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**Lampiran 1**

**KUESIONER PENELITIAN**

PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL, KEPRIBADIAN PROAKTIF DAN LINGKUNGAN KERJA NON FISIK TERHADAP PERILAKU KERJA INOVATIF PEGAWAI NON ASN

DINAS PERDAGANGAN, KOPERASI DAN UKM KABUPATEN TEGAL

Kepada Yth:

Bapak/Ibu/Sdr/i Responden

di-

T e m p a t

Dengan hormat,

Dalam rangka memenuhi tugas skripsi saya di Fakultas Ekonomi dan Bisnis Universitas Pancasakti Tegal, maka dengan segala kerendahan hati saya sangat mengharapkan tanggapan Bapak/Ibu terhadap beberapa pernyataan yang tersedia dalam kuesioner ini mengenai “*Pengaruh Gaya Kepemimpinan Transformasional, Kepribadian Proaktif Dan Lingkungan Kerja Non Fisik Terhadap Perilaku Kerja Inovatif Pegawai* *Non ASN* *Dinas Perdagangan, Koperasi Dan UKM Kabupaten Tegal*.” Pengumpulan data ini semata-mata hanya akan digunakan untuk maksud penyusunan skripsi dan dijamin kerahasiaannya.

Akhir kata saya mengucapkan terima kasih yang sebesar-besarnya atas bantuan dan kesediaan Bapak/Ibu/Sdr/i yang telah meluangkan waktunya dalam pengisian kuesioner ini.

Hormat Saya,

ALI HOZI

**KUESIONER PENELITIAN**

**I. IDENTITAS RESPONDEN**

1. Jenis Kelamin = Laki-Laki Perempuan
2. Usia/Umur = ˂ 30 Tahun 30 - 40 Tahun

> 40 Tahun

1. Pendidikan Terakhir = SMU Diploma

Sarjana

**II. PETUNJUK PENGISIAN**

1. Mohon memberi tanda silang (X) pada jawaban yang Bapak/Ibu anggap paling sesuai dan mohon mengisi bagian yang membutuhkan jawaban tertulis.
2. Setelah mengisi kuesioner ini mohon Bapak/Ibu/Sdr/i dapat memberikan kembali kepada saya.
3. Keterangan Alternatif Jawaban dan Skor :
4. SS = Sangat Setuju
5. S = Setuju
6. N = Netral
7. TS = Tidak Setuju
8. STS = Sangat Tidak Setuju

KUESIONER PERILAKU KERJA INOVATIF

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | Pernyataan Kuesioner | SS | S | N | TS | STS |
|
| 1 | Saya termasuk tipe pegawai yang selalu cepat tanggap dalam menghadapi masalah pada organisasi |  |  |  |  |  |
| 2 | Saya mampu memahami segala kebutuhan yang diperlukan saya dalam bekerja |  |  |  |  |  |
| 3 | Ketika saya menemukan masalah pada organisasi, saya selalu berusaha mencari informasi untuk memecahkan permasalahan tersebut |  |  |  |  |  |
| 4 | Saya akan mencari dukungan pada rekan kerja saya, ketika saya menemukan solusi untuk memecahkan permasalahan pada organisasi |  |  |  |  |  |
| 5 | Saya akan berusaha memberikan penjelasan dan membujuk rekan kerja saya untuk selalu bersemangat ketika menghadapi masalah |  |  |  |  |  |
| 6 | Saya mampu menerapkan ide saya dalam organisasi sebagai bahan solusi untuk menyelesaikan masalah |  |  |  |  |  |

KUESIONER GAYA KEPEMIMPINAN TRANSFORMASIONAL

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | Pernyataan Kuesioner | SS | S | N | TS | STS |
|
| 1 | Saya berpendapat bahwa kepemimpinan saat ini telah memiliki misi yang baik dan akurat untuk kemajuan organisasi |  |  |  |  |  |
| 2 | Pemimpin mampu memvisualisasikan visi dan misi yang telah ditetapkan |  |  |  |  |  |
| 3 | Pemimpin telah berhasil membangun kepercayaan terhadap seluruh pegawai terkait kinerjanya |  |  |  |  |  |
| 4 | Pemimpin mampu berkomunikasi dengan seluruh pegawai dalam menjalankan tugas |  |  |  |  |  |
| 5 | Pemimpin selalu mengarahkan dan memberikan petunjuk untuk meningkatkan pemehaman pegawai dalam menjalankan tugas dan kewajibannya |  |  |  |  |  |
| 6 | Pemimpin selalu merangsang ide-ide baru terhadap pegawai ketika mereka menghadapi permasalahan |  |  |  |  |  |
| 7 | Pemimpin secara rutin mengadakan pelatihan dan pembinaan kerja untuk kemajuan pegawai |  |  |  |  |  |
| 8 | Pemimpin mampu mengalokasikan dan mendelegasikan tugas kepada orang yang tepat dalam bekerja |  |  |  |  |  |
| 9 | Pemimpin senantiasa melakukan pengawasan kerja kepada pegawai agar lebih disiplin |  |  |  |  |  |

KUESIONER KEPRIBADIAN PROAKTIF

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | Pernyataan Kuesioner | SS | S | N | TS | STS |
|
| 1 | Saya selalu berusaha untuk menemukan peluang guna memperbaiki kinerja saya |  |  |  |  |  |
| 2 | Saya selalu berusaha menganalisis setiap peluang yang saya temukan untuk diterapkan dalam pekerjaan saya |  |  |  |  |  |
| 3 | Saya selalu berusaha mecari cara yang terbaik agar pekerjaan saya cepat selesai |  |  |  |  |  |
| 4 | Saya termasuk tipe pegawai yang memiliki kemampuan baik dalam mengimplementasikan peluang yang saya temukan |  |  |  |  |  |
| 5 | Saya selalu berusaha mempertahankan setiap gagasan yang saya temukan untuk mrnyelesaikan segala permasalahan pada pekerjaan saya |  |  |  |  |  |
| 6 | Saya memiliki keberanian tinggi dalam menghadapi risiko kerja |  |  |  |  |  |

KUESIONER LINGKUNGAN KERJA NON FISIK

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | Pernyataan Kuesioner | SS | S | N | TS | STS |
|
| 1 | Saya menilai bahwa seluruh pegawai dalam organisasi telah memiliki sikap kekeluargaan yang tinggi |  |  |  |  |  |
| 2 | Saya menilai bahwa seluruh pegawai dalam organisasi telah memiliki kerjasama yang baik dalam bekerja |  |  |  |  |  |
| 3 | Seluruh pegawai saling menghargai terhadap setiap pendapat yang diutarakan salah satu pegawai |  |  |  |  |  |
| 4 | Seluruh pegawai saling bertukar informasi ketika mereka saling membutuhkan solusi dari setiap permasalahan pekerjaan yang timbul |  |  |  |  |  |
| 5 | Pemimpin selalu memotivasi pegawai dalam bekerja |  |  |  |  |  |
| 6 | Pemimpin memiliki perilaku yang baik terhadap seluruh pegawai |  |  |  |  |  |
| 7 | Pemimpin memiliki kemampuan yang tinggi dalam menentukan visi dan misi organisasi |  |  |  |  |  |
| 8 | Pemimpin selalu menghormati dan menghargai bawahan |  |  |  |  |  |

**Lampiran 2**

**JAWABAN KUESIONER UNTUK UJI INSTRUMEN**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| No | Perilaku Kerja Inovatif | | | | | | Skor |
| PK1 | PK2 | PK3 | PK4 | PK5 | PK6 |
| 1 | 4 | 4 | 4 | 4 | 5 | 4 | 25 |
| 2 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 3 | 4 | 3 | 4 | 3 | 4 | 3 | 21 |
| 4 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 5 | 4 | 3 | 4 | 4 | 4 | 3 | 22 |
| 6 | 3 | 2 | 3 | 2 | 3 | 3 | 16 |
| 7 | 3 | 3 | 4 | 4 | 3 | 3 | 20 |
| 8 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 9 | 4 | 4 | 4 | 4 | 5 | 4 | 25 |
| 10 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 11 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 12 | 4 | 5 | 4 | 4 | 5 | 4 | 26 |
| 13 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 14 | 5 | 3 | 2 | 5 | 5 | 3 | 23 |
| 15 | 4 | 4 | 5 | 4 | 5 | 5 | 27 |
| 16 | 3 | 3 | 3 | 4 | 3 | 4 | 20 |
| 17 | 5 | 5 | 5 | 4 | 5 | 5 | 29 |
| 18 | 5 | 4 | 5 | 4 | 5 | 5 | 28 |
| 19 | 3 | 2 | 3 | 2 | 3 | 3 | 16 |
| 20 | 5 | 3 | 2 | 5 | 4 | 5 | 24 |
| 21 | 4 | 3 | 4 | 4 | 4 | 3 | 22 |
| 22 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 23 | 4 | 4 | 4 | 4 | 5 | 4 | 25 |
| 24 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 25 | 3 | 4 | 3 | 3 | 4 | 3 | 20 |
| 26 | 5 | 5 | 5 | 4 | 5 | 5 | 29 |
| 27 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 28 | 4 | 4 | 4 | 4 | 5 | 4 | 25 |
| 29 | 3 | 2 | 3 | 2 | 3 | 3 | 16 |
| 30 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| No | Gaya Kepemimpinan Transformasional | | | | | | | | | Skor |
| KT1 | KT2 | KT3 | KT4 | KT5 | KT6 | KT7 | KT8 | KT9 |
| 1 | 3 | 5 | 3 | 3 | 3 | 4 | 5 | 3 | 4 | 33 |
| 2 | 5 | 4 | 4 | 4 | 5 | 3 | 4 | 3 | 4 | 36 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 27 |
| 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 28 |
| 5 | 4 | 5 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 37 |
| 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 45 |
| 7 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 44 |
| 8 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36 |
| 9 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 30 |
| 10 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 26 |
| 11 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 41 |
| 12 | 3 | 5 | 3 | 5 | 4 | 3 | 4 | 4 | 3 | 34 |
| 13 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 26 |
| 14 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 32 |
| 15 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 28 |
| 16 | 4 | 4 | 3 | 3 | 5 | 3 | 5 | 5 | 4 | 36 |
| 17 | 4 | 4 | 5 | 5 | 5 | 5 | 3 | 5 | 2 | 38 |
| 18 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 35 |
| 19 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 35 |
| 20 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 40 |
| 21 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 45 |
| 22 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 38 |
| 23 | 5 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 5 | 36 |
| 24 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 45 |
| 25 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36 |
| 26 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 39 |
| 27 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 27 |
| 28 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36 |
| 29 | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 34 |
| 30 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 45 |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| No | Kepribadian Proaktif | | | | | | Skor |
| KP1 | KP2 | KP3 | KP4 | KP5 | KP6 |
| 1 | 3 | 3 | 3 | 3 | 3 | 4 | 19 |
| 2 | 3 | 3 | 3 | 3 | 4 | 4 | 20 |
| 3 | 2 | 3 | 3 | 3 | 3 | 3 | 17 |
| 4 | 2 | 3 | 3 | 3 | 5 | 3 | 19 |
| 5 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 6 | 2 | 3 | 3 | 3 | 3 | 3 | 17 |
| 7 | 3 | 5 | 2 | 3 | 4 | 4 | 21 |
| 8 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 9 | 4 | 3 | 4 | 5 | 5 | 4 | 25 |
| 10 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 11 | 3 | 3 | 3 | 3 | 4 | 4 | 20 |
| 12 | 4 | 4 | 3 | 4 | 4 | 4 | 23 |
| 13 | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| 14 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 15 | 4 | 5 | 4 | 5 | 5 | 5 | 28 |
| 16 | 3 | 3 | 3 | 3 | 3 | 4 | 19 |
| 17 | 4 | 4 | 4 | 4 | 4 | 5 | 25 |
| 18 | 5 | 3 | 4 | 4 | 5 | 3 | 24 |
| 19 | 4 | 4 | 3 | 4 | 4 | 4 | 23 |
| 20 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 21 | 4 | 5 | 5 | 5 | 5 | 5 | 29 |
| 22 | 3 | 5 | 4 | 5 | 4 | 4 | 25 |
| 23 | 2 | 5 | 5 | 4 | 4 | 4 | 24 |
| 24 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 25 | 3 | 5 | 3 | 3 | 3 | 4 | 21 |
| 26 | 4 | 5 | 4 | 4 | 5 | 5 | 27 |
| 27 | 4 | 5 | 4 | 4 | 5 | 5 | 27 |
| 28 | 4 | 4 | 3 | 4 | 4 | 4 | 23 |
| 29 | 2 | 3 | 3 | 3 | 3 | 2 | 16 |
| 30 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| No | Lingkungan Kerja Non Fisik | | | | | | | | Skor |
| LK1 | LK2 | LK3 | LK4 | LK5 | LK6 | LK7 | LK8 |
| 1 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 33 |
| 2 | 3 | 5 | 3 | 4 | 3 | 5 | 3 | 5 | 31 |
| 3 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 3 | 35 |
| 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 38 |
| 5 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 31 |
| 6 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 37 |
| 7 | 2 | 4 | 5 | 3 | 5 | 4 | 5 | 4 | 32 |
| 8 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 |
| 9 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 33 |
| 10 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 33 |
| 11 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 27 |
| 12 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 39 |
| 13 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 38 |
| 14 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 30 |
| 15 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 39 |
| 16 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 |
| 17 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 39 |
| 18 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 3 | 37 |
| 19 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 3 | 33 |
| 20 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 33 |
| 21 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 39 |
| 22 | 5 | 5 | 5 | 3 | 4 | 5 | 5 | 4 | 36 |
| 23 | 3 | 5 | 5 | 4 | 4 | 5 | 5 | 3 | 34 |
| 24 | 4 | 4 | 5 | 3 | 5 | 5 | 5 | 5 | 36 |
| 25 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 31 |
| 26 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 26 |
| 27 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 24 |
| 28 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 39 |
| 29 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 24 |
| 30 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 2 | 21 |

**Lampiran 3**

**JAWABAN KUESIONER UNTUK DATA PENELITIAN**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| No | Perilaku Kerja Inovatif | | | | | | Skor |
| PK1 | PK2 | PK3 | PK4 | PK5 | PK6 |
| 1 | 3 | 2 | 3 | 2 | 3 | 3 | 16 |
| 2 | 3 | 3 | 4 | 3 | 3 | 3 | 19 |
| 3 | 4 | 3 | 4 | 4 | 3 | 2 | 20 |
| 4 | 3 | 3 | 3 | 4 | 3 | 4 | 20 |
| 5 | 3 | 3 | 4 | 3 | 4 | 3 | 20 |
| 6 | 3 | 4 | 4 | 3 | 3 | 3 | 20 |
| 7 | 3 | 4 | 3 | 3 | 3 | 4 | 20 |
| 8 | 3 | 3 | 3 | 5 | 4 | 3 | 21 |
| 9 | 4 | 3 | 3 | 3 | 5 | 3 | 21 |
| 10 | 4 | 5 | 3 | 3 | 3 | 3 | 21 |
| 11 | 2 | 2 | 4 | 3 | 5 | 5 | 21 |
| 12 | 4 | 5 | 4 | 3 | 3 | 3 | 22 |
| 13 | 2 | 4 | 5 | 3 | 5 | 3 | 22 |
| 14 | 2 | 3 | 5 | 3 | 5 | 5 | 23 |
| 15 | 4 | 4 | 4 | 4 | 2 | 5 | 23 |
| 16 | 2 | 5 | 2 | 5 | 4 | 5 | 23 |
| 17 | 5 | 3 | 4 | 5 | 4 | 3 | 24 |
| 18 | 5 | 5 | 4 | 3 | 3 | 4 | 24 |
| 19 | 3 | 5 | 3 | 4 | 4 | 5 | 24 |
| 20 | 5 | 3 | 4 | 3 | 4 | 5 | 24 |
| 21 | 5 | 5 | 2 | 4 | 4 | 5 | 25 |
| 22 | 5 | 4 | 5 | 2 | 5 | 4 | 25 |
| 23 | 4 | 5 | 3 | 5 | 3 | 5 | 25 |
| 24 | 5 | 4 | 5 | 3 | 3 | 5 | 25 |
| 25 | 5 | 5 | 4 | 2 | 4 | 5 | 25 |
| 26 | 4 | 4 | 4 | 5 | 4 | 5 | 26 |
| 27 | 4 | 5 | 4 | 5 | 5 | 3 | 26 |
| 28 | 4 | 3 | 3 | 3 | 4 | 4 | 21 |
| 29 | 3 | 4 | 3 | 4 | 3 | 5 | 22 |
| 30 | 5 | 3 | 2 | 3 | 5 | 5 | 23 |
| 31 | 2 | 5 | 5 | 3 | 5 | 4 | 24 |
| 32 | 4 | 3 | 4 | 4 | 5 | 5 | 25 |
| 33 | 4 | 3 | 3 | 4 | 3 | 3 | 20 |
| 34 | 4 | 2 | 5 | 5 | 5 | 5 | 26 |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| No | Gaya Kepemimpinan Transformasional | | | | | | | | | Skor |
| KT1 | KT2 | KT3 | KT4 | KT5 | KT6 | KT7 | KT8 | KT9 |
| 1 | 3 | 3 | 3 | 3 | 4 | 2 | 5 | 4 | 3 | 30 |
| 2 | 3 | 4 | 3 | 3 | 4 | 3 | 5 | 3 | 3 | 31 |
| 3 | 4 | 5 | 2 | 3 | 4 | 4 | 4 | 3 | 2 | 31 |
| 4 | 3 | 4 | 3 | 3 | 4 | 3 | 5 | 3 | 4 | 32 |
| 5 | 5 | 3 | 5 | 3 | 4 | 3 | 3 | 4 | 3 | 33 |
| 6 | 3 | 5 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 33 |
| 7 | 4 | 4 | 5 | 5 | 3 | 3 | 3 | 3 | 3 | 33 |
| 8 | 3 | 3 | 3 | 4 | 4 | 3 | 5 | 5 | 3 | 33 |
| 9 | 5 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 5 | 34 |
| 10 | 4 | 3 | 3 | 3 | 4 | 4 | 5 | 4 | 4 | 34 |
| 11 | 3 | 5 | 4 | 3 | 3 | 4 | 5 | 4 | 3 | 34 |
| 12 | 2 | 5 | 5 | 4 | 5 | 2 | 3 | 4 | 4 | 34 |
| 13 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 3 | 35 |
| 14 | 4 | 4 | 3 | 4 | 5 | 4 | 3 | 3 | 5 | 35 |
| 15 | 3 | 3 | 4 | 3 | 5 | 5 | 3 | 5 | 5 | 36 |
| 16 | 4 | 3 | 3 | 4 | 5 | 4 | 4 | 4 | 5 | 36 |
| 17 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 3 | 4 | 37 |
| 18 | 3 | 5 | 5 | 5 | 4 | 3 | 3 | 4 | 5 | 37 |
| 19 | 3 | 5 | 4 | 5 | 5 | 5 | 3 | 3 | 4 | 37 |
| 20 | 5 | 4 | 5 | 2 | 5 | 4 | 4 | 3 | 5 | 37 |
| 21 | 4 | 5 | 4 | 3 | 5 | 4 | 5 | 5 | 3 | 38 |
| 22 | 5 | 5 | 5 | 5 | 2 | 5 | 4 | 3 | 4 | 38 |
| 23 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 3 | 38 |
| 24 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 5 | 5 | 38 |
| 25 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 3 | 38 |
| 26 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 39 |
| 27 | 4 | 4 | 4 | 5 | 4 | 5 | 3 | 5 | 5 | 39 |
| 28 | 5 | 3 | 2 | 3 | 3 | 4 | 3 | 4 | 2 | 29 |
| 29 | 4 | 4 | 3 | 3 | 4 | 5 | 4 | 4 | 5 | 36 |
| 30 | 4 | 2 | 4 | 3 | 3 | 5 | 4 | 5 | 4 | 34 |
| 31 | 3 | 3 | 5 | 3 | 4 | 5 | 4 | 5 | 4 | 36 |
| 32 | 3 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 35 |
| 33 | 5 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 37 |
| 34 | 5 | 5 | 4 | 4 | 5 | 3 | 4 | 4 | 5 | 39 |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| No | Kepribadian Proaktif | | | | | | Skor |
| KP1 | KP2 | KP3 | KP4 | KP5 | KP6 |
| 1 | 3 | 3 | 3 | 2 | 3 | 3 | 17 |
| 2 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 3 | 4 | 3 | 3 | 3 | 2 | 3 | 18 |
| 4 | 3 | 4 | 2 | 3 | 3 | 3 | 18 |
| 5 | 3 | 3 | 4 | 3 | 3 | 3 | 19 |
| 6 | 3 | 3 | 2 | 4 | 3 | 5 | 20 |
| 7 | 3 | 4 | 3 | 3 | 4 | 3 | 20 |
| 8 | 5 | 2 | 4 | 3 | 3 | 3 | 20 |
| 9 | 3 | 3 | 3 | 4 | 3 | 4 | 20 |
| 10 | 3 | 4 | 3 | 3 | 5 | 3 | 21 |
| 11 | 3 | 3 | 4 | 3 | 4 | 4 | 21 |
| 12 | 5 | 3 | 3 | 4 | 2 | 4 | 21 |
| 13 | 5 | 3 | 3 | 4 | 3 | 3 | 21 |
| 14 | 4 | 4 | 3 | 4 | 3 | 3 | 21 |
| 15 | 3 | 3 | 4 | 5 | 3 | 3 | 21 |
| 16 | 5 | 2 | 5 | 3 | 3 | 4 | 22 |
| 17 | 3 | 4 | 3 | 5 | 3 | 4 | 22 |
| 18 | 3 | 4 | 3 | 5 | 3 | 5 | 23 |
| 19 | 3 | 4 | 4 | 4 | 4 | 4 | 23 |
| 20 | 4 | 3 | 3 | 5 | 3 | 5 | 23 |
| 21 | 4 | 5 | 4 | 3 | 3 | 5 | 24 |
| 22 | 4 | 5 | 4 | 4 | 4 | 3 | 24 |
| 23 | 5 | 4 | 2 | 4 | 5 | 4 | 24 |
| 24 | 3 | 4 | 5 | 3 | 4 | 5 | 24 |
| 25 | 3 | 5 | 4 | 4 | 4 | 5 | 25 |
| 26 | 5 | 5 | 3 | 4 | 4 | 4 | 25 |
| 27 | 3 | 5 | 4 | 5 | 5 | 4 | 26 |
| 28 | 2 | 3 | 4 | 4 | 5 | 3 | 21 |
| 29 | 3 | 3 | 2 | 4 | 3 | 5 | 20 |
| 30 | 3 | 3 | 2 | 3 | 3 | 5 | 19 |
| 31 | 5 | 4 | 3 | 5 | 3 | 3 | 23 |
| 32 | 5 | 3 | 3 | 3 | 3 | 3 | 20 |
| 33 | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| 34 | 5 | 3 | 3 | 4 | 3 | 4 | 22 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| No | Lingkungan Kerja Non Fisik | | | | | | | | Skor |
| LK1 | LK2 | LK3 | LK4 | LK5 | LK6 | LK7 | LK8 |
| 1 | 4 | 2 | 4 | 4 | 4 | 3 | 3 | 3 | 27 |
| 2 | 3 | 3 | 3 | 5 | 4 | 5 | 3 | 4 | 30 |
| 3 | 5 | 4 | 5 | 5 | 3 | 3 | 3 | 3 | 31 |
| 4 | 4 | 4 | 5 | 4 | 3 | 5 | 3 | 3 | 31 |
| 5 | 3 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 31 |
| 6 | 4 | 3 | 4 | 4 | 3 | 5 | 3 | 5 | 31 |
| 7 | 3 | 3 | 4 | 5 | 3 | 5 | 4 | 4 | 31 |
| 8 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 31 |
| 9 | 3 | 5 | 4 | 4 | 4 | 5 | 3 | 4 | 32 |
| 10 | 4 | 5 | 4 | 5 | 5 | 3 | 3 | 3 | 32 |
| 11 | 4 | 3 | 4 | 4 | 2 | 5 | 5 | 5 | 32 |
| 12 | 3 | 4 | 4 | 5 | 5 | 4 | 4 | 3 | 32 |
| 13 | 5 | 5 | 4 | 5 | 3 | 3 | 4 | 3 | 32 |
| 14 | 4 | 3 | 5 | 4 | 5 | 3 | 4 | 5 | 33 |
| 15 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 33 |
| 16 | 4 | 5 | 4 | 2 | 5 | 5 | 4 | 5 | 34 |
| 17 | 5 | 5 | 2 | 3 | 5 | 4 | 5 | 5 | 34 |
| 18 | 4 | 5 | 4 | 5 | 4 | 5 | 3 | 5 | 35 |
| 19 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 3 | 35 |
| 20 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 35 |
| 21 | 5 | 5 | 4 | 3 | 4 | 4 | 5 | 5 | 35 |
| 22 | 5 | 3 | 5 | 4 | 5 | 5 | 4 | 5 | 36 |
| 23 | 5 | 3 | 4 | 5 | 4 | 5 | 5 | 5 | 36 |
| 24 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 36 |
| 25 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 37 |
| 26 | 5 | 5 | 4 | 3 | 5 | 5 | 5 | 5 | 37 |
| 27 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 37 |
| 28 | 5 | 4 | 5 | 4 | 5 | 3 | 4 | 5 | 35 |
| 29 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 36 |
| 30 | 5 | 3 | 5 | 3 | 5 | 5 | 3 | 5 | 34 |
| 31 | 5 | 5 | 4 | 3 | 4 | 4 | 4 | 4 | 33 |
| 32 | 4 | 5 | 5 | 5 | 4 | 5 | 3 | 5 | 36 |
| 33 | 5 | 4 | 5 | 3 | 3 | 5 | 4 | 5 | 34 |
| 34 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 36 |

**Lampiran 4**

**JAWABAN HASIL OLAH DATA MSI**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| No | Perilaku Kerja Inovatif | | | | | | Skor |
| PK1 | PK2 | PK3 | PK4 | PK5 | PK6 |
| 1 | 2.964 | 2.000 | 3.105 | 2.000 | 3.433 | 3.385 | 16.887 |
| 2 | 2.964 | 3.191 | 4.129 | 3.315 | 3.433 | 3.385 | 20.417 |
| 3 | 3.796 | 3.191 | 4.129 | 4.280 | 3.433 | 2.000 | 20.830 |
| 4 | 2.964 | 3.191 | 3.105 | 4.280 | 3.433 | 4.201 | 21.175 |
| 5 | 2.964 | 3.191 | 4.129 | 3.315 | 4.427 | 3.385 | 21.411 |
| 6 | 2.964 | 4.040 | 4.129 | 3.315 | 3.433 | 3.385 | 21.266 |
| 7 | 2.964 | 4.040 | 3.105 | 3.315 | 3.433 | 4.201 | 21.058 |
| 8 | 2.964 | 3.191 | 3.105 | 5.197 | 4.427 | 3.385 | 22.269 |
| 9 | 3.796 | 3.191 | 3.105 | 3.315 | 5.447 | 3.385 | 22.239 |
| 10 | 3.796 | 4.985 | 3.105 | 3.315 | 3.433 | 3.385 | 22.019 |
| 11 | 2.000 | 2.000 | 4.129 | 3.315 | 5.447 | 5.170 | 22.062 |
| 12 | 3.796 | 4.985 | 4.129 | 3.315 | 3.433 | 3.385 | 23.043 |
| 13 | 2.000 | 4.040 | 5.282 | 3.315 | 5.447 | 3.385 | 23.469 |
| 14 | 2.000 | 3.191 | 5.282 | 3.315 | 5.447 | 5.170 | 24.406 |
| 15 | 3.796 | 4.040 | 4.129 | 4.280 | 2.000 | 5.170 | 23.415 |
| 16 | 2.000 | 4.985 | 2.000 | 5.197 | 4.427 | 5.170 | 23.780 |
| 17 | 4.872 | 3.191 | 4.129 | 5.197 | 4.427 | 3.385 | 25.201 |
| 18 | 4.872 | 4.985 | 4.129 | 3.315 | 3.433 | 4.201 | 24.935 |
| 19 | 2.964 | 4.985 | 3.105 | 4.280 | 4.427 | 5.170 | 24.931 |
| 20 | 4.872 | 3.191 | 4.129 | 3.315 | 4.427 | 5.170 | 25.105 |
| 21 | 4.872 | 4.985 | 2.000 | 4.280 | 4.427 | 5.170 | 25.734 |
| 22 | 4.872 | 4.040 | 5.282 | 2.000 | 5.447 | 4.201 | 25.842 |
| 23 | 3.796 | 4.985 | 3.105 | 5.197 | 3.433 | 5.170 | 25.686 |
| 24 | 4.872 | 4.040 | 5.282 | 3.315 | 3.433 | 5.170 | 26.112 |
| 25 | 4.872 | 4.985 | 4.129 | 2.000 | 4.427 | 5.170 | 25.583 |
| 26 | 3.796 | 4.040 | 4.129 | 5.197 | 4.427 | 5.170 | 26.760 |
| 27 | 3.796 | 4.985 | 4.129 | 5.197 | 5.447 | 3.385 | 26.939 |
| 28 | 3.796 | 3.191 | 3.105 | 3.315 | 4.427 | 4.201 | 22.036 |
| 29 | 2.964 | 4.040 | 3.105 | 4.280 | 3.433 | 5.170 | 22.992 |
| 30 | 4.872 | 3.191 | 2.000 | 3.315 | 5.447 | 5.170 | 23.995 |
| 31 | 2.000 | 4.985 | 5.282 | 3.315 | 5.447 | 4.201 | 25.231 |
| 32 | 3.796 | 3.191 | 4.129 | 4.280 | 5.447 | 5.170 | 26.014 |
| 33 | 3.796 | 3.191 | 3.105 | 4.280 | 3.433 | 3.385 | 21.190 |
| 34 | 3.796 | 2.000 | 5.282 | 5.197 | 5.447 | 5.170 | 26.892 |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| No | Gaya Kepemimpinan Transformasional | | | | | | | | | Skor |
| KT1 | KT2 | KT3 | KT4 | KT5 | KT6 | KT7 | KT8 | KT9 |
| 1 | 3.334 | 3.282 | 3.080 | 3.570 | 4.158 | 2.000 | 5.343 | 4.198 | 3.130 | 32.095 |
| 2 | 3.334 | 4.238 | 3.080 | 3.570 | 4.158 | 3.028 | 5.343 | 3.000 | 3.130 | 32.881 |
| 3 | 4.472 | 5.328 | 2.000 | 3.570 | 4.158 | 4.033 | 4.171 | 3.000 | 2.000 | 32.734 |
| 4 | 3.334 | 4.238 | 3.080 | 3.570 | 4.158 | 3.028 | 5.343 | 3.000 | 4.070 | 33.822 |
| 5 | 5.659 | 3.282 | 5.377 | 3.570 | 4.158 | 3.028 | 3.000 | 4.198 | 3.130 | 35.402 |
| 6 | 3.334 | 5.328 | 4.152 | 3.570 | 3.107 | 3.028 | 4.171 | 4.198 | 4.070 | 34.959 |
| 7 | 4.472 | 4.238 | 5.377 | 5.744 | 3.107 | 3.028 | 3.000 | 3.000 | 3.130 | 35.096 |
| 8 | 3.334 | 3.282 | 3.080 | 4.708 | 4.158 | 3.028 | 5.343 | 5.408 | 3.130 | 35.471 |
| 9 | 5.659 | 4.238 | 3.080 | 3.570 | 3.107 | 4.033 | 3.000 | 4.198 | 5.165 | 36.050 |
| 10 | 4.472 | 3.282 | 3.080 | 3.570 | 4.158 | 4.033 | 5.343 | 4.198 | 4.070 | 36.206 |
| 11 | 3.334 | 5.328 | 4.152 | 3.570 | 3.107 | 4.033 | 5.343 | 4.198 | 3.130 | 36.195 |
| 12 | 2.000 | 5.328 | 5.377 | 4.708 | 5.386 | 2.000 | 3.000 | 4.198 | 4.070 | 36.068 |
| 13 | 4.472 | 4.238 | 4.152 | 3.570 | 4.158 | 4.033 | 4.171 | 5.408 | 3.130 | 37.333 |
| 14 | 4.472 | 4.238 | 3.080 | 4.708 | 5.386 | 4.033 | 3.000 | 3.000 | 5.165 | 37.082 |
| 15 | 3.334 | 3.282 | 4.152 | 3.570 | 5.386 | 5.231 | 3.000 | 5.408 | 5.165 | 38.529 |
| 16 | 4.472 | 3.282 | 3.080 | 4.708 | 5.386 | 4.033 | 4.171 | 4.198 | 5.165 | 38.495 |
| 17 | 4.472 | 4.238 | 4.152 | 4.708 | 4.158 | 5.231 | 5.343 | 3.000 | 4.070 | 39.372 |
| 18 | 3.334 | 5.328 | 5.377 | 5.744 | 4.158 | 3.028 | 3.000 | 4.198 | 5.165 | 39.334 |
| 19 | 3.334 | 5.328 | 4.152 | 5.744 | 5.386 | 5.231 | 3.000 | 3.000 | 4.070 | 39.246 |
| 20 | 5.659 | 4.238 | 5.377 | 2.000 | 5.386 | 4.033 | 4.171 | 3.000 | 5.165 | 39.030 |
| 21 | 4.472 | 5.328 | 4.152 | 3.570 | 5.386 | 4.033 | 5.343 | 5.408 | 3.130 | 40.822 |
| 22 | 5.659 | 5.328 | 5.377 | 5.744 | 2.000 | 5.231 | 4.171 | 3.000 | 4.070 | 40.582 |
| 23 | 4.472 | 5.328 | 4.152 | 5.744 | 4.158 | 4.033 | 4.171 | 5.408 | 3.130 | 40.597 |
| 24 | 4.472 | 5.328 | 4.152 | 4.708 | 3.107 | 4.033 | 4.171 | 5.408 | 5.165 | 40.545 |
| 25 | 4.472 | 4.238 | 4.152 | 4.708 | 5.386 | 4.033 | 5.343 | 5.408 | 3.130 | 40.869 |
| 26 | 4.472 | 5.328 | 4.152 | 4.708 | 5.386 | 5.231 | 4.171 | 4.198 | 4.070 | 41.717 |
| 27 | 4.472 | 4.238 | 4.152 | 5.744 | 4.158 | 5.231 | 3.000 | 5.408 | 5.165 | 41.569 |
| 28 | 5.659 | 3.282 | 2.000 | 3.570 | 3.107 | 4.033 | 3.000 | 4.198 | 2.000 | 30.849 |
| 29 | 4.472 | 4.238 | 3.080 | 3.570 | 4.158 | 5.231 | 4.171 | 4.198 | 5.165 | 38.284 |
| 30 | 4.472 | 2.000 | 4.152 | 3.570 | 3.107 | 5.231 | 4.171 | 5.408 | 4.070 | 36.182 |
| 31 | 3.334 | 3.282 | 5.377 | 3.570 | 4.158 | 5.231 | 4.171 | 5.408 | 4.070 | 38.603 |
| 32 | 3.334 | 3.282 | 4.152 | 4.708 | 5.386 | 4.033 | 4.171 | 4.198 | 4.070 | 37.334 |
| 33 | 5.659 | 3.282 | 4.152 | 4.708 | 4.158 | 4.033 | 5.343 | 4.198 | 4.070 | 39.603 |
| 34 | 5.659 | 5.328 | 4.152 | 4.708 | 5.386 | 3.028 | 4.171 | 4.198 | 5.165 | 41.796 |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| No | Kepribadian Proaktif | | | | | | Skor |
| KP1 | KP2 | KP3 | KP4 | KP5 | KP6 |
| 1 | 3.699 | 3.439 | 3.282 | 2.000 | 3.602 | 3.000 | 19.022 |
| 2 | 3.699 | 3.439 | 3.282 | 3.480 | 3.602 | 3.000 | 20.502 |
| 3 | 4.696 | 3.439 | 3.282 | 3.480 | 2.000 | 3.000 | 19.897 |
| 4 | 3.699 | 4.553 | 2.000 | 3.480 | 3.602 | 3.000 | 20.334 |
| 5 | 3.699 | 3.439 | 4.429 | 3.480 | 3.602 | 3.000 | 21.650 |
| 6 | 3.699 | 3.439 | 2.000 | 4.630 | 3.602 | 5.152 | 22.523 |
| 7 | 3.699 | 4.553 | 3.282 | 3.480 | 4.781 | 3.000 | 22.795 |
| 8 | 5.512 | 2.000 | 4.429 | 3.480 | 3.602 | 3.000 | 22.024 |
| 9 | 3.699 | 3.439 | 3.282 | 4.630 | 3.602 | 4.153 | 22.805 |
| 10 | 3.699 | 4.553 | 3.282 | 3.480 | 5.671 | 3.000 | 23.685 |
| 11 | 3.699 | 3.439 | 4.429 | 3.480 | 4.781 | 4.153 | 23.981 |
| 12 | 5.512 | 3.439 | 3.282 | 4.630 | 2.000 | 4.153 | 23.016 |
| 13 | 5.512 | 3.439 | 3.282 | 4.630 | 3.602 | 3.000 | 23.466 |
| 14 | 4.696 | 4.553 | 3.282 | 4.630 | 3.602 | 3.000 | 23.763 |
| 15 | 3.699 | 3.439 | 4.429 | 5.744 | 3.602 | 3.000 | 23.914 |
| 16 | 5.512 | 2.000 | 5.559 | 3.480 | 3.602 | 4.153 | 24.306 |
| 17 | 3.699 | 4.553 | 3.282 | 5.744 | 3.602 | 4.153 | 25.033 |
| 18 | 3.699 | 4.553 | 3.282 | 5.744 | 3.602 | 5.152 | 26.033 |
| 19 | 3.699 | 4.553 | 4.429 | 4.630 | 4.781 | 4.153 | 26.245 |
| 20 | 4.696 | 3.439 | 3.282 | 5.744 | 3.602 | 5.152 | 25.916 |
| 21 | 4.696 | 5.559 | 4.429 | 3.480 | 3.602 | 5.152 | 26.918 |
| 22 | 4.696 | 5.559 | 4.429 | 4.630 | 4.781 | 3.000 | 27.094 |
| 23 | 5.512 | 4.553 | 2.000 | 4.630 | 5.671 | 4.153 | 26.519 |
| 24 | 3.699 | 4.553 | 5.559 | 3.480 | 4.781 | 5.152 | 27.224 |
| 25 | 3.699 | 5.559 | 4.429 | 4.630 | 4.781 | 5.152 | 28.250 |
| 26 | 5.512 | 5.559 | 3.282 | 4.630 | 4.781 | 4.153 | 27.916 |
| 27 | 3.699 | 5.559 | 4.429 | 5.744 | 5.671 | 4.153 | 29.254 |
| 28 | 2.000 | 3.439 | 4.429 | 4.630 | 5.671 | 3.000 | 23.169 |
| 29 | 3.699 | 3.439 | 2.000 | 4.630 | 3.602 | 5.152 | 22.523 |
| 30 | 3.699 | 3.439 | 2.000 | 3.480 | 3.602 | 5.152 | 21.373 |
| 31 | 5.512 | 4.553 | 3.282 | 5.744 | 3.602 | 3.000 | 25.694 |
| 32 | 5.512 | 3.439 | 3.282 | 3.480 | 3.602 | 3.000 | 22.316 |
| 33 | 3.699 | 3.439 | 3.282 | 3.480 | 3.602 | 3.000 | 20.502 |
| 34 | 5.512 | 3.439 | 3.282 | 4.630 | 3.602 | 4.153 | 24.618 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| No | Lingkungan Kerja Non Fisik | | | | | | | | Skor |
| LK1 | LK2 | LK3 | LK4 | LK5 | LK6 | LK7 | LK8 |
| 1 | 4.086 | 2.000 | 3.977 | 4.003 | 4.118 | 3.000 | 3.000 | 3.000 | 27.184 |
| 2 | 3.000 | 3.169 | 2.693 | 5.221 | 4.118 | 5.001 | 3.000 | 3.923 | 30.125 |
| 3 | 5.363 | 4.047 | 5.447 | 5.221 | 3.041 | 3.000 | 3.000 | 3.000 | 32.118 |
| 4 | 4.086 | 4.047 | 5.447 | 4.003 | 3.041 | 5.001 | 3.000 | 3.000 | 31.626 |
| 5 | 3.000 | 4.047 | 2.693 | 4.003 | 5.386 | 3.836 | 4.333 | 3.923 | 31.221 |
| 6 | 4.086 | 3.169 | 3.977 | 4.003 | 3.041 | 5.001 | 3.000 | 5.058 | 31.335 |
| 7 | 3.000 | 3.169 | 3.977 | 5.221 | 3.041 | 5.001 | 4.333 | 3.923 | 31.664 |
| 8 | 4.086 | 4.047 | 3.977 | 4.003 | 4.118 | 3.000 | 4.333 | 3.923 | 31.487 |
| 9 | 3.000 | 5.170 | 3.977 | 4.003 | 4.118 | 5.001 | 3.000 | 3.923 | 32.192 |
| 10 | 4.086 | 5.170 | 3.977 | 5.221 | 5.386 | 3.000 | 3.000 | 3.000 | 32.840 |
| 11 | 4.086 | 3.169 | 3.977 | 4.003 | 2.000 | 5.001 | 5.640 | 5.058 | 32.935 |
| 12 | 3.000 | 4.047 | 3.977 | 5.221 | 5.386 | 3.836 | 4.333 | 3.000 | 32.800 |
| 13 | 5.363 | 5.170 | 3.977 | 5.221 | 3.041 | 3.000 | 4.333 | 3.000 | 33.104 |
| 14 | 4.086 | 3.169 | 5.447 | 4.003 | 5.386 | 3.000 | 4.333 | 5.058 | 34.483 |
| 15 | 5.363 | 4.047 | 3.977 | 4.003 | 4.118 | 5.001 | 4.333 | 3.000 | 33.841 |
| 16 | 4.086 | 5.170 | 3.977 | 2.000 | 5.386 | 5.001 | 4.333 | 5.058 | 35.012 |
| 17 | 5.363 | 5.170 | 2.000 | 3.041 | 5.386 | 3.836 | 5.640 | 5.058 | 35.494 |
| 18 | 4.086 | 5.170 | 3.977 | 5.221 | 4.118 | 5.001 | 3.000 | 5.058 | 35.631 |
| 19 | 5.363 | 5.170 | 3.977 | 5.221 | 4.118 | 5.001 | 4.333 | 3.000 | 36.182 |
| 20 | 4.086 | 4.047 | 3.977 | 5.221 | 4.118 | 5.001 | 4.333 | 5.058 | 35.841 |
| 21 | 5.363 | 5.170 | 3.977 | 3.041 | 4.118 | 3.836 | 5.640 | 5.058 | 36.203 |
| 22 | 5.363 | 3.169 | 5.447 | 4.003 | 5.386 | 5.001 | 4.333 | 5.058 | 37.760 |
| 23 | 5.363 | 3.169 | 3.977 | 5.221 | 4.118 | 5.001 | 5.640 | 5.058 | 37.546 |
| 24 | 5.363 | 5.170 | 3.977 | 5.221 | 4.118 | 5.001 | 4.333 | 3.923 | 37.105 |
| 25 | 5.363 | 5.170 | 3.977 | 5.221 | 4.118 | 5.001 | 4.333 | 5.058 | 38.240 |
| 26 | 5.363 | 5.170 | 3.977 | 3.041 | 5.386 | 5.001 | 5.640 | 5.058 | 38.636 |
| 27 | 4.086 | 5.170 | 3.977 | 4.003 | 5.386 | 5.001 | 5.640 | 5.058 | 38.322 |
| 28 | 5.363 | 4.047 | 5.447 | 4.003 | 5.386 | 3.000 | 4.333 | 5.058 | 36.637 |
| 29 | 5.363 | 5.170 | 5.447 | 4.003 | 4.118 | 5.001 | 4.333 | 3.923 | 37.357 |
| 30 | 5.363 | 3.169 | 5.447 | 3.041 | 5.386 | 5.001 | 3.000 | 5.058 | 35.465 |
| 31 | 5.363 | 5.170 | 3.977 | 3.041 | 4.118 | 3.836 | 4.333 | 3.923 | 33.760 |
| 32 | 4.086 | 5.170 | 5.447 | 5.221 | 4.118 | 5.001 | 3.000 | 5.058 | 37.102 |
| 33 | 5.363 | 4.047 | 5.447 | 3.041 | 3.041 | 5.001 | 4.333 | 5.058 | 35.331 |
| 34 | 5.363 | 4.047 | 5.447 | 5.221 | 4.118 | 3.836 | 4.333 | 5.058 | 37.423 |

**Lampiran 5**

**JAWABAN UJI VALIDITAS**

PERILAKU KERJA INOVATIF

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | PK1 | PK2 | PK3 | PK4 | PK5 | PK6 | Skor |
| PK1 | Pearson Correlation | 1 | .708\*\* | .580\*\* | .819\*\* | .854\*\* | .801\*\* | .901\*\* |
| Sig. (2-tailed) |  | .000 | .001 | .000 | .000 | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| PK2 | Pearson Correlation | .708\*\* | 1 | .769\*\* | .699\*\* | .818\*\* | .787\*\* | .913\*\* |
| Sig. (2-tailed) | .000 |  | .000 | .000 | .000 | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| PK3 | Pearson Correlation | .580\*\* | .769\*\* | 1 | .452\* | .667\*\* | .690\*\* | .796\*\* |
| Sig. (2-tailed) | .001 | .000 |  | .012 | .000 | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| PK4 | Pearson Correlation | .819\*\* | .699\*\* | .452\* | 1 | .733\*\* | .703\*\* | .835\*\* |
| Sig. (2-tailed) | .000 | .000 | .012 |  | .000 | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| PK5 | Pearson Correlation | .854\*\* | .818\*\* | .667\*\* | .733\*\* | 1 | .742\*\* | .915\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 |  | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| PK6 | Pearson Correlation | .801\*\* | .787\*\* | .690\*\* | .703\*\* | .742\*\* | 1 | .897\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 |  | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Skor | Pearson Correlation | .901\*\* | .913\*\* | .796\*\* | .835\*\* | .915\*\* | .897\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |  |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 |

GAYA KEPEMIMPINAN TRANSFORMASIONAL

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | KT1 | KT2 | KT3 | KT4 | KT5 | KT6 | KT7 | KT8 | KT9 | Skor |
| KT1 | Pearson Correlation | 1 | .667\*\* | .805\*\* | .611\*\* | .792\*\* | .722\*\* | .613\*\* | .579\*\* | .658\*\* | .867\*\* |
| Sig. (2-tailed) |  | .000 | .000 | .000 | .000 | .000 | .000 | .001 | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| KT2 | Pearson Correlation | .667\*\* | 1 | .640\*\* | .720\*\* | .685\*\* | .701\*\* | .720\*\* | .626\*\* | .536\*\* | .850\*\* |
| Sig. (2-tailed) | .000 |  | .000 | .000 | .000 | .000 | .000 | .000 | .002 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| KT3 | Pearson Correlation | .805\*\* | .640\*\* | 1 | .749\*\* | .770\*\* | .824\*\* | .455\* | .684\*\* | .457\* | .858\*\* |
| Sig. (2-tailed) | .000 | .000 |  | .000 | .000 | .000 | .012 | .000 | .011 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| KT4 | Pearson Correlation | .611\*\* | .720\*\* | .749\*\* | 1 | .687\*\* | .685\*\* | .565\*\* | .713\*\* | .449\* | .837\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 |  | .000 | .000 | .001 | .000 | .013 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| KT5 | Pearson Correlation | .792\*\* | .685\*\* | .770\*\* | .687\*\* | 1 | .647\*\* | .513\*\* | .793\*\* | .387\* | .846\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 |  | .000 | .004 | .000 | .034 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| KT6 | Pearson Correlation | .722\*\* | .701\*\* | .824\*\* | .685\*\* | .647\*\* | 1 | .534\*\* | .660\*\* | .481\*\* | .843\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 |  | .002 | .000 | .007 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| KT7 | Pearson Correlation | .613\*\* | .720\*\* | .455\* | .565\*\* | .513\*\* | .534\*\* | 1 | .626\*\* | .755\*\* | .783\*\* |
| Sig. (2-tailed) | .000 | .000 | .012 | .001 | .004 | .002 |  | .000 | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| KT8 | Pearson Correlation | .579\*\* | .626\*\* | .684\*\* | .713\*\* | .793\*\* | .660\*\* | .626\*\* | 1 | .419\* | .827\*\* |
| Sig. (2-tailed) | .001 | .000 | .000 | .000 | .000 | .000 | .000 |  | .021 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| KT9 | Pearson Correlation | .658\*\* | .536\*\* | .457\* | .449\* | .387\* | .481\*\* | .755\*\* | .419\* | 1 | .695\*\* |
| Sig. (2-tailed) | .000 | .002 | .011 | .013 | .034 | .007 | .000 | .021 |  | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Skor | Pearson Correlation | .867\*\* | .850\*\* | .858\*\* | .837\*\* | .846\*\* | .843\*\* | .783\*\* | .827\*\* | .695\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 |  |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |

KEPRIBADIAN PROAKTIF

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | KP1 | KP2 | KP3 | KP4 | KP5 | KP6 | Skor |
| KP1 | Pearson Correlation | 1 | .374\* | .449\* | .660\*\* | .616\*\* | .605\*\* | .749\*\* |
| Sig. (2-tailed) |  | .042 | .013 | .000 | .000 | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| KP2 | Pearson Correlation | .374\* | 1 | .536\*\* | .632\*\* | .532\*\* | .750\*\* | .784\*\* |
| Sig. (2-tailed) | .042 |  | .002 | .000 | .002 | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| KP3 | Pearson Correlation | .449\* | .536\*\* | 1 | .792\*\* | .628\*\* | .571\*\* | .793\*\* |
| Sig. (2-tailed) | .013 | .002 |  | .000 | .000 | .001 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| KP4 | Pearson Correlation | .660\*\* | .632\*\* | .792\*\* | 1 | .752\*\* | .668\*\* | .906\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 |  | .000 | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| KP5 | Pearson Correlation | .616\*\* | .532\*\* | .628\*\* | .752\*\* | 1 | .649\*\* | .845\*\* |
| Sig. (2-tailed) | .000 | .002 | .000 | .000 |  | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| KP6 | Pearson Correlation | .605\*\* | .750\*\* | .571\*\* | .668\*\* | .649\*\* | 1 | .864\*\* |
| Sig. (2-tailed) | .000 | .000 | .001 | .000 | .000 |  | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Skor | Pearson Correlation | .749\*\* | .784\*\* | .793\*\* | .906\*\* | .845\*\* | .864\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |  |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 |

KEPRIBADIAN PROAKTIF

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | LK1 | LK2 | LK3 | LK4 | LK5 | LK6 | LK7 | LK8 | Skor |
| LK1 | Pearson Correlation | 1 | .517\*\* | .577\*\* | .697\*\* | .322 | .614\*\* | .573\*\* | .533\*\* | .767\*\* |
| Sig. (2-tailed) |  | .003 | .001 | .000 | .083 | .000 | .001 | .002 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| LK2 | Pearson Correlation | .517\*\* | 1 | .576\*\* | .586\*\* | .338 | .720\*\* | .546\*\* | .672\*\* | .772\*\* |
| Sig. (2-tailed) | .003 |  | .001 | .001 | .068 | .000 | .002 | .000 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| LK3 | Pearson Correlation | .577\*\* | .576\*\* | 1 | .622\*\* | .799\*\* | .821\*\* | .860\*\* | .454\* | .891\*\* |
| Sig. (2-tailed) | .001 | .001 |  | .000 | .000 | .000 | .000 | .012 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| LK4 | Pearson Correlation | .697\*\* | .586\*\* | .622\*\* | 1 | .423\* | .759\*\* | .565\*\* | .494\*\* | .815\*\* |
| Sig. (2-tailed) | .000 | .001 | .000 |  | .020 | .000 | .001 | .006 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| LK5 | Pearson Correlation | .322 | .338 | .799\*\* | .423\* | 1 | .626\*\* | .721\*\* | .204 | .682\*\* |
| Sig. (2-tailed) | .083 | .068 | .000 | .020 |  | .000 | .000 | .280 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| LK6 | Pearson Correlation | .614\*\* | .720\*\* | .821\*\* | .759\*\* | .626\*\* | 1 | .698\*\* | .528\*\* | .902\*\* |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 |  | .000 | .003 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| LK7 | Pearson Correlation | .573\*\* | .546\*\* | .860\*\* | .565\*\* | .721\*\* | .698\*\* | 1 | .492\*\* | .853\*\* |
| Sig. (2-tailed) | .001 | .002 | .000 | .001 | .000 | .000 |  | .006 | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| LK8 | Pearson Correlation | .533\*\* | .672\*\* | .454\* | .494\*\* | .204 | .528\*\* | .492\*\* | 1 | .693\*\* |
| Sig. (2-tailed) | .002 | .000 | .012 | .006 | .280 | .003 | .006 |  | .000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Skor | Pearson Correlation | .767\*\* | .772\*\* | .891\*\* | .815\*\* | .682\*\* | .902\*\* | .853\*\* | .693\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 |  |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |

**Lampiran 6**

**JAWABAN UJI RELIABILITAS**

PERILAKU KERJA INOVATIF

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| .939 | 6 |

GAYA KEPEMIMPINAN TRANSFORMASIONAL

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| .940 | 9 |

KEPRIBADIAN PROAKTIF

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| .903 | 6 |

LINGKUNGAN KERJA NON FISIK

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| .917 | 8 |