

## LAMPIRAN

Lampiran 1: daftar nama bank

A. Daftar nama bank yang diberi kuesioner:

1. Bank Artha Graha
2. Bank Bukopin
3. Bank Bumi Arta
4. Bank Central Asia
5. Bank CIMB Niaga
6. Bank Danamon Indonesia
7. Bank DBS Indonesia
8. Bank Ekonomi Raharja
9. Bank Ganesha
10. Bank Jawa Barat
11. Bank Jateng
12. Bank KEB Hana Indonesia
13. Bank Kesejahteraan Ekonomi
14. Bank Mas
15. Bank Maspion Indonesia
16. Bank Mayapada International
17. Bank Maybank
18. Bank Mega
19. Bank Negara Indonesia
20. Bank OCBC NISP
21. Bank Panin
22. Bank Permata
23. Bank Prima
24. Bank Rakyat Indonesia
25. Bank Sinar Mas
26. Bank Standard Chartered
27. Bank Tabungan Negara
28. Bank UOB Indonesia
29. Bank Windu Kentjana
30. Bank Yudha Bhakti
31. BKM Arta Kawula
32. BPR Artha Mutiara
33. BPR Artho Merthoyudan
34. BPR Arto Moro
35. BPR BKK Semarang

36. BPR Estetika Artha Guna
37. BPR Gunung Merbabu
38. BPR Gunung Rizki
39. BPR Jateng
40. BPR Kartasura Saribumi
41. BPR Kedung Arto
42. BPR Mandiri Artha Abadi
43. BPR Muncul Artha Sejahtera
44. BPR Restu Artha Makmur
45. BPR Semarang Margatama Gunadana
46. BPR Setia Karib Abadi
47. BPR Syariah Mitra Harmoni
48. BPR Syariah Suriah
49. BPR Weleri Makmur
50. Centratama National Bank

Sumber : Data primer yang diolah, 2016

B. Daftar nama bank yang berpartisipasi dalam pengisian kuesioner:

1. Bank Artha Graha
2. Bank Bukopin
3. Bank Bumi Arta
4. Bank Central Asia
5. Bank CIMB Niaga
6. Bank Danamon Indonesia
7. Bank DBS Indonesia
8. Bank Ekonomi Raharja
9. Bank Jateng
10. Bank KEB Hana Indonesia
11. Bank Kesejahteraan Ekonomi
12. Bank Mas
13. Bank Maspion Indonesia
14. Bank Mayapada International
15. Bank Maybank
16. Bank Negara Indonesia
17. Bank OCBC NISP
18. Bank Panin
19. Bank Permata

20. Bank Rakyat Indonesia
21. Bank Sinar Mas
22. Bank Standard Chartered
23. Bank UOB Indonesia
24. Bank Windu Kentjana
25. BPR Artho Merthoyudan
26. BPR BKK Semarang
27. BPR Gunung Merbabu
28. BPR Gunung Rizki
29. BPR Jateng
30. BPR Kartasura Saribumi
31. BPR Kedung Arto
32. BPR Restu Artha Makmur
33. BPR Semarang Margatama Gunadana
34. BPR Setia Karib Abadi
35. BPR Syariah Mitra Harmoni
36. BPR Weleri Makmur
37. Centratama National Bank

Sumber : Data primer yang diolah, 2016

C. Daftar nama bank yang tidak berpartisipasi dalam pengisian kuesioner:

1. Bank Ganesha
2. Bank Jawa Barat
3. Bank Mega
4. Bank Prima
5. Bank Tabungan Negara
6. Bank Yudha Bhakti
7. BKM Arta Kawula
8. BPR Artha Mutiara
9. BPR Arto Moro
10. BPR Estetika Artha Guna
11. BPR Mandiri Artha Abadi
12. BPR Muncul Artha Sejahtera
13. BPR Syariah Suriah

Sumber : Data primer yang diolah, 2016

Lampiran 2:

1. Karakteristik Responden

No.	Karakteristik	Grouping Variable	Jumlah Responden
1	Jenis kelamin	Laki – Laki	18
		Perempuan	19
2	Usia	21 – 30 tahun	12
		31 – 40 tahun	12
		41 – 50 tahun	10
		> 50 tahun	3
4	Lama bekerja	1 – 2 tahun	4
		3 – 4 tahun	6
		5 – 6 tahun	8
		> 6 tahun	19

Sumber :Data primer yang diolah, 2016

2. Tabulasi Data Nilai Jawaban Responden Mengenai Variabel Bebas Kepemimpinan Transaksional

No	Nama Bank	TOTAL TS
1.	BCA	8
2.	Panin	12
3.	BNI	14
4.	Bank Mas	9
5.	Kesejahteraan Ekonomi	11
6.	Hana Bank	13
7.	May bank	6
8.	Bank Ekonomi	10
9.	Standart Charter	7
10.	CNB	12
11.	Permata	10
12.	BPR Restu Artha Makmur	12
13.	BRI	12
14.	BPR Gunung Rizki	15
15.	Bukopin	11
16.	OCBC NISP	13
17.	Mayapada	11
18.	Bumi Arta	12
19.	DBS	12
20.	BPR Artha Mertoyudan	13
21.	Bank Jateng	5
22.	BPR Jateng	12
23.	BPR Gunung Merbabu	15
24.	BPR Semarang Margatama	12
25.	Arthagraha	3
26.	BPR Kartasura Saribumi	14
27.	BPRS MHS	12
28.	Sinar Mas	11
29.	Bank Windu	3
30.	Danamon	12
31.	BPR Setia Karib Abadi	12
32.	Maspion	12
33.	BPR Kota Semarang	10
34.	BPR Weleri Makmur	13
35.	BPR Kedung Arto	15
36.	CIMB Niaga	12
37.	UOB	11
	Jumlah	407

Sumber : Data primer yang diolah, 2016

3. Tabulasi Data Nilai Jawaban Responden Mengenai Variabel Bebas Kepemimpinan Transformasional

No	Nama Bank	TOTAL TF
1.	BCA	30
2.	Panin	26
3.	BNI	27
4.	Bank Mas	24
5.	Kesejahteraan Ekonomi	22
6.	Hana Bank	26
7.	May bank	28
8.	Bank Ekonomi	26
9.	Standart Charter	25
10.	CNB	23
11.	Permata	23
12.	BPR Restu Artha Makmur	24
13.	BRI	24
14.	BPR Gunung Rizki	25
15.	Bukopin	24
16.	OCBC NISP	27
17.	Mayapada	24
18.	Bumi Arta	26
19.	DBS	23
20.	BPR Artha Mertoyudan	26
21.	Bank Jateng	10
22.	BPR Jateng	28
23.	BPR Gunung Merbabu	30
24.	BPR Semarang Margatama	27
25.	Arthagraha	30
26.	BPR Kartasura Saribumi	25
27.	BPRS MHS	24
28.	Sinar Mas	27
29.	Bank Windu	30
30.	Danamon	23
31.	BPR Setia Karib Abadi	24
32.	Maspion	22
33.	BPR Kota Semarang	23
34.	BPR Weleri Makmur	25
35.	BPR Kedung Arto	26
36.	CIMB Niaga	24
37.	UOB	27
	Jumlah	928

Sumber :  
Data primer  
yang diolah,

2016

4. Tabulasi Data Nilai Jawaban Responden Mengenai Variabel Bebas Inovasi

No	Nama Bank	TOTAL I
1.	BCA	25
2.	Panin	20
3.	BNI	25
4.	Bank Mas	20
5.	Kesejahteraan Ekonomi	24
6.	Hana Bank	20
7.	May bank	23
8.	Bank Ekonomi	19
9.	Standart Charter	21
10.	CNB	21
11.	Permata	23
12.	BPR Restu Artha Makmur	21
13.	BRI	21
14.	BPR Gunung Rizki	20
15.	Bukopin	22
16.	OCBC NISP	21
17.	Mayapada	23
18.	Bumi Arta	21
19.	DBS	19
20.	BPR Artha Mertoyudan	20
21.	Bank Jateng	8
22.	BPR Jateng	20
23.	BPR Gunung Merbabu	25
24.	BPR Semarang Margatama	20
25.	Arthagraha	24
26.	BPR Kartasura Saribumi	21
27.	BPRS MHS	20
28.	Sinar Mas	21
29.	Bank Windu	21

30.	Danamon	24
31.	BPR Setia Karib Abadi	19
32.	Maspion	24
33.	BPR Kota Semarang	20
34.	BPR Weleri Makmur	20
35.	BPR Kedung Arto	21
36.	CIMB Niaga	21
37.	UOB	23
	Jumlah	781

Sumber : Data primer yang diolah, 2016

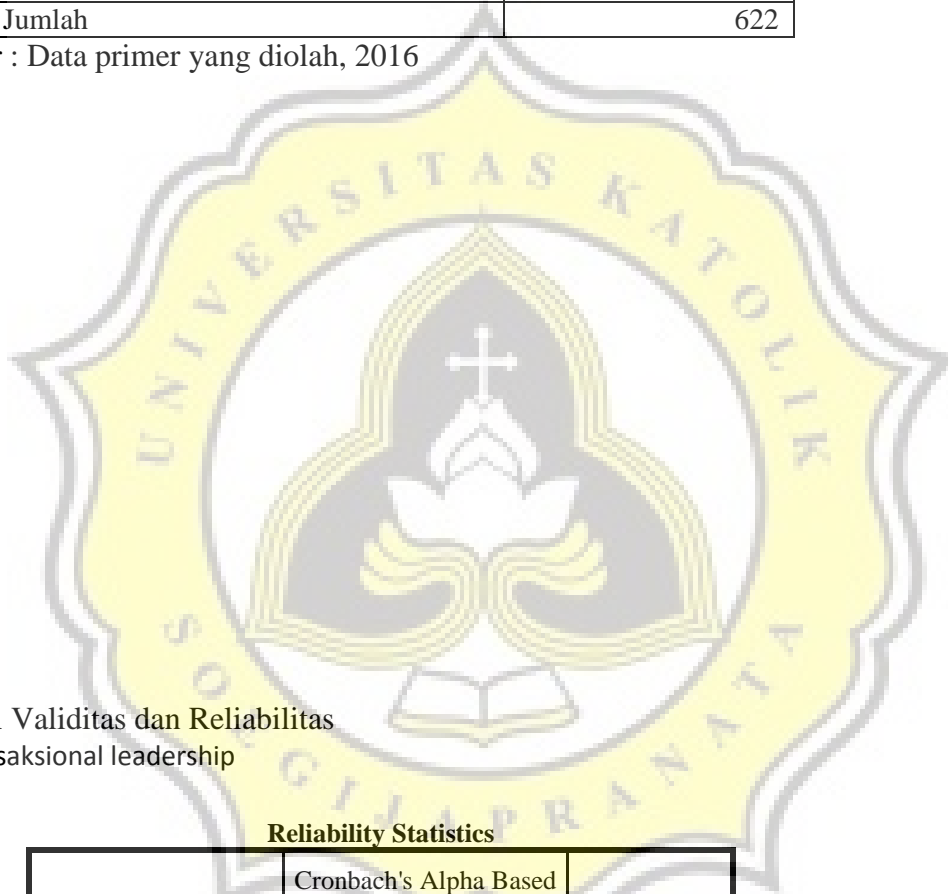
5. Tabulasi Data Nilai Jawaban Responden Mengenai Variabel Terikat Kinerja Bisnis

No	Nama Bank	TOTAL KB
1.	BCA	18
2.	Panin	13
3.	BNI	14
4.	Bank Mas	24
5.	Kesejahteraan Ekonomi	14
6.	Hana Bank	22
7.	May bank	19
8.	Bank Ekonomi	10
9.	Standart Charter	14
10.	CNB	12
11.	Permata	13
12.	BPR Restu Artha Makmur	21
13.	BRI	20
14.	BPR Gunung Rizki	19
15.	Bukopin	16
16.	OCBC NISP	20
17.	Mayapada	20
18.	Bumi Arta	19
19.	DBS	17
20.	BPR Artha Mertoyudan	17
21.	Bank Jateng	21
22.	BPR Jateng	17
23.	BPR Gunung Merbabu	17
24.	BPR Semarang Margatama	11
25.	Arthagraha	16
26.	BPR Kartasura Saribumi	18
27.	BPRS MHS	11



28.	Sinar Mas	20
29.	Bank Windu	17
30.	Danamon	16
31.	BPR Setia Karib Abadi	19
32.	Maspion	19
33.	BPR Kota Semarang	19
34.	BPR Weleri Makmur	17
35.	BPR Kedung Arto	19
36.	CIMB Niaga	10
37.	UOB	13
	Jumlah	622

Sumber : Data primer yang diolah, 2016



### Lampiran 3: Uji Validitas dan Reliabilitas

#### 1. Transaksional leadership

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.936	.938	3

##### 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
ts1	7.22	3.952	.848	.768	.924
ts2	7.27	4.092	.925	.856	.866
ts4	7.51	4.035	.837	.742	.932

Sumber : Output SPSS versi 23.00

2. Transformational leadership

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.866	.869	6

**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
tf1	20.95	7.497	.666	.548	.846
tf2	20.95	8.219	.738	.645	.831
tf3	20.57	8.030	.666	.523	.842
tf5	20.95	9.108	.586	.469	.857
tf6	20.95	8.386	.636	.602	.848
tf7	21.05	8.053	.714	.670	.834

Sumber : Output SPSS versi 23.00

3. Inovasi

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.871	.880	4

**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
i1	12.70	3.215	.714	.540	.846
i2	12.73	3.092	.777	.693	.816
i3	12.81	3.824	.769	.671	.826

i6	13.00	4.000	.700	.517	.850
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Sumber : Output SPSS versi 23.00

#### 4. Kinerja bisnis

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.618	.606	5

##### 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
kb1	16.00	2.833	.376	.492	.567
kb2	15.62	2.297	.672	.572	.369
kb3	15.43	3.530	.256	.197	.616
kb4	15.22	3.341	.311	.135	.593
kb5	15.14	3.620	.271	.105	.609

Sumber : Output SPSS versi 23.00

#### Lampiran 4: Statistik Deskriptif

##### 1. Transaksional leadership

##### Descriptive Statistics

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
ts1	37	4	1	5	3.78	.178	1.084	1.174
ts2	37	4	1	5	3.73	.163	.990	.980
ts4	37	4	1	5	3.49	.176	1.070	1.146
Valid N (listwise)	37							

Sumber : Output SPSS versi 23.00

2. Transformasional leadership

**Descriptive Statistics**

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
tf1	37	4	1	5	4.14	.146	.887	.787
tf2	37	3	2	5	4.14	.111	.673	.453
tf3	37	4	1	5	4.51	.126	.768	.590
tf5	37	3	2	5	4.14	.096	.585	.342
tf6	37	3	2	5	4.14	.117	.713	.509
tf7	37	3	2	5	4.03	.119	.726	.527
Valid N (listwise)	37							

Sumber :Output SPSS versi 23.00

3. Inovasi

**Descriptive Statistics**

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
i1	37	4	1	5	4.38	.136	.828	.686
i2	37	4	1	5	4.35	.135	.824	.679
i3	37	3	2	5	4.27	.100	.608	.369
i6	37	3	2	5	4.08	.098	.595	.354
Valid N (listwise)	37							

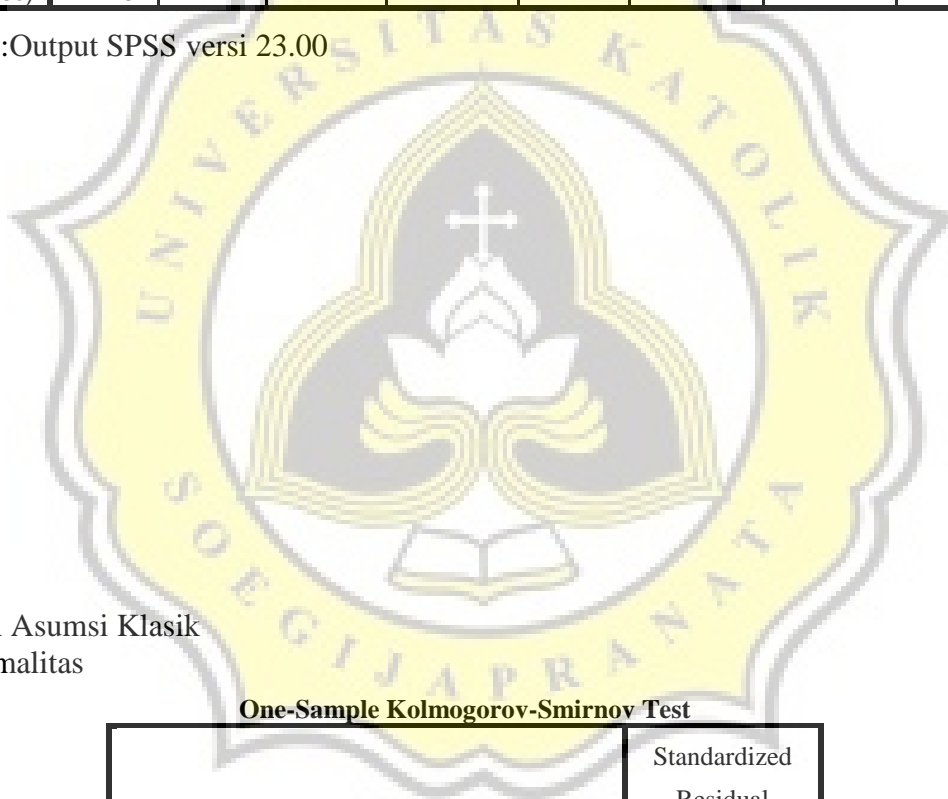
Sumber :Output SPSS versi 23.00

4. Kinerja bisnis

**Descriptive Statistics**

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
kb1	37	3	2	5	3.35	.130	.789	.623
kb2	37	3	2	5	3.73	.126	.769	.592
kb3	37	2	3	5	3.92	.098	.595	.354
kb4	37	2	3	5	4.14	.104	.631	.398
kb5	37	2	3	5	4.22	.088	.534	.285
Valid N (listwise)	37							

Sumber :Output SPSS versi 23.00



Lampiran 5: Uji Asumsi Klasik

1. Uji Normalitas

**One-Sample Kolmogorov-Smirnov Test**

		Standardized Residual
N		37
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.95742711
Most Extreme Differences	Absolute	.081
	Positive	.081
	Negative	-.054
Test Statistic		.081
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Sumber : Output SPSS versi 23.00

## 2. Uji Heteroskedastisitas

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.114	3	.705	.414	.744 <sup>b</sup>
	Residual	56.189	33	1.703		
	Total	58.304	36			

- a. Dependent Variable: abs\_res
- b. Predictors: (Constant), I, TS, TF

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.337	1.853		.722	.476
	TS	.062	.074	.144	.841	.406
	TF	-.064	.090	-.170	-.711	.482
	I	.071	.124	.137	.574	.570

- a. Dependent Variable: abs\_res

Sumber : Output SPSS versi 23.00

## 3. Uji Multikolinearitas

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	19.993	3.100		6.449	.000		
	TS	-.011	.123	-.016	-.091	.928	.996	1.004
	TF	-.117	.150	-.188	-.781	.440	.511	1.958
	I	.142	.208	.165	.682	.500	.509	1.963

- a. Dependent Variable: KB

Sumber : Output SPSS versi 23.00

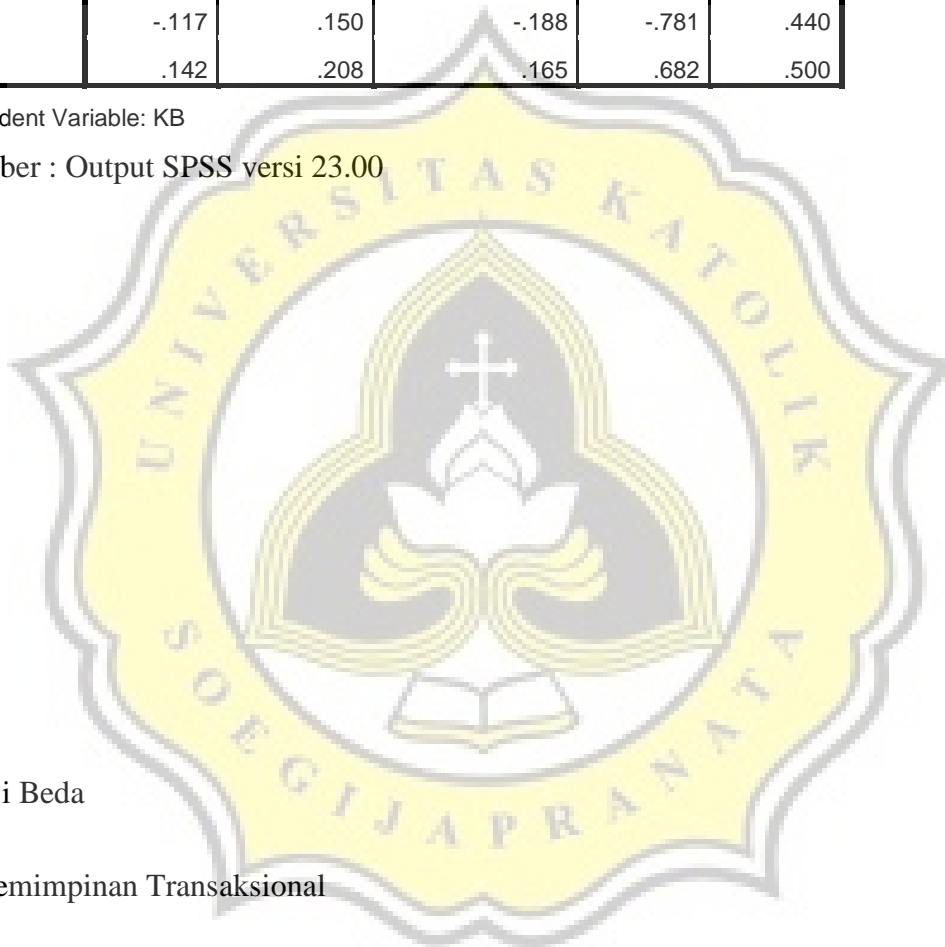
4. Uji Hipotesis

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

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	19.993	3.100		6.449	.000
TS	-.011	.123	-.016	-.091	.928
TF	-.117	.150	-.188	-.781	.440
I	.142	.208	.165	.682	.500

a. Dependent Variable: KB

Sumber : Output SPSS versi 23.00



Lampiran 6 : Uji Beda

1. Gender

a. Kepemimpinan Transaksional

**Group Statistics**

	gender	N	Mean	Std. Deviation	Std. Error Mean
TS	laki-laki	18	10.9444	3.42091	.80632
	perempuan	19	11.0526	2.54894	.58477

**Independent Samples Test**

	Levene's Test for Equality of Variances	t-test for Equality of Means
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	F	Sig.	t	df	Sig. (2- tailed )	Mean Differenc e	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
TS Equal variances assumed	1.448	.237	-.109	35	.913	-.10819	.98815	-2.11424	1.89786
Equal variances not assumed			-.109	31.386	.914	-.10819	.99604	-2.13861	1.92224

Sumber : Output SPSS versi 23.00

b. Kepemimpinan Transformasional

**Group Statistics**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
TF	laki-laki	18	25.0556	4.37200	1.03049
	perempuan	19	25.1053	2.23345	.51239

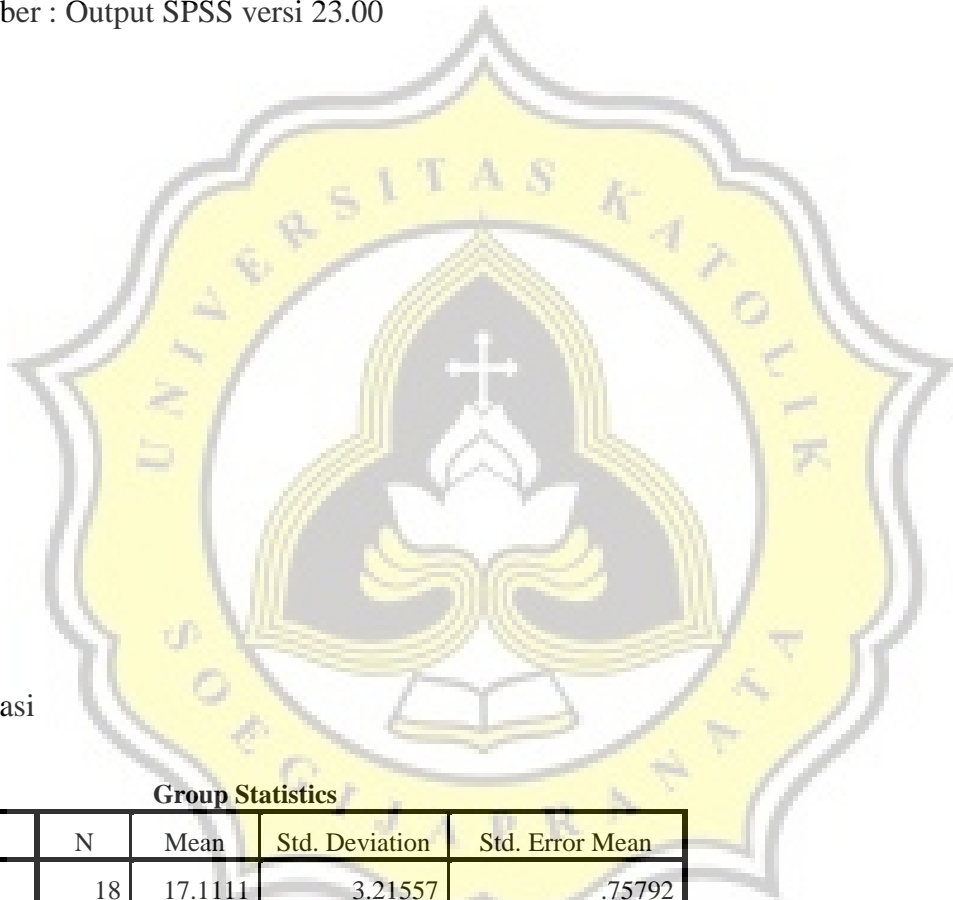
**Independent Samples Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	T	Df	Sig. (2- tailed)	Mean Differenc e	Std. Error Differenc e	95% Confidence Interval of the Difference	



									Lower	Upper
TF	Equal variances assumed	1.442	.238	-.044	35	.965	-.04971	1.13224	-2.34828	2.24886
	Equal variances not assumed			-.043	25.002	.966	-.04971	1.15085	-2.41992	2.32050

Sumber : Output SPSS versi 23.00



c. Inovasi

**Group Statistics**

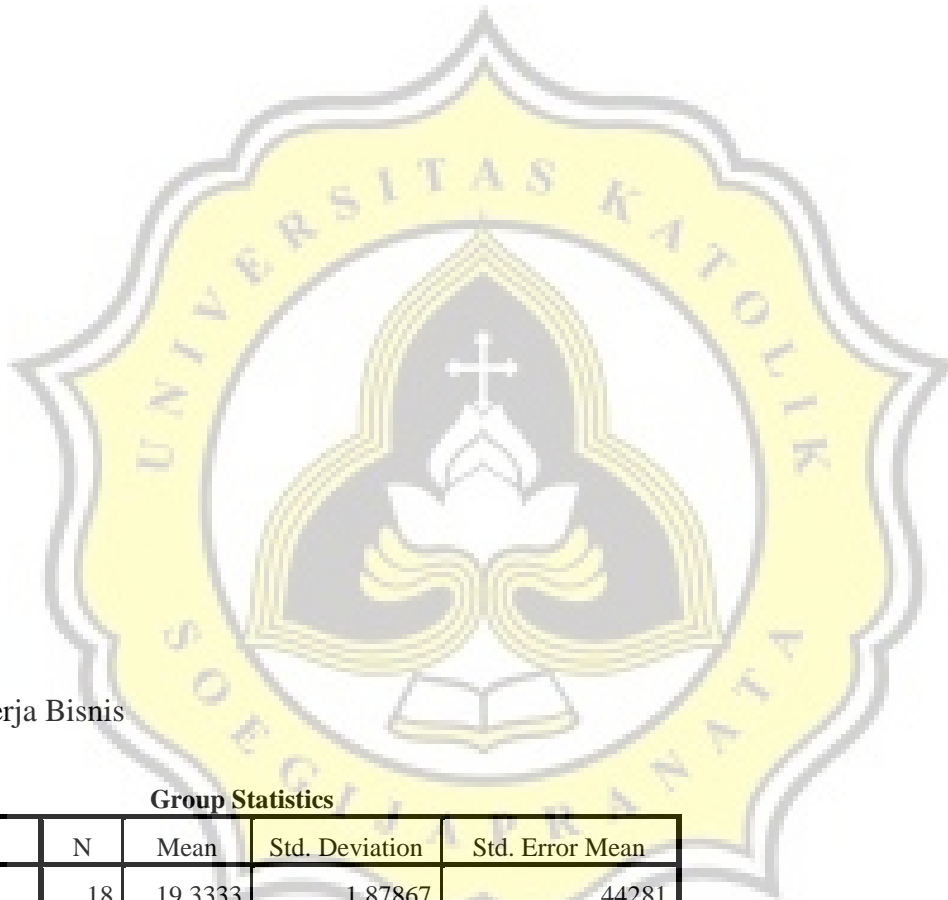
	gender	N	Mean	Std. Deviation	Std. Error Mean
I	laki-laki	18	17.1111	3.21557	.75792
	perempuan	19	17.0526	1.50826	.34602

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper

I	Equal variances assumed	1.239	.273	.071	35	.943	.05848	.81848	-1.60312	1.72008
	Equal variances not assumed			.070	23.847	.945	.05848	.83317	-1.66168	1.77864

Sumber : Output SPSS versi 23.00



d. Kinerja Bisnis

**Group Statistics**

	gender	N	Mean	Std. Deviation	Std. Error Mean
KB	laki-laki	18	19.3333	1.87867	.44281
	perempuan	19	19.3684	2.36198	.54188

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference

									Lower	Upper
KB	Equal variances assumed	1.085	.305	-.050	35	.961	-.03509	.70418	-1.46465	1.39448
	Equal variances not assumed			-.050	34.009	.960	-.03509	.69979	-1.45722	1.38704

Sumber : Output SPSS versi 23.00



## 2. Usia

### a. Kepemimpinan Transaksional

#### Group Statistics

	Usia	N	Mean	Std. Deviation	Std. Error Mean
TS	kurang dari 40 th	24	11.8333	2.01444	.41120
	lebih dari 40 th	13	9.4615	3.82133	1.05985

#### Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper

TS	Equal variances assumed	12.757	.001	2.486	35	.018	2.37179	.95392	.43523	4.30836
	Equal variances not assumed			2.086	15.699	.054	2.37179	1.13682	-.04191	4.78550

Sumber : Output SPSS versi 23.00

b. Kepemimpinan Transformasional

**Group Statistics**

	Usia	N	Mean	Std. Deviation	Std. Error Mean
TF	kurang dari 40 th	24	25.2917	2.01039	.41037
	lebih dari 40 th	13	24.6923	5.15404	1.42947

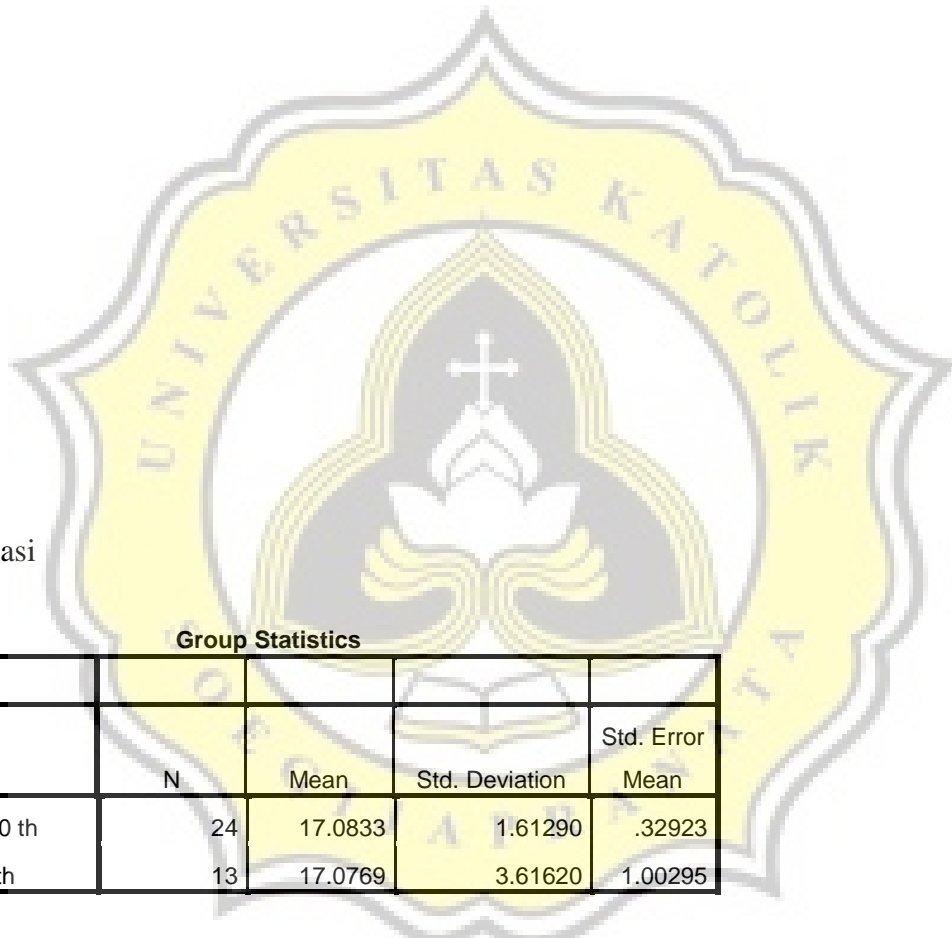
**Independent Samples Test**

Levene's Test for Equality of Variances		t-test for Equality of Means							
F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
							Lower	Upper	

TF	Equal variances assumed	2.873	.099	.507	35	.615	.59936	1.18112	-1.79844	2.99716
	Equal variances not assumed			.403	14.010	.693	.59936	1.48721	-2.59018	3.78890

Sumber : Output SPSS versi 23.00

c. Inovasi



**Group Statistics**

	Usia	N	Mean	Std. Deviation	Std. Error Mean
I	kurang dari 40 th	24	17.0833	1.61290	.32923
	lebih dari 40 th	13	17.0769	3.61620	1.00295

**Independent Samples Test**

Levene's Test for Equality of Variances		t-test for Equality of Means							
F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
							Lower	Upper	

Equal variances assumed	1.557	.220	.007	35	.994	.00641	.85699	-1.73337	1.74619
Equal variances not assumed			.006	14.637	.995	.00641	1.05561	-2.24844	2.26126

Sumber : Output SPSS versi 23.00

d. Kinerja Bisnis

**Group Statistics**

Usia	N	Mean	Std. Deviation	Std. Error Mean
KB kurang dari 40 th	24	19.3333	2.29682	.46884
lebih dari 40 th	13	19.3846	1.80455	.50049

**Independent Samples Test**

Levene's Test for Equality of Variances		t-test for Equality of Means						
F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper

KB	Equal variances assumed	.807	.375	-.070	35	.945	-.05128	.73723	-1.54795	1.44538
	Equal variances not assumed			-.075	30.177	.941	-.05128	.68578	-1.45150	1.34893

Sumber : Output SPSS versi 23.00



3. Lama Bekerja
  - a. Kepemimpinan Transaksional

**Group Statistics**

	Lama_Bekerja	N	Mean	Std. Deviation	Std. Error Mean
TS	kurang dari 6 tahun	18	12.1667	1.42457	.33578
	lebih dari 6 tahun	19	9.8947	3.60393	.82680

**Independent Samples Test**

Levene's Test for Equality of Variances		t-test for Equality of Means							
								95% Confidence Interval of the Difference	
F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference		Lower	Upper

TS	Equal variances assumed	15.205	.000	2.495	35	.017	2.27193	.91066	.42319	4.12067
	Equal variances not assumed			2.546	23.743	.018	2.27193	.89238	.42910	4.11476

Sumber : Output SPSS versi 23.00

b. Kepemimpinan Transformasional

**Group Statistics**

	Lama_Bekerja	N	Mean	Std. Deviation	Std. Error Mean
TF	kurang dari 6 tahun	18	25.1111	2.05480	.48432
	lebih dari 6 tahun	19	25.0526	4.36493	1.00138

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper



TF	Equal variances assumed	1.449	.237	.052	35	.959	.05848	1.13223	-2.24007	2.35702
	Equal variances not assumed			.053	25. 90 5	.958	.05848	1.11236	-2.22841	2.34537

Sumber : Output SPSS versi 23.00



c. Inovasi

**Group Statistics**

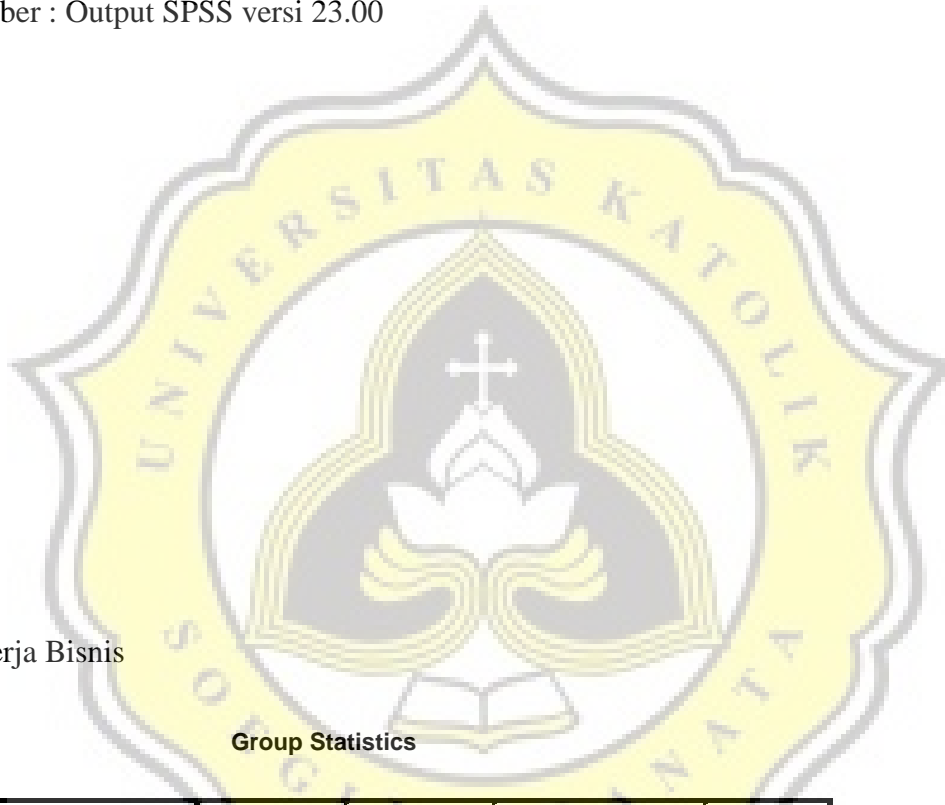
	Lama_Bekerja	N	Mean	Std. Deviation	Std. Error Mean
I	kurang dari 6 tahun	18	17.1111	1.64098	.38678
	lebih dari 6 tahun	19	17.0526	3.08173	.70700

**Independent Samples Test**

Levene's Test for Equality of Variances		t-test for Equality of Means						
F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	

								Lower	Upper	
l	Equal variances assumed	.884	.353	.071	35	.943	.05848	.81848	-1.60312	1.72008
	Equal variances not assumed			.073	27.755	.943	.05848	.80588	-1.59295	1.70991

Sumber : Output SPSS versi 23.00



d. Kinerja Bisnis

**Group Statistics**

	Lama_Bekerja	N	Mean	Std. Deviation	Std. Error Mean
K	kurang dari 6 tahun	18	19.8333	2.30728	.54383
B	lebih dari 6 tahun	19	18.8947	1.85277	.42505

**Independent Samples Test**

Levene's Test for Equality of Variances		t-test for Equality of Means						
F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	

								Lower	Upper	
K	Equal variances	.791	.380	1.368	35	.180	.93860	.68610	-.45426	2.33146
B	assumed									
	Equal variances			1.360	32.618	.183	.93860	.69023	-.46632	2.34351
	not assumed									

Sumber : Output SPSS versi 23.00



4. Lama Berdiri
  - a. Kepemimpinan Transaksional

**Group Statistics**

		N	Mean	Std. Deviation	Std. Error Mean
TS	lebih dari 20 tahun	22	10.7727	2.28727	.48765
	kurang dari 20 tahun	15	11.3333	3.81101	.98400

**Independent Samples Test**

Levene's Test for Equality of Variances		t-test for Equality of Means					
F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference

								Lower	Upper	
TS	Equal variances assumed	2.583	.117	-.560	35	.579	-.56061	1.00166	-2.59408	1.47286
	Equal variances not assumed			-.510	20.881	.615	-.56061	1.09820	-2.84524	1.72403

Sumber : Output SPSS versi 23.00

b. Kepemimpinan Transformasional

**Group Statistics**

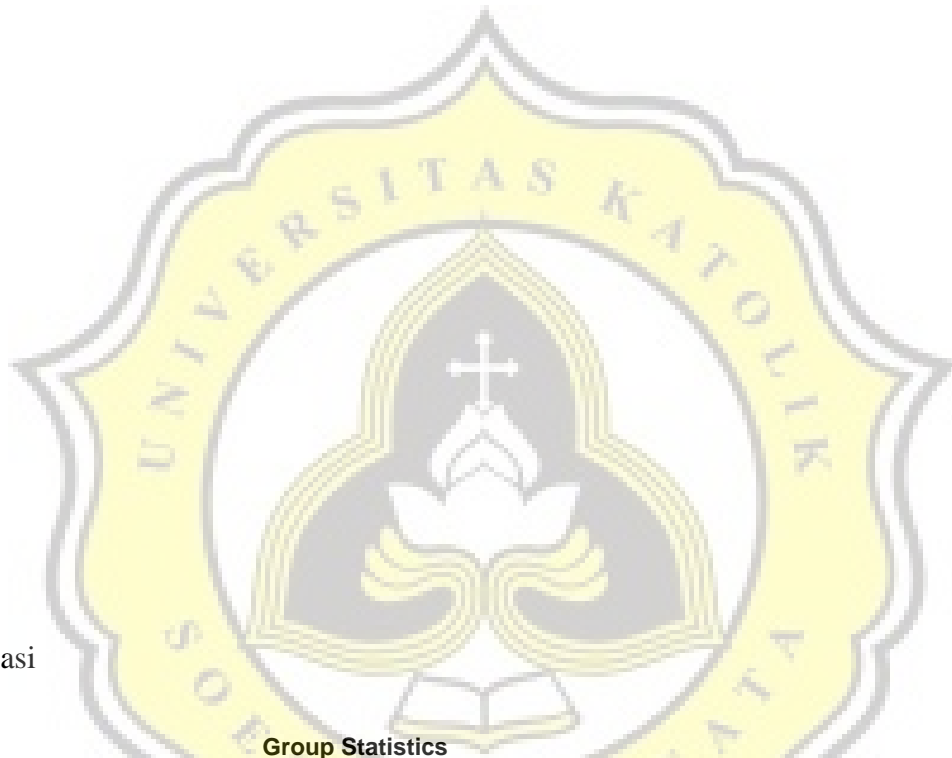
	lama_berdiri2	N	Mean	Std. Deviation	Std. Error Mean
TF	lebih dari 20 tahun	22	24.3636	3.86123	.82322
	kurang dari 20 tahun	15	26.1333	2.29492	.59255

**Independent Samples Test**

Levene's Test for Equality of Variances		t-test for Equality of Means							
F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
							Lower	Upper	

TF	Equal variances assumed	.561	.459	-1.590	35	.121	-1.76970	1.11318	-4.02958	.49019
	Equal variances not assumed			-1.745	34.504	.090	-1.76970	1.01430	-3.82989	.29049

Sumber : Output SPSS versi 23.00



c. Inovasi

**Group Statistics**

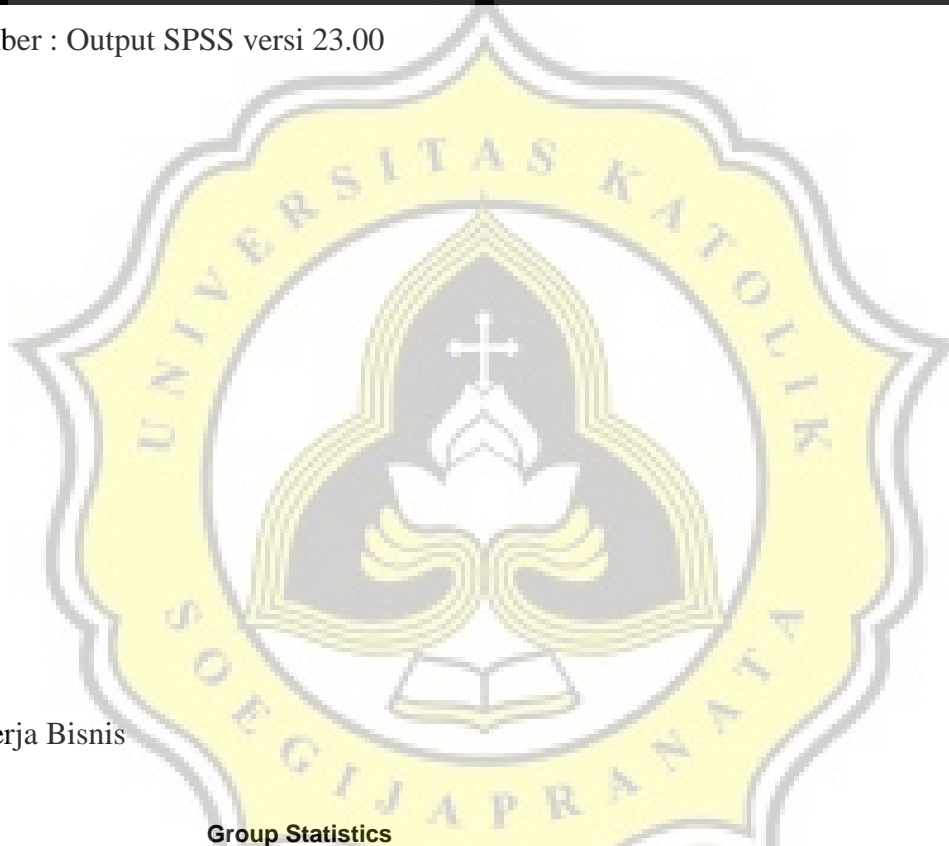
	lama_berdiri2	N	Mean	Std. Deviation	Std. Error Mean
I	lebih dari 20 tahun	22	17.0000	2.96005	.63109
	kurang dari 20 tahun	15	17.2000	1.52128	.39279

**Independent Samples Test**

Levene's Test for Equality of Variances	t-test for Equality of Means
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	F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
I Equal variances assumed	.902	.349	-.240	35	.812	-.20000	.83260	-1.89028	1.49028
Equal variances not assumed			-.269	32.995	.790	-.20000	.74334	-1.71235	1.31235

Sumber : Output SPSS versi 23.00



d. Kinerja Bisnis

**Group Statistics**

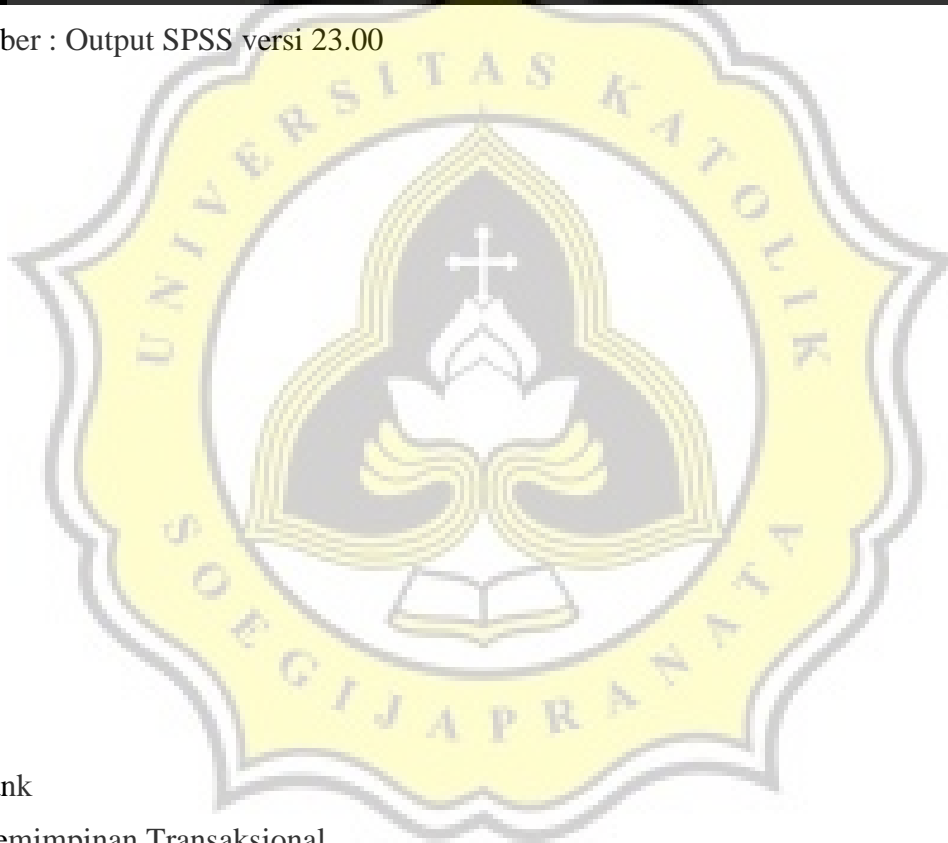
		N	Mean	Std. Deviation	Std. Error Mean
KB	lebih dari 20 tahun	22	19.5909	1.96781	.41954
	kurang dari 20 tahun	15	19.0000	2.32993	.60159

**Independent Samples Test**

Levene's Test for Equality of Variances	t-test for Equality of Means
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	F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
KB Equal variances assumed	.589	.448	.832	35	.411	.59091	.70990	-.85027	2.03209
KB Equal variances not assumed			.806	26.716	.428	.59091	.73343	-.91471	2.09653

Sumber : Output SPSS versi 23.00



## 5. Jenis Bank

### a. Kepemimpinan Transaksional

#### Group Statistics

	swasta_pemerintah	N	Mean	Std. Deviation	Std. Error Mean
TS Swasta		33	11.0909	2.89788	.50446
Pemerintah		4	10.2500	3.86221	1.93111

#### Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
TS Equal variances assumed	.455	.504	.531	35	.599	.84091	1.58447	-2.37573	4.05755
Equal variances not assumed			.421	3.422	.699	.84091	1.99591	-5.09009	6.77190

Sumber : Output SPSS versi 23.00

b. Kepemimpinan Transformasional

**Group Statistics**

	swasta_pemerintah	N	Mean	Std. Deviation	Std. Error Mean
TF Swasta		33	25.5758	2.30530	.40130
pemerintah		4	21.0000	7.52773	3.76386

**Independent Samples Test**

	Levene's Test for Equality of Variances	t-test for Equality of Means
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	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
TF Equal variances assumed	15.831	.000	2.773	35	.009	4.57576	1.65028	1.22551	7.92601
Equal variances not assumed			1.209	3.069	.312	4.57576	3.78520	-7.31959	16.47111

Sumber : Output SPSS versi 23.00



c. Inovasi

**Group Statistics**

	swasta_pemerintah	N	Mean	Std. Deviation	Std. Error Mean
l	swasta	33	17.3636	1.59723	.27804
	pemerintah	4	14.7500	6.07591	3.03795

**Independent Samples Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
I Equal variances assumed	20.965	.000	2.106	35	.042	2.61364	1.24127	.09372	5.13355
Equal variances not assumed			.857	3.050	.454	2.61364	3.05065	-7.00469	12.23197

Sumber : Output SPSS versi 23.00



d. Kinerja Bisnis

**Group Statistics**

		N	Mean	Std. Deviation	Std. Error Mean
KB	swasta	33	19.2424	1.87133	.32576

pemerintah	4	20.2500	3.86221	1.93111

**Independent Samples Test**

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
KB Equal variances assumed	9.381	.004	-.899	35	.375	-1.00758	1.12064	-3.28260	1.26745	
KB Equal variances not assumed			-.514	3.173	.641	-1.00758	1.95839	-7.05222	5.03707	

Sumber : Output SPSS versi 23.00

