* | 1 | .211 | .168 | .291\* | .102 | .381\*\* |
| Sig. (2-tailed) | .422 | .041 |  | .095 | .184 | .020 | .422 | .002 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item18 | Pearson Correlation | .484\*\* | .821\*\* | .211 | 1 | .798\*\* | .252\* | .484\*\* | .887\*\* |
| Sig. (2-tailed) | .000 | .000 | .095 |  | .000 | .044 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item19 | Pearson Correlation | .607\*\* | .655\*\* | .168 | .798\*\* | 1 | .292\* | .607\*\* | .882\*\* |
| Sig. (2-tailed) | .000 | .000 | .184 | .000 |  | .019 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item20 | Pearson Correlation | .438\*\* | .228 | .291\* | .252\* | .292\* | 1 | .438\*\* | .504\*\* |
| Sig. (2-tailed) | .000 | .070 | .020 | .044 | .019 |  | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item21 | Pearson Correlation | 1.000\*\* | .397\*\* | .102 | .484\*\* | .607\*\* | .438\*\* | 1 | .714\*\* |
| Sig. (2-tailed) | .000 | .001 | .422 | .000 | .000 | .000 |  | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| Total | Pearson Correlation | .714\*\* | .829\*\* | .381\*\* | .887\*\* | .882\*\* | .504\*\* | .714\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .002 | .000 | .000 | .000 | .000 |  |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |

**HASIL UJI VALIDITAS KINERJA MANAJERIAL**

|  |  | item1 | item2 | item3 | item4 | item5 | item6 | item7 | item8 | item9 | item10 | item11 | item12 | item13 | item14 |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| item1 | Pearson Correlation | 1 | .282\* | .682\*\* | .482\*\* | .289\* | .482\*\* | .491\*\* | .268\* | 1.000\*\* | .682\*\* | .289\* | .491\*\* | .282\* | .482\*\* |
| Sig. (2-tailed) |  | .024 | .000 | .000 | .021 | .000 | .000 | .032 | .000 | .000 | .021 | .000 | .024 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item2 | Pearson Correlation | .282\* | 1 | .357\*\* | .470\*\* | .746\*\* | .470\*\* | .577\*\* | .441\*\* | .282\* | .357\*\* | .746\*\* | .577\*\* | 1.000\*\* | .470\*\* |
| Sig. (2-tailed) | .024 |  | .004 | .000 | .000 | .000 | .000 | .000 | .024 | .004 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item3 | Pearson Correlation | .682\*\* | .357\*\* | 1 | .706\*\* | .424\*\* | .706\*\* | .410\*\* | .239 | .682\*\* | 1.000\*\* | .424\*\* | .410\*\* | .357\*\* | .706\*\* |
| Sig. (2-tailed) | .000 | .004 |  | .000 | .000 | .000 | .001 | .057 | .000 | .000 | .000 | .001 | .004 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item4 | Pearson Correlation | .482\*\* | .470\*\* | .706\*\* | 1 | .600\*\* | 1.000\*\* | .389\*\* | .243 | .482\*\* | .706\*\* | .600\*\* | .389\*\* | .470\*\* | 1.000\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 |  | .000 | .000 | .002 | .053 | .000 | .000 | .000 | .002 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item5 | Pearson Correlation | .289\* | .746\*\* | .424\*\* | .600\*\* | 1 | .600\*\* | .444\*\* | .304\* | .289\* | .424\*\* | 1.000\*\* | .444\*\* | .746\*\* | .600\*\* |
| Sig. (2-tailed) | .021 | .000 | .000 | .000 |  | .000 | .000 | .015 | .021 | .000 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item6 | Pearson Correlation | .482\*\* | .470\*\* | .706\*\* | 1.000\*\* | .600\*\* | 1 | .389\*\* | .243 | .482\*\* | .706\*\* | .600\*\* | .389\*\* | .470\*\* | 1.000\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 |  | .002 | .053 | .000 | .000 | .000 | .002 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item7 | Pearson Correlation | .491\*\* | .577\*\* | .410\*\* | .389\*\* | .444\*\* | .389\*\* | 1 | .803\*\* | .491\*\* | .410\*\* | .444\*\* | 1.000\*\* | .577\*\* | .389\*\* |
| Sig. (2-tailed) | .000 | .000 | .001 | .002 | .000 | .002 |  | .000 | .000 | .001 | .000 | .000 | .000 | .002 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item8 | Pearson Correlation | .268\* | .441\*\* | .239 | .243 | .304\* | .243 | .803\*\* | 1 | .268\* | .239 | .304\* | .803\*\* | .441\*\* | .243 |
| Sig. (2-tailed) | .032 | .000 | .057 | .053 | .015 | .053 | .000 |  | .032 | .057 | .015 | .000 | .000 | .053 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item9 | Pearson Correlation | 1.000\*\* | .282\* | .682\*\* | .482\*\* | .289\* | .482\*\* | .491\*\* | .268\* | 1 | .682\*\* | .289\* | .491\*\* | .282\* | .482\*\* |
| Sig. (2-tailed) | .000 | .024 | .000 | .000 | .021 | .000 | .000 | .032 |  | .000 | .021 | .000 | .024 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item10 | Pearson Correlation | .682\*\* | .357\*\* | 1.000\*\* | .706\*\* | .424\*\* | .706\*\* | .410\*\* | .239 | .682\*\* | 1 | .424\*\* | .410\*\* | .357\*\* | .706\*\* |
| Sig. (2-tailed) | .000 | .004 | .000 | .000 | .000 | .000 | .001 | .057 | .000 |  | .000 | .001 | .004 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item11 | Pearson Correlation | .289\* | .746\*\* | .424\*\* | .600\*\* | 1.000\*\* | .600\*\* | .444\*\* | .304\* | .289\* | .424\*\* | 1 | .444\*\* | .746\*\* | .600\*\* |
| Sig. (2-tailed) | .021 | .000 | .000 | .000 | .000 | .000 | .000 | .015 | .021 | .000 |  | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item12 | Pearson Correlation | .491\*\* | .577\*\* | .410\*\* | .389\*\* | .444\*\* | .389\*\* | 1.000\*\* | .803\*\* | .491\*\* | .410\*\* | .444\*\* | 1 | .577\*\* | .389\*\* |
| Sig. (2-tailed) | .000 | .000 | .001 | .002 | .000 | .002 | .000 | .000 | .000 | .001 | .000 |  | .000 | .002 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item13 | Pearson Correlation | .282\* | 1.000\*\* | .357\*\* | .470\*\* | .746\*\* | .470\*\* | .577\*\* | .441\*\* | .282\* | .357\*\* | .746\*\* | .577\*\* | 1 | .470\*\* |
| Sig. (2-tailed) | .024 | .000 | .004 | .000 | .000 | .000 | .000 | .000 | .024 | .004 | .000 | .000 |  | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item14 | Pearson Correlation | .482\*\* | .470\*\* | .706\*\* | 1.000\*\* | .600\*\* | 1.000\*\* | .389\*\* | .243 | .482\*\* | .706\*\* | .600\*\* | .389\*\* | .470\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .002 | .053 | .000 | .000 | .000 | .002 | .000 |  |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item15 | Pearson Correlation | .482\*\* | .470\*\* | .706\*\* | 1.000\*\* | .600\*\* | 1.000\*\* | .389\*\* | .243 | .482\*\* | .706\*\* | .600\*\* | .389\*\* | .470\*\* | 1.000\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .002 | .053 | .000 | .000 | .000 | .002 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item16 | Pearson Correlation | .268\* | .441\*\* | .239 | .243 | .304\* | .243 | .803\*\* | 1.000\*\* | .268\* | .239 | .304\* | .803\*\* | .441\*\* | .243 |
| Sig. (2-tailed) | .032 | .000 | .057 | .053 | .015 | .053 | .000 | .000 | .032 | .057 | .015 | .000 | .000 | .053 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item17 | Pearson Correlation | .491\*\* | .577\*\* | .410\*\* | .389\*\* | .444\*\* | .389\*\* | 1.000\*\* | .803\*\* | .491\*\* | .410\*\* | .444\*\* | 1.000\*\* | .577\*\* | .389\*\* |
| Sig. (2-tailed) | .000 | .000 | .001 | .002 | .000 | .002 | .000 | .000 | .000 | .001 | .000 | .000 | .000 | .002 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item18 | Pearson Correlation | .289\* | .746\*\* | .424\*\* | .600\*\* | 1.000\*\* | .600\*\* | .444\*\* | .304\* | .289\* | .424\*\* | 1.000\*\* | .444\*\* | .746\*\* | .600\*\* |
| Sig. (2-tailed) | .021 | .000 | .000 | .000 | .000 | .000 | .000 | .015 | .021 | .000 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| item19 | Pearson Correlation | .682\*\* | .357\*\* | 1.000\*\* | .706\*\* | .424\*\* | .706\*\* | .410\*\* | .239 | .682\*\* | 1.000\*\* | .424\*\* | .410\*\* | .357\*\* | .706\*\* |
| Sig. (2-tailed) | .000 | .004 | .000 | .000 | .000 | .000 | .001 | .057 | .000 | .000 | .000 | .001 | .004 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |
| Total | Pearson Correlation | .681\*\* | .705\*\* | .799\*\* | .836\*\* | .740\*\* | .836\*\* | .744\*\* | .568\*\* | .681\*\* | .799\*\* | .740\*\* | .744\*\* | .705\*\* | .836\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |

**HASIL UJI VALIDITAS KINERJA MANAJERIAL......Lanjutan**

|  |  | item15 | item16 | item17 | item18 | item19 | Total |
| --- | --- | --- | --- | --- | --- | --- | --- |
| item1 | Pearson Correlation | .482\*\* | .268\* | .491\*\* | .289\* | .682\*\* | .681\*\* |
| Sig. (2-tailed) | .000 | .032 | .000 | .021 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item2 | Pearson Correlation | .470\*\* | .441\*\* | .577\*\* | .746\*\* | .357\*\* | .705\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .004 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item3 | Pearson Correlation | .706\*\* | .239 | .410\*\* | .424\*\* | 1.000\*\* | .799\*\* |
| Sig. (2-tailed) | .000 | .057 | .001 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item4 | Pearson Correlation | 1.000\*\* | .243 | .389\*\* | .600\*\* | .706\*\* | .836\*\* |
| Sig. (2-tailed) | .000 | .053 | .002 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item5 | Pearson Correlation | .600\*\* | .304\* | .444\*\* | 1.000\*\* | .424\*\* | .740\*\* |
| Sig. (2-tailed) | .000 | .015 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item6 | Pearson Correlation | 1.000\*\* | .243 | .389\*\* | .600\*\* | .706\*\* | .836\*\* |
| Sig. (2-tailed) | .000 | .053 | .002 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item7 | Pearson Correlation | .389\*\* | .803\*\* | 1.000\*\* | .444\*\* | .410\*\* | .744\*\* |
| Sig. (2-tailed) | .002 | .000 | .000 | .000 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item8 | Pearson Correlation | .243 | 1.000\*\* | .803\*\* | .304\* | .239 | .568\*\* |
| Sig. (2-tailed) | .053 | .000 | .000 | .015 | .057 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item9 | Pearson Correlation | .482\*\* | .268\* | .491\*\* | .289\* | .682\*\* | .681\*\* |
| Sig. (2-tailed) | .000 | .032 | .000 | .021 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item10 | Pearson Correlation | .706\*\* | .239 | .410\*\* | .424\*\* | 1.000\*\* | .799\*\* |
| Sig. (2-tailed) | .000 | .057 | .001 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item11 | Pearson Correlation | .600\*\* | .304\* | .444\*\* | 1.000\*\* | .424\*\* | .740\*\* |
| Sig. (2-tailed) | .000 | .015 | .000 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item12 | Pearson Correlation | .389\*\* | .803\*\* | 1.000\*\* | .444\*\* | .410\*\* | .744\*\* |
| Sig. (2-tailed) | .002 | .000 | .000 | .000 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item13 | Pearson Correlation | .470\*\* | .441\*\* | .577\*\* | .746\*\* | .357\*\* | .705\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .004 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item14 | Pearson Correlation | 1.000\*\* | .243 | .389\*\* | .600\*\* | .706\*\* | .836\*\* |
| Sig. (2-tailed) | .000 | .053 | .002 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item15 | Pearson Correlation | 1 | .243 | .389\*\* | .600\*\* | .706\*\* | .836\*\* |
| Sig. (2-tailed) |  | .053 | .002 | .000 | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item16 | Pearson Correlation | .243 | 1 | .803\*\* | .304\* | .239 | .568\*\* |
| Sig. (2-tailed) | .053 |  | .000 | .015 | .057 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item17 | Pearson Correlation | .389\*\* | .803\*\* | 1 | .444\*\* | .410\*\* | .744\*\* |
| Sig. (2-tailed) | .002 | .000 |  | .000 | .001 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item18 | Pearson Correlation | .600\*\* | .304\* | .444\*\* | 1 | .424\*\* | .740\*\* |
| Sig. (2-tailed) | .000 | .015 | .000 |  | .000 | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| item19 | Pearson Correlation | .706\*\* | .239 | .410\*\* | .424\*\* | 1 | .799\*\* |
| Sig. (2-tailed) | .000 | .057 | .001 | .000 |  | .000 |
| N | 64 | 64 | 64 | 64 | 64 | 64 |
| Total | Pearson Correlation | .836\*\* | .568\*\* | .744\*\* | .740\*\* | .799\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 |  |
| N | 64 | 64 | 64 | 64 | 64 | 64 |

**HASIL UJI RELIABILITAS PENYUSUNAN ANGGARAN PARTISIPATIF**

**Reliability**

**Scale: ALL VARIABLES**

| **Case Processing Summary** | | | |
| --- | --- | --- | --- |
|  |  | N | % |
| Cases | Valid | 64 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 64 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

| **Reliability Statistics** | |
| --- | --- |
| Cronbach's Alpha | N of Items |
| .918 | 14 |

| **Item-Total Statistics** | | | | |
| --- | --- | --- | --- | --- |
|  | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
| item1 | 41.30 | 11.387 | .801 | .906 |
| item2 | 41.94 | 12.536 | .654 | .912 |
| item3 | 41.11 | 11.655 | .769 | .907 |
| item4 | 41.83 | 13.573 | .475 | .918 |
| item5 | 41.61 | 12.686 | .566 | .915 |
| item6 | 41.84 | 13.372 | .523 | .916 |
| item7 | 41.30 | 11.387 | .801 | .906 |
| item8 | 41.11 | 11.655 | .769 | .907 |
| item9 | 41.61 | 12.686 | .566 | .915 |
| item10 | 41.94 | 12.536 | .654 | .912 |
| item11 | 41.83 | 13.573 | .475 | .918 |
| item12 | 41.84 | 13.372 | .523 | .916 |
| item13 | 41.30 | 11.387 | .801 | .906 |
| item14 | 41.61 | 12.686 | .566 | .915 |

**HASIL UJI RELIABILITAS KOMITMEN ORGANISASI**

**Reliability**

**Scale: ALL VARIABLES**

| **Case Processing Summary** | | | |
| --- | --- | --- | --- |
|  |  | N | % |
| Cases | Valid | 64 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 64 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

| **Reliability Statistics** | |
| --- | --- |
| Cronbach's Alpha | N of Items |
| .936 | 14 |

| **Item-Total Statistics** | | | | |
| --- | --- | --- | --- | --- |
|  | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
| item1 | 37.83 | 10.621 | .675 | .933 |
| item2 | 37.55 | 10.664 | .904 | .924 |
| item3 | 37.48 | 11.555 | .705 | .931 |
| item4 | 37.42 | 12.280 | .441 | .937 |
| item5 | 37.58 | 11.232 | .784 | .929 |
| item6 | 37.55 | 10.664 | .904 | .924 |
| item7 | 37.42 | 12.280 | .441 | .937 |
| item8 | 37.83 | 10.621 | .675 | .933 |
| item9 | 37.48 | 11.555 | .705 | .931 |
| item10 | 37.58 | 11.232 | .784 | .929 |
| item11 | 37.83 | 10.621 | .675 | .933 |
| item12 | 37.42 | 12.280 | .441 | .937 |
| item13 | 37.55 | 10.664 | .904 | .924 |
| item14 | 37.58 | 11.232 | .784 | .929 |

**HASIL UJI RELIABILITAS BUDAYA ORGANISASI**

**Reliability**

**Scale: ALL VARIABLES**

| **Case Processing Summary** | | | |
| --- | --- | --- | --- |
|  |  | N | % |
| Cases | Valid | 64 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 64 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

| **Reliability Statistics** | |
| --- | --- |
| Cronbach's Alpha | N of Items |
| .964 | 19 |

| **Item-Total Statistics** | | | | |
| --- | --- | --- | --- | --- |
|  | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
| item1 | 57.66 | 37.404 | .807 | .961 |
| item2 | 58.45 | 39.077 | .636 | .963 |
| item3 | 57.86 | 37.297 | .844 | .960 |
| item4 | 58.03 | 38.666 | .740 | .962 |
| item5 | 58.06 | 39.044 | .710 | .962 |
| item6 | 57.66 | 37.404 | .807 | .961 |
| item7 | 57.86 | 37.297 | .844 | .960 |
| item8 | 58.06 | 39.044 | .710 | .962 |
| item9 | 58.45 | 39.077 | .636 | .963 |
| item10 | 58.03 | 38.666 | .740 | .962 |
| item11 | 57.66 | 37.404 | .807 | .961 |
| item12 | 57.86 | 37.297 | .844 | .960 |
| item13 | 58.06 | 39.044 | .710 | .962 |
| item14 | 58.45 | 39.077 | .636 | .963 |
| item15 | 57.66 | 37.404 | .807 | .961 |
| item16 | 58.03 | 38.666 | .740 | .962 |
| item17 | 57.86 | 37.297 | .844 | .960 |
| item18 | 58.06 | 39.044 | .710 | .962 |
| item19 | 58.45 | 39.077 | .636 | .963 |

**HASIL UJI RELIABILITAS GAYA KEPEMIMPINAN**

**Reliability**

**Scale: ALL VARIABLES**

| **Case Processing Summary** | | | | | |
| --- | --- | --- | --- | --- | --- |
|  |  | | N | | % |
| Cases | Valid | | 64 | | 100.0 |
| Excludeda | | 0 | | .0 |
| Total | | 64 | | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | | | |
| **Reliability Statistics** | | | |
| Cronbach's Alpha | | N of Items | |
| .953 | | 21 | |

| **Item-Total Statistics** | | | | |
| --- | --- | --- | --- | --- |
|  | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
| item1 | 62.31 | 31.425 | .340 | .954 |
| item2 | 62.64 | 28.329 | .863 | .948 |
| item3 | 61.83 | 28.049 | .798 | .949 |
| item4 | 62.41 | 31.324 | .474 | .953 |
| item5 | 61.73 | 27.912 | .867 | .948 |
| item6 | 62.50 | 30.063 | .686 | .951 |
| item7 | 62.64 | 28.329 | .863 | .948 |
| item8 | 62.41 | 31.324 | .474 | .953 |
| item9 | 62.50 | 30.063 | .686 | .951 |
| item10 | 62.31 | 31.425 | .340 | .954 |
| item11 | 61.83 | 28.049 | .798 | .949 |
| item12 | 61.73 | 27.912 | .867 | .948 |
| item13 | 62.41 | 31.324 | .474 | .953 |
| item14 | 62.64 | 28.329 | .863 | .948 |
| item15 | 62.50 | 30.063 | .686 | .951 |
| item16 | 61.83 | 28.049 | .798 | .949 |
| item17 | 62.31 | 31.425 | .340 | .954 |
| item18 | 61.73 | 27.912 | .867 | .948 |
| item19 | 62.64 | 28.329 | .863 | .948 |
| item20 | 62.41 | 31.324 | .474 | .953 |
| item21 | 62.50 | 30.063 | .686 | .951 |

**HASIL UJI RELIABILITAS KINERJA MANAJERAIAL**

**Reliability**

**Scale: ALL VARIABLES**

| **Case Processing Summary** | | | | | |
| --- | --- | --- | --- | --- | --- |
|  |  | | N | | % |
| Cases | Valid | | 64 | | 100.0 |
| Excludeda | | 0 | | .0 |
| Total | | 64 | | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | | | |
| **Reliability Statistics** | | | |
| Cronbach's Alpha | | N of Items | |
| .955 | | 19 | |

| **Item-Total Statistics** | | | | |
| --- | --- | --- | --- | --- |
|  | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
| item1 | 71.33 | 34.541 | .640 | .954 |
| item2 | 71.70 | 35.069 | .674 | .953 |
| item3 | 71.16 | 33.404 | .767 | .952 |
| item4 | 70.98 | 33.254 | .809 | .951 |
| item5 | 71.78 | 34.650 | .709 | .953 |
| item6 | 71.98 | 33.254 | .809 | .951 |
| item7 | 71.56 | 34.599 | .713 | .953 |
| item8 | 72.59 | 35.451 | .522 | .955 |
| item9 | 71.33 | 34.541 | .640 | .954 |
| item10 | 71.16 | 33.404 | .767 | .952 |
| item11 | 71.78 | 34.650 | .709 | .953 |
| item12 | 71.56 | 34.599 | .713 | .953 |
| item13 | 71.70 | 35.069 | .674 | .953 |
| item14 | 70.98 | 33.254 | .809 | .951 |
| item15 | 71.98 | 33.254 | .809 | .951 |
| item16 | 72.59 | 35.451 | .522 | .955 |
| item17 | 71.56 | 34.599 | .713 | .953 |
| item18 | 71.78 | 34.650 | .709 | .953 |
| item19 | 71.16 | 33.404 | .767 | .952 |

**HASIL UJI NORMALITAS**

| **One-Sample Kolmogorov-Smirnov Test** | | |
| --- | --- | --- |
|  |  | Unstandardized Residual |
| N | | 64 |
| Normal Parametersa,,b | Mean | .0000000 |
| Std. Deviation | 1.51358459 |
| Most Extreme Differences | Absolute | .108 |
| Positive | .108 |
| Negative | -.097 |
| Kolmogorov-Smirnov Z | | .861 |
| Asymp. Sig. (2-tailed) | | .449 |
| a. Test distribution is Normal. | | |
| b. Calculated from data. | | |

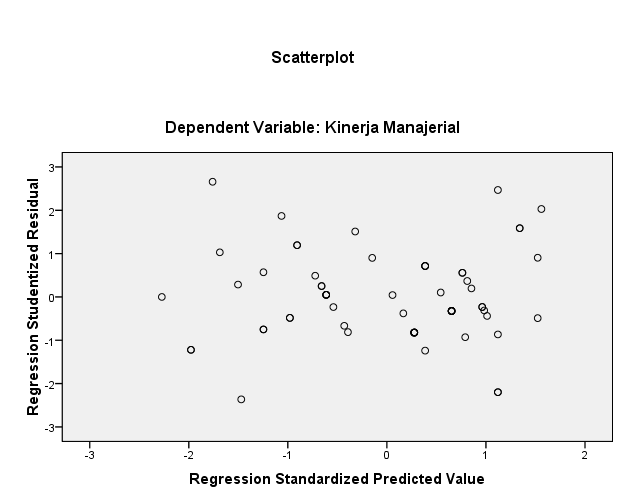
**HASIL UJI LINEARITAS**

| **ANOVA Table** | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  | Sum of Squares | df | Mean Square | F | Sig. |
| Kinerja Manajerial \* Peny.Ang.Partisipasif | Between Groups | (Combined) | 1686.351 | 6 | 281.059 | 22.466 | .000 |
| Linearity | 1534.272 | 1 | 1534.272 | 122.641 | .000 |
| Deviation from Linearity | 152.079 | 5 | 30.416 | 2.431 | .056 |
| Within Groups | | 713.086 | 57 | 12.510 |  |  |
| Total | | 2399.437 | 63 |  |  |  |

**HASIL UJI MULTIKOLINEARITAS**

| **Coefficientsa** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| B | Std. Error | Beta | Tolerance | VIF |
| 1 | (Constant) | 3.812 | 2.595 |  | 1.469 | .147 |  |  |
| Peny.Ang.Partisipasif | .217 | .086 | .134 | 2.519 | .014 | .363 | 2.756 |
| Komitmen Organisasi | .219 | .084 | .128 | 2.601 | .012 | .422 | 2.369 |
| Budaya Organisasi | .400 | .050 | .422 | 7.980 | .000 | .364 | 2.747 |
| Gaya Kepemimpinan | .439 | .054 | .406 | 8.148 | .000 | .411 | 2.434 |
| a. Dependent Variable: Kinerja Manajerial | | | | | | | | |

**HASIL UJI HETEROKEDASTISITAS**

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**HASIL UJI REGRESI LINIER – HIPOTESIS 1**

**Regression**

| **Variables Entered/Removedb** | | | |
| --- | --- | --- | --- |
| Model | Variables Entered | Variables Removed | Method |
| 1 | Peny.Ang.Partisipasifa | . | Enter |
| a. All requested variables entered. | | | |
| b. Dependent Variable: Kinerja Manajerial | | | |

| **Model Summaryb** | | | | |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .800a | .639 | .634 | 3.736 |
| a. Predictors: (Constant), Peny.Ang.Partisipasif | | | | |
| b. Dependent Variable: Kinerja Manajerial | | | | |

| **ANOVAb** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1534.272 | 1 | 1534.272 | 109.950 | .000a |
| Residual | 865.165 | 62 | 13.954 |  |  |
| Total | 2399.438 | 63 |  |  |  |
| a. Predictors: (Constant), Peny.Ang.Partisipasif | | | | | | |
| b. Dependent Variable: Kinerja Manajerial | | | | | | |

| **Coefficientsa** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 17.284 | 5.580 |  | 3.097 | .003 |
| Peny.Ang.Partisipasif | 1.302 | .124 | .800 | 10.486 | .000 |
| a. Dependent Variable: Kinerja Manajerial | | | | | | |

**HASIL UJI REGRESI LINIER – HIPOTESIS 2**

**Regression**

| **Variables Entered/Removed** | | | |
| --- | --- | --- | --- |
| Model | Variables Entered | Variables Removed | Method |
| 1 | X\*Z1, Penyu.Ang.Partisipatif, Komitmen Organisasia | . | Enter |
| a. All requested variables entered. | | | |

| **Model Summary** | | | | |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .841a | .708 | .693 | 3.417 |
| a. Predictors: (Constant), X\*Z1, Penyu.Ang.Partisipatif, Komitmen Organisasi | | | | |

| **ANOVAb** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1698.821 | 3 | 566.274 | 48.495 | .000a |
| Residual | 700.616 | 60 | 11.677 |  |  |
| Total | 2399.438 | 63 |  |  |  |
| a. Predictors: (Constant), X\*Z1, Penyu.Ang.Partisipatif, Komitmen Organisasi | | | | | | |
| b. Dependent Variable: Kinerja Manajerial | | | | | | |

| **Coefficientsa** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 35.417 | 42.225 |  | .839 | .405 |
| Penyu.Ang.Partisipatif | .289 | 1.001 | .178 | .289 | .774 |
| Komitmen Organisasi | .026 | 1.065 | .015 | .025 | .980 |
| X\*Z1 | .014 | .025 | .661 | .583 | .562 |
| a. Dependent Variable: Kinerja Manajerial | | | | | | |

**HASIL UJI REGRESI LINIER – HIPOTESIS 3**

**Regression**

| **Variables Entered/Removed** | | | |
| --- | --- | --- | --- |
| Model | Variables Entered | Variables Removed | Method |
| 1 | X\*Z2, Penyu.Ang.Partisipatif, Budaya Organisasia | . | Enter |
| a. All requested variables entered. | | | |

| **Model Summary** | | | | |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .929a | .864 | .857 | 2.335 |
| a. Predictors: (Constant), X\*Z2, Penyu.Ang.Partisipatif, Budaya Organisasi | | | | |

| **ANOVAb** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 2072.373 | 3 | 690.791 | 126.726 | .000a |
| Residual | 327.065 | 60 | 5.451 |  |  |
| Total | 2399.438 | 63 |  |  |  |
| a. Predictors: (Constant), X\*Z2, Penyu.Ang.Partisipatif, Budaya Organisasi | | | | | | |
| b. Dependent Variable: Kinerja Manajerial | | | | | | |

| **Coefficientsa** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | -27.813 | 41.823 |  | -.665 | .509 |
| Penyu.Ang.Partisipatif | 1.425 | .908 | .875 | 1.570 | .122 |
| Budaya Organisasi | 1.340 | .736 | 1.417 | 1.822 | .073 |
| X\*Z2 | -.015 | .016 | -1.198 | -.975 | .333 |
| a. Dependent Variable: Kinerja Manajerial | | | | | | |

**HASIL UJI REGRESI LINIER – HIPOTESIS 4**

**Regression**

| **Variables Entered/Removed** | | | |
| --- | --- | --- | --- |
| Model | Variables Entered | Variables Removed | Method |
| 1 | X\*Z3, Penyu.Ang.Partisipatif, Gaya Kepemimpinana | . | Enter |
| a. All requested variables entered. | | | |

| **Model Summary** | | | | |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .932a | .869 | .862 | 2.290 |
| a. Predictors: (Constant), X\*Z3, Penyu.Ang.Partisipatif, Gaya Kepemimpinan | | | | |

| **ANOVAb** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 2084.683 | 3 | 694.894 | 132.464 | .000a |
| Residual | 314.755 | 60 | 5.246 |  |  |
| Total | 2399.438 | 63 |  |  |  |
| a. Predictors: (Constant), X\*Z3, Penyu.Ang.Partisipatif, Gaya Kepemimpinan | | | | | | |
| b. Dependent Variable: Kinerja Manajerial | | | | | | |

| **Coefficientsa** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 108.749 | 35.329 |  | 3.078 | .003 |
| Penyu.Ang.Partisipatif | -1.784 | .808 | -1.095 | -2.206 | .031 |
| Gaya Kepemimpinan | -1.009 | .572 | -.932 | -1.765 | .083 |
| X\*Z3 | .038 | .013 | 2.780 | 2.976 | .004 |
| a. Dependent Variable: Kinerja Manajerial | | | | | | |