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LAMPIRAN

**Lampiran 1. Lembar Kuesioner**

**LEMBAR KUESIONER**

Perihal : Permohonan Pengisian Kuesioner

Judul Penelitian : Pengaruh Kepemimpinan, Karakteristik Pekerjaan Dan Kemampuan Kerja Terhadap Kinerja Karyawan Kospin Jasa Kabupaten Pemalang.

Kepada Yth,

Sdr. Responden

Di Tempat

Dengan Hormat,

Dalam rangka menyelesaikan penelitian, saya Mahasiswa Fakultas Ekonomi dan Bisnis Universitas Pancasakti Tegal, mohon partisipasi dari Sdr untuk mengisi kuesioner yang telah kami sediakan.

Adapun data yang kami minta adalah sesuai dengan kondisi yang dirasakan Sdr selama ini. Kami akan menjaga kerahasiaan karena data ini hanya untuk kepentingan penelitian.

Setiap jawaban yang diberikan merupakan bantuan yang tidak ternilai harganya bagi penelitian ini.

Atas perhatian dan bantuannya, kami mengucapkan terima kasih.

Tegal, Mei 2023

Hormat Saya,

Difya Nabilah

**KARAKTERISTIK RESPONDEN**

1. Jenis Kelamin
2. Laki-laki
3. Perempuan
4. Usia
5. 25-34 tahun
6. 35-39 tahun
7. > 40 tahun
8. Pendidikan
9. SMA/SMK
10. D3
11. DIV/S1

**Keterangan**

STS : Sangat Tidak Setuju

TS : Tidak Setuju

N : Netral

S : Setuju

SS : Sangat Setuju

**Petunjuk Pengisian**

Berilah tanda *check list* (√ ) pada salah satu jawaban yang paling sesuai dengan pendapat saudara.

**Kinerja (Y)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | Pernyataan | SS | S | N | TS | STS |
| 1 | saya memiliki pengetahuan dan keterampilan untuk menyelesaikan pekerjaan |  |  |  |  |  |
| 2 | saya mendapat penghargaan sesuai dengan prestasi kerja |  |  |  |  |  |
| 3 | saya dapat menyelesaikan pekerjaan yang diberikan dengan baik. |  |  |  |  |  |
| 4 | saya dapat menyelesaikan pekerjaan sesuai dengan persyaratan kualitas yang dituntut pekerjaan tersebut |  |  |  |  |  |
| 5 | saya dapat menyelesaikan setiap pekerjaan yang diberikan tepat waktu |  |  |  |  |  |
| 6 | saya tidak pernah menunda pekerjaan |  |  |  |  |  |
| 7 | saya hadir sesuai dengan hari kerja yang telah ditentukan |  |  |  |  |  |
| 8 | saya hadir sesuai jam kerja yang telah ditentukan |  |  |  |  |  |
| 9 | saya mampu kerjasama dan komunikasi yang baik antar karyawan |  |  |  |  |  |
| 10 | saya memiliki *attitude* dan *personality* yang baik |  |  |  |  |  |

**Kepemimpinan (X1)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | Pernyataan | SS | S | N | TS | STS |
| 1. | Pimpinan mampu membina kerjasama dengan karyawan |  |  |  |  |  |
| 2. | Pimpinan mampu menjalin hubungan yang baik dengan karyawan |  |  |  |  |  |
| 3 | Pimpinan tetap tenang dan memberikan solusi meskipun dalam keadaan kritis |  |  |  |  |  |
| 4 | Pimpinan mampu menyelesaikan tugas yang sulit |  |  |  |  |  |
| 5 | Pimpinan mampu mengambil keputusan secara musyawarah |  |  |  |  |  |
| 6 | Pimpinan mampu bersikap tegas untuk menentukan keputusan yang kompleks dan membingungkan |  |  |  |  |  |
| 7 | Pimpinan membawa kepentingan organisasi . |  |  |  |  |  |
| 8 | Pimpinan mampu menyelesaikan tugas sesuai dengan target |  |  |  |  |  |
| 9 | Pimpinan mampu menyelesaikan tugas yang ditanggani sendiri |  |  |  |  |  |
| 10 | Pimpinan mampu menyelesaikan tugas yang ditanggani secara berkelompok |  |  |  |  |  |
| 11 | Karyawan memiliki kesempatan untuk mendapat bimbingan dan pelatihan kerja |  |  |  |  |  |

**Karakteristik Pekerjaan (X2)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | Pernyataan | SS | S | N | TS | STS |
| 1. | saya memiliki keterampilan kerja yang baik |  |  |  |  |  |
| 2. | Pekerjaan yang saya jalani sesuai dengan keterampilan yang dimiliki |  |  |  |  |  |
| 3. | saya memahami dengan jelas tugas-tugas yang diberikan. |  |  |  |  |  |
| 4. | Perusahaan memaparkan dengan jelas mengenai tugas yang diemban setiap karyawan |  |  |  |  |  |
| 5. | Pekerjaan yang diberikan perusahaan mempunyai nilai untuk jenjang karir karyawan |  |  |  |  |  |
| 6. | Setiap tugas yang diberikan mempunyai arti penting bagi kelangsungan organisasi perusahaan dimasa depan |  |  |  |  |  |
| 7. | Dalam pelaksanaan pekerjaan saya memiliki kebebasan dalam menentukan prosedur dan jadwal pelaksanaan |  |  |  |  |  |
| 8. | Setiap pekerjaan memiliki prosedur yang jelas |  |  |  |  |  |
| 9. | Perusahaan mengutamakan kepuasan karyawan |  |  |  |  |  |
| 10. | saya mendapat *feedback* atas prestasi kerja yang dicapai |  |  |  |  |  |

**Kemampuan Kerja (X3)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | Pernyataan | SS | S | N | TS | STS |
| 1. | saya memiliki keahlian sesuai bidangnya |  |  |  |  |  |
| 2. | saya memiliki keterampilan yang mumpuni |  |  |  |  |  |
| 3. | saya memiliki tanggung jawab untuk menyelesaikan pekerjaan |  |  |  |  |  |
| 4. | saya memiliki tanggung jawab terhadap hasil setiap pekerjaan yang di lakukan |  |  |  |  |  |
| 5. | saya memiliki pengalaman kerja yang dapat meningkatkan kemampuan kerja karyawan |  |  |  |  |  |
| 6. | saya memiliki kemampuan bekerja sama |  |  |  |  |  |
| 7. | saya memiliki latar belakang pendidikan yang relevan sehingga menunjang kemampuan kerja |  |  |  |  |  |
| 8. | saya memiliki jumlah pekerjaan yang dapat di selesaikan sesuai dengan jam kerja yang tersedia |  |  |  |  |  |
| 9 | saya mampu mencapai tatrget kerja |  |  |  |  |  |
| 10. | saya mampu memberikan hasil akhir pekerjaan sesuai dengan yang di harapkan |  |  |  |  |  |

**Lampiran 2. Tabulasi Kuesioner Uji Coba Intrumen Variabel Kinerja**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | **kinerja karyawan (Y)** | | | | | | | | | | |
| **Kin-1** | **Kin-2** | **Kin-3** | **Kin-4** | **Kin-5** | **Kin-6** | **Kin-7** | **Kin-8** | **Kin-9** | **Kin-10** | **Y** |
| R1 | 5 | 5 | 4 | 4 | 3 | 3 | 4 | 5 | 5 | 5 | 43 |
| R2 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 5 | 4 | 39 |
| R3 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 44 |
| R4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 3 | 5 | 44 |
| R5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 47 |
| R6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| R7 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 5 | 4 | 38 |
| R8 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 36 |
| R9 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 37 |
| R10 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 3 | 5 | 5 | 43 |
| R11 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 45 |
| R12 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 37 |
| R13 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 5 | 41 |
| R14 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 46 |
| R15 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 41 |
| R16 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 46 |
| R17 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 48 |
| R18 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 45 |
| R19 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| R20 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 44 |
| R21 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 43 |
| R22 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 34 |
| R23 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 45 |
| R24 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 43 |
| R25 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 5 | 38 |
| R26 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 44 |
| R27 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 42 |
| R28 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| R29 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 45 |
| R30 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 44 |

**Lampiran 3. Tabulasi Kuesioner Uji Coba Intrumen Variabel Kepemimpinan**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | **Kepemimpinan (X1)** | | | | | | | | | | | |
| **KEP-1** | **KEP-2** | **KEP-3** | **KEP-4** | **KEP-5** | **KEP-6** | **KEP-7** | **KEP-8** | **KEP-9** | **KEP-10** | **KEP-11** | **X1** |
| R1 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 3 | 43 |
| R2 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 3 | 4 | 3 | 42 |
| R3 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 47 |
| R4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 48 |
| R5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 44 |
| R6 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 53 |
| R7 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 43 |
| R8 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 44 |
| R9 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 5 | 4 | 42 |
| R10 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 3 | 4 | 4 | 42 |
| R11 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 49 |
| R12 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 50 |
| R13 | 4 | 5 | 5 | 5 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 43 |
| R14 | 5 | 4 | 4 | 3 | 3 | 3 | 4 | 5 | 5 | 5 | 5 | 46 |
| R15 | 3 | 4 | 4 | 3 | 4 | 4 | 3 | 5 | 3 | 4 | 4 | 41 |
| R16 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 42 |
| R17 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 51 |
| R18 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 48 |
| R19 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 5 | 5 | 5 | 46 |
| R20 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 47 |
| R21 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 43 |
| R22 | 3 | 4 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 37 |
| R23 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 53 |
| R24 | 5 | 4 | 5 | 4 | 3 | 3 | 3 | 4 | 5 | 5 | 5 | 46 |
| R25 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 50 |
| R26 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 5 | 45 |
| R27 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 48 |
| R28 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 47 |
| R29 | 5 | 4 | 3 | 4 | 3 | 3 | 4 | 5 | 5 | 4 | 4 | 44 |
| R30 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 50 |

**Lampiran 4. Tabulasi Kuesioner Uji Coba Intrumen Variabel Karakteristik Pekerjaan**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | **Karakteristik Pekerjaan (X2)** | | | | | | | | | | |
| **KP-1** | **KP-2** | **KP-3** | **KP-4** | **KP-5** | **KP-6** | **KP-7** | **KP-8** | **KP-9** | **KP-10** | **X2** |
| R1 | 4 | 4 | 4 | 5 | 3 | 3 | 4 | 4 | 3 | 4 | 38 |
| R2 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 46 |
| R3 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 42 |
| R4 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 46 |
| R5 | 4 | 4 | 4 | 4 | 5 | 5 | 3 | 3 | 4 | 5 | 41 |
| R6 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 3 | 4 | 44 |
| R7 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 42 |
| R8 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 42 |
| R9 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 5 | 39 |
| R10 | 5 | 4 | 3 | 3 | 4 | 4 | 5 | 3 | 5 | 5 | 41 |
| R11 | 4 | 4 | 5 | 5 | 4 | 4 | 3 | 3 | 4 | 4 | 40 |
| R12 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 2 | 4 | 3 | 35 |
| R13 | 4 | 4 | 3 | 3 | 5 | 3 | 4 | 4 | 5 | 4 | 39 |
| R14 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 3 | 5 | 47 |
| R15 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 40 |
| R16 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 3 | 3 | 4 | 41 |
| R17 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 3 | 45 |
| R18 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 48 |
| R19 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 47 |
| R20 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 45 |
| R21 | 4 | 4 | 3 | 4 | 5 | 3 | 4 | 3 | 3 | 4 | 37 |
| R22 | 3 | 3 | 3 | 3 | 5 | 3 | 5 | 4 | 4 | 5 | 38 |
| R23 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 48 |
| R24 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 5 | 42 |
| R25 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 38 |
| R26 | 3 | 4 | 3 | 5 | 3 | 5 | 5 | 4 | 3 | 4 | 39 |
| R27 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 44 |
| R28 | 3 | 4 | 4 | 4 | 5 | 3 | 3 | 4 | 4 | 4 | 38 |
| R29 | 5 | 5 | 5 | 5 | 5 | 3 | 5 | 4 | 4 | 5 | 46 |
| R30 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 49 |

**Lampiran 5. Tabulasi Kuesioner Uji Coba Intrumen Variabel Kemampuan Kerja**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | **Kemampuan Kerja (X3)** | | | | | | | | | | |
| **KK-1** | **KK-2** | **KK-3** | **KK-4** | **KK-5** | **KK-6** | **KK-7** | **KK-8** | **KK-9** | **KK-10** | **X3** |
| R1 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 43 |
| R2 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 3 | 4 | 5 | 42 |
| R3 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 45 |
| R4 | 4 | 5 | 5 | 4 | 5 | 5 | 3 | 4 | 4 | 4 | 43 |
| R5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 39 |
| R6 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 48 |
| R7 | 3 | 4 | 5 | 4 | 3 | 4 | 5 | 5 | 5 | 4 | 42 |
| R8 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 40 |
| R9 | 5 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 39 |
| R10 | 5 | 5 | 5 | 4 | 3 | 3 | 5 | 4 | 3 | 4 | 41 |
| R11 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 3 | 3 | 3 | 40 |
| R12 | 5 | 4 | 4 | 4 | 3 | 3 | 4 | 5 | 5 | 5 | 42 |
| R13 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 5 | 5 | 5 | 40 |
| R14 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 5 | 5 | 47 |
| R15 | 5 | 4 | 4 | 5 | 3 | 4 | 5 | 4 | 5 | 5 | 44 |
| R16 | 4 | 4 | 5 | 4 | 3 | 5 | 4 | 5 | 4 | 4 | 42 |
| R17 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 46 |
| R18 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 5 | 5 | 48 |
| R19 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 48 |
| R20 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 43 |
| R21 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 3 | 4 | 40 |
| R22 | 5 | 3 | 3 | 3 | 3 | 3 | 3 | 5 | 5 | 5 | 38 |
| R23 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 3 | 5 | 5 | 47 |
| R24 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 42 |
| R25 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 39 |
| R26 | 4 | 5 | 3 | 5 | 2 | 5 | 4 | 3 | 3 | 4 | 38 |
| R27 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 3 | 40 |
| R28 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 5 | 5 | 3 | 39 |
| R29 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 4 | 4 | 45 |
| R30 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 3 | 3 | 5 | 44 |

**Lampiran 6. Hasil Perhitungan MSI Untuk Instrumen Uji Coba Variabel Kinerja**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | Succesive Interval | | | | | | | | | | |
| **KIN-1** | **KIN-2** | **KIN-3** | **KIN-4** | **KIN-5** | **KIN-6** | **KIN-7** | **KIN-8** | **KIN-9** | **KIN-10** | **Y** |
| R1 | 5,621 | 5,621 | 4,000 | 4,423 | 3,000 | 3,000 | 4,471 | 5,412 | 5,522 | 5,602 | 46,673 |
| R2 | 4,000 | 4,000 | 4,000 | 4,423 | 3,000 | 3,000 | 4,471 | 4,114 | 5,522 | 4,000 | 40,530 |
| R3 | 4,000 | 4,000 | 5,711 | 4,423 | 5,278 | 4,059 | 4,471 | 5,412 | 4,204 | 5,602 | 47,160 |
| R4 | 5,621 | 5,621 | 5,711 | 4,423 | 4,093 | 4,059 | 4,471 | 5,412 | 3,000 | 5,602 | 48,014 |
| R5 | 5,621 | 5,621 | 5,711 | 4,423 | 5,278 | 5,198 | 5,926 | 4,114 | 4,204 | 5,602 | 51,698 |
| R6 | 5,621 | 5,621 | 5,711 | 5,846 | 5,278 | 5,198 | 5,926 | 5,412 | 5,522 | 5,602 | 55,738 |
| R7 | 4,000 | 4,000 | 4,000 | 4,423 | 3,000 | 3,000 | 3,000 | 4,114 | 5,522 | 4,000 | 39,059 |
| R8 | 4,000 | 4,000 | 4,000 | 3,000 | 3,000 | 3,000 | 3,000 | 4,114 | 4,204 | 4,000 | 36,317 |
| R9 | 4,000 | 4,000 | 4,000 | 3,000 | 4,093 | 3,000 | 4,471 | 4,114 | 3,000 | 4,000 | 37,678 |
| R10 | 5,621 | 5,621 | 4,000 | 4,423 | 4,093 | 4,059 | 4,471 | 3,000 | 5,522 | 5,602 | 46,412 |
| R11 | 4,000 | 4,000 | 4,000 | 4,423 | 4,093 | 5,198 | 5,926 | 5,412 | 5,522 | 5,602 | 48,177 |
| R12 | 4,000 | 4,000 | 4,000 | 4,423 | 3,000 | 3,000 | 4,471 | 3,000 | 4,204 | 4,000 | 38,098 |
| R13 | 5,621 | 5,621 | 4,000 | 4,423 | 4,093 | 4,059 | 4,471 | 3,000 | 3,000 | 5,602 | 43,890 |
| R14 | 4,000 | 4,000 | 4,000 | 5,846 | 5,278 | 5,198 | 5,926 | 5,412 | 5,522 | 4,000 | 49,183 |
| R15 | 4,000 | 4,000 | 4,000 | 4,423 | 4,093 | 4,059 | 4,471 | 4,114 | 5,522 | 4,000 | 42,682 |
| R16 | 5,621 | 5,621 | 5,711 | 4,423 | 4,093 | 5,198 | 4,471 | 5,412 | 4,204 | 5,602 | 50,356 |
| R17 | 5,621 | 5,621 | 4,000 | 5,846 | 5,278 | 5,198 | 5,926 | 5,412 | 5,522 | 4,000 | 52,425 |
| R18 | 4,000 | 4,000 | 4,000 | 5,846 | 5,278 | 5,198 | 4,471 | 5,412 | 5,522 | 4,000 | 47,727 |
| R19 | 5,621 | 5,621 | 4,000 | 5,846 | 5,278 | 5,198 | 5,926 | 5,412 | 5,522 | 5,602 | 54,027 |
| R20 | 5,621 | 5,621 | 5,711 | 4,423 | 4,093 | 4,059 | 4,471 | 4,114 | 4,204 | 5,602 | 47,918 |
| R21 | 5,621 | 5,621 | 5,711 | 4,423 | 4,093 | 4,059 | 4,471 | 4,114 | 4,204 | 4,000 | 46,317 |
| R22 | 4,000 | 4,000 | 4,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 4,000 | 34,000 |
| R23 | 4,000 | 4,000 | 4,000 | 5,846 | 5,278 | 5,198 | 4,471 | 5,412 | 5,522 | 4,000 | 47,727 |
| R24 | 4,000 | 4,000 | 4,000 | 5,846 | 5,278 | 4,059 | 4,471 | 5,412 | 4,204 | 4,000 | 45,270 |
| R25 | 4,000 | 4,000 | 4,000 | 4,423 | 3,000 | 3,000 | 3,000 | 4,114 | 4,204 | 5,602 | 39,342 |
| R26 | 4,000 | 4,000 | 4,000 | 4,423 | 5,278 | 5,198 | 4,471 | 5,412 | 4,204 | 5,602 | 46,588 |
| R27 | 4,000 | 4,000 | 4,000 | 5,846 | 4,093 | 4,059 | 5,926 | 4,114 | 4,204 | 4,000 | 44,241 |
| R28 | 4,000 | 4,000 | 4,000 | 4,423 | 4,093 | 4,059 | 4,471 | 4,114 | 4,204 | 4,000 | 41,363 |
| R29 | 4,000 | 4,000 | 4,000 | 5,846 | 5,278 | 5,198 | 4,471 | 5,412 | 5,522 | 4,000 | 47,727 |
| R30 | 4,000 | 4,000 | 4,000 | 5,846 | 5,278 | 5,198 | 4,471 | 5,412 | 4,204 | 4,000 | 46,409 |

**Lampiran 7. Hasil Perhitungan MSI Untuk Instrumen Uji Coba Variabel Kepemimpinan**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | Succesive Interval | | | | | | | | | | | |
| **KEP-1** | **KEP-2** | **KEP-3** | **KEP-4** | **KEP-5** | **KEP-6** | **KEP-7** | **KEP-8** | **KEP-9** | **KEP-10** | **KEP-11** | **X1** |
| R1 | 4,264 | 4,549 | 4,734 | 4,468 | 4,421 | 4,518 | 5,731 | 4,336 | 3,000 | 4,411 | 3,000 | 47,433 |
| R2 | 4,264 | 3,000 | 4,734 | 4,468 | 4,421 | 4,518 | 4,360 | 5,705 | 3,000 | 4,411 | 3,000 | 45,882 |
| R3 | 4,264 | 6,030 | 4,734 | 4,468 | 4,421 | 4,518 | 5,731 | 4,336 | 4,177 | 4,411 | 5,663 | 52,755 |
| R4 | 4,264 | 4,549 | 6,339 | 5,914 | 4,421 | 4,518 | 4,360 | 4,336 | 4,177 | 5,847 | 5,663 | 54,389 |
| R5 | 4,264 | 6,030 | 4,734 | 4,468 | 4,421 | 4,518 | 4,360 | 4,336 | 4,177 | 3,000 | 4,288 | 48,597 |
| R6 | 5,559 | 6,030 | 6,339 | 4,468 | 5,847 | 4,518 | 5,731 | 5,705 | 5,426 | 5,847 | 5,663 | 61,134 |
| R7 | 4,264 | 4,549 | 4,734 | 4,468 | 4,421 | 4,518 | 4,360 | 4,336 | 3,000 | 4,411 | 4,288 | 47,350 |
| R8 | 3,000 | 3,000 | 4,734 | 4,468 | 4,421 | 4,518 | 4,360 | 4,336 | 4,177 | 5,847 | 5,663 | 48,525 |
| R9 | 3,000 | 4,549 | 4,734 | 4,468 | 3,000 | 4,518 | 4,360 | 3,000 | 4,177 | 5,847 | 4,288 | 45,942 |
| R10 | 3,000 | 4,549 | 4,734 | 4,468 | 3,000 | 4,518 | 4,360 | 5,705 | 3,000 | 4,411 | 4,288 | 46,034 |
| R11 | 4,264 | 6,030 | 4,734 | 5,914 | 4,421 | 6,014 | 5,731 | 5,705 | 4,177 | 4,411 | 4,288 | 55,692 |
| R12 | 4,264 | 6,030 | 6,339 | 5,914 | 5,847 | 6,014 | 5,731 | 4,336 | 4,177 | 4,411 | 4,288 | 57,354 |
| R13 | 4,264 | 6,030 | 6,339 | 5,914 | 3,000 | 3,000 | 3,000 | 3,000 | 4,177 | 4,411 | 4,288 | 47,425 |
| R14 | 5,559 | 4,549 | 4,734 | 3,000 | 3,000 | 3,000 | 4,360 | 5,705 | 5,426 | 5,847 | 5,663 | 50,844 |
| R15 | 3,000 | 4,549 | 4,734 | 3,000 | 4,421 | 4,518 | 3,000 | 5,705 | 3,000 | 4,411 | 4,288 | 44,627 |
| R16 | 3,000 | 4,549 | 3,000 | 4,468 | 4,421 | 4,518 | 4,360 | 4,336 | 4,177 | 4,411 | 4,288 | 45,529 |
| R17 | 5,559 | 4,549 | 4,734 | 4,468 | 4,421 | 6,014 | 5,731 | 5,705 | 5,426 | 5,847 | 5,663 | 58,119 |
| R18 | 4,264 | 4,549 | 4,734 | 4,468 | 4,421 | 4,518 | 4,360 | 5,705 | 5,426 | 5,847 | 5,663 | 53,956 |
| R19 | 5,559 | 4,549 | 4,734 | 4,468 | 3,000 | 4,518 | 4,360 | 3,000 | 5,426 | 5,847 | 5,663 | 51,124 |
| R20 | 4,264 | 4,549 | 4,734 | 4,468 | 4,421 | 4,518 | 4,360 | 4,336 | 5,426 | 5,847 | 5,663 | 52,587 |
| R21 | 4,264 | 4,549 | 4,734 | 4,468 | 4,421 | 4,518 | 3,000 | 4,336 | 4,177 | 4,411 | 4,288 | 47,167 |
| R22 | 3,000 | 4,549 | 4,734 | 3,000 | 4,421 | 4,518 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 39,222 |
| R23 | 5,559 | 6,030 | 4,734 | 5,914 | 4,421 | 6,014 | 5,731 | 5,705 | 5,426 | 5,847 | 5,663 | 61,046 |
| R24 | 5,559 | 4,549 | 6,339 | 4,468 | 3,000 | 3,000 | 3,000 | 4,336 | 5,426 | 5,847 | 5,663 | 51,188 |
| R25 | 4,264 | 6,030 | 6,339 | 5,914 | 5,847 | 6,014 | 5,731 | 4,336 | 4,177 | 4,411 | 4,288 | 57,354 |
| R26 | 4,264 | 4,549 | 4,734 | 4,468 | 3,000 | 4,518 | 4,360 | 4,336 | 5,426 | 4,411 | 5,663 | 49,730 |
| R27 | 5,559 | 6,030 | 4,734 | 5,914 | 4,421 | 4,518 | 4,360 | 4,336 | 4,177 | 5,847 | 4,288 | 54,185 |
| R28 | 4,264 | 6,030 | 4,734 | 5,914 | 4,421 | 6,014 | 4,360 | 4,336 | 4,177 | 4,411 | 4,288 | 52,952 |
| R29 | 5,559 | 4,549 | 3,000 | 4,468 | 3,000 | 3,000 | 4,360 | 5,705 | 5,426 | 4,411 | 4,288 | 47,768 |
| R30 | 5,559 | 4,549 | 4,734 | 5,914 | 5,847 | 4,518 | 4,360 | 4,336 | 5,426 | 5,847 | 5,663 | 56,753 |

**Lampiran 8. Hasil Perhitungan MSI Untuk Instrumen Uji Coba Variabel Karakteristik Pekerjaan**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | Succesive Interval | | | | | | | | | | |
| **KP-1** | **KP-2** | **KP-3** | **KP-4** | **KP-5** | **KP-6** | **KP-7** | **KP-8** | **KP-9** | **KP-10** | **X2** |
| R1 | 4,423 | 4,641 | 4,116 | 5,466 | 3,000 | 3,000 | 4,248 | 4,139 | 3,000 | 4,411 | 40,445 |
| R2 | 4,423 | 4,641 | 4,116 | 4,159 | 5,685 | 5,308 | 5,580 | 5,318 | 5,632 | 5,847 | 50,708 |
| R3 | 4,423 | 4,641 | 4,116 | 5,466 | 4,269 | 4,091 | 4,248 | 5,318 | 4,309 | 4,411 | 45,291 |
| R4 | 5,846 | 4,641 | 5,250 | 5,466 | 5,685 | 4,091 | 4,248 | 5,318 | 5,632 | 4,411 | 50,587 |
| R5 | 4,423 | 4,641 | 4,116 | 4,159 | 5,685 | 5,308 | 3,000 | 3,137 | 4,309 | 5,847 | 44,624 |
| R6 | 4,423 | 6,172 | 4,116 | 5,466 | 4,269 | 5,308 | 5,580 | 5,318 | 3,000 | 4,411 | 48,063 |
| R7 | 4,423 | 4,641 | 3,000 | 4,159 | 5,685 | 5,308 | 4,248 | 5,318 | 4,309 | 4,411 | 45,501 |
| R8 | 4,423 | 4,641 | 4,116 | 4,159 | 4,269 | 5,308 | 4,248 | 4,139 | 4,309 | 5,847 | 45,458 |
| R9 | 4,423 | 3,000 | 4,116 | 4,159 | 4,269 | 4,091 | 4,248 | 3,137 | 4,309 | 5,847 | 41,598 |
| R10 | 5,846 | 4,641 | 3,000 | 3,000 | 4,269 | 4,091 | 5,580 | 3,137 | 5,632 | 5,847 | 45,043 |
| R11 | 4,423 | 4,641 | 5,250 | 5,466 | 4,269 | 4,091 | 3,000 | 3,137 | 4,309 | 4,411 | 42,996 |
| R12 | 4,423 | 4,641 | 3,000 | 3,000 | 4,269 | 4,091 | 4,248 | 2,000 | 4,309 | 3,000 | 36,980 |
| R13 | 4,423 | 4,641 | 3,000 | 3,000 | 5,685 | 3,000 | 4,248 | 4,139 | 5,632 | 4,411 | 42,180 |
| R14 | 5,846 | 6,172 | 5,250 | 5,466 | 5,685 | 5,308 | 4,248 | 5,318 | 3,000 | 5,847 | 52,139 |
| R15 | 4,423 | 4,641 | 3,000 | 4,159 | 4,269 | 4,091 | 4,248 | 4,139 | 4,309 | 5,847 | 43,126 |
| R16 | 5,846 | 4,641 | 4,116 | 4,159 | 5,685 | 4,091 | 5,580 | 3,137 | 3,000 | 4,411 | 44,665 |
| R17 | 5,846 | 6,172 | 5,250 | 5,466 | 5,685 | 5,308 | 4,248 | 4,139 | 4,309 | 3,000 | 49,422 |
| R18 | 5,846 | 6,172 | 5,250 | 5,466 | 5,685 | 4,091 | 5,580 | 5,318 | 4,309 | 5,847 | 53,564 |
| R19 | 5,846 | 6,172 | 5,250 | 5,466 | 4,269 | 5,308 | 5,580 | 4,139 | 4,309 | 5,847 | 52,186 |
| R20 | 4,423 | 4,641 | 5,250 | 4,159 | 4,269 | 5,308 | 5,580 | 5,318 | 5,632 | 4,411 | 48,991 |
| R21 | 4,423 | 4,641 | 3,000 | 4,159 | 5,685 | 3,000 | 4,248 | 3,137 | 3,000 | 4,411 | 39,704 |
| R22 | 3,000 | 3,000 | 3,000 | 3,000 | 5,685 | 3,000 | 5,580 | 4,139 | 4,309 | 5,847 | 40,561 |
| R23 | 5,846 | 4,641 | 5,250 | 5,466 | 5,685 | 5,308 | 4,248 | 5,318 | 5,632 | 5,847 | 53,240 |
| R24 | 4,423 | 6,172 | 4,116 | 5,466 | 4,269 | 4,091 | 4,248 | 3,137 | 4,309 | 5,847 | 46,077 |
| R25 | 4,423 | 4,641 | 3,000 | 4,159 | 4,269 | 4,091 | 3,000 | 4,139 | 4,309 | 4,411 | 40,442 |
| R26 | 3,000 | 4,641 | 3,000 | 5,466 | 3,000 | 5,308 | 5,580 | 4,139 | 3,000 | 4,411 | 41,546 |
| R27 | 4,423 | 4,641 | 4,116 | 4,159 | 5,685 | 5,308 | 5,580 | 4,139 | 5,632 | 4,411 | 48,094 |
| R28 | 3,000 | 4,641 | 4,116 | 4,159 | 5,685 | 3,000 | 3,000 | 4,139 | 4,309 | 4,411 | 40,460 |
| R29 | 5,846 | 6,172 | 5,250 | 5,466 | 5,685 | 3,000 | 5,580 | 4,139 | 4,309 | 5,847 | 51,295 |
| R30 | 5,846 | 6,172 | 5,250 | 5,466 | 5,685 | 5,308 | 5,580 | 5,318 | 5,632 | 4,411 | 54,668 |

**Lampiran 9. Hasil Perhitungan MSI Untuk Instrumen Uji Coba Variabel Kemampuan kerja**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | Succesive Interval | | | | | | | | | | |
| **KK-1** | **KK-2** | **KK-3** | **KK-4** | **KK-5** | **KK-6** | **KK-7** | **KK-8** | **KK-9** | **KK-10** | **X3** |
| R1 | 4,503 | 4,458 | 4,378 | 4,549 | 4,227 | 5,412 | 5,522 | 4,116 | 4,184 | 5,553 | 46,903 |
| R2 | 4,503 | 5,905 | 4,378 | 4,549 | 4,227 | 4,114 | 5,522 | 3,000 | 4,184 | 5,553 | 45,936 |
| R3 | 5,966 | 4,458 | 4,378 | 4,549 | 4,227 | 5,412 | 4,204 | 5,250 | 5,465 | 5,553 | 49,462 |
| R4 | 4,503 | 5,905 | 5,782 | 4,549 | 5,318 | 5,412 | 3,000 | 4,116 | 4,184 | 4,196 | 46,966 |
| R5 | 4,503 | 4,458 | 4,378 | 4,549 | 4,227 | 4,114 | 4,204 | 3,000 | 4,184 | 4,196 | 41,813 |
| R6 | 5,966 | 5,905 | 4,378 | 6,030 | 4,227 | 5,412 | 5,522 | 5,250 | 5,465 | 5,553 | 53,710 |
| R7 | 3,000 | 4,458 | 5,782 | 4,549 | 3,262 | 4,114 | 5,522 | 5,250 | 5,465 | 4,196 | 45,598 |
| R8 | 3,000 | 4,458 | 4,378 | 4,549 | 4,227 | 4,114 | 4,204 | 4,116 | 4,184 | 5,553 | 42,782 |
| R9 | 5,966 | 4,458 | 4,378 | 3,000 | 4,227 | 4,114 | 3,000 | 4,116 | 4,184 | 4,196 | 41,639 |
| R10 | 5,966 | 5,905 | 5,782 | 4,549 | 3,262 | 3,000 | 5,522 | 4,116 | 3,000 | 4,196 | 45,299 |
| R11 | 4,503 | 4,458 | 4,378 | 4,549 | 5,318 | 5,412 | 5,522 | 3,000 | 3,000 | 3,000 | 43,141 |
| R12 | 5,966 | 4,458 | 4,378 | 4,549 | 3,262 | 3,000 | 4,204 | 5,250 | 5,465 | 5,553 | 46,085 |
| R13 | 4,503 | 4,458 | 4,378 | 4,549 | 3,262 | 3,000 | 3,000 | 5,250 | 5,465 | 5,553 | 43,418 |
| R14 | 4,503 | 5,905 | 5,782 | 6,030 | 5,318 | 5,412 | 5,522 | 3,000 | 5,465 | 5,553 | 52,491 |
| R15 | 5,966 | 4,458 | 4,378 | 6,030 | 3,262 | 4,114 | 5,522 | 4,116 | 5,465 | 5,553 | 48,864 |
| R16 | 4,503 | 4,458 | 5,782 | 4,549 | 3,262 | 5,412 | 4,204 | 5,250 | 4,184 | 4,196 | 45,801 |
| R17 | 4,503 | 5,905 | 5,782 | 6,030 | 5,318 | 5,412 | 5,522 | 4,116 | 4,184 | 4,196 | 50,970 |
| R18 | 5,966 | 5,905 | 5,782 | 6,030 | 5,318 | 5,412 | 5,522 | 3,000 | 5,465 | 5,553 | 53,954 |
| R19 | 5,966 | 5,905 | 5,782 | 6,030 | 5,318 | 5,412 | 5,522 | 4,116 | 4,184 | 5,553 | 53,789 |
| R20 | 4,503 | 4,458 | 4,378 | 4,549 | 5,318 | 4,114 | 4,204 | 5,250 | 4,184 | 5,553 | 46,510 |
| R21 | 5,966 | 4,458 | 4,378 | 4,549 | 3,262 | 4,114 | 4,204 | 5,250 | 3,000 | 4,196 | 43,377 |
| R22 | 5,966 | 3,000 | 3,000 | 3,000 | 3,262 | 3,000 | 3,000 | 5,250 | 5,465 | 5,553 | 40,496 |
| R23 | 5,966 | 5,905 | 5,782 | 4,549 | 5,318 | 5,412 | 5,522 | 3,000 | 5,465 | 5,553 | 52,473 |
| R24 | 4,503 | 4,458 | 4,378 | 6,030 | 4,227 | 5,412 | 4,204 | 4,116 | 4,184 | 4,196 | 45,709 |
| R25 | 4,503 | 4,458 | 4,378 | 4,549 | 3,262 | 4,114 | 4,204 | 4,116 | 4,184 | 4,196 | 41,964 |
| R26 | 4,503 | 5,905 | 3,000 | 6,030 | 2,000 | 5,412 | 4,204 | 3,000 | 3,000 | 4,196 | 41,252 |
| R27 | 4,503 | 4,458 | 4,378 | 4,549 | 4,227 | 4,114 | 4,204 | 4,116 | 5,465 | 3,000 | 43,013 |
| R28 | 4,503 | 3,000 | 3,000 | 4,549 | 4,227 | 4,114 | 4,204 | 5,250 | 5,465 | 3,000 | 41,312 |
| R29 | 4,503 | 5,905 | 5,782 | 6,030 | 5,318 | 5,412 | 5,522 | 3,000 | 4,184 | 4,196 | 49,854 |
| R30 | 4,503 | 5,905 | 5,782 | 6,030 | 5,318 | 5,412 | 4,204 | 3,000 | 3,000 | 5,553 | 48,708 |

**Lampiran 10. Hasil Uji Validitas Variabel Kinerja**

| **Correlations** | | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | item\_1 | item\_2 | item\_3 | item\_4 | item\_5 | item\_6 | item\_7 | item\_8 | item\_9 | item\_10 | Total |
| item\_1 | Pearson Correlation | 1 | 1,000\*\* | ,562\*\* | ,049 | ,096 | ,213 | ,336 | ,004 | -,026 | ,591\*\* | ,583\*\* |
| Sig. (2-tailed) |  | 0,000 | ,001 | ,798 | ,613 | ,259 | ,069 | ,982 | ,890 | ,001 | ,001 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_2 | Pearson Correlation | 1,000\*\* | 1 | ,562\*\* | ,049 | ,096 | ,213 | ,336 | ,004 | -,026 | ,591\*\* | ,583\*\* |
| Sig. (2-tailed) | 0,000 |  | ,001 | ,798 | ,613 | ,259 | ,069 | ,982 | ,890 | ,001 | ,001 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_3 | Pearson Correlation | ,562\*\* | ,562\*\* | 1 | -,081 | ,179 | ,196 | ,172 | ,153 | -,247 | ,472\*\* | ,444\* |
| Sig. (2-tailed) | ,001 | ,001 |  | ,670 | ,344 | ,300 | ,363 | ,420 | ,189 | ,008 | ,014 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_4 | Pearson Correlation | ,049 | ,049 | -,081 | 1 | ,688\*\* | ,676\*\* | ,572\*\* | ,578\*\* | ,538\*\* | -,113 | ,673\*\* |
| Sig. (2-tailed) | ,798 | ,798 | ,670 |  | ,000 | ,000 | ,001 | ,001 | ,002 | ,552 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_5 | Pearson Correlation | ,096 | ,096 | ,179 | ,688\*\* | 1 | ,863\*\* | ,605\*\* | ,630\*\* | ,222 | ,067 | ,745\*\* |
| Sig. (2-tailed) | ,613 | ,613 | ,344 | ,000 |  | ,000 | ,000 | ,000 | ,238 | ,723 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_6 | Pearson Correlation | ,213 | ,213 | ,196 | ,676\*\* | ,863\*\* | 1 | ,664\*\* | ,632\*\* | ,351 | ,187 | ,830\*\* |
| Sig. (2-tailed) | ,259 | ,259 | ,300 | ,000 | ,000 |  | ,000 | ,000 | ,057 | ,323 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_7 | Pearson Correlation | ,336 | ,336 | ,172 | ,572\*\* | ,605\*\* | ,664\*\* | 1 | ,392\* | ,332 | ,192 | ,758\*\* |
| Sig. (2-tailed) | ,069 | ,069 | ,363 | ,001 | ,000 | ,000 |  | ,032 | ,074 | ,311 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_8 | Pearson Correlation | ,004 | ,004 | ,153 | ,578\*\* | ,630\*\* | ,632\*\* | ,392\* | 1 | ,386\* | ,128 | ,655\*\* |
| Sig. (2-tailed) | ,982 | ,982 | ,420 | ,001 | ,000 | ,000 | ,032 |  | ,035 | ,502 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_9 | Pearson Correlation | -,026 | -,026 | -,247 | ,538\*\* | ,222 | ,351 | ,332 | ,386\* | 1 | -,088 | ,423\* |
| Sig. (2-tailed) | ,890 | ,890 | ,189 | ,002 | ,238 | ,057 | ,074 | ,035 |  | ,643 | ,020 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_10 | Pearson Correlation | ,591\*\* | ,591\*\* | ,472\*\* | -,113 | ,067 | ,187 | ,192 | ,128 | -,088 | 1 | ,460\* |
| Sig. (2-tailed) | ,001 | ,001 | ,008 | ,552 | ,723 | ,323 | ,311 | ,502 | ,643 |  | ,011 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Total | Pearson Correlation | ,583\*\* | ,583\*\* | ,444\* | ,673\*\* | ,745\*\* | ,830\*\* | ,758\*\* | ,655\*\* | ,423\* | ,460\* | 1 |
| Sig. (2-tailed) | ,001 | ,001 | ,014 | ,000 | ,000 | ,000 | ,000 | ,000 | ,020 | ,011 |  |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |

**Lampiran 11. Hasil Uji Validitas Variabel Kepemimpinan**

| **Correlations** | | | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | item\_1 | item\_2 | item\_3 | item\_4 | item\_5 | item\_6 | item\_7 | item\_8 | item\_9 | item\_10 | item\_11 | total |
| item\_1 | Pearson Correlation | 1 | ,265 | ,148 | ,267 | ,029 | -,104 | ,269 | ,199 | ,686\*\* | ,468\*\* | ,444\* | ,638\*\* |
| Sig. (2-tailed) |  | ,157 | ,435 | ,154 | ,878 | ,584 | ,150 | ,293 | ,000 | ,009 | ,014 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_2 | Pearson Correlation | ,265 | 1 | ,336 | ,517\*\* | ,284 | ,346 | ,373\* | -,178 | ,126 | -,185 | ,022 | ,511\*\* |
| Sig. (2-tailed) | ,157 |  | ,070 | ,003 | ,128 | ,061 | ,043 | ,347 | ,505 | ,328 | ,907 | ,004 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_3 | Pearson Correlation | ,148 | ,336 | 1 | ,350 | ,274 | ,092 | ,063 | -,055 | ,021 | ,172 | ,174 | ,405\* |
| Sig. (2-tailed) | ,435 | ,070 |  | ,058 | ,143 | ,627 | ,741 | ,773 | ,910 | ,364 | ,359 | ,027 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_4 | Pearson Correlation | ,267 | ,517\*\* | ,350 | 1 | ,341 | ,443\* | ,377\* | -,088 | ,142 | ,165 | ,079 | ,604\*\* |
| Sig. (2-tailed) | ,154 | ,003 | ,058 |  | ,065 | ,014 | ,040 | ,645 | ,455 | ,385 | ,677 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_5 | Pearson Correlation | ,029 | ,284 | ,274 | ,341 | 1 | ,590\*\* | ,448\* | -,145 | -,101 | -,047 | -,054 | ,492\*\* |
| Sig. (2-tailed) | ,878 | ,128 | ,143 | ,065 |  | ,001 | ,013 | ,443 | ,596 | ,805 | ,777 | ,006 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_6 | Pearson Correlation | -,104 | ,346 | ,092 | ,443\* | ,590\*\* | 1 | ,607\*\* | ,691\*\* | -,112 | -,071 | -,062 | ,486\*\* |
| Sig. (2-tailed) | ,584 | ,061 | ,627 | ,014 | ,001 |  | ,000 | ,000 | ,555 | ,708 | ,743 | ,007 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_7 | Pearson Correlation | ,269 | ,373\* | ,063 | ,377\* | ,448\* | ,607\*\* | 1 | ,627\*\* | ,172 | ,159 | ,159 | ,678\*\* |
| Sig. (2-tailed) | ,150 | ,043 | ,741 | ,040 | ,013 | ,000 |  | ,000 | ,364 | ,401 | ,402 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_8 | Pearson Correlation | ,199 | -,178 | -,055 | -,088 | -,145 | ,691\*\* | ,627\*\* | 1 | ,440\*\* | ,063 | ,150 | ,517\*\* |
| Sig. (2-tailed) | ,293 | ,347 | ,773 | ,645 | ,443 | ,000 | ,000 |  | ,007 | ,716 | ,381 | ,003 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_9 | Pearson Correlation | ,686\*\* | ,126 | ,021 | ,142 | -,101 | -,112 | ,172 | ,440\*\* | 1 | ,616\*\* | ,792\*\* | ,599\*\* |
| Sig. (2-tailed) | ,000 | ,505 | ,910 | ,455 | ,596 | ,555 | ,364 | ,007 |  | ,000 | ,000 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_10 | Pearson Correlation | ,468\*\* | -,185 | ,172 | ,165 | -,047 | -,071 | ,159 | ,063 | ,616\*\* | 1 | ,710\*\* | ,536\*\* |
| Sig. (2-tailed) | ,009 | ,328 | ,364 | ,385 | ,805 | ,708 | ,401 | ,716 | ,000 |  | ,000 | ,002 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_11 | Pearson Correlation | ,444\* | ,022 | ,174 | ,079 | -,054 | -,062 | ,159 | ,150 | ,792\*\* | ,710\*\* | 1 | ,584\*\* |
| Sig. (2-tailed) | ,014 | ,907 | ,359 | ,677 | ,777 | ,743 | ,402 | ,381 | ,000 | ,000 |  | ,001 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| total | Pearson Correlation | ,638\*\* | ,511\*\* | ,405\* | ,604\*\* | ,492\*\* | ,486\*\* | ,678\*\* | ,517\*\* | ,599\*\* | ,536\*\* | ,584\*\* | 1 |
| Sig. (2-tailed) | ,000 | ,004 | ,027 | ,000 | ,006 | ,007 | ,000 | ,003 | ,000 | ,002 | ,001 |  |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |

**Lampiran 12. Hasil Uji Validitas Variabel Karakteristik Pekerjaan**

| **Correlations** | | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | item\_1 | item\_2 | item\_3 | item\_4 | item\_5 | item\_6 | item\_7 | item\_8 | item\_9 | item\_10 | total |
| item\_1 | Pearson Correlation | 1 | ,559\*\* | ,598\*\* | ,368\* | ,322 | ,232 | ,245 | ,193 | ,044 | ,291 | ,708\*\* |
| Sig. (2-tailed) |  | ,001 | ,000 | ,045 | ,083 | ,217 | ,191 | ,306 | ,812 | ,119 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_2 | Pearson Correlation | ,559\*\* | 1 | ,523\*\* | ,621\*\* | ,116 | ,297 | ,210 | ,281 | ,193 | ,326 | ,634\*\* |
| Sig. (2-tailed) | ,001 |  | ,003 | ,000 | ,543 | ,111 | ,264 | ,133 | ,306 | ,079 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_3 | Pearson Correlation | ,598\*\* | ,523\*\* | 1 | ,700\*\* | ,239 | ,319 | ,109 | ,409\* | ,281 | ,090 | ,775\*\* |
| Sig. (2-tailed) | ,000 | ,003 |  | ,000 | ,204 | ,086 | ,565 | ,025 | ,133 | ,636 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_4 | Pearson Correlation | ,368\* | ,621\*\* | ,700\*\* | 1 | -,125 | ,283 | ,031 | ,439\* | ,409\* | -,020 | ,570\*\* |
| Sig. (2-tailed) | ,045 | ,000 | ,000 |  | ,510 | ,130 | ,871 | ,015 | ,025 | ,918 | ,001 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_5 | Pearson Correlation | ,322 | ,116 | ,239 | -,125 | 1 | -,014 | ,027 | ,241 | ,439\* | ,176 | ,401\* |
| Sig. (2-tailed) | ,083 | ,543 | ,204 | ,510 |  | ,941 | ,888 | ,199 | ,015 | ,353 | ,028 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_6 | Pearson Correlation | ,232 | ,297 | ,319 | ,283 | -,014 | 1 | ,208 | ,373\* | ,241 | ,212 | ,537\*\* |
| Sig. (2-tailed) | ,217 | ,111 | ,086 | ,130 | ,941 |  | ,271 | ,042 | ,199 | ,262 | ,002 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_7 | Pearson Correlation | ,245 | ,210 | ,109 | ,031 | ,027 | ,208 | 1 | ,276 | ,373\* | ,620\*\* | ,442\* |
| Sig. (2-tailed) | ,191 | ,264 | ,565 | ,871 | ,888 | ,271 |  | ,140 | ,042 | ,000 | ,014 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_8 | Pearson Correlation | ,193 | ,281 | ,409\* | ,439\* | ,241 | ,373\* | ,276 | 1 | ,276 | ,039 | ,664\*\* |
| Sig. (2-tailed) | ,306 | ,133 | ,025 | ,015 | ,199 | ,042 | ,140 |  | ,140 | ,837 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_9 | Pearson Correlation | ,044 | ,193 | ,281 | ,409\* | ,439\* | ,241 | ,373\* | ,276 | 1 | ,234 | ,690\*\* |
| Sig. (2-tailed) | ,812 | ,306 | ,133 | ,025 | ,015 | ,199 | ,042 | ,140 |  | ,213 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_10 | Pearson Correlation | ,291 | ,326 | ,090 | -,020 | ,176 | ,212 | ,620\*\* | ,039 | ,234 | 1 | ,522\*\* |
| Sig. (2-tailed) | ,119 | ,079 | ,636 | ,918 | ,353 | ,262 | ,000 | ,837 | ,213 |  | ,003 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Total | Pearson Correlation | ,708\*\* | ,634\*\* | ,775\*\* | ,570\*\* | ,401\* | ,537\*\* | ,442\* | ,664\*\* | ,690\*\* | ,522\*\* | 1 |
| Sig. (2-tailed) | ,000 | ,000 | ,000 | ,001 | ,028 | ,002 | ,014 | ,000 | ,000 | ,003 |  |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |

**Lampiran 13. Hasil Uji Validitas Variabel Kemampuan Kerja**

| **Correlations** | | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | item\_1 | item\_2 | item\_3 | item\_4 | item\_5 | item\_6 | item\_7 | item\_8 | item\_9 | item\_10 | total |
| item\_1 | Pearson Correlation | 1 | ,562\*\* | ,049 | ,096 | ,213 | ,336 | ,728\*\* | ,146 | ,044 | ,484\*\* | ,691\*\* |
| Sig. (2-tailed) |  | ,001 | ,798 | ,613 | ,259 | ,069 | ,000 | ,425 | ,812 | ,007 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_2 | Pearson Correlation | ,562\*\* | 1 | ,653\*\* | ,617\*\* | ,396\* | ,512\*\* | ,492\*\* | ,245 | ,193 | ,242 | ,673\*\* |
| Sig. (2-tailed) | ,001 |  | ,000 | ,000 | ,030 | ,004 | ,006 | ,191 | ,306 | ,198 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_3 | Pearson Correlation | ,049 | ,653\*\* | 1 | ,360 | ,521\*\* | ,389\* | ,436\* | ,210 | ,281 | ,131 | ,666\*\* |
| Sig. (2-tailed) | ,798 | ,000 |  | ,050 | ,003 | ,033 | ,016 | ,264 | ,133 | ,491 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_4 | Pearson Correlation | ,096 | ,617\*\* | ,360 | 1 | ,273 | ,587\*\* | ,554\*\* | ,109 | ,409\* | ,153 | ,649\*\* |
| Sig. (2-tailed) | ,613 | ,000 | ,050 |  | ,144 | ,001 | ,002 | ,565 | ,025 | ,421 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_5 | Pearson Correlation | ,213 | ,396\* | ,521\*\* | ,273 | 1 | ,539\*\* | ,299 | ,031 | ,439\* | ,098 | ,584\*\* |
| Sig. (2-tailed) | ,259 | ,030 | ,003 | ,144 |  | ,002 | ,108 | ,871 | ,015 | ,606 | ,001 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_6 | Pearson Correlation | ,336 | ,512\*\* | ,389\* | ,587\*\* | ,539\*\* | 1 | ,386\* | ,027 | ,241 | -,017 | ,579\*\* |
| Sig. (2-tailed) | ,069 | ,004 | ,033 | ,001 | ,002 |  | ,035 | ,888 | ,199 | ,928 | ,001 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_7 | Pearson Correlation | ,728\*\* | ,492\*\* | ,436\* | ,554\*\* | ,299 | ,386\* | 1 | ,208 | ,373\* | ,113 | ,626\*\* |
| Sig. (2-tailed) | ,000 | ,006 | ,016 | ,002 | ,108 | ,035 |  | ,271 | ,042 | ,554 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_8 | Pearson Correlation | ,146 | ,245 | ,210 | ,109 | ,031 | ,027 | ,208 | 1 | ,276 | ,109 | ,463\* |
| Sig. (2-tailed) | ,425 | ,191 | ,264 | ,565 | ,871 | ,888 | ,271 |  | ,140 | ,568 | ,010 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_9 | Pearson Correlation | ,044 | ,193 | ,281 | ,409\* | ,439\* | ,241 | ,373\* | ,276 | 1 | ,234 | ,690\*\* |
| Sig. (2-tailed) | ,812 | ,306 | ,133 | ,025 | ,015 | ,199 | ,042 | ,140 |  | ,213 | ,000 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| item\_10 | Pearson Correlation | ,484\*\* | ,242 | ,131 | ,153 | ,098 | -,017 | ,113 | ,109 | ,234 | 1 | ,503\*\* |
| Sig. (2-tailed) | ,007 | ,198 | ,491 | ,421 | ,606 | ,928 | ,554 | ,568 | ,213 |  | ,005 |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| total | Pearson Correlation | ,691\*\* | ,673\*\* | ,666\*\* | ,649\*\* | ,584\*\* | ,579\*\* | ,626\*\* | ,463\* | ,690\*\* | ,503\*\* | 1 |
| Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,001 | ,001 | ,000 | ,010 | ,000 | ,005 |  |
| N | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |

**Lampiran 14. Hasil Perhitungan Uji Reliabilitas Variabel Kinerja**

|  |  |  |  |
| --- | --- | --- | --- |
| **Case Processing Summary** | | | |
|  | | N | % |
| Cases | Valid | 30 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 30 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| ,822 | 10 |

**Lampiran 15. Hasil Perhitungan Uji Reliabilitas Variabel Kepemimpinan**

|  |  |  |  |
| --- | --- | --- | --- |
| **Case Processing Summary** | | | |
|  | | N | % |
| Cases | Valid | 30 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 30 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| ,751 | 11 |

**Lampiran 16. Hasil Perhitungan Uji Reliabilitas Variabel Karakteristik Pekerjaan**

|  |  |  |  |
| --- | --- | --- | --- |
| **Case Processing Summary** | | | |
|  | | N | % |
| Cases | Valid | 30 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 30 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| ,732 | 10 |

**Lampiran 17. Hasil Perhitungan Uji Reliabilitas Variabel Kemampuan Kerja**

|  |  |  |  |
| --- | --- | --- | --- |
| **Case Processing Summary** | | | |
|  | | N | % |
| Cases | Valid | 30 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 30 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| ,796 | 10 |

**Lampiran 18. Tabulasi Penelitian Variabel Kinerja**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | **Kinerja Karyawan (Y)** | | | | | | | | | | |
| **KIN-1** | **KIN-2** | **KIN-3** | **KIN-4** | **KIN-5** | **KIN-6** | **KIN-7** | **KIN-8** | **KIN-9** | **KIN-10** | **Y** |
| R1 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 43 |
| R2 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 32 |
| R3 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 47 |
| R4 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 46 |
| R5 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 4 | 36 |
| R6 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 42 |
| R7 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 46 |
| R8 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| R9 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 46 |
| R10 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 44 |
| R11 | 5 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 39 |
| R12 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 42 |
| R13 | 5 | 4 | 4 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 38 |
| R14 | 4 | 4 | 3 | 4 | 3 | 3 | 5 | 5 | 5 | 5 | 41 |
| R15 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 49 |
| R16 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 42 |
| R17 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| R18 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 40 |
| R19 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 45 |
| R20 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 3 | 3 | 5 | 42 |
| R21 | 4 | 5 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 38 |
| R22 | 5 | 4 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 38 |
| R23 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 34 |
| R24 | 4 | 4 | 3 | 3 | 5 | 4 | 4 | 5 | 4 | 5 | 41 |
| R25 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| R26 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 37 |
| R27 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| R28 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 38 |
| R29 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 40 |
| R30 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |
| R31 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 3 | 3 | 5 | 42 |
| R32 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| R33 | 5 | 4 | 4 | 3 | 3 | 3 | 5 | 4 | 4 | 3 | 38 |
| R34 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 3 | 3 | 5 | 44 |

**Lampiran 19. Tabulasi Penelitian Variabel Kepemimpinan**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | **Kepemimpinan (X1)** | | | | | | | | | | | |
| **KEP-1** | **KEP-2** | **KEP-3** | **KEP-4** | **KEP-5** | **KEP-6** | **KEP-7** | **KEP-8** | **KEP-9** | **KEP-10** | **KEP-11** | **X1** |
| R1 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 43 |
| R2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 33 |
| R3 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 52 |
| R4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 51 |
| R5 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 5 | 5 | 4 | 40 |
| R6 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 51 |
| R7 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 47 |
| R8 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 43 |
| R9 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 48 |
| R10 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 54 |
| R11 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 42 |
| R12 | 4 | 4 | 4 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 44 |
| R13 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 39 |
| R14 | 4 | 3 | 4 | 3 | 3 | 2 | 5 | 5 | 5 | 5 | 4 | 43 |
| R15 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 5 | 5 | 4 | 52 |
| R16 | 5 | 4 | 5 | 5 | 4 | 2 | 5 | 4 | 4 | 5 | 3 | 46 |
| R17 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 47 |
| R18 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 3 | 4 | 4 | 47 |
| R19 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 54 |
| R20 | 5 | 5 | 5 | 5 | 4 | 3 | 5 | 3 | 5 | 5 | 5 | 50 |
| R21 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 38 |
| R22 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 42 |
| R23 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 40 |
| R24 | 3 | 3 | 3 | 5 | 5 | 4 | 3 | 4 | 5 | 3 | 3 | 41 |
| R25 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 5 | 3 | 3 | 43 |
| R26 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 39 |
| R27 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 44 |
| R28 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 42 |
| R29 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 42 |
| R30 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 55 |
| R31 | 5 | 5 | 5 | 5 | 4 | 3 | 5 | 3 | 5 | 5 | 5 | 50 |
| R32 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 3 | 52 |
| R33 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 37 |
| R34 | 5 | 5 | 5 | 5 | 4 | 3 | 5 | 3 | 5 | 5 | 5 | 50 |

**Lampiran 20. Tabulasi Penelitian Variabel Karakteristik Pekerjaan**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | **Karakteristik Pekerjaan (X2)** | | | | | | | | | | |
| **KP-1** | **KP-2** | **KP-3** | **KP-4** | **KP-5** | **KP-6** | **KP-7** | **KP-8** | **KP-9** | **KP-10** | **X2** |
| R1 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 38 |
| R2 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 33 |
| R3 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 45 |
| R4 | 3 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 44 |
| R5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 3 | 4 | 4 | 44 |
| R6 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 46 |
| R7 | 4 | 3 | 3 | 3 | 5 | 3 | 5 | 5 | 5 | 5 | 41 |
| R8 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 35 |
| R9 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 5 | 5 | 5 | 40 |
| R10 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 40 |
| R11 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 44 |
| R12 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 37 |
| R13 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 37 |
| R14 | 5 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |
| R15 | 3 | 4 | 5 | 3 | 4 | 4 | 5 | 5 | 5 | 4 | 42 |
| R16 | 3 | 4 | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 40 |
| R17 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 46 |
| R18 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 43 |
| R19 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 46 |
| R20 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 3 | 3 | 5 | 41 |
| R21 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| R22 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 4 | 33 |
| R23 | 5 | 5 | 5 | 4 | 5 | 4 | 3 | 3 | 3 | 3 | 40 |
| R24 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 45 |
| R25 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 36 |
| R26 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 41 |
| R27 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 43 |
| R28 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| R29 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 42 |
| R30 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 49 |
| R31 | 4 | 4 | 3 | 4 | 4 | 3 | 5 | 3 | 3 | 5 | 38 |
| R32 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 5 | 5 | 5 | 43 |
| R33 | 4 | 3 | 3 | 3 | 4 | 4 | 5 | 4 | 4 | 3 | 37 |
| R34 | 3 | 4 | 3 | 3 | 5 | 2 | 5 | 3 | 3 | 5 | 36 |

**Lampiran 21. Tabulasi Penelitian Variabel Kemampuan Kerja**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | **Kemampuan Kerja (X3)** | | | | | | | |
| **KEM-1** | **KEM-2** | **KEM-3** | **KEM-4** | **KEM-5** | **KEM-6** | **KEM-7** | **KEM-8** | **KEM-9** | **KEM-10** | **X3** |
| R1 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 40 |
| R2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 30 |
| R3 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| R4 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 46 |
| R5 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 38 |
| R6 | 5 | 3 | 5 | 2 | 5 | 4 | 4 | 4 | 4 | 4 | 40 |
| R7 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 44 |
| R8 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 38 |
| R9 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 49 |
| R10 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 46 |
| R11 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 39 |
| R12 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 44 |
| R13 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 38 |
| R14 | 4 | 4 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 46 |
| R15 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 48 |
| R16 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 43 |
| R17 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| R18 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 3 | 4 | 43 |
| R19 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 47 |
| R20 | 5 | 5 | 5 | 3 | 3 | 3 | 5 | 3 | 3 | 5 | 40 |
| R21 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 37 |
| R22 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 37 |
| R23 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 35 |
| R24 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 44 |
| R25 | 4 | 4 | 4 | 2 | 5 | 4 | 4 | 4 | 4 | 4 | 39 |
| R26 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 38 |
| R27 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| R28 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 39 |
| R29 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 37 |
| R30 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |
| R31 | 5 | 5 | 5 | 3 | 3 | 3 | 5 | 3 | 3 | 5 | 40 |
| R32 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| R33 | 4 | 5 | 4 | 3 | 4 | 5 | 5 | 4 | 4 | 3 | 41 |
| R34 | 5 | 5 | 5 | 3 | 3 | 3 | 5 | 3 | 3 | 5 | 40 |

**Lampiran 22. Hasil Perhitungan MSI Untuk Variabel Kinerja**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | Succesive Interval | | | | | | | | | | |
| 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | jml |
| R1 | 5,660 | 6,583 | 4,282 | 4,149 | 4,171 | 4,477 | 4,521 | 5,343 | 4,386 | 4,435 | 48,007 |
| R2 | 4,000 | 4,949 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 32,949 |
| R3 | 4,000 | 4,949 | 5,617 | 5,381 | 5,343 | 4,477 | 5,992 | 5,343 | 5,775 | 5,866 | 52,744 |
| R4 | 4,000 | 4,949 | 5,617 | 5,381 | 4,171 | 4,477 | 5,992 | 5,343 | 5,775 | 5,866 | 51,572 |
| R5 | 4,000 | 4,949 | 4,282 | 3,000 | 3,000 | 3,000 | 4,521 | 3,000 | 4,386 | 4,435 | 38,573 |
| R6 | 4,000 | 4,949 | 4,282 | 5,381 | 5,343 | 4,477 | 4,521 | 4,171 | 4,386 | 4,435 | 45,946 |
| R7 | 4,000 | 4,949 | 5,617 | 4,149 | 4,171 | 5,984 | 5,992 | 5,343 | 5,775 | 5,866 | 51,846 |
| R8 | 4,000 | 4,949 | 4,282 | 4,149 | 4,171 | 4,477 | 4,521 | 4,171 | 4,386 | 4,435 | 43,542 |
| R9 | 4,000 | 4,949 | 5,617 | 5,381 | 5,343 | 4,477 | 4,521 | 5,343 | 5,775 | 5,866 | 51,273 |
| R10 | 4,000 | 4,949 | 5,617 | 5,381 | 5,343 | 4,477 | 5,992 | 4,171 | 4,386 | 4,435 | 48,752 |
| R11 | 5,660 | 4,949 | 4,282 | 4,149 | 3,000 | 3,000 | 4,521 | 4,171 | 4,386 | 4,435 | 42,553 |
| R12 | 5,660 | 6,583 | 4,282 | 4,149 | 4,171 | 4,477 | 4,521 | 4,171 | 4,386 | 4,435 | 46,836 |
| R13 | 5,660 | 4,949 | 4,282 | 3,000 | 3,000 | 4,477 | 4,521 | 3,000 | 4,386 | 4,435 | 41,710 |
| R14 | 4,000 | 4,949 | 3,000 | 4,149 | 3,000 | 3,000 | 5,992 | 5,343 | 5,775 | 5,866 | 45,074 |
| R15 | 5,660 | 6,583 | 5,617 | 5,381 | 5,343 | 5,984 | 5,992 | 5,343 | 5,775 | 4,435 | 56,112 |
| R16 | 4,000 | 4,949 | 4,282 | 5,381 | 4,171 | 4,477 | 4,521 | 4,171 | 4,386 | 5,866 | 46,205 |
| R17 | 4,000 | 3,000 | 4,282 | 4,149 | 4,171 | 4,477 | 4,521 | 4,171 | 4,386 | 4,435 | 41,593 |
| R18 | 4,000 | 4,949 | 4,282 | 5,381 | 4,171 | 4,477 | 4,521 | 4,171 | 3,000 | 4,435 | 43,388 |
| R19 | 4,000 | 6,583 | 5,617 | 5,381 | 5,343 | 4,477 | 5,992 | 4,171 | 4,386 | 4,435 | 50,386 |
| R20 | 4,000 | 4,949 | 5,617 | 5,381 | 4,171 | 4,477 | 5,992 | 3,000 | 3,000 | 5,866 | 46,454 |
| R21 | 4,000 | 6,583 | 3,000 | 3,000 | 4,171 | 3,000 | 4,521 | 4,171 | 4,386 | 4,435 | 41,268 |
| R22 | 5,660 | 4,949 | 3,000 | 4,149 | 3,000 | 4,477 | 4,521 | 3,000 | 4,386 | 4,435 | 41,577 |
| R23 | 4,000 | 4,949 | 4,282 | 4,149 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 35,379 |
| R24 | 4,000 | 4,949 | 3,000 | 3,000 | 5,343 | 4,477 | 4,521 | 5,343 | 4,386 | 5,866 | 44,885 |
| R25 | 4,000 | 4,949 | 4,282 | 4,149 | 4,171 | 4,477 | 4,521 | 4,171 | 4,386 | 4,435 | 43,542 |
| R26 | 4,000 | 4,949 | 4,282 | 3,000 | 3,000 | 4,477 | 4,521 | 3,000 | 4,386 | 4,435 | 40,050 |
| R27 | 5,660 | 4,949 | 4,282 | 4,149 | 4,171 | 4,477 | 4,521 | 4,171 | 4,386 | 4,435 | 45,202 |
| R28 | 4,000 | 4,949 | 4,282 | 4,149 | 3,000 | 3,000 | 4,521 | 4,171 | 4,386 | 4,435 | 40,893 |
| R29 | 4,000 | 6,583 | 4,282 | 4,149 | 4,171 | 4,477 | 4,521 | 3,000 | 4,386 | 4,435 | 44,005 |
| R30 | 4,000 | 4,949 | 5,617 | 5,381 | 5,343 | 5,984 | 5,992 | 5,343 | 5,775 | 5,866 | 54,250 |
| R31 | 4,000 | 4,949 | 5,617 | 4,149 | 5,343 | 4,477 | 5,992 | 3,000 | 3,000 | 5,866 | 46,393 |
| R32 | 5,660 | 6,583 | 5,617 | 5,381 | 5,343 | 5,984 | 5,992 | 5,343 | 5,775 | 5,866 | 57,544 |
| R33 | 5,660 | 4,949 | 4,282 | 3,000 | 3,000 | 3,000 | 5,992 | 4,171 | 4,386 | 3,000 | 41,439 |
| R34 | 5,660 | 6,583 | 5,617 | 5,381 | 4,171 | 4,477 | 5,992 | 3,000 | 3,000 | 5,866 | 49,747 |

**Lampiran 23. Hasil Perhitungan MSI Untuk Variabel Kepemimpinan**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | Succesive Interval | | | | | | | | | | | |
| 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |  |
| R1 | 4,111 | 4,230 | 4,111 | 4,057 | 3,000 | 4,277 | 4,315 | 4,198 | 4,315 | 4,229 | 4,384 | 45,226 |
| R2 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,130 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 33,130 |
| R3 | 5,329 | 5,521 | 5,329 | 5,169 | 4,249 | 4,277 | 5,708 | 5,408 | 5,708 | 5,571 | 4,384 | 56,652 |
| R4 | 5,329 | 5,521 | 5,329 | 4,057 | 4,249 | 4,277 | 5,708 | 5,408 | 5,708 | 5,571 | 4,384 | 55,540 |
| R5 | 3,000 | 4,230 | 3,000 | 3,000 | 3,000 | 3,130 | 4,315 | 3,000 | 5,708 | 5,571 | 4,384 | 42,337 |
| R6 | 5,329 | 4,230 | 5,329 | 5,169 | 4,249 | 4,277 | 5,708 | 4,198 | 5,708 | 5,571 | 5,767 | 55,534 |
| R7 | 4,111 | 5,521 | 4,111 | 4,057 | 4,249 | 5,559 | 4,315 | 5,408 | 4,315 | 4,229 | 4,384 | 50,259 |
| R8 | 4,111 | 4,230 | 4,111 | 4,057 | 4,249 | 4,277 | 4,315 | 4,198 | 4,315 | 4,229 | 3,000 | 45,092 |
| R9 | 5,329 | 5,521 | 5,329 | 5,169 | 4,249 | 4,277 | 5,708 | 4,198 | 4,315 | 4,229 | 3,000 | 51,323 |
| R10 | 5,329 | 5,521 | 5,329 | 5,169 | 5,436 | 4,277 | 5,708 | 5,408 | 5,708 | 5,571 | 5,767 | 59,223 |
| R11 | 4,111 | 4,230 | 4,111 | 3,000 | 4,249 | 3,130 | 4,315 | 4,198 | 4,315 | 4,229 | 4,384 | 44,271 |
| R12 | 4,111 | 4,230 | 4,111 | 4,057 | 3,000 | 4,277 | 5,708 | 4,198 | 4,315 | 4,229 | 4,384 | 46,619 |
| R13 | 3,000 | 4,230 | 3,000 | 3,000 | 3,000 | 4,277 | 4,315 | 3,000 | 4,315 | 4,229 | 4,384 | 40,749 |
| R14 | 4,111 | 3,000 | 4,111 | 3,000 | 3,000 | 2,000 | 5,708 | 5,408 | 5,708 | 5,571 | 4,384 | 46,000 |
| R15 | 5,329 | 5,521 | 5,329 | 5,169 | 5,436 | 5,559 | 5,708 | 3,000 | 5,708 | 5,571 | 4,384 | 56,713 |
| R16 | 5,329 | 4,230 | 5,329 | 5,169 | 4,249 | 2,000 | 5,708 | 4,198 | 4,315 | 5,571 | 3,000 | 49,097 |
| R17 | 4,111 | 4,230 | 4,111 | 4,057 | 4,249 | 5,559 | 4,315 | 5,408 | 4,315 | 5,571 | 4,384 | 50,309 |
| R18 | 5,329 | 4,230 | 5,329 | 4,057 | 5,436 | 4,277 | 4,315 | 5,408 | 3,000 | 4,229 | 4,384 | 49,994 |
| R19 | 5,329 | 5,521 | 5,329 | 5,169 | 5,436 | 4,277 | 5,708 | 5,408 | 5,708 | 5,571 | 5,767 | 59,223 |
| R20 | 5,329 | 5,521 | 5,329 | 5,169 | 4,249 | 3,130 | 5,708 | 3,000 | 5,708 | 5,571 | 5,767 | 54,480 |
| R21 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,130 | 4,315 | 4,198 | 4,315 | 4,229 | 4,384 | 39,570 |
| R22 | 4,111 | 3,000 | 4,111 | 4,057 | 3,000 | 4,277 | 4,315 | 4,198 | 4,315 | 4,229 | 4,384 | 43,996 |
| R23 | 4,111 | 4,230 | 4,111 | 3,000 | 4,249 | 3,130 | 4,315 | 3,000 | 3,000 | 4,229 | 4,384 | 41,758 |
| R24 | 3,000 | 3,000 | 3,000 | 5,169 | 5,436 | 4,277 | 3,000 | 4,198 | 5,708 | 3,000 | 3,000 | 42,788 |
| R25 | 4,111 | 4,230 | 4,111 | 4,057 | 3,000 | 4,277 | 4,315 | 5,408 | 5,708 | 3,000 | 3,000 | 45,217 |
| R26 | 3,000 | 4,230 | 3,000 | 3,000 | 3,000 | 4,277 | 4,315 | 3,000 | 4,315 | 4,229 | 4,384 | 40,749 |
| R27 | 4,111 | 4,230 | 4,111 | 4,057 | 4,249 | 4,277 | 4,315 | 4,198 | 4,315 | 4,229 | 4,384 | 46,475 |
| R28 | 4,111 | 4,230 | 4,111 | 3,000 | 4,249 | 3,130 | 4,315 | 4,198 | 4,315 | 4,229 | 4,384 | 44,271 |
| R29 | 4,111 | 3,000 | 4,111 | 4,057 | 3,000 | 4,277 | 4,315 | 4,198 | 4,315 | 4,229 | 4,384 | 43,996 |
| R30 | 5,329 | 5,521 | 5,329 | 5,169 | 5,436 | 5,559 | 5,708 | 5,408 | 5,708 | 5,571 | 5,767 | 60,505 |
| R31 | 5,329 | 5,521 | 5,329 | 5,169 | 4,249 | 3,130 | 5,708 | 3,000 | 5,708 | 5,571 | 5,767 | 54,480 |
| R32 | 5,329 | 5,521 | 5,329 | 5,169 | 5,436 | 5,559 | 5,708 | 4,198 | 5,708 | 5,571 | 3,000 | 56,527 |
| R33 | 3,000 | 4,230 | 3,000 | 3,000 | 3,000 | 3,130 | 3,000 | 4,198 | 4,315 | 3,000 | 4,384 | 38,255 |
| R34 | 5,329 | 5,521 | 5,329 | 5,169 | 4,249 | 3,130 | 5,708 | 3,000 | 5,708 | 5,571 | 5,767 | 54,480 |

**Lampiran 24. Hasil Perhitungan MSI Untuk Variabel Karakteristik Pekerjaan**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | Succesive Interval | | | | | | | | | | | |
| 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |  |
| R1 | 4,111 | 4,230 | 4,111 | 4,057 | 3,000 | 4,277 | 4,315 | 4,198 | 4,315 | 4,229 | 4,384 | 45,226 |
| R2 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,130 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 33,130 |
| R3 | 5,329 | 5,521 | 5,329 | 5,169 | 4,249 | 4,277 | 5,708 | 5,408 | 5,708 | 5,571 | 4,384 | 56,652 |
| R4 | 5,329 | 5,521 | 5,329 | 4,057 | 4,249 | 4,277 | 5,708 | 5,408 | 5,708 | 5,571 | 4,384 | 55,540 |
| R5 | 3,000 | 4,230 | 3,000 | 3,000 | 3,000 | 3,130 | 4,315 | 3,000 | 5,708 | 5,571 | 4,384 | 42,337 |
| R6 | 5,329 | 4,230 | 5,329 | 5,169 | 4,249 | 4,277 | 5,708 | 4,198 | 5,708 | 5,571 | 5,767 | 55,534 |
| R7 | 4,111 | 5,521 | 4,111 | 4,057 | 4,249 | 5,559 | 4,315 | 5,408 | 4,315 | 4,229 | 4,384 | 50,259 |
| R8 | 4,111 | 4,230 | 4,111 | 4,057 | 4,249 | 4,277 | 4,315 | 4,198 | 4,315 | 4,229 | 3,000 | 45,092 |
| R9 | 5,329 | 5,521 | 5,329 | 5,169 | 4,249 | 4,277 | 5,708 | 4,198 | 4,315 | 4,229 | 3,000 | 51,323 |
| R10 | 5,329 | 5,521 | 5,329 | 5,169 | 5,436 | 4,277 | 5,708 | 5,408 | 5,708 | 5,571 | 5,767 | 59,223 |
| R11 | 4,111 | 4,230 | 4,111 | 3,000 | 4,249 | 3,130 | 4,315 | 4,198 | 4,315 | 4,229 | 4,384 | 44,271 |
| R12 | 4,111 | 4,230 | 4,111 | 4,057 | 3,000 | 4,277 | 5,708 | 4,198 | 4,315 | 4,229 | 4,384 | 46,619 |
| R13 | 3,000 | 4,230 | 3,000 | 3,000 | 3,000 | 4,277 | 4,315 | 3,000 | 4,315 | 4,229 | 4,384 | 40,749 |
| R14 | 4,111 | 3,000 | 4,111 | 3,000 | 3,000 | 2,000 | 5,708 | 5,408 | 5,708 | 5,571 | 4,384 | 46,000 |
| R15 | 5,329 | 5,521 | 5,329 | 5,169 | 5,436 | 5,559 | 5,708 | 3,000 | 5,708 | 5,571 | 4,384 | 56,713 |
| R16 | 5,329 | 4,230 | 5,329 | 5,169 | 4,249 | 2,000 | 5,708 | 4,198 | 4,315 | 5,571 | 3,000 | 49,097 |
| R17 | 4,111 | 4,230 | 4,111 | 4,057 | 4,249 | 5,559 | 4,315 | 5,408 | 4,315 | 5,571 | 4,384 | 50,309 |
| R18 | 5,329 | 4,230 | 5,329 | 4,057 | 5,436 | 4,277 | 4,315 | 5,408 | 3,000 | 4,229 | 4,384 | 49,994 |
| R19 | 5,329 | 5,521 | 5,329 | 5,169 | 5,436 | 4,277 | 5,708 | 5,408 | 5,708 | 5,571 | 5,767 | 59,223 |
| R20 | 5,329 | 5,521 | 5,329 | 5,169 | 4,249 | 3,130 | 5,708 | 3,000 | 5,708 | 5,571 | 5,767 | 54,480 |
| R21 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,130 | 4,315 | 4,198 | 4,315 | 4,229 | 4,384 | 39,570 |
| R22 | 4,111 | 3,000 | 4,111 | 4,057 | 3,000 | 4,277 | 4,315 | 4,198 | 4,315 | 4,229 | 4,384 | 43,996 |
| R23 | 4,111 | 4,230 | 4,111 | 3,000 | 4,249 | 3,130 | 4,315 | 3,000 | 3,000 | 4,229 | 4,384 | 41,758 |
| R24 | 3,000 | 3,000 | 3,000 | 5,169 | 5,436 | 4,277 | 3,000 | 4,198 | 5,708 | 3,000 | 3,000 | 42,788 |
| R25 | 4,111 | 4,230 | 4,111 | 4,057 | 3,000 | 4,277 | 4,315 | 5,408 | 5,708 | 3,000 | 3,000 | 45,217 |
| R26 | 3,000 | 4,230 | 3,000 | 3,000 | 3,000 | 4,277 | 4,315 | 3,000 | 4,315 | 4,229 | 4,384 | 40,749 |
| R27 | 4,111 | 4,230 | 4,111 | 4,057 | 4,249 | 4,277 | 4,315 | 4,198 | 4,315 | 4,229 | 4,384 | 46,475 |
| R28 | 4,111 | 4,230 | 4,111 | 3,000 | 4,249 | 3,130 | 4,315 | 4,198 | 4,315 | 4,229 | 4,384 | 44,271 |
| R29 | 4,111 | 3,000 | 4,111 | 4,057 | 3,000 | 4,277 | 4,315 | 4,198 | 4,315 | 4,229 | 4,384 | 43,996 |
| R30 | 5,329 | 5,521 | 5,329 | 5,169 | 5,436 | 5,559 | 5,708 | 5,408 | 5,708 | 5,571 | 5,767 | 60,505 |
| R31 | 5,329 | 5,521 | 5,329 | 5,169 | 4,249 | 3,130 | 5,708 | 3,000 | 5,708 | 5,571 | 5,767 | 54,480 |
| R32 | 5,329 | 5,521 | 5,329 | 5,169 | 5,436 | 5,559 | 5,708 | 4,198 | 5,708 | 5,571 | 3,000 | 56,527 |
| R33 | 3,000 | 4,230 | 3,000 | 3,000 | 3,000 | 3,130 | 3,000 | 4,198 | 4,315 | 3,000 | 4,384 | 38,255 |
| R34 | 5,329 | 5,521 | 5,329 | 5,169 | 4,249 | 3,130 | 5,708 | 3,000 | 5,708 | 5,571 | 5,767 | 54,480 |

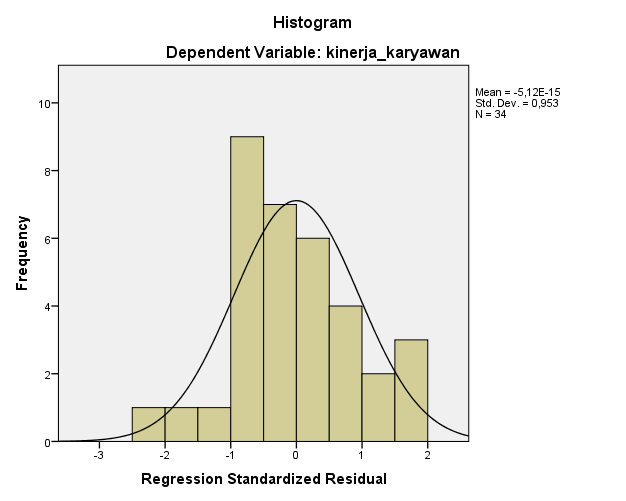
**Lampiran 25. Hasil Perhitungan MSI Untuk Variabel Kemampuan Kerja**

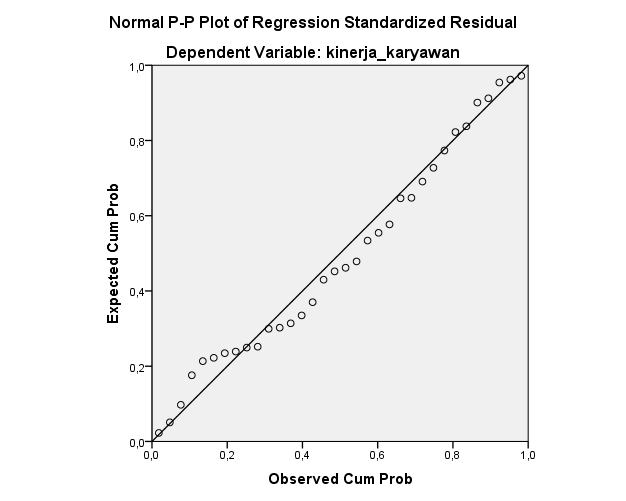
|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Kode resp** | Succesive Interval | | | | | | | |
| 4 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | jml |
| R1 | 4,480 | 4,387 | 4,204 | 3,177 | 4,243 | 4,190 | 4,521 | 5,343 | 4,386 | 4,435 | 43,367 |
| R2 | 3,000 | 3,000 | 3,000 | 3,177 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 30,177 |
| R3 | 5,939 | 5,787 | 4,204 | 5,462 | 5,562 | 5,417 | 5,992 | 5,343 | 5,775 | 5,866 | 55,348 |
| R4 | 4,480 | 4,387 | 5,510 | 4,271 | 5,562 | 4,190 | 5,992 | 5,343 | 5,775 | 5,866 | 51,376 |
| R5 | 4,480 | 4,387 | 4,204 | 3,177 | 4,243 | 4,190 | 4,521 | 3,000 | 4,386 | 4,435 | 41,024 |
| R6 | 5,939 | 3,000 | 5,510 | 2,000 | 5,562 | 4,190 | 4,521 | 4,171 | 4,386 | 4,435 | 43,715 |
| R7 | 4,480 | 4,387 | 4,204 | 4,271 | 4,243 | 4,190 | 5,992 | 5,343 | 5,775 | 5,866 | 48,751 |
| R8 | 3,000 | 3,000 | 4,204 | 4,271 | 4,243 | 4,190 | 4,521 | 4,171 | 4,386 | 4,435 | 40,422 |
| R9 | 5,939 | 5,787 | 5,510 | 5,462 | 5,562 | 5,417 | 4,521 | 5,343 | 5,775 | 5,866 | 55,184 |
| R10 | 5,939 | 5,787 | 5,510 | 5,462 | 5,562 | 4,190 | 5,992 | 4,171 | 4,386 | 4,435 | 51,434 |
| R11 | 4,480 | 4,387 | 4,204 | 4,271 | 4,243 | 3,000 | 4,521 | 4,171 | 4,386 | 4,435 | 42,099 |
| R12 | 5,939 | 5,787 | 5,510 | 4,271 | 4,243 | 5,417 | 4,521 | 4,171 | 4,386 | 4,435 | 48,681 |
| R13 | 4,480 | 4,387 | 4,204 | 3,177 | 4,243 | 4,190 | 4,521 | 3,000 | 4,386 | 4,435 | 41,024 |
| R14 | 4,480 | 4,387 | 3,000 | 5,462 | 5,562 | 5,417 | 5,992 | 5,343 | 5,775 | 5,866 | 51,285 |
| R15 | 5,939 | 5,787 | 5,510 | 4,271 | 5,562 | 5,417 | 5,992 | 5,343 | 5,775 | 4,435 | 54,032 |
| R16 | 5,939 | 4,387 | 5,510 | 4,271 | 4,243 | 4,190 | 4,521 | 4,171 | 4,386 | 5,866 | 47,484 |
| R17 | 4,480 | 4,387 | 4,204 | 3,177 | 4,243 | 4,190 | 4,521 | 4,171 | 4,386 | 4,435 | 42,195 |
| R18 | 5,939 | 4,387 | 5,510 | 4,271 | 5,562 | 5,417 | 4,521 | 4,171 | 3,000 | 4,435 | 47,214 |
| R19 | 5,939 | 5,787 | 5,510 | 5,462 | 5,562 | 5,417 | 5,992 | 4,171 | 4,386 | 4,435 | 52,662 |
| R20 | 5,939 | 5,787 | 5,510 | 3,177 | 3,000 | 3,000 | 5,992 | 3,000 | 3,000 | 5,866 | 44,271 |
| R21 | 4,480 | 4,387 | 3,000 | 3,177 | 3,000 | 4,190 | 4,521 | 4,171 | 4,386 | 4,435 | 39,748 |
| R22 | 4,480 | 4,387 | 3,000 | 4,271 | 4,243 | 3,000 | 4,521 | 3,000 | 4,386 | 4,435 | 39,724 |
| R23 | 4,480 | 3,000 | 4,204 | 4,271 | 4,243 | 4,190 | 3,000 | 3,000 | 3,000 | 3,000 | 36,388 |
| R24 | 4,480 | 4,387 | 4,204 | 4,271 | 5,562 | 5,417 | 4,521 | 5,343 | 4,386 | 5,866 | 48,439 |
| R25 | 4,480 | 4,387 | 4,204 | 2,000 | 5,562 | 4,190 | 4,521 | 4,171 | 4,386 | 4,435 | 42,337 |
| R26 | 4,480 | 4,387 | 4,204 | 3,177 | 4,243 | 4,190 | 4,521 | 3,000 | 4,386 | 4,435 | 41,024 |
| R27 | 4,480 | 4,387 | 4,204 | 4,271 | 4,243 | 4,190 | 4,521 | 4,171 | 4,386 | 4,435 | 43,289 |
| R28 | 4,480 | 4,387 | 4,204 | 4,271 | 4,243 | 3,000 | 4,521 | 4,171 | 4,386 | 4,435 | 42,099 |
| R29 | 4,480 | 4,387 | 3,000 | 4,271 | 4,243 | 3,000 | 4,521 | 3,000 | 4,386 | 4,435 | 39,724 |
| R30 | 5,939 | 4,387 | 5,510 | 4,271 | 5,562 | 5,417 | 5,992 | 5,343 | 5,775 | 5,866 | 54,062 |
| R31 | 5,939 | 5,787 | 5,510 | 3,177 | 3,000 | 3,000 | 5,992 | 3,000 | 3,000 | 5,866 | 44,271 |
| R32 | 5,939 | 5,787 | 5,510 | 5,462 | 5,562 | 5,417 | 5,992 | 5,343 | 5,775 | 5,866 | 56,654 |
| R33 | 4,480 | 5,787 | 4,204 | 3,177 | 4,243 | 5,417 | 5,992 | 4,171 | 4,386 | 3,000 | 44,859 |
| R34 | 5,939 | 5,787 | 5,510 | 3,177 | 3,000 | 3,000 | 5,992 | 3,000 | 3,000 | 5,866 | 44,271 |

**Lampiran 26. Hasil Output SPSS**

**OUTPUT UJI NORMALITAS**

|  |  |  |
| --- | --- | --- |
| **One-Sample Kolmogorov-Smirnov Test** | | |
|  | | Unstandardized Residual |
| N | | 34 |
| Normal Parametersa,b | Mean | ,0000000 |
| Std. Deviation | 2,02799271 |
| Most Extreme Differences | Absolute | ,085 |
| Positive | ,084 |
| Negative | -,085 |
| Test Statistic | | ,085 |
| Asymp. Sig. (2-tailed) | | ,200c,d |
| a. Test distribution is Normal. | | |
| b. Calculated from data. | | |
| c. Lilliefors Significance Correction. | | |
| d. This is a lower bound of the true significance. | | |

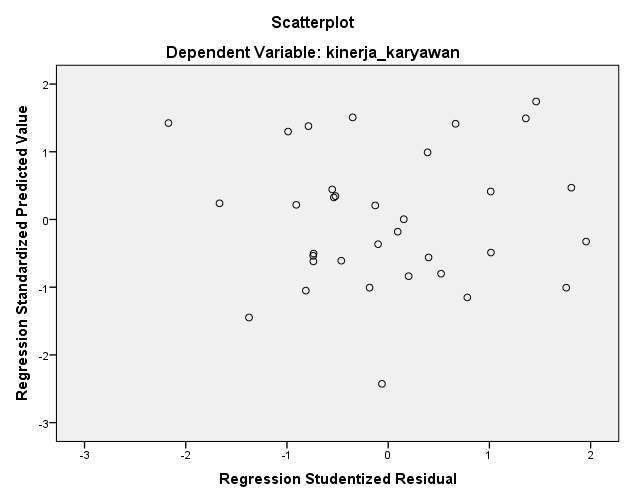




**OUTPUT UJI MULTIKOLINIERITAS**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| B | Std. Error | Beta | Tolerance | VIF |
| 1 | (Constant) | 9,943 | 3,477 |  | 2,860 | ,008 |  |  |
| Kepemimpinan | ,320 | ,084 | ,397 | 3,823 | ,001 | ,410 | 2,439 |
| karakteristik\_pekerjaan | ,186 | ,089 | ,171 | 2,101 | ,044 | ,667 | 1,499 |
| kemampuan\_kerja | ,626 | ,099 | ,683 | 6,307 | ,000 | ,377 | 2,651 |
| a. Dependent Variable: kinerja\_karyawan | | | | | | | | |

**OUTPUT UJI HETEROSKEDASTISITAS**



**OUTPUT UJI AUTOKORELASI**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model Summaryb** | | | | | |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | ,931a | ,867 | ,854 | 2,126977 | 1,994 |
| a. Predictors: (Constant), kemampuan\_kerja, karakteristik\_pekerjaan, kepemimpinan | | | | | |
| b. Dependent Variable: kinerja\_karyawan | | | | | |

**OUTPUT UJI STATISTIK DESCRIPTIVE**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Descriptive Statistics** | | | | | |
|  | N | Minimum | Maximum | Mean | Std. Deviation |
| kinerja\_karyawan | 34 | 32,949 | 57,544 | 45,63791 | 5,563628 |
| Kepemimpinan | 34 | 33,130 | 60,505 | 48,37759 | 6,909951 |
| karakteristik\_pekerjaan | 34 | 34,203 | 54,663 | 44,54729 | 5,110243 |
| kemampuan\_kerja | 34 | 30,177 | 56,654 | 45,54806 | 6,072913 |
| Valid N (listwise) | 34 |  |  |  |  |

**OUTPUT UJI REGRESI LINIER BERGANDA**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 9,943 | 3,477 |  | 2,860 | ,008 |
| kepemimpinan | ,320 | ,084 | ,397 | 3,823 | ,001 |
| karakteristik\_pekerjaan | ,186 | ,089 | ,171 | 2,101 | ,044 |
| kemampuan\_kerja | ,626 | ,099 | ,683 | 6,307 | ,000 |
| a. Dependent Variable: kinerja\_karyawan | | | | | | |

**OUTPUT UJI F SIMULTAN**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ANOVAa** | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 885,759 | 3 | 295,253 | 65,263 | ,000b |
| Residual | 135,721 | 30 | 4,524 |  |  |
| Total | 1021,480 | 33 |  |  |  |
| a. Dependent Variable: kinerja\_karyawan | | | | | | |
| 1. Predictors: (Constant), kemampuan\_kerja, karakteristik\_pekerjaan, kepemimpinan | | | | | | |

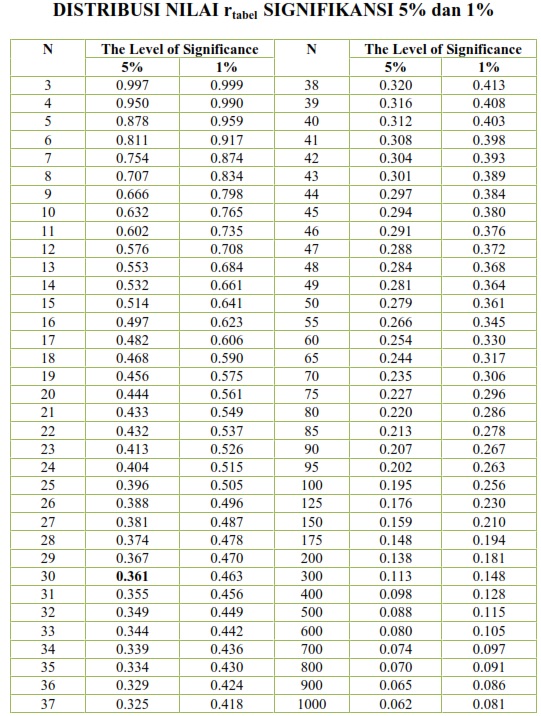
**OUTPUT UJI T PARSIAL**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 9,943 | 3,477 |  | 2,860 | ,008 |
| kepemimpinan | ,320 | ,084 | ,397 | 3,823 | ,001 |
| karakteristik\_pekerjaan | ,186 | ,089 | ,171 | 2,101 | ,044 |
| kemampuan\_kerja | ,626 | ,099 | ,683 | 6,307 | ,000 |
| a. Dependent Variable: kinerja\_karyawan | | | | | | |

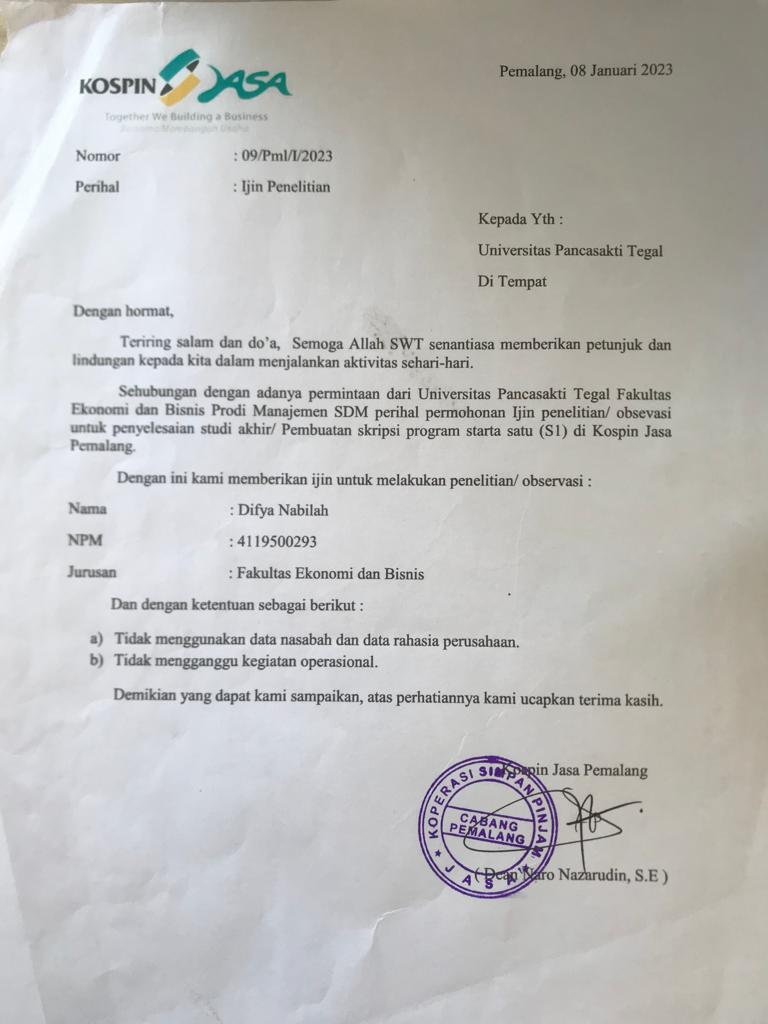
**OUTPUT UJI KOEFISIEN DETERMINASI**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model Summary** | | | | |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | ,931a | ,867 | ,854 | 2,126977 |
| a. Predictors: (Constant), kemampuan\_kerja, karakteristik\_pekerjaan, kepemimpinan | | | | |

**Lampiran 27. Distribusi Nilai rtabel**



**Lampiran 28. Surat Ijin Penelitian**

****