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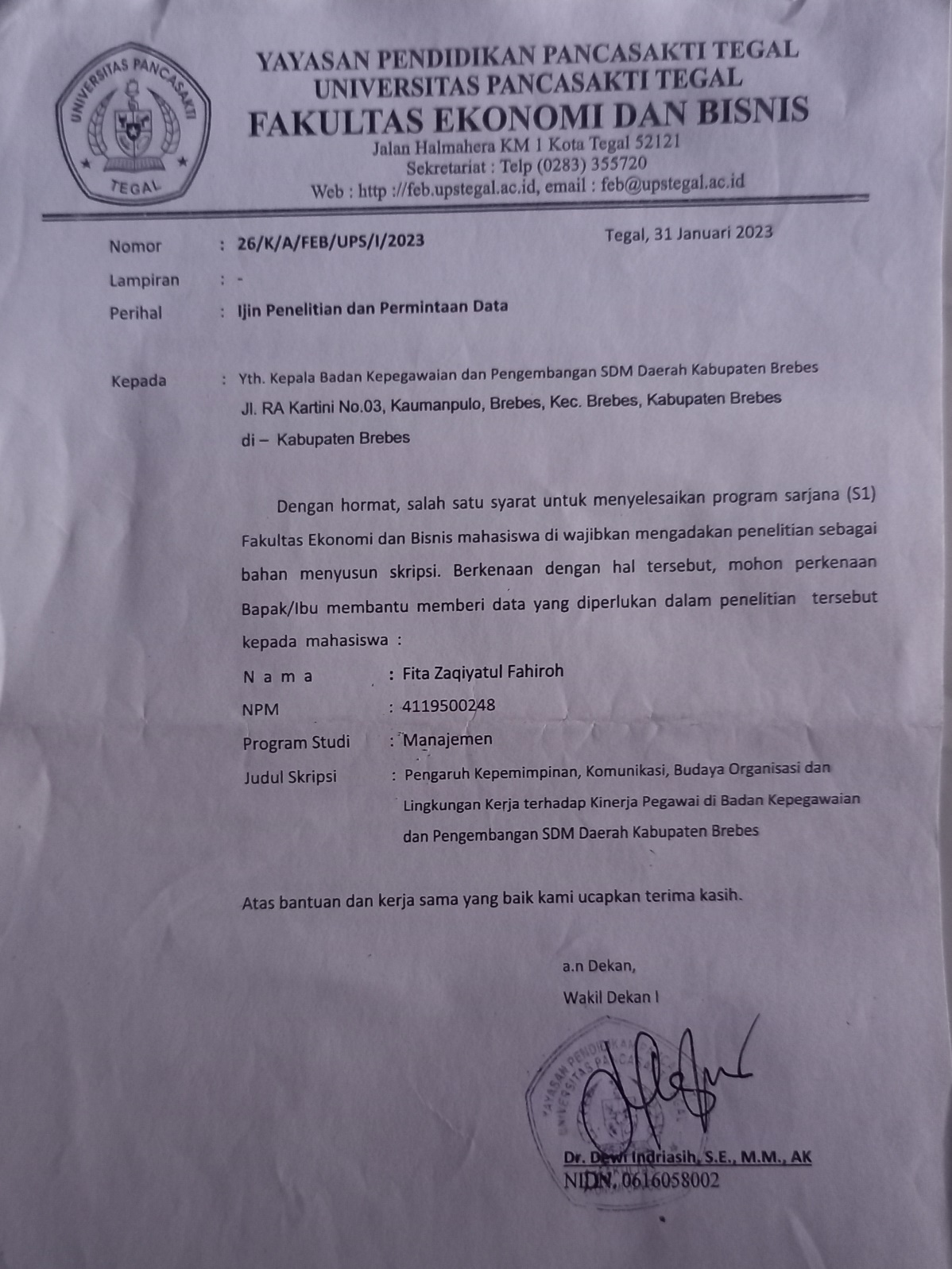
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|  |
| --- |
| **LAMPIRAN** |

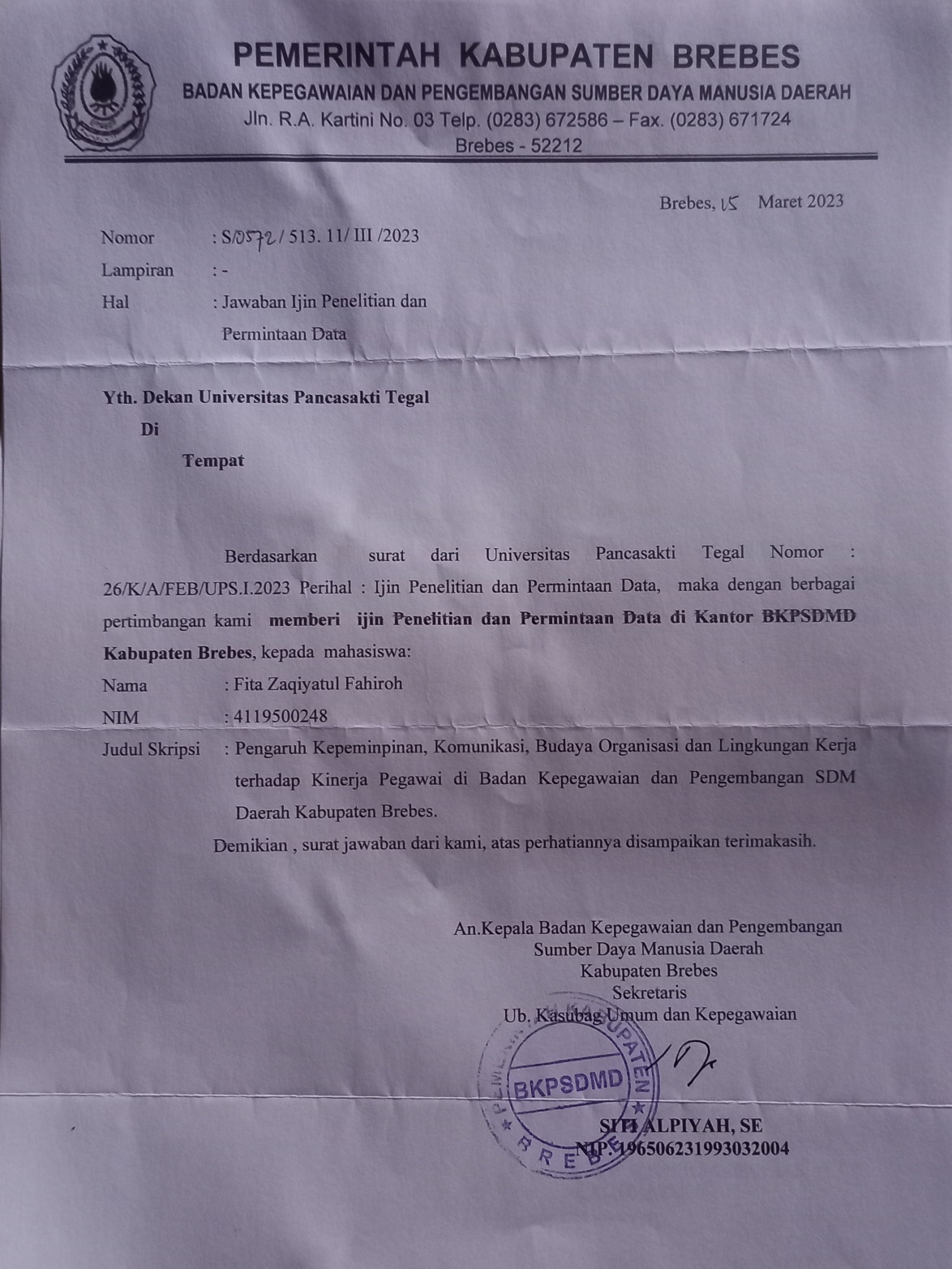
**Lampiran 1**

Surat Izin Penelitian Skripsi Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Daerah Kab Brebes



**Lampiran 2**

Surat Balasan Izin Penelitian Skripsi Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Daerah Kab Brebes



**Lampiran 3**

**LAMPIRAN**

**Lampiran 1 Lembar Kuesioner**

Perihal : Permohonan Pengisian Kuesioner

Judul :Pengaruh Kepemimpinan, Komunikasi, Budaya Organisasi dan Lingkungan Kerja Terhadap Kinerja Pegawai Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Daerah Kabupaten Brebes

Kepada Yth,

Sdr. Responden

Di tempat

Dengan hormat,

Dalam rangka menyelesaikan penelitian, Saya Mahasiswa Fakultas Ekonomi dan Bisnis Universitas Pancasakti Tegal, mohon partisipasi dari Bapak/Ibu/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 terimakasih.

Tegal, 8 November 2023

Hormat Saya,

Fita Zaqiyatul Fahiroh

KARAKTERISTIK RESPONDEN

1. Jenis Kelamin
2. Laki-laki
3. Perempuan
4. Usia
5. 21-30 Tahun
6. 31-40 Tahun
7. > 40 Tahun
8. Pendidikan Terakhir
9. S2
10. S1
11. D3
12. SMA/SMK

Keterangan :

SS : Sangat Setuju

S : Setuju

N : Netral

TS : Tidak Setuju

STS : Sangat Tidak Setuju

**Kuesioner Penelitian Pengaruh Kepemimpinan, Komunikasi, Budaya Organisasi dan Lingkungan Kerja Terhadap Kinerja Pegawai pada BKPSDMD Kabupaten Brebes**

**Daftar pertanyaan**

Berilah tanda centang (√) pada kolom yang tersedia dan pilih sesuai keadaan yang sebenarnya. Ada 5 alternatif jawaban :

1. Sangat Setuju (SS) yang diberi skor = 5
2. Setuju (S) yang diberi skor = 4
3. Netral (N) yang diberi skor = 3
4. Tidak Setuju (TS) yang diberi skor = 2
5. Sangat Tidak Setuju (STS) yang diberi skor = 1
6. Kinerja (Variabel Y)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | Pernyataan | Jawaban responden | | | | |
| SS | S | N | TS | STS |
| **Kuantitas** | | | | | | |
| 1 | Saya mampu menyelesaikan pekerjaan sendiri dengan jumlah yang telah ditentukan |  |  |  |  |  |
| 2 | Saya selalu menyelesaikan tugas yang telah menjadi tanggung jawab saya dalam kurun waktu yang di tentukan dengan baik |  |  |  |  |  |
| **Kualitas** | | | | | | |
| 3 | Saya dapat menyelesaikan pekerjaan dengan sesuai dengan ketentuan |  |  |  |  |  |
| 4 | Saya memiliki kemampuan pengalaman kerja yang tidak perlu diragukan lagi dalam menyelesaikan tugas |  |  |  |  |  |
| **Ketepatan Waktu** | | | | | | |
| 5 | Saya mampu menyelesaikan  pekerjaan sesuai dengan batas waktu yang diharapkan perusahaan. |  |  |  |  |  |
| 6 | Dalam bekerja saya selalu memanfaatkan waktu dengan sebaik-baiknya |  |  |  |  |  |
| **Kehadiran** | | | | | | |
| 7 | Saya selalu hadir tepat waktu ditempat kerja. |  |  |  |  |  |
| 8 | Saya tidak pernah meninggalkan tempat kerja tanpa izin |  |  |  |  |  |
| **Kerjasama** | | | | | | |
| 9 | Saya selalu menjaga hubungan baik dengan atasan maupun sesama  pegawai. |  |  |  |  |  |
| 10 | Saya selalu terbuka pada pendapat orang lain |  |  |  |  |  |

1. Kepemimpinan (Variabel X1)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | Pernyataan | Jawaban responden | | | | |
| SS | S | N | TS | STS |
| **Memberitahu yang diharapkan** | | | | | | |
| 1 | Pemimpin selalu memberitahu saya tugas yang harus diselesaikan. |  |  |  |  |  |
| 2 | Pemimpin memberikan bimbingan khusus untuk saya dalam menyelesaikan tugas dengan baik. |  |  |  |  |  |
| **Patuh** | | | | | | |
| 3 | Pemimpin meminta saya untuk patuh dan menaati prosedur dan peraturan. |  |  |  |  |  |
| 4 | Pemimpin memberikan sanksi jika saya tidak menaati prosedur dan peraturan |  |  |  |  |  |
| **Iklim kerja yang baik** | | | | | | |
| 5 | Pemimpin menciptakan iklim kerja yang baik di lingkungan kerja saya |  |  |  |  |  |
| 6 | Pemimpin menciptakan suasana kekeluargaan di lingkungan kerja |  |  |  |  |  |
| **Memberikan konsultasi** | | | | | | |
| 7 | Pemimpin berkonsultasi dengan saya saat mengambil keputusan |  |  |  |  |  |
| 8 | Pemimpin mempertimbangkan saran dan ide saya. |  |  |  |  |  |
| **Menetapkan sasaran** | | | | | | |
| 9 | Pemimpin menetapkan sasaran kinerja saya dengan matang. |  |  |  |  |  |
| 10 | Pimpinan mengatur pelaksanaan tugas yang dilakukan oleh saya agar menghasilkan kinerja yang luar biasa. |  |  |  |  |  |

1. Komunikasi (Variabel X2)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | Pernyataan | Jawaban responden | | | | |
| SS | S | N | TS | STS |
| **Informasi kegiatan** | | | | | | |
| 1 | Saya selalu mendapat informasi mengenai rencana dan kegiatan dalam instansi. |  |  |  |  |  |
| 2 | Saya memberi informasi bagaimana melakukan pekerjaan kepada pegawai lain yang belum mengerti. |  |  |  |  |  |
| **Informasi pekerjaan** | | | | | | |
| 3 | Saya mendapat informasi bagaimana melakukan pekerjaan yang belum saya ketahui dari pegawai lain. |  |  |  |  |  |
| 4 | Saya dapat memahami informasi yang diberikan |  |  |  |  |  |
| **Kejelasan** | | | | | | |
| 5 | Saya dapat memahami dengan jelas informasi yang disampaikan oleh pegawai lain |  |  |  |  |  |
| 6 | Saya dapat memahami dengan jelas informasi yang diberikan pemimpin |  |  |  |  |  |
| **Kualitas** | | | | | | |
| 6 | Saya mampu menerima dengan baik informasi yang disampaikan oleh pemimpin. |  |  |  |  |  |
| 7 | Saya mampu menyampaikan informasi dengan baik kepada pegawai lain. |  |  |  |  |  |
| **Kelengkapan** | | | | | | |
| 9 | Saya memanfaatkan kelengkapan sarana komunikasi yang disediakan oleh instansi. |  |  |  |  |  |
| 10 | Sarana komunikasi dalam kantor saya berfungsi dengan baik. |  |  |  |  |  |

1. Budaya Organisasi (Variabel X3)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| No | Pernyataan | Jawaban responden | | | | | |
| SS | S | N | TS | STS |
| **Peraturan perilaku** | | | | | | | |
| 1 | Saya menaati peraturan yang ada di instansi. |  |  |  |  |  |
| 2 | Saya selalu berperilaku sopan dalam bekerja |  |  |  |  |  |
| **Norma-norma** | | | | | | | |
| 3 | Saya mematuhi norma-norma yang telah diterapkan oleh instansi. |  |  |  |  |  |
| 4 | Saya dapat memahami hal yang baik dan yang buruk dalam bekerja |  |  |  |  |  |
| **Nilai-nilai** | | | | | | | |
| 5 | Saya mematuhi nilai-nilai pedoman yang ada di instansi. |  |  |  |  |  |
| 6 | Saya menerapkan nilai-nilai terpenting dalam organisasi yang diharapkan dianut oleh para pegawai |  |  |  |  |  |
| **Aturan-aturan** | | | | | | | |
| 7 | Saya patuh dan taat terhadap peraturan yang ditetapkan di instansi. |  |  |  |  |  |
| 8 | Saya siap menerima sanksi jika tidak menaati aturan yang berlaku dalam instansi |  |  |  |  |  |
| **Iklim organisasi** | | | | | | | |
| 9 | Saya menciptakan keharmonisan dalam lingkungan kerja. |  |  |  |  |  |
| 10 | Saya menjalin hubungan yang baik dengan rekan kerja saya |  |  |  |  |  |

1. Lingkungan Kerja (Variabel X4)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | Pernyataan | Jawaban responden | | | | |
| SS | S | N | TS | STS |
| **Kondisi** | | | | | | |
| 1 | Ruang tempat saya bekerja tertata rapi dan nyaman. |  |  |  |  |  |
| 2 | Saya merasa tenang dan nyaman dalam kantor karena kondisi lingkungan yang baik. |  |  |  |  |  |
| **Peralatan kerja** | | | | | | |
| 3 | Peralatan kerja dalam kantor saya sudah lengkap dan memadai. |  |  |  |  |  |
| 4 | Peralatan kerja yang diberikan mendukung pekerjaan saya. |  |  |  |  |  |
| **Fasilitas** | | | | | | |
| 5 | Fasilitas kerja yang berada dalam instansi sudah lengkap dan memudahkan pekerjaan saya. |  |  |  |  |  |
| 6 | Keamanan di tempat kerja saya sudah mampu membuat saya bekerja dengan nyaman |  |  |  |  |  |
| **Hubungan rekan kerja** | | | | | | |
| 7 | Pimpinan dan saya mempunyai hubungan yang baik dalam bekerja. |  |  |  |  |  |
| 8 | Saya dan rekan kerja setingkat akrab di dalam maupun di luar kantor |  |  |  |  |  |
| **Kerjasama** | | | | | | |
| 9 | Saya bersedia menolong pegawai lain jika dibutuhkan |  |  |  |  |  |
| 10 | Saya selalu bekerja sama dengan rekan kerja sehingga pekerjaan cepat selesai. |  |  |  |  |  |

**Lampiran 5 : Data Uji Validitas dan Reliabilitas**

1. **Data Uji Validitas dan Reliabilitas Variabel Kinerja**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Responden | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 | Item 9 | Item 10 | Total |
| 1 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 2 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 40 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 30 |
| 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 31 |
| 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 6 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 38 |
| 7 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 30 |
| 8 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 35 |
| 9 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 10 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 3 | 36 |
| 11 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 33 |
| 12 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 31 |
| 13 | 4 | 3 | 3 | 4 | 3 | 3 | 2 | 3 | 3 | 3 | 31 |
| 14 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 15 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 31 |
| 16 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 42 |
| 17 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 35 |
| 18 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 41 |
| 19 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 32 |
| 20 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 30 |
| 21 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 35 |
| 22 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| 23 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 34 |
| 24 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 4 | 29 |
| 25 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 43 |
| 26 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 41 |
| 27 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 37 |
| 28 | 3 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 5 | 35 |
| 29 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 37 |
| 30 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 41 |

1. **Data Uji Validitas dan Reliabilitas Variabel Kepemimpinan**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Responden | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 | Item 9 | Item 10 | Total |
| 1 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 3 | 41 |
| 2 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | 35 |
| 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 37 |
| 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 43 |
| 5 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 4 | 40 |
| 6 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 5 | 41 |
| 7 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 33 |
| 8 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 35 |
| 9 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 42 |
| 10 | 4 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 33 |
| 11 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 32 |
| 12 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 32 |
| 13 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 29 |
| 14 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 43 |
| 15 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 31 |
| 16 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 42 |
| 17 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 31 |
| 18 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 39 |
| 19 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 31 |
| 20 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 40 |
| 21 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 42 |
| 22 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 39 |
| 23 | 4 | 4 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 40 |
| 24 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 4 | 29 |
| 25 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 41 |
| 26 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 37 |
| 27 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 37 |
| 28 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 5 | 4 | 5 | 41 |
| 29 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 31 |
| 30 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 40 |

1. **Data Uji Validitas dan Reliabilitas Variabel Komunikasi**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Responden | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 | Item 9 | Item 10 | Total |
| 1 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 33 |
| 2 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 40 |
| 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 38 |
| 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 40 |
| 5 | 5 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 41 |
| 6 | 4 | 4 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 3 | 36 |
| 7 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 8 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 38 |
| 9 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 39 |
| 10 | 4 | 3 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 39 |
| 11 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 12 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 33 |
| 13 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 33 |
| 14 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 5 | 33 |
| 15 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 30 |
| 16 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 30 |
| 17 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 38 |
| 18 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 38 |
| 19 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 37 |
| 20 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 21 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 31 |
| 22 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 40 |
| 23 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 40 |
| 24 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 44 |
| 25 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 26 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 31 |
| 27 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 30 |
| 28 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 41 |
| 29 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| 30 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |

1. **Data Uji Validitas dan Reliabilitas Variabel Budaya Organisasi**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Responden | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 | Item 9 | Item 10 | Total |
| 1 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 43 |
| 2 | 4 | 3 | 5 | 3 | 5 | 5 | 4 | 5 | 3 | 4 | 41 |
| 3 | 4 | 4 | 4 | 4 | 3 | 4 | 5 | 4 | 4 | 3 | 39 |
| 4 | 4 | 4 | 4 | 3 | 5 | 5 | 4 | 5 | 5 | 2 | 41 |
| 5 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 43 |
| 6 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 43 |
| 7 | 4 | 4 | 4 | 4 | 3 | 5 | 4 | 4 | 4 | 4 | 40 |
| 8 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 47 |
| 9 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 30 |
| 10 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 41 |
| 11 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 32 |
| 12 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 3 | 43 |
| 13 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 43 |
| 14 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 30 |
| 15 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 31 |
| 16 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 45 |
| 17 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 42 |
| 18 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 19 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 43 |
| 20 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 43 |
| 21 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 44 |
| 22 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 42 |
| 23 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 46 |
| 24 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 44 |
| 25 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 43 |
| 26 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 45 |
| 27 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 28 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 44 |
| 29 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 46 |
| 30 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 45 |

1. **Data Uji Validitas dan Reliabilitas Variabel Lingkungan Kerja**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Responden | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 | Item 9 | Item 10 | Total |
| 1 | 3 | 4 | 5 | 4 | 4 | 3 | 5 | 4 | 3 | 5 | 40 |
| 2 | 4 | 4 | 5 | 3 | 3 | 5 | 4 | 5 | 3 | 4 | 40 |
| 3 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 40 |
| 4 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 36 |
| 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 44 |
| 6 | 3 | 3 | 4 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 33 |
| 7 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 44 |
| 8 | 3 | 4 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 33 |
| 9 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 44 |
| 10 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 43 |
| 11 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 32 |
| 12 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 31 |
| 13 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 43 |
| 14 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 43 |
| 15 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 42 |
| 16 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 43 |
| 17 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 30 |
| 18 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 38 |
| 19 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 44 |
| 20 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 21 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 32 |
| 22 | 4 | 3 | 4 | 5 | 3 | 5 | 4 | 3 | 5 | 5 | 41 |
| 23 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 33 |
| 24 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 43 |
| 25 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 43 |
| 26 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 44 |
| 27 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 38 |
| 28 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 32 |
| 29 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 43 |
| 30 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 43 |

**Lampiran 6 : Pernyataan Responden**

1. **Pernyataan Responden Variabel Kinerja**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Responden | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 | Item 9 | Item 10 | Total |
| 1 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 43 |
| 2 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 43 |
| 3 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 46 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 6 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 44 |
| 7 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 43 |
| 8 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 46 |
| 9 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 39 |
| 10 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 44 |
| 11 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 12 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 45 |
| 13 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 44 |
| 14 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 42 |
| 15 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| 16 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 41 |
| 17 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 44 |
| 18 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 46 |
| 19 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 47 |
| 20 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 43 |
| 21 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 45 |
| 22 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 23 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 24 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 25 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 44 |
| 26 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 42 |
| 27 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 28 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 29 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 46 |
| 30 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 46 |
| 31 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 47 |
| 32 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 33 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 41 |
| 34 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 42 |
| 35 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 47 |
| 36 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 47 |
| 37 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 42 |
| 38 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| 39 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 45 |
| 40 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 45 |
| 41 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 45 |
| 42 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 43 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 39 |
| 44 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| 45 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 42 |
| 46 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 43 |
| 47 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 45 |
| 48 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 47 |
| 49 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 46 |
| 50 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 43 |
| 51 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 44 |
| 52 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 39 |

1. **Pernyataan Responden Variabel Kepemimpinan**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Responden | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 | Item 9 | Item 10 | Total |
| 1 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 44 |
| 2 | 2 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 45 |
| 3 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 45 |
| 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 44 |
| 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 6 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 43 |
| 7 | 5 | 3 | 3 | 4 | 4 | 5 | 5 | 5 | 5 | 3 | 42 |
| 8 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 41 |
| 9 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 10 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 44 |
| 11 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 42 |
| 12 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 46 |
| 13 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 44 |
| 14 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 47 |
| 15 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 43 |
| 16 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 43 |
| 17 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 42 |
| 18 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 3 | 5 | 42 |
| 19 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| 20 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 40 |
| 21 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 43 |
| 22 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 42 |
| 23 | 4 | 4 | 4 | 3 | 5 | 4 | 4 | 4 | 4 | 4 | 40 |
| 24 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 40 |
| 25 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 4 | 39 |
| 26 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 43 |
| 27 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 48 |
| 28 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 29 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 48 |
| 30 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 46 |
| 31 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 44 |
| 32 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 41 |
| 33 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 43 |
| 34 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 45 |
| 35 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 48 |
| 36 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 45 |
| 37 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| 38 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 47 |
| 39 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 44 |
| 40 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 46 |
| 41 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 47 |
| 42 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 45 |
| 43 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 46 |
| 44 | 4 | 2 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 40 |
| 45 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 46 |
| 46 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 47 |
| 47 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 48 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 47 |
| 49 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 48 |
| 50 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 39 |
| 51 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| 52 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 48 |

1. **Pernyataan Responden Variabel Komunikasi**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Responden | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 | Item 9 | Item 10 | Total |
| 1 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 47 |
| 2 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 45 |
| 3 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 44 |
| 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 42 |
| 5 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 44 |
| 6 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 46 |
| 7 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 2 | 4 | 4 | 44 |
| 8 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 45 |
| 9 | 4 | 3 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 42 |
| 10 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 11 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 12 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 44 |
| 13 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 42 |
| 14 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 3 | 45 |
| 15 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 38 |
| 16 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 2 | 44 |
| 17 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 39 |
| 18 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 19 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 42 |
| 20 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 41 |
| 21 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 43 |
| 22 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 42 |
| 23 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 38 |
| 24 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 43 |
| 25 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 38 |
| 26 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 38 |
| 27 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 46 |
| 28 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 39 |
| 29 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 43 |
| 30 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 39 |
| 31 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 43 |
| 32 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 33 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 46 |
| 34 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 35 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 43 |
| 36 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 47 |
| 37 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 42 |
| 38 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 39 | 4 | 4 | 3 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 45 |
| 40 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 47 |
| 41 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 47 |
| 42 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 46 |
| 43 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 43 |
| 44 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 3 | 40 |
| 45 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 46 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 45 |
| 47 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 41 |
| 48 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 47 |
| 49 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 39 |
| 50 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| 51 | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 38 |
| 52 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 46 |

1. **Pernyataan Responden Variabel Budaya Organisasi**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Responden | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 | Item 9 | Item 10 | Total |
| 1 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 2 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |
| 3 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 46 |
| 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 44 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 6 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 7 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 48 |
| 8 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 43 |
| 9 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 41 |
| 10 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 45 |
| 11 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 12 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 46 |
| 13 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 45 |
| 14 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 45 |
| 15 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 42 |
| 16 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 17 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 42 |
| 18 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 44 |
| 19 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 42 |
| 20 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 46 |
| 21 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 44 |
| 22 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 44 |
| 23 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 44 |
| 24 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 45 |
| 25 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 48 |
| 26 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 43 |
| 27 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 48 |
| 28 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 45 |
| 29 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 44 |
| 30 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 43 |
| 31 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 48 |
| 32 | 4 | 4 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 40 |
| 33 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 34 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 44 |
| 35 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 45 |
| 36 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 46 |
| 37 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 38 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 39 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 42 |
| 40 | 5 | 4 | 5 | 3 | 5 | 4 | 4 | 4 | 4 | 4 | 42 |
| 41 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 47 |
| 42 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 46 |
| 43 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 44 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 47 |
| 45 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 47 |
| 46 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 43 |
| 47 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 48 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 49 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 50 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 47 |
| 51 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 2 | 5 | 5 | 46 |
| 52 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 47 |

1. **Pernyataan Responden Variabel Lingkungan Kerja**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Responden | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 | Item 9 | Item 10 | Total |
| 1 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 2 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 41 |
| 3 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 43 |
| 4 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 45 |
| 5 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| 6 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 40 |
| 7 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 8 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 47 |
| 9 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 42 |
| 10 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 42 |
| 11 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 12 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 44 |
| 13 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| 14 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 15 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 39 |
| 16 | 4 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 40 |
| 17 | 5 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 4 | 4 | 41 |
| 18 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 39 |
| 19 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |
| 20 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 39 |
| 21 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 44 |
| 22 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 42 |
| 23 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 43 |
| 24 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 43 |
| 25 | 4 | 3 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 46 |
| 26 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 41 |
| 27 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 43 |
| 28 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 42 |
| 29 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 41 |
| 30 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 43 |
| 31 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 46 |
| 32 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 45 |
| 33 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 42 |
| 34 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 47 |
| 35 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 44 |
| 36 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 48 |
| 37 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 45 |
| 38 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 39 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 45 |
| 40 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 46 |
| 41 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 42 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 43 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 47 |
| 44 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 46 |
| 45 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 49 |
| 46 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 45 |
| 47 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |
| 48 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |
| 49 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 44 |
| 50 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 47 |
| 51 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 48 |
| 52 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 44 |

**Lampiran 7 : Transformasi data MSI**

1. **Transformasi data MSI Variabel Kinerja**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | JUMLAH |
| 4.464 | 4.396 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 4.096 | 17.734 |
| 4.464 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 2.609 | 1.000 | 4.096 | 17.760 |
| 4.464 | 4.396 | 1.000 | 2.695 | 1.000 | 1.000 | 4.429 | 1.000 | 2.640 | 4.096 | 22.624 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 14.587 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 14.587 |
| 2.900 | 4.396 | 2.695 | 2.695 | 1.000 | 1.000 | 2.873 | 2.609 | 1.000 | 2.598 | 21.168 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 4.429 | 1.000 | 2.640 | 4.096 | 17.783 |
| 4.464 | 4.396 | 2.695 | 1.000 | 2.760 | 1.000 | 2.873 | 2.609 | 1.000 | 4.096 | 22.797 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 1.000 | 14.587 |
| 4.464 | 4.396 | 1.000 | 2.695 | 1.000 | 2.760 | 2.873 | 1.000 | 1.000 | 2.598 | 21.189 |
| 4.464 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 16.151 |
| 2.900 | 2.814 | 2.695 | 1.000 | 2.760 | 2.760 | 4.429 | 2.609 | 1.000 | 2.598 | 22.967 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 4.429 | 2.609 | 2.640 | 4.096 | 19.391 |
| 2.900 | 4.396 | 1.000 | 2.695 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 17.864 |
| 2.900 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 12.773 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 4.096 | 14.587 |
| 4.464 | 4.396 | 2.695 | 2.695 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 21.123 |
| 4.464 | 2.814 | 2.695 | 1.000 | 2.760 | 1.000 | 4.429 | 2.609 | 1.000 | 4.096 | 22.771 |
| 2.900 | 2.814 | 1.000 | 2.695 | 2.760 | 2.760 | 4.429 | 2.609 | 2.640 | 4.096 | 24.606 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 2.609 | 2.640 | 4.096 | 17.835 |
| 2.900 | 2.814 | 2.695 | 1.000 | 2.760 | 1.000 | 4.429 | 2.609 | 2.640 | 2.598 | 22.846 |
| 4.464 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 16.151 |
| 4.464 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 16.151 |
| 4.464 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 16.151 |
| 4.464 | 2.814 | 1.000 | 1.000 | 1.000 | 2.760 | 4.429 | 1.000 | 2.640 | 2.598 | 21.107 |
| 2.900 | 2.814 | 1.000 | 2.695 | 2.760 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 18.042 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 14.587 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 14.587 |
| 4.464 | 2.814 | 1.000 | 1.000 | 2.760 | 2.760 | 4.429 | 2.609 | 1.000 | 4.096 | 22.836 |
| 2.900 | 2.814 | 2.695 | 2.695 | 1.000 | 1.000 | 4.429 | 2.609 | 2.640 | 4.096 | 22.781 |
| 4.464 | 4.396 | 2.695 | 1.000 | 1.000 | 1.000 | 4.429 | 2.609 | 2.640 | 4.096 | 24.233 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 14.587 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 2.609 | 1.000 | 2.598 | 16.196 |
| 2.900 | 2.814 | 2.695 | 1.000 | 1.000 | 1.000 | 4.429 | 1.000 | 1.000 | 2.598 | 17.838 |
| 2.900 | 4.396 | 1.000 | 1.000 | 2.760 | 2.760 | 4.429 | 2.609 | 2.640 | 4.096 | 24.494 |
| 2.900 | 4.396 | 2.695 | 1.000 | 2.760 | 2.760 | 4.429 | 2.609 | 2.640 | 2.598 | 26.189 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 4.429 | 1.000 | 1.000 | 4.096 | 16.143 |
| 2.900 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 12.773 |
| 2.900 | 2.814 | 1.000 | 2.695 | 1.000 | 1.000 | 4.429 | 2.609 | 2.640 | 4.096 | 21.086 |
| 4.464 | 4.396 | 1.000 | 1.000 | 1.000 | 1.000 | 4.429 | 1.000 | 2.640 | 4.096 | 20.929 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 2.760 | 4.429 | 2.609 | 2.640 | 4.096 | 21.151 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 14.587 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 1.000 | 14.587 |
| 1.000 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 12.687 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 2.609 | 1.000 | 4.096 | 16.196 |
| 4.464 | 2.814 | 2.695 | 2.695 | 1.000 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 19.541 |
| 4.464 | 4.396 | 2.695 | 2.695 | 2.760 | 1.000 | 2.873 | 1.000 | 1.000 | 2.598 | 22.883 |
| 4.464 | 4.396 | 2.695 | 2.695 | 1.000 | 1.000 | 4.429 | 2.609 | 2.640 | 2.598 | 25.928 |
| 4.464 | 4.396 | 1.000 | 2.695 | 1.000 | 2.760 | 2.873 | 1.000 | 2.640 | 4.096 | 22.828 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 2.873 | 2.609 | 2.640 | 4.096 | 17.835 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 2.760 | 4.429 | 2.609 | 1.000 | 4.096 | 19.512 |
| 2.900 | 2.814 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 2.598 | 12.714 |

1. **Transformasi data MSI Variabel Kepemimpinan**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | JUMLAH |
| 3.072 | 4.501 | 2.817 | 2.551 | 2.928 | 2.604 | 2.609 | 2.596 | 2.598 | 2.630 | 28.905 |
| 1.000 | 4.501 | 4.361 | 4.031 | 4.501 | 2.604 | 1.000 | 1.000 | 4.096 | 4.145 | 31.238 |
| 3.072 | 4.501 | 4.361 | 4.031 | 2.928 | 1.000 | 2.609 | 2.596 | 2.598 | 2.630 | 30.325 |
| 4.539 | 3.010 | 2.817 | 2.551 | 2.928 | 2.604 | 2.609 | 2.596 | 2.598 | 2.630 | 28.881 |
| 3.072 | 3.010 | 4.361 | 2.551 | 2.928 | 1.000 | 1.000 | 1.000 | 2.598 | 2.630 | 24.150 |
| 3.072 | 3.010 | 4.361 | 2.551 | 2.928 | 1.000 | 2.609 | 1.000 | 4.096 | 2.630 | 27.256 |
| 4.539 | 1.650 | 1.000 | 2.551 | 2.928 | 2.604 | 2.609 | 2.596 | 4.096 | 1.000 | 25.571 |
| 1.746 | 3.010 | 2.817 | 4.031 | 2.928 | 1.000 | 1.000 | 2.596 | 2.598 | 2.630 | 24.356 |
| 3.072 | 3.010 | 4.361 | 2.551 | 2.928 | 1.000 | 1.000 | 1.000 | 2.598 | 2.630 | 24.150 |
| 4.539 | 3.010 | 2.817 | 2.551 | 4.501 | 2.604 | 1.000 | 1.000 | 2.598 | 4.145 | 28.765 |
| 3.072 | 3.010 | 4.361 | 2.551 | 2.928 | 2.604 | 1.000 | 1.000 | 2.598 | 2.630 | 25.754 |
| 3.072 | 4.501 | 4.361 | 2.551 | 4.501 | 1.000 | 2.609 | 2.596 | 4.096 | 2.630 | 31.916 |
| 3.072 | 4.501 | 2.817 | 2.551 | 2.928 | 2.604 | 2.609 | 1.000 | 4.096 | 2.630 | 28.807 |
| 4.539 | 4.501 | 4.361 | 2.551 | 4.501 | 1.000 | 2.609 | 2.596 | 4.096 | 2.630 | 33.382 |
| 3.072 | 3.010 | 4.361 | 2.551 | 2.928 | 1.000 | 2.609 | 2.596 | 2.598 | 2.630 | 27.354 |
| 4.539 | 3.010 | 2.817 | 2.551 | 4.501 | 1.000 | 1.000 | 2.596 | 2.598 | 2.630 | 27.242 |
| 3.072 | 3.010 | 2.817 | 4.031 | 2.928 | 1.000 | 2.609 | 1.000 | 2.598 | 2.630 | 25.696 |
| 3.072 | 3.010 | 4.361 | 2.551 | 2.928 | 2.604 | 1.000 | 1.000 | 1.000 | 4.145 | 25.671 |
| 3.072 | 1.650 | 2.817 | 2.551 | 2.928 | 1.000 | 1.000 | 1.000 | 2.598 | 2.630 | 21.246 |
| 4.539 | 3.010 | 2.817 | 2.551 | 1.000 | 1.000 | 1.000 | 1.000 | 2.598 | 2.630 | 22.145 |
| 3.072 | 3.010 | 2.817 | 4.031 | 4.501 | 1.000 | 1.000 | 2.596 | 2.598 | 2.630 | 27.256 |
| 4.539 | 3.010 | 2.817 | 2.551 | 2.928 | 2.604 | 1.000 | 1.000 | 2.598 | 2.630 | 25.677 |
| 3.072 | 3.010 | 2.817 | 1.000 | 4.501 | 1.000 | 1.000 | 1.000 | 2.598 | 2.630 | 22.629 |
| 3.072 | 3.010 | 2.817 | 1.000 | 2.928 | 1.000 | 2.609 | 1.000 | 2.598 | 2.630 | 22.664 |
| 1.746 | 3.010 | 2.817 | 2.551 | 2.928 | 2.604 | 1.000 | 1.000 | 1.000 | 2.630 | 21.286 |
| 4.539 | 3.010 | 2.817 | 2.551 | 2.928 | 1.000 | 2.609 | 2.596 | 2.598 | 2.630 | 27.277 |
| 4.539 | 4.501 | 2.817 | 4.031 | 4.501 | 1.000 | 2.609 | 2.596 | 4.096 | 4.145 | 34.834 |
| 3.072 | 3.010 | 2.817 | 2.551 | 2.928 | 1.000 | 1.000 | 1.000 | 2.598 | 2.630 | 22.606 |
| 4.539 | 4.501 | 2.817 | 4.031 | 4.501 | 2.604 | 1.000 | 2.596 | 4.096 | 4.145 | 34.830 |
| 3.072 | 3.010 | 4.361 | 2.551 | 4.501 | 2.604 | 2.609 | 1.000 | 4.096 | 4.145 | 31.948 |
| 3.072 | 3.010 | 4.361 | 4.031 | 2.928 | 2.604 | 1.000 | 1.000 | 4.096 | 2.630 | 28.732 |
| 3.072 | 3.010 | 4.361 | 2.551 | 2.928 | 1.000 | 2.609 | 1.000 | 2.598 | 1.000 | 24.128 |
| 3.072 | 4.501 | 2.817 | 2.551 | 4.501 | 1.000 | 1.000 | 1.000 | 4.096 | 2.630 | 27.168 |
| 3.072 | 4.501 | 4.361 | 4.031 | 2.928 | 1.000 | 1.000 | 2.596 | 4.096 | 2.630 | 30.214 |
| 4.539 | 3.010 | 4.361 | 4.031 | 4.501 | 1.000 | 2.609 | 2.596 | 4.096 | 4.145 | 34.887 |
| 3.072 | 3.010 | 4.361 | 2.551 | 4.501 | 2.604 | 1.000 | 2.596 | 4.096 | 2.630 | 30.420 |
| 1.746 | 3.010 | 2.817 | 2.551 | 2.928 | 1.000 | 1.000 | 1.000 | 2.598 | 2.630 | 21.280 |
| 4.539 | 4.501 | 4.361 | 2.551 | 2.928 | 2.604 | 1.000 | 2.596 | 4.096 | 4.145 | 33.319 |
| 4.539 | 4.501 | 2.817 | 4.031 | 2.928 | 1.000 | 1.000 | 2.596 | 2.598 | 2.630 | 28.640 |
| 4.539 | 3.010 | 4.361 | 4.031 | 2.928 | 1.000 | 2.609 | 1.000 | 4.096 | 4.145 | 31.718 |
| 3.072 | 4.501 | 2.817 | 4.031 | 4.501 | 2.604 | 1.000 | 2.596 | 4.096 | 4.145 | 33.363 |
| 3.072 | 4.501 | 2.817 | 2.551 | 4.501 | 2.604 | 2.609 | 2.596 | 2.598 | 2.630 | 30.479 |
| 3.072 | 4.501 | 2.817 | 4.031 | 2.928 | 2.604 | 1.000 | 2.596 | 4.096 | 4.145 | 31.790 |
| 3.072 | 1.000 | 2.817 | 4.031 | 2.928 | 1.000 | 1.000 | 1.000 | 4.096 | 2.630 | 23.574 |
| 4.539 | 3.010 | 4.361 | 2.551 | 2.928 | 2.604 | 2.609 | 2.596 | 2.598 | 4.145 | 31.940 |
| 3.072 | 4.501 | 2.817 | 4.031 | 4.501 | 2.604 | 1.000 | 2.596 | 4.096 | 4.145 | 33.363 |
| 3.072 | 4.501 | 2.817 | 2.551 | 2.928 | 1.000 | 1.000 | 1.000 | 2.598 | 2.630 | 24.097 |
| 4.539 | 3.010 | 4.361 | 4.031 | 2.928 | 2.604 | 1.000 | 2.596 | 4.096 | 4.145 | 33.309 |
| 3.072 | 4.501 | 4.361 | 4.031 | 4.501 | 2.604 | 2.609 | 2.596 | 2.598 | 4.145 | 35.018 |
| 3.072 | 3.010 | 2.817 | 2.551 | 2.928 | 1.000 | 1.000 | 1.000 | 2.598 | 1.000 | 20.976 |
| 3.072 | 3.010 | 2.817 | 1.000 | 2.928 | 1.000 | 1.000 | 1.000 | 2.598 | 2.630 | 21.056 |
| 4.539 | 3.010 | 4.361 | 4.031 | 4.501 | 1.000 | 2.609 | 2.596 | 4.096 | 4.145 | 34.887 |

1. **Transformasi data MSI Variabel Komunikasi**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | JUMLAH |
| 4.060 | 2.760 | 2.900 | 4.501 | 4.236 | 4.619 | 3.010 | 4.857 | 4.354 | 4.619 | 39.915 |
| 2.565 | 4.313 | 4.464 | 2.928 | 4.236 | 3.010 | 4.619 | 4.857 | 2.787 | 3.248 | 37.027 |
| 2.565 | 4.313 | 4.464 | 4.501 | 2.706 | 3.010 | 4.619 | 3.188 | 2.787 | 3.248 | 35.402 |
| 2.565 | 2.760 | 2.900 | 2.928 | 4.236 | 3.010 | 3.010 | 3.188 | 2.787 | 4.619 | 32.003 |
| 4.060 | 4.313 | 2.900 | 2.928 | 4.236 | 4.619 | 3.010 | 3.188 | 2.787 | 3.248 | 35.289 |
| 2.565 | 4.313 | 4.464 | 2.928 | 2.706 | 4.619 | 4.619 | 4.857 | 4.354 | 3.248 | 38.674 |
| 2.565 | 4.313 | 4.464 | 4.501 | 4.236 | 4.619 | 4.619 | 1.000 | 2.787 | 3.248 | 36.352 |
| 2.565 | 2.760 | 4.464 | 4.501 | 2.706 | 3.010 | 4.619 | 3.188 | 4.354 | 4.619 | 36.787 |
| 2.565 | 1.000 | 2.900 | 2.928 | 4.236 | 4.619 | 3.010 | 4.857 | 2.787 | 3.248 | 32.150 |
| 2.565 | 2.760 | 2.900 | 4.501 | 2.706 | 3.010 | 3.010 | 3.188 | 2.787 | 3.248 | 30.676 |
| 2.565 | 2.760 | 4.464 | 2.928 | 2.706 | 3.010 | 3.010 | 3.188 | 2.787 | 3.248 | 30.667 |
| 2.565 | 2.760 | 4.464 | 2.928 | 2.706 | 4.619 | 4.619 | 4.857 | 2.787 | 3.248 | 35.554 |
| 4.060 | 4.313 | 2.900 | 2.928 | 2.706 | 3.010 | 3.010 | 3.188 | 2.787 | 3.248 | 32.150 |
| 4.060 | 2.760 | 4.464 | 4.501 | 4.236 | 4.619 | 4.619 | 3.188 | 2.787 | 2.022 | 37.256 |
| 2.565 | 2.760 | 2.900 | 2.928 | 1.000 | 3.010 | 3.010 | 3.188 | 2.787 | 2.022 | 26.170 |
| 4.060 | 4.313 | 4.464 | 4.501 | 2.706 | 4.619 | 3.010 | 3.188 | 4.354 | 1.000 | 36.215 |
| 2.565 | 4.313 | 2.900 | 2.928 | 2.706 | 3.010 | 1.000 | 3.188 | 2.787 | 2.022 | 27.419 |
| 2.565 | 2.760 | 2.900 | 4.501 | 2.706 | 3.010 | 3.010 | 3.188 | 2.787 | 3.248 | 30.676 |
| 2.565 | 2.760 | 4.464 | 4.501 | 2.706 | 3.010 | 3.010 | 3.188 | 2.787 | 3.248 | 32.240 |
| 2.565 | 2.760 | 2.900 | 2.928 | 2.706 | 3.010 | 4.619 | 3.188 | 2.787 | 3.248 | 30.712 |
| 2.565 | 4.313 | 2.900 | 2.928 | 4.236 | 3.010 | 3.010 | 4.857 | 2.787 | 3.248 | 33.854 |
| 2.565 | 2.760 | 2.900 | 2.928 | 4.236 | 3.010 | 3.010 | 3.188 | 2.787 | 4.619 | 32.003 |
| 1.000 | 2.760 | 2.900 | 2.928 | 2.706 | 3.010 | 3.010 | 3.188 | 1.000 | 3.248 | 25.750 |
| 4.060 | 2.760 | 4.464 | 2.928 | 2.706 | 3.010 | 4.619 | 3.188 | 2.787 | 3.248 | 33.770 |
| 2.565 | 2.760 | 4.464 | 2.928 | 2.706 | 3.010 | 3.010 | 1.530 | 1.000 | 2.022 | 25.995 |
| 2.565 | 1.000 | 2.900 | 1.000 | 2.706 | 3.010 | 3.010 | 3.188 | 2.787 | 3.248 | 25.415 |
| 2.565 | 4.313 | 4.464 | 2.928 | 4.236 | 4.619 | 3.010 | 3.188 | 4.354 | 4.619 | 38.296 |
| 1.000 | 2.760 | 2.900 | 2.928 | 4.236 | 3.010 | 3.010 | 3.188 | 2.787 | 2.022 | 27.840 |
| 2.565 | 2.760 | 2.900 | 4.501 | 4.236 | 3.010 | 3.010 | 3.188 | 4.354 | 3.248 | 33.772 |
| 2.565 | 2.760 | 2.900 | 2.928 | 1.000 | 3.010 | 3.010 | 3.188 | 2.787 | 3.248 | 27.396 |
| 2.565 | 2.760 | 2.900 | 4.501 | 2.706 | 3.010 | 3.010 | 3.188 | 4.354 | 4.619 | 33.614 |
| 2.565 | 2.760 | 2.900 | 2.928 | 2.706 | 3.010 | 3.010 | 3.188 | 2.787 | 3.248 | 29.103 |
| 4.060 | 2.760 | 4.464 | 4.501 | 2.706 | 3.010 | 3.010 | 4.857 | 4.354 | 4.619 | 38.340 |
| 2.565 | 2.760 | 2.900 | 2.928 | 2.706 | 3.010 | 3.010 | 3.188 | 2.787 | 3.248 | 29.103 |
| 4.060 | 2.760 | 2.900 | 2.928 | 2.706 | 4.619 | 3.010 | 3.188 | 2.787 | 4.619 | 33.577 |
| 4.060 | 4.313 | 4.464 | 2.928 | 2.706 | 4.619 | 4.619 | 4.857 | 2.787 | 4.619 | 39.972 |
| 2.565 | 2.760 | 2.900 | 4.501 | 4.236 | 3.010 | 3.010 | 3.188 | 2.787 | 3.248 | 32.205 |
| 2.565 | 2.760 | 2.900 | 2.928 | 2.706 | 3.010 | 3.010 | 3.188 | 2.787 | 3.248 | 29.103 |
| 2.565 | 2.760 | 1.000 | 4.501 | 2.706 | 4.619 | 4.619 | 4.857 | 4.354 | 4.619 | 36.600 |
| 4.060 | 4.313 | 4.464 | 2.928 | 2.706 | 4.619 | 4.619 | 3.188 | 4.354 | 4.619 | 39.870 |
| 4.060 | 4.313 | 2.900 | 4.501 | 2.706 | 3.010 | 4.619 | 4.857 | 4.354 | 4.619 | 39.939 |
| 4.060 | 2.760 | 4.464 | 2.928 | 4.236 | 3.010 | 4.619 | 3.188 | 4.354 | 4.619 | 38.238 |
| 2.565 | 2.760 | 2.900 | 2.928 | 4.236 | 3.010 | 3.010 | 3.188 | 4.354 | 4.619 | 33.570 |
| 2.565 | 2.760 | 2.900 | 4.501 | 2.706 | 3.010 | 3.010 | 3.188 | 2.787 | 2.022 | 29.449 |
| 2.565 | 2.760 | 2.900 | 2.928 | 2.706 | 3.010 | 3.010 | 3.188 | 2.787 | 3.248 | 29.103 |
| 4.060 | 4.313 | 2.900 | 4.501 | 2.706 | 4.619 | 3.010 | 3.188 | 4.354 | 3.248 | 36.899 |
| 2.565 | 2.760 | 2.900 | 2.928 | 4.236 | 3.010 | 3.010 | 3.188 | 2.787 | 3.248 | 30.632 |
| 4.060 | 4.313 | 4.464 | 4.501 | 4.236 | 3.010 | 4.619 | 3.188 | 2.787 | 4.619 | 39.797 |
| 2.565 | 2.760 | 2.900 | 2.928 | 2.706 | 3.010 | 3.010 | 3.188 | 2.787 | 2.022 | 27.876 |
| 1.000 | 2.760 | 2.900 | 2.928 | 2.706 | 3.010 | 3.010 | 3.188 | 2.787 | 3.248 | 27.537 |
| 1.000 | 2.760 | 2.900 | 2.928 | 2.706 | 1.000 | 3.010 | 3.188 | 2.787 | 3.248 | 25.528 |
| 4.060 | 4.313 | 4.464 | 2.928 | 4.236 | 4.619 | 3.010 | 3.188 | 4.354 | 3.248 | 38.420 |

1. **Transformasi data MSI Variabel Budaya Organisasi**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | JUMLAH |
| 2.604 | 2.598 | 2.600 | 3.999 | 2.604 | 2.615 | 2.598 | 4.203 | 2.609 | 2.600 | 29.029 |
| 2.604 | 1.000 | 1.000 | 3.999 | 2.604 | 2.615 | 2.598 | 4.203 | 2.609 | 2.600 | 25.831 |
| 2.604 | 1.000 | 1.000 | 2.515 | 2.604 | 2.615 | 2.598 | 2.673 | 2.609 | 2.600 | 22.818 |
| 1.000 | 1.000 | 2.600 | 2.515 | 1.000 | 2.615 | 1.000 | 2.673 | 2.609 | 2.600 | 19.612 |
| 2.604 | 2.598 | 2.600 | 3.999 | 2.604 | 2.615 | 2.598 | 4.203 | 2.609 | 2.600 | 29.029 |
| 1.000 | 2.598 | 2.600 | 3.999 | 2.604 | 2.615 | 2.598 | 4.203 | 2.609 | 2.600 | 27.425 |
| 2.604 | 1.000 | 2.600 | 3.999 | 2.604 | 2.615 | 1.000 | 4.203 | 2.609 | 2.600 | 25.834 |
| 1.000 | 1.000 | 1.000 | 2.515 | 2.604 | 1.000 | 1.000 | 4.203 | 2.609 | 1.000 | 17.930 |
| 1.000 | 1.000 | 1.000 | 2.515 | 2.604 | 1.000 | 1.000 | 2.673 | 1.000 | 1.000 | 14.792 |
| 1.000 | 1.000 | 2.600 | 2.515 | 1.000 | 2.615 | 2.598 | 4.203 | 1.000 | 2.600 | 21.131 |
| 1.000 | 1.000 | 1.000 | 2.515 | 1.000 | 1.000 | 1.000 | 2.673 | 1.000 | 1.000 | 13.188 |
| 1.000 | 2.598 | 2.600 | 2.515 | 2.604 | 2.615 | 1.000 | 2.673 | 2.609 | 2.600 | 22.814 |
| 1.000 | 1.000 | 2.600 | 3.999 | 1.000 | 2.615 | 1.000 | 4.203 | 1.000 | 2.600 | 21.017 |
| 2.604 | 1.000 | 1.000 | 3.999 | 1.000 | 1.000 | 1.000 | 4.203 | 2.609 | 2.600 | 21.015 |
| 1.000 | 1.000 | 1.000 | 2.515 | 2.604 | 2.615 | 1.000 | 2.673 | 1.000 | 1.000 | 16.407 |
| 1.000 | 1.000 | 1.000 | 2.515 | 1.000 | 1.000 | 1.000 | 2.673 | 1.000 | 1.000 | 13.188 |
| 1.000 | 1.000 | 2.600 | 2.515 | 1.000 | 2.615 | 1.000 | 2.673 | 1.000 | 1.000 | 16.403 |
| 1.000 | 1.000 | 1.000 | 2.515 | 1.000 | 2.615 | 1.000 | 4.203 | 2.609 | 2.600 | 19.541 |
| 2.604 | 1.000 | 2.600 | 2.515 | 1.000 | 1.000 | 1.000 | 2.673 | 1.000 | 1.000 | 16.393 |
| 2.604 | 1.000 | 2.600 | 3.999 | 2.604 | 1.000 | 2.598 | 4.203 | 1.000 | 1.000 | 22.608 |
| 1.000 | 2.598 | 2.600 | 3.999 | 1.000 | 2.615 | 1.000 | 2.673 | 1.000 | 1.000 | 19.485 |
| 2.604 | 2.598 | 1.000 | 2.515 | 1.000 | 2.615 | 2.598 | 2.673 | 1.000 | 1.000 | 19.602 |
| 1.000 | 2.598 | 1.000 | 2.515 | 1.000 | 1.000 | 2.598 | 2.673 | 2.609 | 2.600 | 19.593 |
| 2.604 | 2.598 | 1.000 | 2.515 | 2.604 | 2.615 | 1.000 | 2.673 | 1.000 | 2.600 | 21.209 |
| 2.604 | 2.598 | 2.600 | 3.999 | 2.604 | 2.615 | 2.598 | 2.673 | 1.000 | 2.600 | 25.891 |
| 1.000 | 1.000 | 1.000 | 2.515 | 1.000 | 2.615 | 1.000 | 4.203 | 2.609 | 1.000 | 17.941 |
| 2.604 | 1.000 | 2.600 | 3.999 | 2.604 | 1.000 | 2.598 | 4.203 | 2.609 | 2.600 | 25.817 |
| 2.604 | 1.000 | 2.600 | 3.999 | 1.000 | 1.000 | 1.000 | 4.203 | 2.609 | 1.000 | 21.015 |
| 1.000 | 1.000 | 1.000 | 3.999 | 2.604 | 1.000 | 2.598 | 2.673 | 2.609 | 1.000 | 19.483 |
| 2.604 | 2.598 | 1.000 | 3.999 | 1.000 | 1.000 | 1.000 | 2.673 | 1.000 | 1.000 | 17.874 |
| 1.000 | 2.598 | 2.600 | 3.999 | 2.604 | 1.000 | 2.598 | 4.203 | 2.609 | 2.600 | 25.811 |
| 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 2.615 | 1.000 | 2.673 | 1.000 | 1.000 | 13.288 |
| 1.000 | 2.598 | 2.600 | 3.999 | 2.604 | 2.615 | 2.598 | 4.203 | 2.609 | 2.600 | 27.425 |
| 1.000 | 2.598 | 1.000 | 2.515 | 2.604 | 2.615 | 1.000 | 2.673 | 1.000 | 2.600 | 19.605 |
| 1.000 | 2.598 | 2.600 | 3.999 | 1.000 | 1.000 | 1.000 | 4.203 | 2.609 | 1.000 | 21.009 |
| 2.604 | 1.000 | 2.600 | 2.515 | 2.604 | 1.000 | 2.598 | 4.203 | 2.609 | 1.000 | 22.732 |
| 1.000 | 1.000 | 1.000 | 2.515 | 1.000 | 1.000 | 1.000 | 2.673 | 1.000 | 1.000 | 13.188 |
| 1.000 | 2.598 | 2.600 | 3.999 | 2.604 | 2.615 | 2.598 | 4.203 | 2.609 | 2.600 | 27.425 |
| 1.000 | 1.000 | 2.600 | 2.515 | 1.000 | 2.615 | 1.000 | 2.673 | 1.000 | 1.000 | 16.403 |
| 2.604 | 1.000 | 2.600 | 1.000 | 2.604 | 1.000 | 1.000 | 2.673 | 1.000 | 1.000 | 16.482 |
| 1.000 | 2.598 | 1.000 | 3.999 | 1.000 | 2.615 | 2.598 | 4.203 | 2.609 | 2.600 | 24.221 |
| 1.000 | 2.598 | 1.000 | 3.999 | 1.000 | 1.000 | 2.598 | 4.203 | 2.609 | 2.600 | 22.606 |
| 1.000 | 1.000 | 2.600 | 2.515 | 1.000 | 1.000 | 1.000 | 2.673 | 1.000 | 1.000 | 14.789 |
| 2.604 | 1.000 | 2.600 | 3.999 | 2.604 | 1.000 | 2.598 | 2.673 | 2.609 | 2.600 | 24.287 |
| 1.000 | 2.598 | 2.600 | 2.515 | 2.604 | 2.615 | 1.000 | 4.203 | 2.609 | 2.600 | 24.343 |
| 1.000 | 1.000 | 1.000 | 3.999 | 2.604 | 2.615 | 1.000 | 2.673 | 1.000 | 1.000 | 17.891 |
| 2.604 | 2.598 | 1.000 | 3.999 | 2.604 | 2.615 | 2.598 | 4.203 | 2.609 | 2.600 | 27.429 |
| 2.604 | 2.598 | 2.600 | 3.999 | 2.604 | 2.615 | 2.598 | 4.203 | 2.609 | 2.600 | 29.029 |
| 2.604 | 2.598 | 2.600 | 3.999 | 2.604 | 2.615 | 2.598 | 4.203 | 2.609 | 2.600 | 29.029 |
| 2.604 | 2.598 | 1.000 | 2.515 | 2.604 | 2.615 | 1.000 | 4.203 | 2.609 | 2.600 | 24.347 |
| 2.604 | 2.598 | 2.600 | 2.515 | 2.604 | 2.615 | 2.598 | 1.000 | 2.609 | 2.600 | 24.342 |
| 1.000 | 2.598 | 2.600 | 2.515 | 2.604 | 2.615 | 2.598 | 4.203 | 2.609 | 1.000 | 24.341 |

1. **Transformasi data MSI Variabel Lingkungan Kerja**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | JUMLAH |
| 3.037 | 2.630 | 1.000 | 2.651 | 2.706 | 2.543 | 1.000 | 1.000 | 1.000 | 2.845 | 20.412 |
| 3.037 | 2.630 | 1.000 | 1.000 | 2.706 | 4.030 | 1.000 | 1.000 | 1.000 | 2.845 | 20.249 |
| 4.662 | 2.630 | 1.000 | 2.651 | 2.706 | 2.543 | 1.000 | 1.000 | 2.600 | 2.845 | 23.637 |
| 3.037 | 2.630 | 2.596 | 1.000 | 2.706 | 4.030 | 2.604 | 2.596 | 2.600 | 2.845 | 26.645 |
| 1.000 | 2.630 | 1.000 | 1.000 | 2.706 | 2.543 | 1.000 | 1.000 | 1.000 | 2.845 | 16.724 |
| 3.037 | 2.630 | 1.000 | 1.000 | 4.236 | 2.543 | 1.000 | 1.000 | 1.000 | 1.000 | 18.446 |
| 3.037 | 2.630 | 1.000 | 1.000 | 2.706 | 2.543 | 1.000 | 1.000 | 1.000 | 2.845 | 18.762 |
| 4.662 | 2.630 | 2.596 | 1.000 | 4.236 | 4.030 | 2.604 | 2.596 | 1.000 | 4.394 | 29.748 |
| 4.662 | 2.630 | 2.596 | 1.000 | 2.706 | 2.543 | 1.000 | 1.000 | 1.000 | 2.845 | 21.982 |
| 3.037 | 4.145 | 2.596 | 1.000 | 2.706 | 2.543 | 1.000 | 1.000 | 1.000 | 2.845 | 21.872 |
| 3.037 | 2.630 | 1.000 | 1.000 | 2.706 | 2.543 | 1.000 | 1.000 | 1.000 | 2.845 | 18.762 |
| 3.037 | 2.630 | 2.596 | 1.000 | 4.236 | 4.030 | 1.000 | 1.000 | 1.000 | 4.394 | 24.924 |
| 3.037 | 1.000 | 1.000 | 1.000 | 2.706 | 2.543 | 1.000 | 1.000 | 1.000 | 2.845 | 17.131 |
| 3.037 | 2.630 | 1.000 | 1.000 | 2.706 | 2.543 | 1.000 | 1.000 | 1.000 | 2.845 | 18.762 |
| 3.037 | 2.630 | 1.000 | 1.000 | 1.000 | 2.543 | 1.000 | 1.000 | 1.000 | 2.845 | 17.055 |
| 3.037 | 2.630 | 2.596 | 1.000 | 2.706 | 1.000 | 1.000 | 1.000 | 1.000 | 2.845 | 18.814 |
| 4.662 | 2.630 | 1.000 | 1.000 | 1.000 | 2.543 | 1.000 | 2.596 | 1.000 | 2.845 | 20.276 |
| 3.037 | 1.000 | 1.000 | 1.000 | 2.706 | 2.543 | 1.000 | 1.000 | 1.000 | 2.845 | 17.131 |
| 4.662 | 4.145 | 1.000 | 1.000 | 4.236 | 4.030 | 2.604 | 2.596 | 2.600 | 4.394 | 31.268 |
| 3.037 | 2.630 | 1.000 | 1.000 | 2.706 | 1.000 | 1.000 | 1.000 | 1.000 | 2.845 | 17.219 |
| 3.037 | 2.630 | 2.596 | 1.000 | 2.706 | 2.543 | 1.000 | 2.596 | 2.600 | 4.394 | 25.103 |
| 3.037 | 2.630 | 1.000 | 1.000 | 2.706 | 4.030 | 2.604 | 1.000 | 1.000 | 2.845 | 21.853 |
| 3.037 | 4.145 | 2.596 | 1.000 | 2.706 | 4.030 | 1.000 | 1.000 | 1.000 | 2.845 | 23.360 |
| 4.662 | 4.145 | 1.000 | 1.000 | 4.236 | 2.543 | 1.000 | 1.000 | 1.000 | 2.845 | 23.431 |
| 3.037 | 1.000 | 2.596 | 1.000 | 4.236 | 4.030 | 2.604 | 2.596 | 2.600 | 4.394 | 28.094 |
| 3.037 | 2.630 | 1.000 | 1.000 | 2.706 | 2.543 | 2.604 | 1.000 | 1.000 | 2.845 | 20.365 |
| 3.037 | 4.145 | 1.000 | 1.000 | 4.236 | 2.543 | 1.000 | 2.596 | 1.000 | 2.845 | 23.402 |
| 3.037 | 2.630 | 1.000 | 2.651 | 2.706 | 2.543 | 2.604 | 1.000 | 1.000 | 2.845 | 22.016 |
| 3.037 | 4.145 | 1.000 | 1.000 | 2.706 | 2.543 | 1.000 | 1.000 | 1.000 | 2.845 | 20.276 |
| 3.037 | 2.630 | 2.596 | 2.651 | 2.706 | 2.543 | 1.000 | 2.596 | 1.000 | 2.845 | 23.604 |
| 3.037 | 2.630 | 2.596 | 1.000 | 2.706 | 4.030 | 2.604 | 2.596 | 2.600 | 4.394 | 28.195 |
| 4.662 | 4.145 | 2.596 | 1.000 | 2.706 | 4.030 | 1.000 | 1.000 | 1.000 | 4.394 | 26.534 |
| 4.662 | 2.630 | 1.000 | 1.000 | 2.706 | 4.030 | 1.000 | 1.000 | 1.000 | 2.845 | 21.874 |
| 3.037 | 2.630 | 2.596 | 2.651 | 4.236 | 4.030 | 2.604 | 2.596 | 2.600 | 2.845 | 29.826 |
| 3.037 | 2.630 | 2.596 | 2.651 | 2.706 | 4.030 | 1.000 | 1.000 | 2.600 | 2.845 | 25.096 |
| 3.037 | 4.145 | 2.596 | 2.651 | 2.706 | 4.030 | 2.604 | 2.596 | 2.600 | 4.394 | 31.360 |
| 4.662 | 2.630 | 1.000 | 1.000 | 2.706 | 4.030 | 1.000 | 2.596 | 2.600 | 4.394 | 26.619 |
| 4.662 | 4.145 | 2.596 | 1.000 | 4.236 | 4.030 | 2.604 | 2.596 | 2.600 | 4.394 | 32.864 |
| 3.037 | 4.145 | 1.000 | 1.000 | 4.236 | 2.543 | 1.000 | 2.596 | 2.600 | 4.394 | 26.552 |
| 3.037 | 2.630 | 2.596 | 1.000 | 2.706 | 4.030 | 2.604 | 2.596 | 2.600 | 4.394 | 28.195 |
| 3.037 | 4.145 | 2.596 | 2.651 | 4.236 | 4.030 | 2.604 | 2.596 | 2.600 | 4.394 | 32.890 |
| 3.037 | 4.145 | 2.596 | 2.651 | 4.236 | 4.030 | 2.604 | 2.596 | 2.600 | 4.394 | 32.890 |
| 4.662 | 2.630 | 2.596 | 1.000 | 4.236 | 2.543 | 2.604 | 2.596 | 2.600 | 4.394 | 29.861 |
| 4.662 | 4.145 | 1.000 | 1.000 | 2.706 | 4.030 | 2.604 | 2.596 | 2.600 | 2.845 | 28.189 |
| 4.662 | 2.630 | 2.596 | 2.651 | 4.236 | 4.030 | 2.604 | 2.596 | 2.600 | 4.394 | 33.000 |
| 3.037 | 4.145 | 2.596 | 2.651 | 2.706 | 2.543 | 2.604 | 2.596 | 1.000 | 2.845 | 26.723 |
| 3.037 | 4.145 | 1.000 | 2.651 | 4.236 | 4.030 | 2.604 | 2.596 | 2.600 | 4.394 | 31.294 |
| 4.662 | 2.630 | 1.000 | 2.651 | 4.236 | 4.030 | 2.604 | 2.596 | 2.600 | 4.394 | 31.404 |
| 3.037 | 2.630 | 2.596 | 1.000 | 4.236 | 2.543 | 1.000 | 2.596 | 2.600 | 2.845 | 25.083 |
| 3.037 | 2.630 | 2.596 | 2.651 | 2.706 | 4.030 | 2.604 | 2.596 | 2.600 | 4.394 | 29.845 |
| 3.037 | 4.145 | 2.596 | 2.651 | 4.236 | 2.543 | 2.604 | 2.596 | 2.600 | 4.394 | 31.402 |
| 3.037 | 2.630 | 2.596 | 2.651 | 2.706 | 2.543 | 1.000 | 2.596 | 1.000 | 4.394 | 25.153 |

**Lampiran 8 : Hasil Uji Validitas**

1. **Hasil Uji Validitas Variabel Kinerja**

|  |  |  |  |
| --- | --- | --- | --- |
| **Correlations** | | | |
|  | | TOTAL |
| Item1 | Pearson Correlation | .706\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item2 | Pearson Correlation | .790\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item3 | Pearson Correlation | .744\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item4 | Pearson Correlation | .731\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item5 | Pearson Correlation | .790\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item6 | Pearson Correlation | .822\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item7 | Pearson Correlation | .788\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item8 | Pearson Correlation | .708\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item9 | Pearson Correlation | .746\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item10 | Pearson Correlation | .742\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| TOTAL | Pearson Correlation | 1 |
| Sig. (2-tailed) |  |
| N | 30 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). | | | |
| \*. Correlation is significant at the 0.05 level (2-tailed). | | | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Correlations** | | | |
|  | | Total |
| Item01 | Pearson Correlation | .716\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item02 | Pearson Correlation | .717\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item03 | Pearson Correlation | .727\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item04 | Pearson Correlation | .747\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item05 | Pearson Correlation | .733\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item06 | Pearson Correlation | .791\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item07 | Pearson Correlation | .738\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item08 | Pearson Correlation | .724\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item09 | Pearson Correlation | .842\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item10 | Pearson Correlation | .723\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Total | Pearson Correlation | 1 |
| Sig. (2-tailed) |  |
| N | 30 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). | | | |
| \*. Correlation is significant at the 0.05 level (2-tailed). | | | |

1. Hasil Uji Validitas Varabel Kepemimpinan
2. Hasil Uji Validitas Variabel Komunikasi

|  |  |  |  |
| --- | --- | --- | --- |
| **Correlations** | | | |
|  | | total |
| Item01 | Pearson Correlation | .673\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item02 | Pearson Correlation | .713\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item03 | Pearson Correlation | .778\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item04 | Pearson Correlation | .721\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item05 | Pearson Correlation | .826\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item06 | Pearson Correlation | .831\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item07 | Pearson Correlation | .715\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item08 | Pearson Correlation | .737\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item09 | Pearson Correlation | .712\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item10 | Pearson Correlation | .665\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Total | Pearson Correlation | 1 |
| Sig. (2-tailed) |  |
| N | 30 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). | | | |
| \*. Correlation is significant at the 0.05 level (2-tailed). | | | |

1. Hasil Uji Validitas Variabel Budaya Orgaanisasi

|  |  |  |  |
| --- | --- | --- | --- |
| **Correlations** | | | |
|  | | total |
| Item01 | Pearson Correlation | .736\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item02 | Pearson Correlation | .729\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item03 | Pearson Correlation | .694\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item04 | Pearson Correlation | .689\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item05 | Pearson Correlation | .622\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item06 | Pearson Correlation | .696\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item07 | Pearson Correlation | .743\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item08 | Pearson Correlation | .720\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item09 | Pearson Correlation | .729\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item10 | Pearson Correlation | .633\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Total | Pearson Correlation | 1 |
| Sig. (2-tailed) |  |
| N | 30 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). | | | |
| \*. Correlation is significant at the 0.05 level (2-tailed). | | | |

1. Hasil Uji Validitas Variabel Lingkungan Kerja

|  |  |  |
| --- | --- | --- |
| **Correlations** | | |
|  | | Total |
| Item01 | Pearson Correlation | .758\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item02 | Pearson Correlation | .698\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item03 | Pearson Correlation | .673\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item04 | Pearson Correlation | .745\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item05 | Pearson Correlation | .654\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item06 | Pearson Correlation | .676\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item07 | Pearson Correlation | .696\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item08 | Pearson Correlation | .724\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item09 | Pearson Correlation | .697\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Item10 | Pearson Correlation | .760\*\* |
| Sig. (2-tailed) | .000 |
| N | 30 |
| Total | Pearson Correlation | 1 |
| Sig. (2-tailed) |  |
| N | 30 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). | | |
| \*. Correlation is significant at the 0.05 level (2-tailed). | | |

**Lampiran 9 : Hasil Uji Reliabilitas**

1. Hasil Uji Reliabilitas Variabel Kinerja

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| **.915** | **10** |

1. Hasil Uji Reliabilitas Variabel Kepemimpinan

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| **.908** | **10** |

1. Hasil Uji Reliabilitas Variabel Komunikasi

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| **.903** | **10** |

1. Hasil Uji Reliabilitas Variabel Budaya Organisasi

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| **.879** | **10** |

1. Hasil Uji Reliabilitas Variabel Lingkungan Kerja

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| **.889** | **10** |

**Lampiran 10 : Hasil Uji Asumsi Klasik**

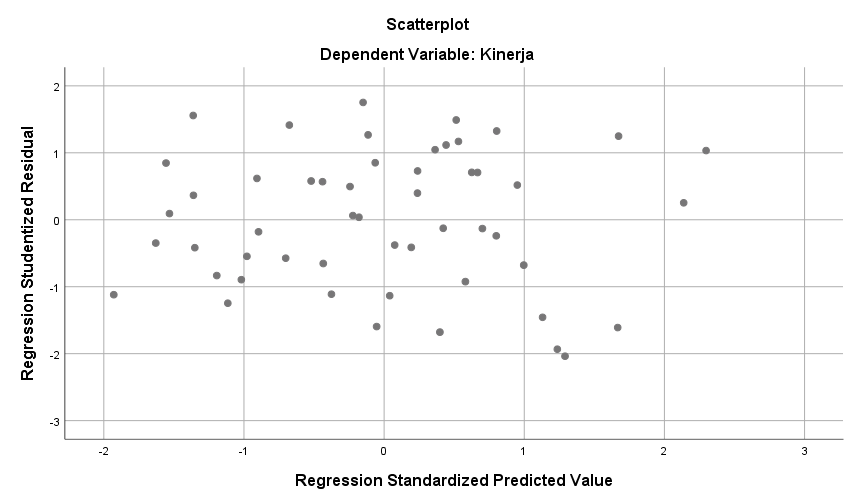
1. Hasil Uji Uji Normalitas

|  |  |  |
| --- | --- | --- |
| **One-Sample Kolmogorov-Smirnov Test** | | |
|  | | Unstandardized Residual |
| N | | 52 |
| Normal Parametersa,b | Mean | .0000000 |
| Std. Deviation | .50093966 |
| Most Extreme Differences | Absolute | .104 |
| Positive | .051 |
| Negative | -.104 |
| Test Statistic | | .104 |
| 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. | | |

1. Hasil Uji Muktikolinearitas

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | |
| Model | | Collinearity Statistics | |
| Tolerance | VIF |
| 1 | (Constant) |  |  |
| Kepemimpinan | .782 | 1.279 |
| Komunikasi | .779 | 1.284 |
| Budaya Organisasi | .958 | 1.044 |
| Lingkungan Organisasi | .979 | 1.021 |
| a. Dependent Variable: Kinerja | | | | |

1. Hasil Uji Heteroskedastisitas



1. Hasil Uji Autokorelasi

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model Summaryb** | | | | | |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .922a | .850 | .837 | .466675 | 2.019 |
| a. Predictors: (Constant), Lingkungan Kerja, Komunikasi, Budaya Organisasi, Kepemimpinan | | | | | |
| b. Dependent Variable: Kinerja | | | | | |

**Lampiran 11: Analisis Regresi Linier Berganda**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 11.810 | .574 |  | 20.589 | .000 |
| Kepemimpinan | .070 | .016 | .266 | 4.525 | .000 |
| Komunikasi | .107 | .015 | .411 | 7.002 | .000 |
| Budaya Organisasi | .077 | .013 | .308 | 5.735 | .000 |
| Lingkungan Kerja | .120 | .012 | .520 | 9.918 | .000 |
| a. Dependent Variable: Kinerja | | | | | | |

**Lampiran 12 : Hasil Uji t**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 11.810 | .574 |  | 20.589 | .000 |
| Kepemimpinan | .070 | .016 | .266 | 4.525 | .000 |
| Komunikasi | .107 | .015 | .411 | 7.002 | .000 |
| Budaya Organisasi | .077 | .013 | .308 | 5.735 | .000 |
| Lingkungan Kerja | .120 | .012 | .520 | 9.918 | .000 |
| a. Dependent Variable: Kinerja | | | | | | |

**Lampiran 13 : Hasil Uji F**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ANOVAa** | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 59.536 | 4 | 14.884 | 81.504 | .000b |
| Residual | 8.583 | 47 | .183 |  |  |
| Total | 68.119 | 51 |  |  |  |
| a. Dependent Variable: Kinerja | | | | | | |
| b. Predictors: (Constant), Lingkungan Kerja, Komunikasi, Budaya Organisasi, Kepemimpinan | | | | | | |

**Lampiran 14: Koefisien Determinasi**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model Summary** | | | | |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .935a | .874 | .863 | .427337 |
| a. Predictors: (Constant), Lingkungan Kerja, Komunikasi, Budaya Organisasi, Kepemimpinan | | | | |