

## KUESIONER PENELITIAN

### Petunjuk Pengisian:

1. Mohon dengan hormat bantuan dan kesediaan Bapak / Ibu untuk mengisi identitas diri terlebih dahulu, kemudian menjawab seluruh pertanyaan yang disediakan.
2. Jawablah pertanyaan yang terdapat dalam kuesioner ini, sesuai dengan yang Bapak / Ibu ketahui.
3. Berilah tanda silang [x] pada pilihan yang paling sesuai.
4. Tidak ada jawaban benar atau salah.
5. Tolong bekerja dengan waktu yang singkat; jawaban pertama anda kemungkinan merupakan yang paling baik.
6. Jangan melewatkan satu item pun, dan masing – masing berikan hanya satu tanda.

\* Data hasil kuesioner akan dipergunakan untuk keperluan penelitian dan akan dirahasiakan.

### IDENTITAS DIRI

Nama : .....(Dapat menggunakan inisial)

Jenis Kelamin :  Laki – Laki  Perempuan

Umur : .... tahun

Jabatan Saat ini :  
.....

Gelar Akademis Terakhir :  SLTA  D3  S1  S2  
 S3  Lainnya: .....

Lama bekerja :  < 1 tahun  1 tahun  2 tahun  3 tahun  
 > 3 tahun (...tahun)

### Keikut sertaan dalam Penyusunan Anggaran

Apakah anda ikut berpartisipasi dalam penyusunan anggaran Perbankan ini?

Ya  Tidak

**Pertanyaan Kuesioner:**

**I. PARTISIPASI PENYUSUNAN ANGGARAN**

(Diadopsi dari Milani, 1975)

Bapak/ Ibu dimohon untuk menjawab enam pertanyaan di bawah ini, dengan cara memberi tanda (X) pada kolom antara 1 sampai dengan 5 yang menunjukkan seberapa dekat jawaban Bapak/ Ibu dengan kedua jawaban yang tersedia dibawah ini.

1. Kategori mana di bawah ini yang dapat menjelaskan dengan sebaik-baiknya tentang kegiatan Anda ketika anggaran sedang disusun ?  
Saya ikut dalam penyusunan :

1	2	3	4	5
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Semua anggaran

Tidak satupun  
anggaran

2. Kategori mana di bawah ini yang dapat menjelaskan dengan sebaik- baiknya alasan yang diberikan oleh atasan Anda ketika revisi anggaran dibuat ? Alasannya :

1	2	3	4	5
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Sangat masuk akal

Sangat tidak  
masuk akal

3. Seberapa sering Anda menyatakan permintaan, pendapat dan atau usulan tentang anggaran kepada atasan Anda, tanpa diminta ?

1	2	3	4	5
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Sangat sering

Tidak  
Pernah

4. Menurut perasaan Anda, seberapa banyak pengaruh Anda yang tercermin dalam anggaran final ?

1	2	3	4	5
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Sangat banyak

Tidak ada

5. Bagaimana anda menilai kontribusi anda terhadap anggaran ?  
Kontribusi saya :

1	2	3	4	5
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Sangat penting

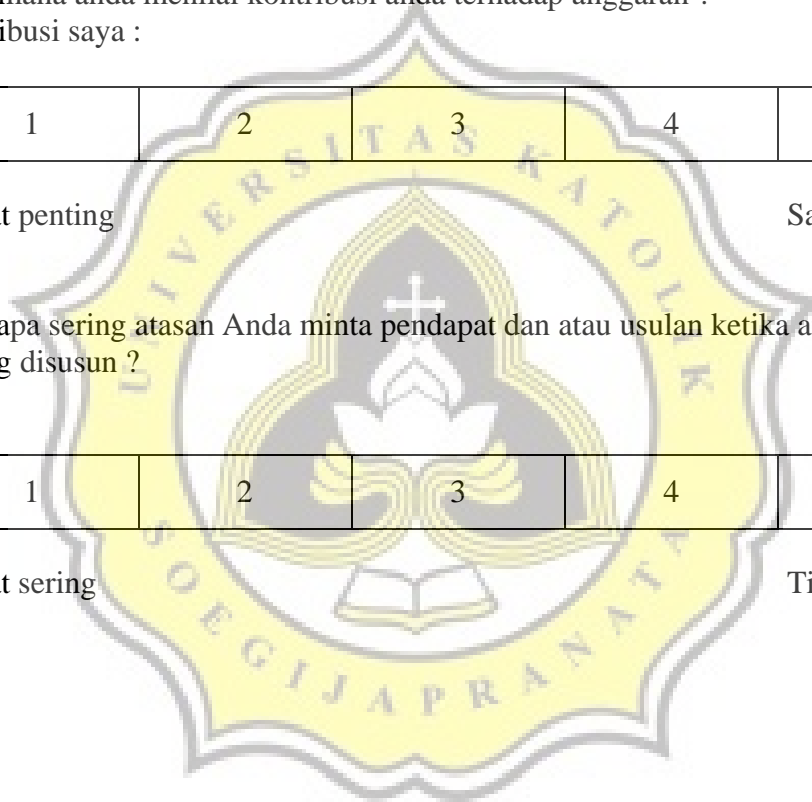
Sangat tidak penting

6. Seberapa sering atasan Anda minta pendapat dan atau usulan ketika anggaran sedang disusun ?

1	2	3	4	5
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Sangat sering

Tidak pernah



## II. KINERJA MANAJERIAL

(Diadopsi dari Mahoney, 1963)

Bapak/ Ibu dimohon untuk mengukur kinerja Bapak/ Ibu sendiri pada setiap bidang tugas yang tersebut dalam daftar pertanyaan di bawah ini dengan cara menuliskan skor dengan skala 1 sampai dengan 5 yang menurut Bapak/ Ibu paling tepat menggambarkan kinerja Bapak/ Ibu.

Skala 1 sampai 5 tersebut dibagi dalam tiga kategori sebagai berikut:

1	2	3	4	5
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Kinerja di bawah  
rata-rata

Kinerja di atas  
rata-rata

Pertanyaan	1	2	3	4	5
<b>1. Perencanaan</b> Menentukan tujuan, kebijakan dan tindakan/pelaksanaan, penjadwalan kerja, penganggaran, merancang prosedur, pemrograman					
<b>2. Investigasi</b> Menentukan, mengumpulkan dan menyampaikan informasi untuk catatan, laporan dan rekening, mengukur hasil, menentukan persediaan, analisis pekerjaan					
<b>3. Pengkoordinasian</b> Tukar menukar informasi dengan orang di bagian organisasi yang lain untuk mengkaitkan dan menyesuaikan program, memberitahu bagian lain, hubungan dengan manajer yang lain					
<b>4. Evaluasi</b> Menilai dan mengukur proposal, kinerja yang diamati atau dilaporkan: penilaian pegawai, penilaian cararan hasil, penilaian laporan keuangan, pemeriksaan produk					
<b>5. Pengawasan</b> Mengarahkan, memimpin dan mengembangkan bawah: membimbing melatih dan menjelaskan peraturan kerja kepada bawahan; memberikan tugas pekerjaan dan menangani keluhan					
<b>6. Pemilihan Staff</b>					

Mempertahankan angkatan kerja, merekrut, mewawancarai dan memilih pegawai baru, menempatkan, mempromosikan dan memutasi					
<b>7. Negosiasi</b> Pembelian, penjualan/melakukan kontrak untuk barang dan jasa, menghubungi pemasok, tawar-menawar dengan wakil penjual, tawar-menawar secara kelompok					
<b>8. Perwakilan</b> Menghadiri pertemuan dengan perusahaan lain, pertemuan perkumpulan bisnis, pidato untuk acara kemasyarakatan, pendekatan ke masyarakat, mempromosikan tujuan umum perusahaan					
<b>9. Kinerja secara keseluruhan</b>					



### III. GAYA KEPEMIMPINAN

1. Beberapa dari rekan kerja anda sangat mudah untuk diajak bekerjasama dalam mencapai tujuan kelompok, namun ada juga yang sulit. Pikirkan semua orang yang telah bekerja sama dengan anda dan kemudian pikirkan *orang yang paling tidak bisa bekerja sama* dengan anda.
2. Ia dapat merupakan seseorang dengan siapa anda bekerja sekarang atau pada masa lalu.
3. Ia tidak harus merupakan seseorang yang paling tidak anda sukai, tetapi harus merupakan seseorang dengan siapa anda paling sulit untuk dapat melakukan suatu pekerjaan sampai selesai atau dengan siapa anda paling tidak bisa bekerja sama secara baik.
4. Gambarkan orang ini pada skala berikut dengan menaruh [x] pada tempat yang sesuai.  
Lihat kata – kata pada kedua ujung dari garis sebelum anda memberi tanda [x]

										Skor
Menyenangkan	8	7	6	5	4	3	2	1	Tidak menyenangkan	
Bersahabat	8	7	6	5	4	3	2	1	Tidak bersahabat	
Menolak	1	2	3	4	5	6	7	8	Menerima	
Tegang	1	2	3	4	5	6	7	8	Santai/rileks	
Jaga jarak	1	2	3	4	5	6	7	8	Dekat	
Dingin	1	2	3	4	5	6	7	8	Hangat	
Mendukung	8	7	6	5	4	3	2	1	Tidak mendukung	
Suka bertengkar	1	2	3	4	5	6	7	8	Harmonis	
Murung	1	2	3	4	5	6	7	8	Riang	
Terbuka	8	7	6	5	4	3	2	1	Tertutup	
Menggerutu	1	2	3	4	5	6	7	8	Loyal	
Tidak dapat dipercaya	1	2	3	4	5	6	7	8	Dapat dipercaya	
Sopan	8	7	6	5	4	3	2	1	Tidak sopan	
Angkuh	1	2	3	4	5	6	7	8	Ramah	
Koperatif	8	7	6	5	4	3	2	1	Tidak kooperatif	
Tidak jujur	1	2	3	4	5	6	7	8	Jujur	
Baik	8	7	6	5	4	3	2	1	Tidak baik	
Membosankan	1	2	3	4	5	6	7	8	Menarik	
									Total	

#### IV. KUESIONER KEPEMIMPINAN SITUASIONAL

Bapak/ Ibu dimohon untuk mengukur seberapa erat hubungan anda dengan pimpinan, ketepatan pengambilan keputusan dalam bekerja, dan kekuasaan positional pimpinan yang akurat dalam daftar pertanyaan di bawah ini dengan cara menaruh tanda [x] pada tempat yang sesuai.

SS = Sangat Setuju

S = Setuju

N = Netral

TS = Tidak Setuju

STS = Sangat Tidak Setuju

No.	Pertanyaan	SS	S	N	TS	STS
	<b><i>Hubungan pimpinan-bawahan:</i></b>					
1.	Saya yakin, atasan saya bekerja secara profesional					
2.	Saya percaya pada atasan saya					
3.	Saya menghormati atasan saya					
	<b><i>Struktur pekerjaan/tugas:</i></b>					
4.	Tingkat kesulitan pekerjaan saya tidak terlalu tinggi					
5.	Masalah yang saya hadapi dalam bekerja dapat saya selesaikan dengan baik					
6.	Dalam pekerjaan saya terdapat prosedur – prosedur yang logis sehingga saya dapat membuat keputusan dengan benar.					
	<b><i>Position power:</i></b>					
7.	Atasan langsung saya dapat menyarankan imbalan dan hukuman saya pada atasannya.					
8.	Atasan langsung saya dapat memberikan imbalan dan hukuman atas kehendaknya sendiri.					
9.	Atasan langsung saya dapat mengusulkan promosi atau penurunan jabatan bawahannya.					

### DATA KUESIONER

No	PA 1	PA 2	PA 3	PA 4	PA 5	PA 6	PA total	KM 1	KM 2	KM 3	KM 4	KM 5	KM 6	KM 7	KM 8	KM 9	KM total
1	5	5	5	5	5	5	30	4	4	5	4	4	4	4	4	4	37
2	5	5	5	5	5	5	30	4	4	4	5	4	4	5	4	5	39
3	3	3	2	3	3	2	16	5	4	4	4	4	1	1	1	3	27
4	5	4	3	3	4	3	22	5	5	4	4	4	5	4	5	5	41
5	5	4	3	3	4	3	22	5	5	4	4	4	5	4	5	5	41
6	3	4	3	2	5	4	21	4	5	4	4	5	4	3	3	4	36
7	4	2	4	4	4	4	22	5	4	4	4	4	4	5	4	4	38
8	3	3	4	2	4	2	18	5	5	4	3	4	4	3	2	4	34
9	3	4	4	4	4	4	23	4	3	3	3	2	3	2	3	3	26
10	4	4	4	3	3	3	21	3	4	4	4	4	4	4	4	4	35
11	5	5	5	5	5	5	30	5	5	5	5	5	5	5	5	5	45
12	5	4	5	5	5	5	29	4	3	5	4	4	5	3	3	4	35
13	4	4	5	4	4	4	25	4	4	3	4	5	3	3	3	4	33
14	4	5	4	3	3	4	23	4	4	4	4	3	3	4	4	3	33
15	4	5	5	5	5	5	29	4	4	4	5	5	5	4	5	4	40
16	5	4	5	5	5	5	29	5	5	5	5	5	5	5	5	5	45
17	5	5	5	5	5	5	30	4	4	4	5	5	4	4	5	5	40
18	4	4	4	5	5	4	26	4	4	5	3	3	4	5	4	4	36
19	4	5	5	5	5	4	28	5	5	4	4	5	5	5	5	4	42
20	5	5	5	5	5	5	30	4	4	4	4	4	4	4	4	4	36
21	4	4	4	3	5	5	25	3	4	4	5	5	4	4	4	3	36
22	4	4	4	4	3	4	23	3	4	4	5	3	4	4	3	5	35
23	5	4	5	5	5	5	29	4	5	5	4	5	3	4	4	3	37
24	5	4	5	5	5	5	29	4	5	4	5	4	4	3	4	5	38
25	4	5	5	5	5	4	28	4	5	5	5	4	3	4	4	4	38
26	5	5	5	5	5	5	30	5	5	4	5	4	5	5	4	4	41
27	2	2	2	2	2	2	12	4	5	5	5	5	4	3	5	3	39
28	5	5	5	5	5	5	30	5	5	5	5	5	5	5	5	5	45
29	4	5	5	5	5	5	29	5	4	5	4	4	5	5	5	5	42
30	4	5	4	5	4	5	27	4	5	5	4	3	2	3	4	3	33
31	3	4	3	5	4	4	23	4	3	3	3	3	4	3	4	5	32



GK 1	GK 2	GK 3	GK 4	GK 5	GK 6	GK 7	GK 8	GK 9	GK 10	GK 11	GK 12	GK 13	GK 14	GK 15	GK 16
7	7	7	7	7	7	7	8	7	7	7	7	7	7	7	7
7	7	6	7	6	6	7	6	7	6	7	7	6	6	6	6
1	1	6	5	5	5	4	4	4	5	4	3	5	4	5	4
7	7	5	6	6	6	7	7	6	7	7	7	6	5	7	6
7	7	5	6	6	6	7	7	6	7	6	6	7	7	5	6
8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
7	7	8	6	5	7	7	6	5	4	7	7	7	5	6	5
3	4	3	3	2	2	1	3	3	4	1	2	6	3	1	1
7	8	7	2	5	6	7	8	8	7	8	8	7	8	8	8
5	5	6	6	5	6	5	6	5	5	5	4	5	5	5	5
2	2	3	3	2	2	2	5	4	2	2	1	3	3	2	6
3	3	4	3	2	5	5	3	2	3	2	2	5	3	3	2
3	2	2	3	1	2	4	2	4	1	1	4	3	5	3	2
2	1	6	7	8	3	3	1	4	2	1	3	6	4	3	6
8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
6	8	7	7	8	8	6	7	7	7	8	8	6	6	7	8
7	8	7	7	6	8	6	8	7	6	6	8	6	7	8	8
7	7	6	6	6	6	6	6	6	6	8	8	8	8	8	8
2	3	3	3	3	2	3	5	4	2	3	1	3	3	2	6
8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
3	3	3	3	3	3	3	3	3	3	2	2	2	2	2	2
3	3	2	2	3	3	2	2	3	3	3	4	4	5	5	7
6	7	6	5	6	5	7	8	8	7	6	8	8	7	6	7
3	4	5	4	3	4	2	3	2	1	2	8	3	2	2	1
2	2	1	3	4	4	2	2	3	2	4	2	2	1	2	1
7	6	4	3	1	2	1	5	2	1	2	3	6	1	1	2
6	8	6	7	5	7	7	7	7	6	7	7	6	8	7	7
3	3	4	4	3	4	2	2	4	4	2	4	6	4	2	4
3	4	3	4	2	3	3	2	3	2	1	7	4	3	2	7
4	3	3	2	4	3	7	4	3	2	7	4	2	3	2	2
3	3	2	4	2	3	2	4	3	2	1	7	5	1	1	4

GK 17	GK 18	GK TOTAL	Keterangan	KS HP 1	KS HP 2	KS HP 3	Total KS HP	Keterangan
7	7	127	kuat	4	4	4	12	Baik
6	6	115	kuat	4	4	4	12	Baik
5	4	74	kuat	5	5	5	15	Baik
6	6	114	kuat	5	5	5	15	Baik
6	6	113	kuat	5	5	5	15	Baik
8	8	144	kuat	5	5	5	15	Baik
6	5	110	kuat	4	4	4	12	Baik
3	4	49	lemah	2	3	4	9	Baik
7	7	126	kuat	4	4	4	12	Baik
5	5	93	kuat	4	3	4	11	Baik
4	3	51	lemah	4	3	5	12	Baik
6	4	60	lemah	5	4	4	13	Baik
4	1	47	lemah	5	4	5	14	Baik
3	1	64	kuat	4	4	5	13	Baik
8	8	144	kuat	4	4	4	12	Baik
8	8	130	kuat	2	2	3	7	Buruk
8	8	129	kuat	2	2	3	7	Buruk
6	5	121	kuat	4	3	4	11	Baik
4	4	56	lemah	4	4	5	13	Baik
8	8	144	kuat	4	5	5	14	Baik
2	2	46	lemah	4	4	4	12	Baik
7	4	65	kuat	4	4	4	12	Baik
8	8	123	kuat	4	3	2	9	Baik
3	2	54	lemah	4	5	5	14	Baik
1	2	40	lemah	4	4	4	12	Baik
2	1	50	lemah	5	4	5	14	Baik
6	5	119	kuat	4	4	3	11	Baik
2	2	59	lemah	5	4	4	13	Baik
3	3	59	lemah	4	4	5	13	Baik
2	3	60	lemah	4	4	5	13	Baik
2	1	50	lemah	4	4	5	13	Baik

KS SP 1	KS SP 2	KS SP 3	Total KS SP	Keterangan	KS PP 1	KS PP 2	KS PP 3	Total KS PP	Keterangan	dummy
4	4	4	12	Tinggi	4	2	4	10	kuat	0
1	5	4	10	Tinggi	2	2	2	6	lemah	0
5	5	5	15	Tinggi	5	5	5	15	kuat	0
4	5	5	14	Tinggi	3	4	4	11	kuat	0
4	5	5	14	Tinggi	5	4	4	13	kuat	0
4	5	5	14	Tinggi	4	4	4	12	kuat	0
3	4	4	11	Tinggi	3	3	3	9	kuat	0
4	4	4	12	Tinggi	1	1	1	3	lemah	1
2	4	4	10	Tinggi	4	2	4	10	kuat	0
3	2	3	8	Tinggi	3	2	2	7	lemah	0
2	4	4	10	Tinggi	4	3	4	11	kuat	1
4	5	5	14	Tinggi	3	3	3	9	kuat	1
4	3	4	11	Tinggi	5	4	3	12	kuat	1
5	4	5	14	Tinggi	3	3	2	8	kuat	0
2	2	3	7	rendah	4	5	4	13	kuat	0
4	3	4	11	Tinggi	4	3	4	11	kuat	1
4	3	5	12	Tinggi	5	3	3	11	kuat	1
2	2	3	7	rendah	2	3	2	7	lemah	1
2	4	4	10	Tinggi	3	2	3	8	kuat	1
4	5	4	13	Tinggi	3	2	2	7	lemah	0
5	4	5	14	Tinggi	3	2	3	8	kuat	1
4	4	4	12	Tinggi	4	4	4	12	kuat	0
5	4	5	14	Tinggi	3	2	2	7	lemah	0
4	5	4	13	Tinggi	4	3	4	11	kuat	1
5	5	4	14	Tinggi	1	1	1	3	lemah	1
4	4	4	12	Tinggi	3	2	3	8	kuat	1
3	2	2	7	rendah	2	1	1	4	lemah	1
4	4	4	12	Tinggi	4	3	3	10	kuat	1
4	5	5	14	Tinggi	4	4	3	11	kuat	1
4	3	5	12	Tinggi	5	4	4	13	kuat	1
5	5	5	15	Tinggi	3	3	2	8	kuat	1

## UJI VALIDITAS dan RELIABILITAS

### Partisipasi Anggaran

#### Case Processing Summary

		N	%
Cases	Valid	31	100.0
	Excluded <sup>a</sup>	0	.0
	Total	31	100.0

- a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.922	.923	6

#### Item Statistics

	Mean	Std. Deviation	N
PA 1	4.19	.833	31
PA 2	4.23	.845	31
PA 3	4.26	.930	31
PA 4	4.19	1.078	31
PA 5	4.39	.844	31
PA 6	4.19	.980	31

#### Inter-Item Correlation Matrix

	PA 1	PA 2	PA 3	PA 4	PA 5	PA 6
PA 1	1.000	.551	.665	.588	.601	.646
PA 2	.551	1.000	.645	.609	.575	.670
PA 3	.665	.645	1.000	.747	.718	.784
PA 4	.588	.609	.747	1.000	.648	.784
PA 5	.601	.575	.718	.648	1.000	.753
PA 6	.646	.670	.784	.784	.753	1.000

The covariance matrix is calculated and used in the analysis.

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PA 1	21.26	16.598	.701	.501	.918
PA 2	21.23	16.514	.703	.501	.917
PA 3	21.19	15.095	.844	.715	.899
PA 4	21.26	14.398	.794	.664	.907
PA 5	21.06	16.129	.770	.618	.909
PA 6	21.26	14.598	.867	.762	.895

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
25.45	22.056	4.696	6



## Kinerja Manajerial

### Case Processing Summary

		N	%
Cases	Valid	31	100.0
	Excluded <sup>a</sup>	0	.0
	Total	31	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.818	.810	9

### Item Statistics

	Mean	Std. Deviation	N
KM1	4.26	.631	31
KM2	4.35	.661	31
KM3	4.26	.631	31
KM4	4.26	.682	31
KM5	4.13	.806	31
KM6	4.00	.966	31
KM7	3.87	.991	31
KM8	4.00	.966	31
KM9	4.13	.763	31

### Inter-Item Correlation Matrix

	KM1	KM2	KM3	KM4	KM5	KM6	KM7	KM8	KM9
KM1	1.000	.413	.162	-.083	.195	.274	.215	.164	.275
KM2	.413	1.000	.413	.382	.475	.157	.276	.313	.104
KM3	.162	.413	1.000	.305	.260	.164	.375	.328	-.002
KM4	-.083	.382	.305	1.000	.544	.253	.347	.405	.254
KM5	.195	.475	.260	.544	1.000	.343	.272	.343	.135
KM6	.274	.157	.164	.253	.343	1.000	.661	.643	.633
KM7	.215	.276	.375	.347	.272	.661	1.000	.696	.463
KM8	.164	.313	.328	.405	.343	.643	.696	1.000	.407
KM9	.275	.104	-.002	.254	.135	.633	.463	.407	1.000

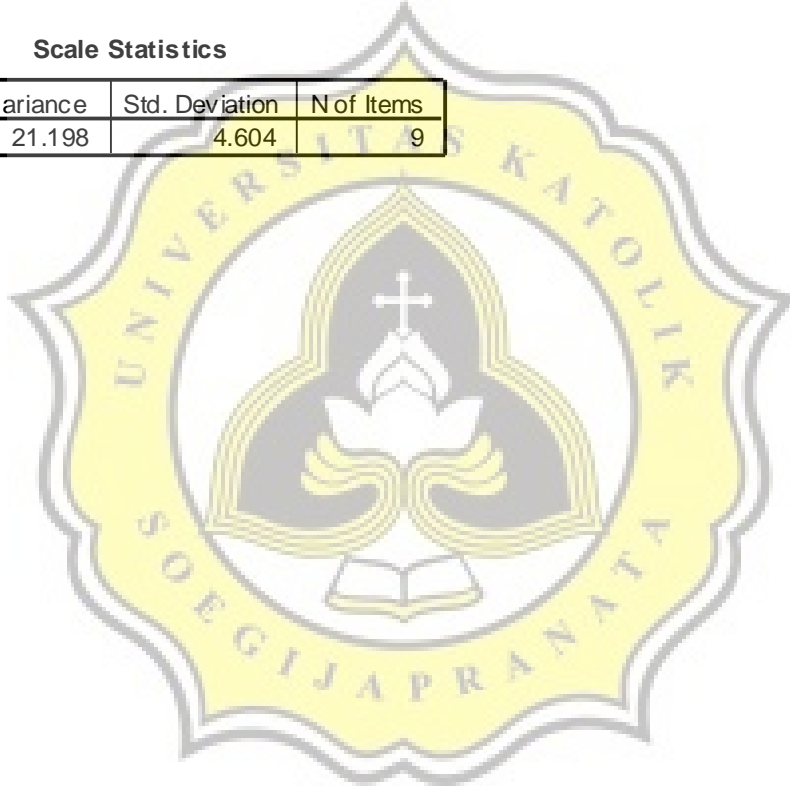
The covariance matrix is calculated and used in the analysis.

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
KM1	33.00	19.133	.302	.357	.821
KM2	32.90	18.157	.463	.457	.807
KM3	33.00	18.733	.379	.299	.815
KM4	33.00	18.000	.473	.493	.805
KM5	33.13	17.316	.482	.459	.804
KM6	33.26	15.265	.662	.663	.780
KM7	33.39	14.912	.693	.605	.775
KM8	33.26	15.065	.693	.584	.775
KM9	33.13	17.583	.474	.489	.805

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
37.26	21.198	4.604	9



## Gaya Kepemimpinan

### Case Processing Summary

		N	%
Cases	Valid	31	100.0
	Excluded <sup>a</sup>	0	.0
	Total	31	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.982	.982	18

### Item Statistics

	Mean	Std. Deviation	N
GK 1	4.84	2.267	31
GK 2	5.06	2.462	31
GK 3	4.97	2.073	31
GK 4	4.90	1.989	31
GK 5	4.61	2.231	31
GK 6	4.90	2.119	31
GK 7	4.81	2.372	31
GK 8	5.10	2.329	31
GK 9	4.97	2.073	31
GK 10	4.45	2.392	31
GK 11	4.65	2.715	31
GK 12	5.35	2.524	31
GK 13	5.42	1.911	31
GK 14	4.84	2.339	31
GK 15	4.58	2.579	31
GK 16	5.23	2.473	31
GK 17	5.03	2.258	31
GK 18	4.55	2.420	31



## Inter-Item Correlation Matrix

	GK 1	GK 2	GK 3	GK 4	GK 5	GK 6	GK 7	GK 8	GK 9	GK 10	GK 11	GK 12	GK 13	GK 14	GK 15	GK 16	GK 17	GK 18
GK 1	1.000	.951	.736	.632	.613	.767	.775	.849	.772	.764	.808	.739	.762	.737	.775	.578	.685	.746
GK 2	.951	1.000	.745	.627	.605	.806	.750	.882	.810	.804	.811	.790	.745	.760	.797	.638	.737	.822
GK 3	.736	.745	1.000	.799	.811	.857	.751	.753	.783	.776	.738	.665	.786	.762	.820	.639	.748	.761
GK 4	.632	.627	.799	1.000	.840	.804	.646	.606	.719	.710	.598	.611	.686	.663	.707	.615	.609	.628
GK 5	.613	.605	.811	.840	1.000	.810	.747	.643	.804	.802	.775	.582	.649	.735	.799	.681	.677	.744
GK 6	.767	.806	.857	.804	.810	1.000	.825	.779	.811	.864	.846	.730	.685	.783	.895	.634	.795	.843
GK 7	.775	.750	.751	.646	.747	.825	1.000	.794	.832	.809	.895	.663	.599	.823	.842	.604	.760	.809
GK 8	.849	.882	.753	.606	.643	.779	.794	1.000	.864	.836	.839	.646	.680	.749	.801	.668	.773	.872
GK 9	.772	.810	.783	.719	.804	.811	.832	.864	1.000	.910	.833	.697	.735	.913	.895	.801	.819	.881
GK 10	.764	.804	.776	.710	.802	.864	.809	.836	.910	1.000	.831	.646	.788	.865	.885	.709	.824	.917
GK 11	.808	.811	.738	.598	.775	.846	.895	.839	.833	.831	1.000	.661	.589	.788	.873	.628	.725	.832
GK 12	.739	.790	.665	.611	.582	.730	.663	.646	.697	.646	.661	1.000	.639	.671	.720	.612	.624	.638
GK 13	.762	.745	.786	.686	.649	.685	.599	.680	.735	.788	.589	.639	1.000	.746	.713	.635	.692	.684
GK 14	.737	.760	.762	.663	.735	.783	.823	.749	.913	.865	.788	.671	.746	1.000	.922	.796	.865	.829
GK 15	.775	.797	.820	.707	.799	.895	.842	.801	.895	.885	.873	.720	.713	.922	1.000	.789	.901	.871
GK 16	.578	.638	.639	.615	.681	.634	.604	.668	.801	.709	.628	.612	.635	.796	.789	1.000	.775	.736
GK 17	.685	.737	.748	.609	.677	.795	.760	.773	.819	.824	.725	.624	.692	.865	.901	.775	1.000	.912
GK 18	.746	.822	.761	.628	.744	.843	.809	.872	.881	.917	.832	.638	.684	.829	.871	.736	.912	1.000

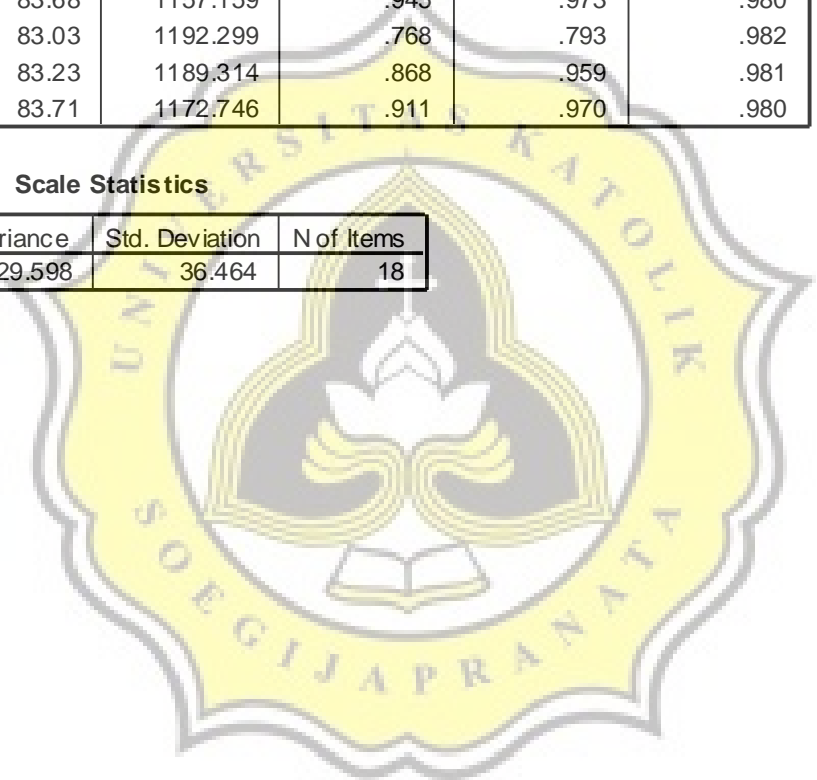
The covariance matrix is calculated and used in the analysis.

**Item -Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
GK 1	83.42	1191.252	.851	.956	.981
GK 2	83.19	1175.161	.879	.969	.981
GK 3	83.29	1201.213	.863	.891	.981
GK 4	83.35	1219.770	.762	.880	.982
GK 5	83.65	1197.837	.821	.925	.981
GK 6	83.35	1191.970	.910	.943	.980
GK 7	83.45	1182.189	.869	.905	.981
GK 8	83.16	1183.740	.876	.928	.981
GK 9	83.29	1191.346	.936	.950	.980
GK 10	83.81	1172.495	.924	.958	.980
GK 11	83.61	1159.578	.880	.952	.981
GK 12	82.90	1191.824	.754	.752	.982
GK 13	82.84	1221.006	.786	.880	.982
GK 14	83.42	1179.252	.902	.943	.980
GK 15	83.68	1157.159	.945	.973	.980
GK 16	83.03	1192.299	.768	.793	.982
GK 17	83.23	1189.314	.868	.959	.981
GK 18	83.71	1172.746	.911	.970	.980

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
88.26	1329.598	36.464	18



## Situasi Kepemimpinan - Hubungan Pemimpin - bawahan

### Case Processing Summary

		N	%
Cases	Valid	31	100.0
	Excluded <sup>a</sup>	0	.0
	Total	31	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.832	.832	3

### Item Statistics

	Mean	Std. Deviation	N
KS HP 1	4.06	.814	31
KS HP 2	3.90	.790	31
KS HP 3	4.29	.783	31

### Inter-Item Correlation Matrix

	KS HP 1	KS HP 2	KS HP 3
KS HP 1	1.000	.736	.493
KS HP 2	.736	1.000	.640
KS HP 3	.493	.640	1.000

The covariance matrix is calculated and used in the analysis

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
KS HP 1	8.19	2.028	.679	.543	.780
KS HP 2	8.35	1.903	.797	.643	.660
KS HP 3	7.97	2.232	.607	.411	.848

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
12.26	4.265	2.065	3

## Situasi Kepemimpinan - Struktur Pekerjaan

### Case Processing Summary

		N	%
Cases	Valid	31	100.0
	Excluded <sup>a</sup>	0	.0
	Total	31	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.746	.772	3

### Item Statistics

	Mean	Std. Deviation	N
KS SP 1	3.68	1.077	31
KS SP 2	3.97	1.016	31
KS SP 3	4.23	.762	31

### Inter-Item Correlation Matrix

	KS SP 1	KS SP 2	KS SP 3
KS SP 1	1.000	.356	.579
KS SP 2	.356	1.000	.656
KS SP 3	.579	.656	1.000

The covariance matrix is calculated and used in the analysis

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
KS SP 1	8.19	2.628	.495	.337	.773
KS SP 2	7.90	2.690	.538	.431	.707
KS SP 3	7.65	2.970	.748	.567	.524

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.87	5.516	2.349	3

## Situasi Kepemimpinan - Position Power

### Case Processing Summary

		N	%
Cases	Valid	31	100.0
	Excluded <sup>a</sup>	0	.0
	Total	31	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.900	.900	3

### Item Statistics

	Mean	Std. Deviation	N
KS PP 1	3.42	1.089	31
KS PP 2	2.87	1.088	31
KS PP 3	3.00	1.065	31

### Inter-Item Correlation Matrix

	KS PP 1	KS PP 2	KS PP 3
KS PP 1	1.000	.723	.805
KS PP 2	.723	1.000	.720
KS PP 3	.805	.720	1.000

The covariance matrix is calculated and used in the analysis

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
KS PP 1	5.87	3.983	.824	.691	.837
KS PP 2	6.42	4.185	.759	.576	.892
KS PP 3	6.29	4.080	.822	.688	.839

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
9.29	8.746	2.957	3

## UJI NORMALITAS

### NPar Tests - Normalitas

#### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		31
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.90142723
Most Extreme Differences	Absolute	.100
	Positive	.079
	Negative	-.100
Kolmogorov-Smirnov Z		.557
Asymp. Sig. (2-tailed)		.916

a. Test distribution is Normal.

b. Calculated from data.



## UJI MULTIKOLONIEARITAS

### Terjadi Multikolonieritas

#### Variables Entered/Removed<sup>d</sup>

Model	Variables Entered	Variables Removed	Method
1	PA dummy, PA total, dummy	.	Enter

- a. All requested variables entered.  
b. Dependent Variable: KM total

#### Model Summary<sup>e</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.505 <sup>a</sup>	.255	.172	4.190	1.509

- a. Predictors: (Constant), PA dummy, PA total, dummy  
b. Dependent Variable: KM total

#### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	161.885	3	53.962	3.073	.045 <sup>a</sup>
	Residual	474.051	27	17.557		
	Total	635.935	30			

- a. Predictors: (Constant), PA dummy, PA total, dummy  
b. Dependent Variable: KM total

#### Coefficients<sup>d</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	24.717	6.511		3.796	.001	11.358	38.076		
	PA total	.454	.263	.464	1.726	.096	-.086	.995	.383	2.613
	dummy	3.769	8.700	.414	.433	.668	-14.082	21.620	.030	33.098
	PA dummy	-.076	.340	-.226	-.222	.826	-.774	.623	.027	37.658

- a. Dependent Variable: KM total

#### Coefficient Correlations<sup>f</sup>

Model			PA dummy	PA total	dummy
1	Correlations	PA dummy	1.000	-.774	-.984
		PA total	-.774	1.000	.737
		dummy	-.984	.737	1.000
	Covariances	PA dummy	.116	-.069	-2.913
		PA total	-.069	.069	1.689
		dummy	-2.913	1.689	75.691

- a. Dependent Variable: KM total

**Collinearity Diagnostics**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	PA total	dummy	PA dummy
1	1	3.479	1.000	.00	.00	.00	.00
	2	.490	2.666	.01	.01	.01	.01
	3	.027	11.303	.12	.12	.14	.11
	4	.004	30.727	.88	.88	.86	.88

a. Dependent Variable: KM total

**Residuals Statistics**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	31.99	39.85	37.26	2.323	31
Residual	-9.169	6.285	.000	3.975	31
Std. Predicted Value	-2.269	1.117	.000	1.000	31
Std. Residual	-2.188	1.500	.000	.949	31

a. Dependent Variable: KM total

**Pengobatan multikolinearitas**

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	PA dummy, PA total	.	Enter

a. All requested variables entered.

b. Dependent Variable: KM total

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.499 <sup>a</sup>	.249	.196	4.129	1.572

a. Predictors: (Constant), PA dummy, PA total

b. Dependent Variable: KM total

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	158.590	2	79.295	4.651	.018 <sup>a</sup>
	Residual	477.346	28	17.048		
	Total	635.935	30			

a. Predictors: (Constant), PA dummy, PA total

b. Dependent Variable: KM total

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	26.828	4.255		6.304	.000	18.111	35.544		
	PA total	.370	.175	.378	2.112	.044	.011	.729	.838	1.193
	PA dummy	.070	.060	.208	1.165	.254	-.053	.192	.838	1.193

a. Dependent Variable: KM total



**Coefficient Correlations<sup>a</sup>**

Model			PA dummy	PA total
1	Correlations	PA dummy	1.000	-.402
		PA total	-.402	1.000
	Covariances	PA dummy	.004	-.004
		PA total	-.004	.031

a. Dependent Variable: KM total

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	PA total	PA dummy
1	1	2.658	1.000	.00	.00	.04
	2	.327	2.850	.02	.01	.85
	3	.014	13.586	.98	.99	.11

a. Dependent Variable: KM total

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	32.11	40.02	37.26	2.299	31
Residual	-9.346	6.894	.000	3.989	31
Std. Predicted Value	-2.241	1.203	.000	1.000	31
Std. Residual	-2.263	1.670	.000	.966	31

a. Dependent Variable: KM total



## UJI HETEROSKEDASTISITAS

### Variables Entered/Removed<sup>b</sup>

Model	Variables Entered	Variables Removed	Method
1	PA dummy, PA total, dummy	.	Enter

- a. All requested variables entered.  
b. Dependent Variable: AbsutPA dummy

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.387 <sup>a</sup>	.149	.055	2.30838	2.366

- a. Predictors: (Constant), PA dummy, PA total, dummy  
b. Dependent Variable: AbsutPA dummy

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.277	3	8.426	1.581	.217 <sup>a</sup>
	Residual	143.873	27	5.329		
	Total	169.149	30			

- a. Predictors: (Constant), PA dummy, PA total, dummy  
b. Dependent Variable: AbsutPA dummy

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	9.686	3.587		2.700	.012	2.326	17.045		
	PA total	-.276	.145	-.545	-1.900	.068	-.573	.022	.383	2.613
	dummy	-3.296	4.793	-.702	-.688	.498	-13.130	6.538	.030	33.098
	PA dummy	.159	.187	.921	.846	.405	-.226	.543	.027	37.658

- a. Dependent Variable: AbsutPA dummy

### Coefficient Correlations<sup>a</sup>

Model			PA dummy	PA total	dummy
1	Correlations	PA dummy	1.000	-.774	-.984
		PA total	-.774	1.000	.737
		dummy	-.984	.737	1.000
	Covariances	PA dummy	.035	-.021	-.884
		PA total	-.021	.021	.513
		dummy	-.884	.513	22.972

- a. Dependent Variable: AbsutPA dummy

### Collinearity Diagnostics<sup>a</sup>

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	PA total	dummy	PA dummy
1	1	3.479	1.000	.00	.00	.00	.00
	2	.490	2.666	.01	.01	.01	.01
	3	.027	11.303	.12	.12	.14	.11
	4	.004	30.727	.88	.88	.86	.88

- a. Dependent Variable: AbsutPA dummy

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.4152	5.2748	3.1531	.91791	31
Residual	-3.53643	6.00051	.00000	2.18992	31
Std. Predicted Value	-1.893	2.312	.000	1.000	31
Std. Residual	-1.532	2.599	.000	.949	31

a. Dependent Variable: AbsutPA dummy

**HASIL UJI HIPOTESIS****Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	PA dummy, PA total	.	Enter

a. All requested variables entered.

b. Dependent Variable: KM total

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.499 <sup>a</sup>	.249	.196	4.129	1.572

a. Predictors: (Constant), PA dummy, PA total

b. Dependent Variable: KM total

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	158.590	2	79.295	4.651	.018 <sup>a</sup>
	Residual	477.346	28	17.048		
	Total	635.935	30			

a. Predictors: (Constant), PA dummy, PA total

b. Dependent Variable: KM total

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	26.828	4.255		6.304	.000	18.111	35.544		
	PA total	.370	.175	.378	2.112	.044	.011	.729	.838	1.193
	PA dummy	.070	.060	.208	1.165	.254	-.053	.192	.838	1.193

a. Dependent Variable: KM total

**Coefficient Correlations<sup>a</sup>**

Model			PA dummy	PA total
1	Correlations	PA dummy	1.000	-.402
		PA total	-.402	1.000
	Covariances	PA dummy	.004	-.004
		PA total	-.004	.031

a. Dependent Variable: KM total

### Collinearity Diagnostics<sup>a</sup>

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	PA total	PA dummy
1	1	2.658	1.000	.00	.00	.04
	2	.327	2.850	.02	.01	.85
	3	.014	13.586	.98	.99	.11

a. Dependent Variable: KM total

### Residuals Statistics<sup>a</sup>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	32.11	40.02	37.26	2.299	31
Residual	-9.346	6.894	.000	3.989	31
Std. Predicted Value	-2.241	1.203	.000	1.000	31
Std. Residual	-2.263	1.670	.000	.966	31

a. Dependent Variable: KM total

### Hasil Uji Gaya Kepemimpinan yang match dengan

### situasi kepemimpinan dalam hubungan partisipasi anggaran terhadap kinerja manajerial

## Regression

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	PA dummy <sup>a</sup>	.	Enter

a. Tolerance = .000 limits reached.

b. Dependent Variable: KM total

### Model Summary<sup>a</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.420 <sup>a</sup>	.176	.121	4.115	1.713

a. Predictors: (Constant), PA dummy

b. Dependent Variable: KM total

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.248	1	54.248	3.204	.094 <sup>a</sup>
	Residual	253.987	15	16.932		
	Total	308.235	16			

a. Predictors: (Constant), PA dummy

b. Dependent Variable: KM total

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	28.486	5.667		5.027	.000	16.407	40.565	1.000	1.000
	PA dummy	.379	.212	.420	1.790	.094	-.072	.830	1.000	1.000

a. Dependent Variable: KM total

**Excluded Variables<sup>b</sup>**

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	PA total	. <sup>a</sup>	.	.	.	.000	.	.000

a. Predictors in the Model: (Constant), PA dummy

b. Dependent Variable: KM total

**Coefficient Correlations<sup>a</sup>**

Model		PA dummy	
1	Correlations	PA dummy	1.000
	Covariances	PA dummy	.045

a. Dependent Variable: KM total

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	PA dummy
1	1	1.984	1.000	.01	.01
	2	.016	11.268	.99	.99

a. Dependent Variable: KM total

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	33.03	39.85	38.47	1.841	17
Residual	-5.716	5.968	.000	3.984	17
Std. Predicted Value	-2.953	.750	.000	1.000	17
Std. Residual	-1.389	1.450	.000	.968	17

a. Dependent Variable: KM total

**Hasil Uji Regresi Gaya Kepemimpinan Task Oriented yang match dengan****situasi kepemimpinan dalam hubungan partisipasi anggaran terhadap kinerja manajerial****Regression****Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	PA dummy <sup>a</sup>	.	Enter

a. Tolerance = .000 limits reached.

b. Dependent Variable: KM total

**Model Summary<sup>a</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.680 <sup>a</sup>	.463	.414	3.522	1.612

- a. Predictors: (Constant), PA dummy
- b. Dependent Variable: KM total

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117.541	1	117.541	9.475	.011 <sup>a</sup>
	Residual	136.459	11	12.405		
	Total	254.000	12			

- a. Predictors: (Constant), PA dummy
- b. Dependent Variable: KM total

**Coefficients<sup>c</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	13.774	7.931		1.737	.110	-3.681	31.229		
	PA dummy	.897	.291	.680	3.078	.011	.256	1.539	1.000	1.000

- a. Dependent Variable: KM total

**Excluded Variables<sup>b</sup>**

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	PA total	.a	.	.	.	.000	.	.000

- a. Predictors in the Model: (Constant), PA dummy
- b. Dependent Variable: KM total

**Coefficient Correlations<sup>c</sup>**

Model		PA dummy	
1	Correlations	PA dummy	1.000
	Covariances	PA dummy	.085

- a. Dependent Variable: KM total

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	PA dummy
1	1	1.992	1.000	.00	.00
	2	.008	16.175	1.00	1.00

- a. Dependent Variable: KM total

**Residuals Statistics<sup>c</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	29.92	40.69	38.00	3.130	13
Residual	-5.000	4.308	.000	3.372	13
Std. Predicted Value	-2.580	.860	.000	1.000	13
Std. Residual	-1.420	1.223	.000	.957	13

- a. Dependent Variable: KM total

**Hasil Uji Regresi Gaya Kepemimpinan *Relationship Oriented* yang *match* dengan situasi kepemimpinan dalam hubungan partisipasi anggaran terhadap kinerja manajerial**

**Regression**

**Variables Entered/Removed<sup>d</sup>**

Model	Variables Entered	Variables Removed	Method
1	PA dummy <sup>a</sup>	.	Enter

- a. Tolerance = .000 limits reached.
- b. Dependent Variable: KM total

**Model Summary<sup>f</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.310 <sup>a</sup>	.096	-.356	4.357	1.652

- a. Predictors: (Constant), PA dummy
- b. Dependent Variable: KM total

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.029	1	4.029	.212	.690 <sup>a</sup>
	Residual	37.971	2	18.986		
	Total	42.000	3			

- a. Predictors: (Constant), PA dummy
- b. Dependent Variable: KM total

**Coefficients<sup>c</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		95% Confidence Interval for B		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	36.631	7.631		4.800	.041	3.798	69.464		
	PA dummy	.139	.302	.310	.461	.690	-1.159	1.437	1.000	1.000

- a. Dependent Variable: KM total

**Excluded Variables<sup>g</sup>**

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	PA total	. <sup>a</sup>	.	.	.	.000	.	.000

- a. Predictors in the Model: (Constant), PA dummy
- b. Dependent Variable: KM total

**Coefficient Correlations<sup>h</sup>**

Model		PA dummy	
1	Correlations	PA dummy	1.000
	Covariances	PA dummy	.091

- a. Dependent Variable: KM total

### Collinearity Diagnostics<sup>a</sup>

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	PA dummy
1	1	1.958	1.000	.02	.02
	2	.042	6.859	.98	.98

a. Dependent Variable: KM total

### Residuals Statistics<sup>a</sup>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	38.30	40.80	40.00	1.159	4
Residual	-4.243	4.340	.000	3.558	4
Std. Predicted Value	-1.469	.689	.000	1.000	4
Std. Residual	-.974	.996	.000	.816	4

a. Dependent Variable: KM total

## Hasil Uji Regresi Gaya Kepemimpinan yang tidak *match* dengan situasi kepemimpinan dalam hubungan partisipasi anggaran terhadap kinerja manajerial

### Regression

#### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	PA total <sup>b</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: KM total

#### Model Summary<sup>a</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.438 <sup>a</sup>	.192	.125	4.282	2.232

a. Predictors: (Constant), PA total

b. Dependent Variable: KM total

#### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.293	1	52.293	2.852	.117 <sup>a</sup>
	Residual	220.064	12	18.339		
	Total	272.357	13			

a. Predictors: (Constant), PA total

b. Dependent Variable: KM total



**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	24.717	6.654		3.715	.003	10.219	39.215		
	PA total	.454	.269	.438	1.689	.117	-.132	1.041	1.000	1.000

a. Dependent Variable: KM total

**Coefficient Correlations**

Model		PA total
1	Correlations	PA total
		1.000
	Covariances	PA total
		.072

a. Dependent Variable: KM total

**Collinearity Diagnostics**

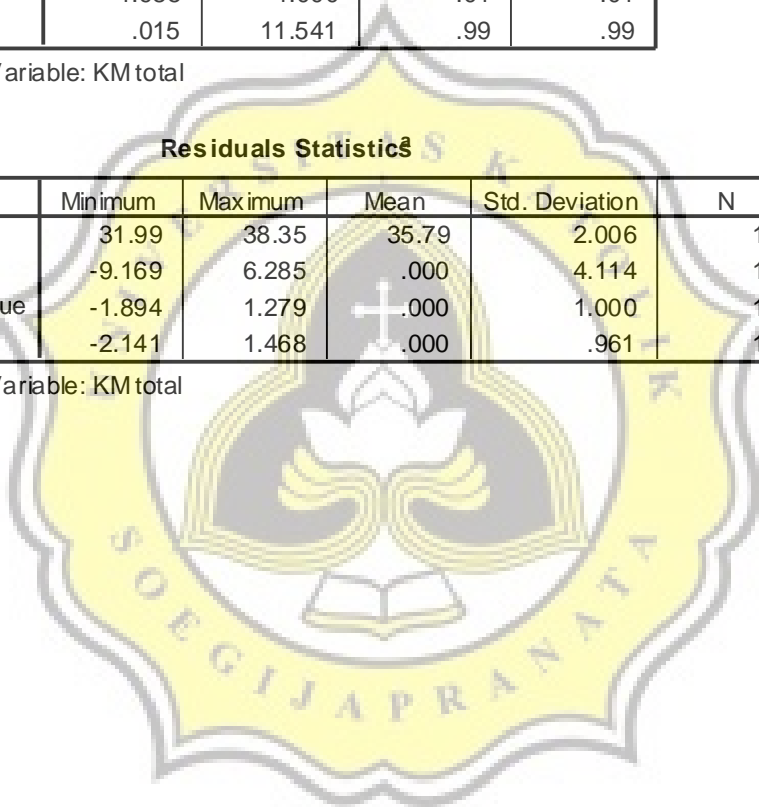
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	PA total
1	1	1.985	1.000	.01	.01
	2	.015	11.541	.99	.99

a. Dependent Variable: KM total

**Residuals Statistics**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	31.99	38.35	35.79	2.006	14
Residual	-9.169	6.285	.000	4.114	14
Std. Predicted Value	-1.894	1.279	.000	1.000	14
Std. Residual	-2.141	1.468	.000	.961	14

a. Dependent Variable: KM total



**POPULASI DAN SAMPEL PENELITIAN**

<b>No</b>	<b>Nama Rumah Sakit Publik di Semarang</b>	<b>Kesediaan Berpartisipasi dalam pengisian kuesioner</b>	<b>Jumlah Karyawan yang Ikut Berpartisipasi dalam Pembuatan Anggaran</b>
1	RSU Dr Karyadi	Tidak Bersedia	-
2	RS Sultan Agung Semarang	Tidak Bersedia	-
3	RS St Elisabeth Semarang	Tidak Bersedia	-
4	RSU Roemani	Tidak Bersedia	-
5	RS William Booth	Tidak Bersedia	-
6	RS Panti Wilasa "Citarum"	Tidak Bersedia	-
7	RS Telogorejo	Tidak Bersedia	-
8	RSJD Dr Amino Gondhohutomo	Bersedia	20 Orang
9	RS DAM VII Semarang	Tidak Bersedia	-
10	RSIA Mardi Waluyo	Tidak Bersedia	-
11	RS Akabri Pol Semarang	Tidak Bersedia	-
12	RSIA Bahagia Semarang	Tidak Bersedia	-
13	RS Panti Wilasa "Dr.Cipto"	Tidak Bersedia	-
14	RSB Anugerah	Tidak Bersedia	-
15	RSB Bunda Semarang	Tidak Bersedia	-
16	RSK THT Wira Husada	Tidak Bersedia	-
17	RSK THT Dharma Usadha	Tidak Bersedia	-
18	RSB Gunung Sawo I	Tidak Bersedia	-
19	RS Jiwa Puri Asih	Tidak Bersedia	-
20	RS Dr Harsdhanudibroto	Tidak Bersedia	-
21	RSU Kodya Semarang	Bersedia	35 Orang
22	RSB Kusuma	Tidak Bersedia	-
23	RSU Daerah Tugu	Tidak Bersedia	-

