



LAMPIRAN

Lampiran 1. Kuesioner Penelitian

KUESIONER PENELITIAN

| 1. Identitas Responden | |
|--|--------------|
| I. Nama | : |
| II. Jenis Kelamin* | : L / P |
| III. Apakah saat ini anda menjabat sebagai manajer ? | : Ya / Tidak |

2. Identitas Perusahaan

- I. Nama Perusahaan :
- II. Lama Bekerja
- Kurang dari 5 tahun
 - Antara 5 – 10 tahun
 - Lebih dari 10 tahun
- III. Jumlah Karyawan
- Kurang dari 20 orang
 - Antara 20 – 99 orang
 - Lebih dari 99 orang
- IV. Jabatan Dalam Perusahaan :

3. Pertanyaan Penelitian

3.1 Sistem Pengendalian Manajemen

Berikan jawaban dengan tanda (✓) terhadap semua pernyataan pada kuesioner ini dengan memberikan penilaian sejauh mana pernyataan itu sesuai dengan realita. Berikut adalah pilihan jawaban dari pernyataan kuesioner ini :

1 = Sangat tidak setuju, 2 = Tidak setuju, 3 = Agak tidak setuju, 4 = Rata-rata, 5 = Agak setuju, 6 = Setuju, 7 = Sangat setuju.

| No. | Pernyataan | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|------------|---|---|---|---|---|---|---|
|-----|------------|---|---|---|---|---|---|---|

| A. Partisipasi Penetapan Anggaran/Tujuan | | | | | | | | | |
|---|---|--|--|--|--|--|--|--|--|
| 1. | Saya terlibat dalam penentuan disemua bagian dalam anggaran saya. | | | | | | | | |
| 2. | Saya sering menyampaikan permintaan, pendapat dan saran mengenai anggaran kepada atasan saya tanpa diminta. | | | | | | | | |
| 3. | Saya memiliki pengaruh yang besar pada penyusunan anggaran final. | | | | | | | | |
| 4. | Saya memiliki kontribusi yang besar pada penyusunan anggaran. | | | | | | | | |
| B. Penerapan Prinsip Pengendalian | | | | | | | | | |
| 5. | *Ukuran kinerja saya mencakup masalah yang hanya dapat saya kendalikan secara tidak langsung. | | | | | | | | |
| 6. | *Ukuran kinerja saya mencakup aspek-aspek yang berada diluar lingkup kendali saya. | | | | | | | | |
| 7. | *Ukuran kinerja saya mencakup aspek yang hampir tidak bisa saya kendalikan. | | | | | | | | |
| C. Penggunaan Ukuran Kinerja Finansial dan Non-Finansial | | | | | | | | | |
| 8. | Atasan saya menggunakan penilaian pribadinya ketika melakukan penilaian kinerja. | | | | | | | | |
| 9. | Atasan saya membahas kinerja saya secara kualitatif ketika melakukan penilaian kinerja. | | | | | | | | |
| 10. | Atasan saya menggunakan penilaian pribadi dalam menetapkan gaji tetap saya. | | | | | | | | |
| 11. | Atasan saya menggunakan penilaian kinerja secara kualitatif dalam menetapkan gaji tetap saya. | | | | | | | | |
| 12. | Atasan saya menggunakan penilaian pribadi dalam menetapkan bonus saya. | | | | | | | | |
| 13. | Atasan saya menggunakan penilaian kinerja secara kualitatif dalam menetapkan bonus saya. | | | | | | | | |
| D. Kualitas Umpan Balik | | | | | | | | | |
| 14. | Atasan saya memberi saya umpan balik yang berguna tentang kinerja saya. | | | | | | | | |
| 15. | *Informasi kinerja yang saya dapatkan dari atasan biasanya tidak terlalu berarti. | | | | | | | | |
| 16. | Umpan balik yang saya terima dari atasan membantu saya untuk melakukan pekerjaan saya. | | | | | | | | |
| 17. | Saya menghargai umpan balik yang saya terima dari atasan saya. | | | | | | | | |

*= Ukuran skala dibalik

3.2 Keadilan Organisasi

Berikan jawaban dengan tanda (✓) terhadap semua pernyataan pada kuesioner ini dengan memberikan penilaian sejauh mana pernyataan itu sesuai dengan realita. Berikut adalah pilihan jawaban dari pernyataan kuesioner ini :

1 = Sangat tidak setuju, 2 = Tidak setuju, 3 = Agak tidak setuju, 4 = Rata-rata, 5 = Agak setuju, 6 = Setuju, 7 = Sangat setuju

| No. | Pernyataan | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|---|---|---|---|---|---|---|---|
| 18. | Saya merasa bahwa kriteria yang digunakan untuk promosi bersifat adil. | | | | | | | |
| 19. | Institusi saya memiliki prosedur bahwa keputusan dibuat tanpa campur tangan kepentingan pribadi. | | | | | | | |
| 20. | Keputusan yang ada dibuat dengan teliti dan hati-hati. | | | | | | | |
| 21. | Saya merasa bahwa layanan pembelajaran yang diberikan pada saya adil | | | | | | | |
| 22. | Saya merasa tugas yang diberikan pada saya adil. | | | | | | | |
| 23. | *Melihat kondisi kerja yang diberikan pada saya, saya merasa tugas yang diminta dari atasan tidak adil. | | | | | | | |
| 24. | Atasan saya menunjukkan niat yang tulus untuk bersikap adil pada saya. | | | | | | | |
| 25. | Atasan saya ketika berurusan dengan saya selalu bersikap jujur dan etis | | | | | | | |
| 26. | Atasan saya benar-benar jujur dan tulus dengan saya. | | | | | | | |
| 27. | Atasan saya akan mencoba untuk mendengar pandangan saya sebelum memutuskan hal yang berhubungan dengan saya, | | | | | | | |
| 28. | Atasan saya akan memberikan penjelasan yang bermanfaat bagi saya ketika membuat keputusan tentang pekerjaan saya. | | | | | | | |
| 29. | Atasan saya akan mendiskusikan implikasi atas keputusan pekerjaan dengan saya ketika akan membuat keputusan pekerjaan tentang saya. | | | | | | | |

*= Ukuran skala dibalik

3.3 Komitmen Organisasi

Berikan jawaban dengan tanda (✓) terhadap semua pernyataan pada kuesioner ini dengan memberikan penilaian sejauh mana pernyataan itu sesuai dengan realita. Berikut adalah pilihan jawaban dari pernyataan kuesioner ini :

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| No. | Pernyataan | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|--|---|---|---|---|---|---|---|
| 30. | Saya merasa bangga menjadi bagian dari institusi ini. | | | | | | | |
| 31. | Saya merasa dianggap menjadi “keluarga” di institusi ini. | | | | | | | |
| 32. | Institusi ini memiliki makna besar bagi saya secara pribadi. | | | | | | | |

3.4 Kepercayaan pada Atasan

Berikan jawaban dengan tanda (✓) terhadap semua pernyataan pada kuesioner ini dengan memberikan penilaian sejauh mana pernyataan itu sesuai dengan realita. Berikut adalah pilihan jawaban dari pernyataan kuesioner ini :

1 = Sangat tidak setuju, 2 = Tidak setuju, 3 = Agak tidak setuju, 4 = Rata-rata, 5 = Agak setuju, 6 = Setuju, 7 = Sangat setuju

| No. | Pernyataan | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|--|---|---|---|---|---|---|---|
| 33. | Atasan saya akan selalu mendukung saya jika dia memiliki kesempatan. | | | | | | | |
| 34. | Saya yakin bahwa atasan saya akan selalu sepenuhnya dan jujur membuat saya selalu <i>up to date</i> tentang segala sesuatu yang penting bagi saya. | | | | | | | |
| 35. | Jika atasan saya mengambil keputusan yang bertentangan dengan kepentingan saya, saya yakin bahwa keputusan ini dapat dibenarkan karena suatu alasan. | | | | | | | |

3.5 Senjangan Anggaran

Berikan jawaban dengan tanda (✓) terhadap semua pernyataan pada kuesioner ini dengan memberikan penilaian sejauh mana pernyataan itu sesuai dengan realita. Berikut adalah pilihan jawaban dari pernyataan kuesioner ini :

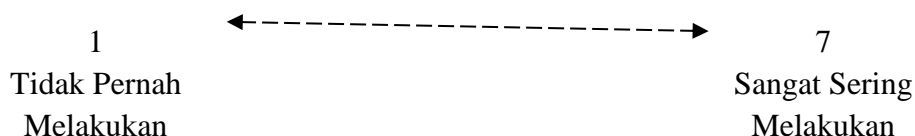
1 = Sangat tidak setuju, 2 = Tidak setuju, 3 = Agak tidak setuju, 4 = Rata-rata, 5 = Agak setuju, 6 = Setuju, 7 = Sangat setuju

| No. | Pernyataan | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|---|---|---|---|---|---|---|---|
| 36. | Tujuan/anggaran yang ditetapkan untuk area tanggung jawab saya dapat dicapai dengan mudah | | | | | | | |
| 37. | Tujuan/anggaran untuk area tanggung jawab saya tidak terlalu menuntut. | | | | | | | |
| 38. | Target tujuan/anggaran tidak membuat saya harus meningkatkan efisiensi di bidang tanggung jawab saya. | | | | | | | |
| 39. | Standar yang ditetapkan dalam anggaran mendorong produktivitas tinggi di area tanggung jawab saya* | | | | | | | |
| 40. | Target yang dimasukkan dalam anggaran sulit untuk dicapai.* | | | | | | | |
| 41. | Saya harus hati-hati memantau biaya di wilayah tanggung jawab saya karena keterbatasan anggaran.* | | | | | | | |

*= Ukuran skala dibalik

3.6 Gaya Kepemimpinan Transformasional

Berikan jawaban dengan tanda (✓) terhadap semua pernyataan pada kuesioner ini dengan memberikan penilaian sejauh mana pernyataan itu sesuai dengan realita. Berikut adalah pilihan jawaban dari pernyataan kuesioner ini :



| No. | Pernyataan | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|------------|---|---|---|---|---|---|---|
|-----|------------|---|---|---|---|---|---|---|

| | | | | | | | | | |
|-----|--|--|--|--|--|--|--|--|--|
| 42. | Atasan saya menanamkan kebanggaan pada orang lain ketika bekerjasama. | | | | | | | | |
| 43. | Atasan saya mementingkan kepentingan kelompok dibanding pribadi. | | | | | | | | |
| 44. | Atasan saya membangun rasa hormat orang lain untuk dirinya sendiri. | | | | | | | | |
| 45. | Atasan saya menunjukkan berkuasa dan percaya diri. | | | | | | | | |
| 46. | Atasan saya berbicara tentang keyakinan dan nilai yang penting. | | | | | | | | |
| 47. | Atasan saya menentukan pentingnya pencapaian tujuan yang kuat. | | | | | | | | |
| 48. | Atasan saya mempertimbangkan moral dan etika dalam pengambilan keputusan. | | | | | | | | |
| 49. | Atasan saya menekankan pentingnya memiliki rasa pencapaian tujuan yang sama. | | | | | | | | |
| 50. | Atasan saya berbicara optimis tentang masa depan. | | | | | | | | |
| 51. | Atasan saya antusias tentang apa yang perlu dilakukan. | | | | | | | | |
| 52. | Atasan saya menyampaikan visi yang menarik di masa depan. | | | | | | | | |
| 53. | Atasan saya mengungkapkan keyakinan bahwa tujuan akan tercapai. | | | | | | | | |
| 54. | Atasan saya memeriksa kembali asumsi-asumsi penting apakah sesuai. | | | | | | | | |
| 55. | Atasan saya mencari perspektif yang berbeda ketika memecahkan masalah. | | | | | | | | |
| 56. | Atasan saya meminta orang lain untuk melihat masalah dari sudut pandang yang berbeda. | | | | | | | | |
| 57. | Atasan saya menyarankan cara baru untuk menyelesaikan tugas. | | | | | | | | |
| 58. | Atasan saya menghabiskan waktu untuk mengajari dan membina. | | | | | | | | |
| 59. | Atasan saya memperlakukan orang lain sebagai individu bukan hanya sebagai anggota kelompok. | | | | | | | | |
| 60. | Atasan saya menganggap individu sebagai pemilik kebutuhan, kemampuan, dan aspirasi yang berbeda. | | | | | | | | |
| 61. | Atasan saya membantu orang lain untuk mengembangkan kekuatan mereka. | | | | | | | | |

Lampiran 2. Data Input Kuesioner

| LB | JK | DIV | JBTN | PT1 | PT2 | PT3 | PT4 | *PP1 | *PP2 | *PP3 | UK1 | UK2 | UK3 | UK4 | UK5 | UK6 | UK7 | UK8 | KU1 | *KU2 | KU3 | KU4 | KP1 | KP2 | KP3 | |
|------|----|-----|-------------------|-----|-----|-----|-----|------|------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|---|
| < 5 | P | 0 | Persediaan | 5 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | |
| 5-10 | P | 0 | Penjualan | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 6 | 5 | 6 | 6 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | |
| < 5 | P | 1 | Akuntansi | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 6 | 6 | 5 | 6 | 6 | 5 | 6 | 5 | 5 | 6 | 5 | |
| < 5 | P | 1 | Pembelian | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 6 | 6 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | |
| < 5 | P | 1 | Pemasaran | 5 | 6 | 6 | 6 | 5 | 5 | 5 | 6 | 5 | 5 | 4 | 6 | 6 | 5 | 6 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | |
| > 10 | P | 1 | Pemasaran | 5 | 4 | 4 | 4 | 5 | 6 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 6 | 6 | 6 | 5 | 5 | 6 | 5 |
| 5-10 | P | 1 | Pembelian | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 |
| 5-10 | P | 1 | Human Resource | 5 | 6 | 6 | 5 | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 5 | 6 | 5 | 6 | 5 | 5 | 5 | 5 |
| 5-10 | P | 1 | Produksi | 6 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 6 | 5 |
| 5-10 | W | 1 | Keuangan | 5 | 6 | 6 | 5 | 5 | 4 | 5 | 5 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 4 | 5 | 4 | |
| 5-10 | P | 1 | Supply Chain | 6 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 5 | 5 |
| 5-10 | P | 2 | Manajer Umum | 5 | 6 | 6 | 6 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5-10 | P | 1 | Keuangan | 5 | 6 | 6 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 |
| 5-10 | P | 2 | Manajer Umum | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5-10 | P | 1 | Pemasaran | 6 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 |
| 5-10 | P | 1 | Pembelian | 5 | 5 | 5 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 6 |
| 5-10 | P | 1 | Produksi | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 6 | 5 | 6 | 6 |
| 5-10 | P | 1 | Produksi | 6 | 5 | 5 | 6 | 5 | 5 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 |
| < 5 | W | 1 | Pembelian | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 6 | 6 | 6 | 5 | 6 | 5 | 5 | 4 | 5 |
| 5-10 | W | 1 | Pemasaran | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5-10 | P | 1 | Akuntansi | 6 | 5 | 5 | 5 | 6 | 6 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 |
| < 5 | P | 0 | Pemasaran | 6 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 4 | 5 |
| < 5 | P | 1 | Keuangan | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 5 | 6 | 5 | 5 | 5 | 6 | 5 | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 5 |
| < 5 | P | 1 | Pembelian | 5 | 6 | 6 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 |
| < 5 | P | 1 | Produksi | 5 | 5 | 5 | 6 | 3 | 6 | 6 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 |
| < 5 | P | 1 | Procurement | 5 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 5 |
| < 5 | P | 1 | Produksi | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 5 |
| < 5 | W | 1 | Keuangan | 6 | 5 | 5 | 6 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 5 | 5 | 6 | 5 |
| < 5 | W | 1 | Akuntansi | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 |
| < 5 | P | 1 | Keuangan | 5 | 5 | 5 | 6 | 5 | 5 | 4 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| < 5 | P | 1 | Produksi | 6 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 5 | 6 | 5 |
| < 5 | P | 1 | Produksi | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 6 | 5 | 6 | 5 |
| < 5 | P | 1 | Pemasaran | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 6 | 6 | 5 | 6 | 5 | 5 | 5 | 6 | 5 | 5 | 5 |
| < 5 | W | 1 | Keuangan | 5 | 6 | 6 | 5 | 5 | 5 | 4 | 5 | 6 | 5 | 5 | 4 | 4 | 5 | 4 | 6 | 6 | 6 | 6 | 4 | 5 | 6 | 5 |
| < 5 | P | 0 | Produksi | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 5 |
| < 5 | P | 2 | Manajer Umum | 4 | 5 | 4 | 4 | 6 | 6 | 7 | 7 | 7 | 7 | 6 | 7 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 5 |
| < 5 | P | 1 | Quality Assurance | 5 | 4 | 4 | 5 | 6 | 6 | 6 | 6 | 5 | 6 | 5 | 6 | 6 | 5 | 7 | 7 | 7 | 6 | 6 | 7 | 6 | 6 | 7 |
| 5-10 | W | 1 | Keuangan | 6 | 5 | 5 | 5 | 4 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 |
| < 5 | W | 1 | Procurement | 5 | 5 | 5 | 4 | 5 | 5 | 6 | 6 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 |
| 5-10 | W | 1 | Human Resource | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 5 | 5 | 5 |
| 5-10 | P | 1 | Keuangan | 6 | 5 | 5 | 5 | 6 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| < 5 | P | 0 | Akuntansi | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 6 | 5 |
| 5-10 | P | 1 | Keuangan | 5 | 5 | 5 | 4 | 5 | 6 | 5 | 5 | 4 | 5 | 6 | 5 | 5 | 5 | 4 | 6 | 7 | 6 | 5 | 5 | 6 | 5 | 6 |
| < 5 | P | 1 | Procurement | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 6 | 7 | 6 | 5 | 5 | 6 | 6 | 6 |
| < 5 | W | 1 | Akuntansi | 5 | 6 | 6 | 6 | 5 | 5 | 6 | 5 | 5 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 |
| < 5 | P | 0 | Produksi | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 6 | 6 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| < 5 | P | 1 | Keuangan | 6 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 5 | 4 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 5 |
| 5-10 | W | 1 | Akuntansi | 5 | 6 | 6 | 5 | 4 | 5 | 5 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5-10 | P | 0 | Produksi | 5 | 6 | 6 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5-10 | P | 1 | Keuangan | 6 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 4 | 5 | 6 | 5 | 6 | 5 |
| < 5 | P | 1 | Persediaan | 5 | 6 | 6 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 |
| < 5 | P | 1 | Keuangan | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 6 | 5 |
| 5-10 | W | 1 | Human Resource | 5 | 5 | 5 | 6 | 6 | 5 | 4 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 5 | 5 | 6 | 5 | 6 | 5 |
| 5-10 | P | 1 | Pembelian | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 6 | 6 | 6 | 5 | 4 | 4 | 5 | 4 | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 5 |
| < 5 | W | 1 | Keuangan | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 6 | 6 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 6 | 5 | 5 | 5 |
| < 5 | P | 1 | Keuangan | 5 | 4 | 4 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 |
| 5-10 | P | 2 | Manajer Umum | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 4 | 5 | 4 | 5 | 5 | 4 | 5 |
| 5-10 | P | 1 | Pemasaran | 5 | 4 | 4 | 5 | 5 | 4 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 |
| < 5 | P | 1 | Keuangan | 4 | 5 | 4 | 4 | 4 | 5 | 7 | 7 | 7 | 6 | 7 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 5 |
| < 5 | P | 1 | Keuangan | 6 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 6 | 5 |
| > 10 | W | 0 | Akuntansi | 5 | 5 | 5 | 6 | 5 | 5 | 4 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| < 5 | P | 1 | Pemasaran | 6 | 5 | 5 | 5 | 6 | 4 | 5 | 6 | 6 | 6 | 5 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| < 5 | W | 1 | Produksi | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| < 5 | P | 1 | Procurement | 5 | 4 | 4 | 5 | 5 | 6 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 |
| 5-10 | P | 1 | Keuangan | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 5 |

| KD1 | KD2 | *KD3 | KI1 | KI2 | KI3 | KI4 | KI5 | KI6 | KO1 | KO2 | KO3 | KA1 | KA2 | KA3 | SA1 | SA2 | SA3 | *SA4 | *SA5 | *SA6 | GT1 | GT2 | |
|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|-----|-----|---|
| 5 | 4 | 4 | 6 | 5 | 4 | 5 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | |
| 5 | 6 | 5 | 5 | 6 | 6 | 6 | 5 | 6 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | |
| 5 | 6 | 5 | 5 | 6 | 6 | 6 | 5 | 6 | 6 | 6 | 5 | 6 | 6 | 5 | 6 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | |
| 5 | 5 | 6 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 6 | 4 | 6 | 4 | 5 | 5 | 5 | 6 | 5 | 5 | 6 | 6 | |
| 5 | 6 | 5 | 4 | 4 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 | |
| 5 | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 5 | 6 | 6 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | |
| 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 6 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | |
| 4 | 5 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 6 | 4 | 4 | 4 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 | |
| 5 | 6 | 5 | 5 | 6 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 4 | 5 | 6 | 5 | 5 | |
| 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 6 | 5 | 3 | 5 | 3 | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 6 | |
| 5 | 5 | 4 | 5 | 6 | 5 | 5 | 6 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 6 | 6 | 5 | 5 | 5 | |
| 5 | 6 | 6 | 5 | 5 | 6 | 6 | 4 | 6 | 7 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 4 | 6 | 5 | |
| 5 | 5 | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 4 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | |
| 5 | 5 | 6 | 5 | 4 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | |
| 5 | 6 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | |
| 5 | 6 | 6 | 5 | 5 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 6 | 4 | 5 | 4 | 5 | 6 | 5 | 5 | 6 | 5 | 5 | |
| 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 6 | 5 | 5 | |
| 5 | 6 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | |
| 5 | 5 | 4 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 4 | 5 | 4 | 6 | 6 | 5 | 5 | 6 | 4 | 5 | 5 | |
| 5 | 5 | 4 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 6 | 6 | 5 | 6 | 5 | 5 | 5 | 4 | 5 | 5 | 6 | 6 | |
| 5 | 5 | 4 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 4 | 5 | 5 | |
| 5 | 5 | 6 | 5 | 6 | 6 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | |
| 5 | 5 | 6 | 5 | 4 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | |
| 5 | 6 | 6 | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | |
| 5 | 6 | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | |
| 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 4 | 5 | 4 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | |
| 5 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | |
| 5 | 5 | 6 | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | |
| 5 | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | |
| 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 6 | 6 | 7 | 4 | 5 | 5 | 4 | 5 | 4 | 6 | 6 |
| 6 | 5 | 6 | 5 | 5 | 6 | 6 | 6 | 5 | 5 | 5 | 4 | 5 | 6 | 5 | 6 | 5 | 4 | 5 | 5 | 6 | 5 | 5 | |
| 5 | 5 | 4 | 5 | 5 | 4 | 5 | 6 | 5 | 5 | 5 | 5 | 6 | 3 | 5 | 3 | 6 | 6 | 5 | 6 | 5 | 5 | 5 | |
| 6 | 6 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 3 | 5 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | |
| 5 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 4 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 4 | 5 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 6 | 6 | 5 | 6 | 5 | 5 | 5 | 4 | 5 | 5 | 6 | 6 | |
| 6 | 5 | 6 | 6 | 6 | 6 | 7 | 6 | 6 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 4 | 5 | 5 | 4 | 6 | 6 | |
| 6 | 5 | 4 | 5 | 6 | 6 | 6 | 5 | 6 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | |
| 5 | 6 | 5 | 5 | 6 | 6 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 | |
| 5 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 5 | 5 | 6 | 6 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | |
| 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 6 | 4 | 5 | 4 | 6 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | |
| 5 | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 6 | 4 | 5 | 5 | 5 | 5 | |
| 5 | 6 | 5 | 5 | 4 | 5 | 6 | 6 | 6 | 5 | 4 | 5 | 4 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | |
| 5 | 5 | 5 | 6 | 5 | 5 | 5 | 6 | 5 | 6 | 6 | 5 | 4 | 6 | 4 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | |
| 5 | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | |
| 6 | 6 | 5 | 5 | 5 | 6 | 5 | 4 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | |
| 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 6 | 5 | 4 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 5 | 5 | 4 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 6 | 6 | 4 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 5 | 6 | 5 | 4 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | |
| 5 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 4 | 5 | 5 | 5 | 6 | 5 | 5 | 7 | 6 | |
| 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | |
| 5 | 5 | 4 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 4 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | |
| 5 | 5 | 4 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | |
| 6 | 6 | 4 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 5 | 6 | 5 | 4 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | |
| 5 | 6 | 6 | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 4 | 5 | 6 | 5 | 5 | |
| 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 6 | 5 | 4 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 5 | 6 | 6 | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | |
| 5 | 4 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 4 | 4 | 6 | 6 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | |
| 5 | 6 | 6 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 4 | 5 | 5 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | |
| 6 | 6 | 6 | 5 | 5 | 6 | 5 | 4 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | |
| 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | |
| 5 | 6 | 6 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | |

| GT3 | GT4 | GT5 | GT6 | GT7 | GT8 | GT9 | GT10 | GT11 | GT12 | GT13 | GT14 | GT15 | GT16 | GT17 | GT18 | GT19 | GT20 |
|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|------|------|------|------|------|------|------|
| 6 | 5 | 5 | 5 | 4 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 6 |
| 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 6 | 6 | 5 | 4 | 5 | 5 | 5 | 5 | 6 | 5 |
| 6 | 5 | 5 | 5 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 4 | 5 |
| 5 | 6 | 6 | 6 | 5 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 | 6 | 4 | 6 | 5 | 6 |
| 4 | 5 | 5 | 5 | 4 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 |
| 6 | 5 | 5 | 5 | 6 | 5 | 5 | 4 | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 6 |
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| 5 | 6 | 6 | 6 | 4 | 6 | 5 | 6 | 4 | 5 | 5 | 5 | 4 | 6 | 5 | 5 | 5 | 5 |
| 5 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 6 | 5 | 5 | 6 | 4 |
| 5 | 6 | 6 | 5 | 6 | 5 | 5 | 5 | 6 | 5 | 6 | 6 | 5 | 6 | 5 | 6 | 6 | 5 |
| 5 | 5 | 5 | 5 | 4 | 5 | 6 | 5 | 3 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 4 | 5 |
| 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 6 | 6 |
| 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 6 | 5 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 |
| 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 7 | 6 | 5 | 6 | 5 | 5 | 5 | 6 | 5 |
| 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 4 | 5 | 6 | 4 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 6 | 5 | 5 | 5 |
| 4 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 6 | 5 |
| 5 | 6 | 6 | 6 | 5 | 6 | 4 | 5 | 6 | 5 | 6 | 6 | 5 | 6 | 6 | 6 | 6 | 5 |
| 5 | 5 | 5 | 5 | 6 | 5 | 4 | 5 | 6 | 4 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 6 |
| 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 6 |
| 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 |
| 5 | 5 | 5 | 5 | 6 | 5 | 5 | 6 | 4 | 4 | 5 | 6 | 6 | 5 | 6 | 5 | 4 | 4 |
| 5 | 5 | 5 | 5 | 6 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 |
| 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 |
| 5 | 5 | 5 | 5 | 4 | 5 | 5 | 6 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 6 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |

Lampiran 3. Uji Validitas Pertama (*loading factor*)

Outer Loadings

| | GKT | KA | KD | KI | KO | KP | KU | Moderatin | PP | PT | SA | UK |
|----------|-----|-----|-----|-----|-----|-----|-----|-----------|-----|----|-----|-----|
| GT1 | 0,9 | | | | | | | | | | | |
| GT10 | 0,2 | | | | | | | | | | | |
| GT11 | 0,1 | | | | | | | | | | | |
| GT12 | 0,0 | | | | | | | | | | | |
| GT13 | 0,3 | | | | | | | | | | | |
| GT14 | 0,4 | | | | | | | | | | | |
| GT15 | 0,4 | | | | | | | | | | | |
| GT16 | 0,9 | | | | | | | | | | | |
| GT17 | 0,1 | | | | | | | | | | | |
| GT18 | 0,9 | | | | | | | | | | | |
| GT19 | 0,1 | | | | | | | | | | | |
| GT2 | 0,9 | | | | | | | | | | | |
| GT20 | 0,1 | | | | | | | | | | | |
| GT3 | 0,2 | | | | | | | | | | | |
| GT4 | 0,9 | | | | | | | | | | | |
| GT5 | 0,9 | | | | | | | | | | | |
| GT6 | 0,8 | | | | | | | | | | | |
| GT7 | 0,4 | | | | | | | | | | | |
| GT8 | 0,8 | | | | | | | | | | | |
| GT9 | 0,6 | | | | | | | | | | | |
| KA1 | | 0,9 | | | | | | | | | | |
| KA2 | | 0,6 | | | | | | | | | | |
| KA3 | | 0,9 | | | | | | | | | | |
| KD1 | | | 0,4 | | | | | | | | | |
| KD2 | | | 0,9 | | | | | | | | | |
| KD3 | | | 0,7 | | | | | | | | | |
| KI1 | | | | 0,5 | | | | | | | | |
| KI2 | | | | 0,5 | | | | | | | | |
| KI3 | | | | 0,6 | | | | | | | | |
| KI4 | | | | 0,8 | | | | | | | | |
| KI5 | | | | 0,3 | | | | | | | | |
| KI6 | | | | 0,8 | | | | | | | | |
| KO1 | | | | | 0,9 | | | | | | | |
| KO2 | | | | | 0,8 | | | | | | | |
| KO3 | | | | | 0,5 | | | | | | | |
| KP1 | | | | | | 0,8 | | | | | | |
| KP2 | | | | | | 0,6 | | | | | | |
| KP3 | | | | | | 0,8 | | | | | | |
| KU * GKT | | | | | | | | 1,7 | | | | |
| KU1 | | | | | | | 0,9 | | | | | |
| KU2 | | | | | | | 0,7 | | | | | |
| KU3 | | | | | | | 0,9 | | | | | |
| KU4 | | | | | | | 0,0 | | | | | |
| PP1 | | | | | | | | 0,7 | | | | |
| PP2 | | | | | | | | 0,9 | | | | |
| PP3 | | | | | | | | 0,5 | | | | |
| PT1 | | | | | | | | | 0,2 | | | |
| PT2 | | | | | | | | | 1,0 | | | |
| PT3 | | | | | | | | | 1,0 | | | |
| PT4 | | | | | | | | | 0,4 | | | |
| SA1 | | | | | | | | | | | 0,9 | |
| SA2 | | | | | | | | | | | 0,9 | |
| SA3 | | | | | | | | | | | 0,4 | |
| SA4 | | | | | | | | | | | 0,4 | |
| SA5 | | | | | | | | | | | 0,8 | |
| SA6 | | | | | | | | | | | 0,2 | |
| UK1 | | | | | | | | | | | | 0,5 |
| UK2 | | | | | | | | | | | | 0,3 |
| UK3 | | | | | | | | | | | | 1,0 |
| UK4 | | | | | | | | | | | | 0,9 |
| UK5 | | | | | | | | | | | | 0,6 |
| UK6 | | | | | | | | | | | | 0,9 |

Lampiran 4. Uji Validitas Pertama (AVE)

Construct Reliability and Validity

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|---------------------|------------------|-------|-----------------------|----------------------------------|
| GKT | 0,8 | 0,9 | 0,9 | 0,3 |
| KA | 0,7 | 0,8 | 0,9 | 0,7 |
| KD | 0,5 | 0,5 | 0,7 | 0,5 |
| KI | 0,7 | 0,7 | 0,8 | 0,4 |
| KO | 0,6 | 0,8 | 0,8 | 0,6 |
| KP | 0,6 | 0,6 | 0,8 | 0,6 |
| KU | 0,6 | 0,8 | 0,8 | 0,6 |
| Moderating Effect 1 | 1,0 | 1,0 | 1,0 | 1,0 |
| PP | 0,5 | 0,5 | 0,7 | 0,5 |
| PT_ | 0,6 | 0,9 | 0,8 | 0,5 |
| SA | 0,6 | 0,7 | 0,8 | 0,4 |
| UK | 0,8 | 0,9 | 0,9 | 0,5 |

Lampiran 5. Uji Validitas Kedua (loading factor)

Outer Loadings

| | GKT | KA | KD | KI | KO | KP | KU | Moderating | EPP | PT_ | SA | UK |
|----------|-----|-----|-----|-----|-----|-----|-----|------------|-----|-----|-----|-----|
| GT1 | 0,8 | | | | | | | | | | | |
| GT16 | 0,7 | | | | | | | | | | | |
| GT18 | 0,8 | | | | | | | | | | | |
| GT2 | 0,7 | | | | | | | | | | | |
| GT4 | 0,7 | | | | | | | | | | | |
| GT5 | 0,7 | | | | | | | | | | | |
| GT6 | 0,7 | | | | | | | | | | | |
| GT8 | 0,8 | | | | | | | | | | | |
| GT9 | 0,6 | | | | | | | | | | | |
| KA1 | | 0,9 | | | | | | | | | | |
| KA2 | | 0,6 | | | | | | | | | | |
| KA3 | | 0,9 | | | | | | | | | | |
| KD2 | | | 0,9 | | | | | | | | | |
| KD3 | | | 0,7 | | | | | | | | | |
| KI3 | | | | 0,6 | | | | | | | | |
| KI4 | | | | 0,9 | | | | | | | | |
| KI6 | | | | 0,8 | | | | | | | | |
| KO1 | | | | | 1,0 | | | | | | | |
| KO2 | | | | | 0,7 | | | | | | | |
| KP1 | | | | | | 0,8 | | | | | | |
| KP2 | | | | | | 0,6 | | | | | | |
| KP3 | | | | | | 0,8 | | | | | | |
| KU * GKT | | | | | | | | 1,4 | | | | |
| KU1 | | | | | | | 0,9 | | | | | |
| KU2 | | | | | | | 0,7 | | | | | |
| KU3 | | | | | | | 0,9 | | | | | |
| PP1 | | | | | | | | | 0,7 | | | |
| PP2 | | | | | | | | | 0,9 | | | |
| PT2 | | | | | | | | | | 1,0 | | |
| PT3 | | | | | | | | | | 1,0 | | |
| SA1 | | | | | | | | | | | 0,9 | |
| SA2 | | | | | | | | | | | 0,9 | |
| SA5 | | | | | | | | | | | 0,9 | |
| UK3 | | | | | | | | | | | | 1,0 |
| UK4 | | | | | | | | | | | | 0,9 |
| UK5 | | | | | | | | | | | | 0,6 |
| UK6 | | | | | | | | | | | | 0,9 |

Lampiran 6. Uji Validitas Kedua (AVE)

Construct Reliability and Validity

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|----------------|------------------|-------|-----------------------|----------------------------------|
| GKT | 0,9 | 0,9 | 0,9 | 0,5 |
| KA | 0,7 | 0,8 | 0,9 | 0,7 |
| KD | 0,4 | 0,4 | 0,8 | 0,6 |
| KI | 0,7 | 0,7 | 0,8 | 0,6 |
| KO | 0,7 | 1,8 | 0,9 | 0,8 |
| KP | 0,6 | 0,6 | 0,8 | 0,6 |
| KU | 0,8 | 0,8 | 0,9 | 0,7 |
| Moderating Eff | 1,0 | 1,0 | 1,0 | 1,0 |
| PP | 0,3 | 0,4 | 0,7 | 0,6 |
| PT_ | 1,0 | 1,0 | 1,0 | 1,0 |
| SA | 0,9 | 0,9 | 0,9 | 0,8 |
| UK | 0,9 | 0,9 | 0,9 | 0,8 |

Lampiran 7. Uji Validitas Kedua (*discriminant validity*)

Discriminant Validity

Fornell-Larcker Criterion

| | GKT | KA | KD | KI | KO | KP | KU | Moderating Eff | PP | PT_ | SA | UK |
|----------------|------|------|------|------|------|------|------|----------------|------|------|-----|-----|
| GKT | 0,7 | | | | | | | | | | | |
| KA | 0,1 | 0,8 | | | | | | | | | | |
| KD | 0,2 | 0,1 | 0,8 | | | | | | | | | |
| KI | 0,3 | 0,4 | 0,3 | 0,8 | | | | | | | | |
| KO | 0,6 | -0,1 | 0,2 | 0,2 | 0,9 | | | | | | | |
| KP | 0,3 | 0,5 | 0,2 | 0,4 | 0,1 | 0,8 | | | | | | |
| KU | 0,3 | 0,5 | 0,0 | 0,5 | 0,2 | 0,5 | 0,9 | | | | | |
| Moderating Eff | 0,4 | 0,3 | 0,4 | 0,4 | 0,3 | 0,4 | 0,3 | 1,0 | | | | |
| PP | 0,2 | 0,3 | 0,1 | 0,1 | -0,1 | 0,4 | 0,2 | 0,2 | 0,8 | | | |
| PT_ | -0,1 | -0,3 | -0,1 | -0,2 | 0,0 | -0,3 | -0,2 | -0,2 | -0,2 | 1,0 | | |
| SA | -0,1 | -0,5 | -0,1 | -0,2 | 0,0 | -0,4 | -0,3 | -0,1 | -0,2 | 0,2 | 0,9 | |
| UK | -0,2 | 0,1 | 0,4 | 0,1 | -0,1 | -0,1 | -0,1 | 0,0 | 0,1 | -0,1 | 0,1 | 0,9 |

Lampiran 8. Uji Reliabilitas (*composite reliability*)

Construct Reliability and Validity

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|----------------|------------------|-------|-----------------------|----------------------------------|
| GKT | 0,9 | 0,9 | 0,9 | 0,5 |
| KA | 0,7 | 0,8 | 0,9 | 0,7 |
| KD | 0,4 | 0,4 | 0,8 | 0,6 |
| KI | 0,7 | 0,7 | 0,8 | 0,6 |
| KO | 0,7 | 1,8 | 0,9 | 0,8 |
| KP | 0,6 | 0,6 | 0,8 | 0,6 |
| KU | 0,8 | 0,8 | 0,9 | 0,7 |
| Moderating Eff | 1,0 | 1,0 | 1,0 | 1,0 |
| PP | 0,3 | 0,4 | 0,7 | 0,6 |
| PT_ | 1,0 | 1,0 | 1,0 | 1,0 |
| SA | 0,9 | 0,9 | 0,9 | 0,8 |
| UK | 0,9 | 0,9 | 0,9 | 0,8 |

Lampiran 9. Statistik Deskriptif

Frequency Table

Tingkatan Manajemen

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------------------|-----------|---------|---------------|--------------------|
| Valid | Manajer Tingkat Bawah | 8 | 11.1 | 11.1 | 11.1 |
| | Manajer Tingkat Menengah | 60 | 83.3 | 83.3 | 94.4 |
| | Manajer Tingkat Atas | 4 | 5.6 | 5.6 | 100.0 |
| | Total | 72 | 100.0 | 100.0 | |

Divisi Manajer

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Akuntansi | 7 | 9.7 | 9.7 | 9.7 |
| | Human Resource | 4 | 5.6 | 5.6 | 15.3 |
| | Keuangan | 20 | 27.8 | 27.8 | 43.1 |
| | Manajer Umum | 4 | 5.6 | 5.6 | 48.6 |
| | Pemasaran | 8 | 11.1 | 11.1 | 59.7 |
| | Pembelian | 6 | 8.3 | 8.3 | 68.1 |
| | Penjualan | 1 | 1.4 | 1.4 | 69.4 |
| | Persediaan | 2 | 2.8 | 2.8 | 72.2 |
| | Procurement | 5 | 6.9 | 6.9 | 79.2 |
| | Produksi | 12 | 16.7 | 16.7 | 95.8 |
| | Quality Assurance | 2 | 2.8 | 2.8 | 98.6 |
| | Supply Chain | 1 | 1.4 | 1.4 | 100.0 |
| | Total | 72 | 100.0 | 100.0 | |

Lama Bekerja

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------------------|-----------|---------|---------------|--------------------|
| Valid | < 5 Tahun | 39 | 54.2 | 54.2 | 54.2 |
| | 5 - 10 Tahun | 31 | 43.1 | 43.1 | 97.2 |
| | > 10 Tahun | 2 | 2.8 | 2.8 | 100.0 |
| | Total | 72 | 100.0 | 100.0 | |

Jenis Kelamin

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------|-----------|---------|---------------|--------------------|
| Valid | Wanita | 18 | 25.0 | 25.0 | 25.0 |
| | Pria | 54 | 75.0 | 75.0 | 100.0 |
| | Total | 72 | 100.0 | 100.0 | |



Descriptive Statistics

| | N | Range | Minimum | Maximum | Mean |
|------------------------------------|----|-------|---------|---------|--------|
| Partisipasi Penetapan Tujuan | 72 | 2.00 | 4.00 | 6.00 | 5.2419 |
| Prinsip Pengendalian | 72 | 2.00 | 4.00 | 6.00 | 5.0799 |
| Ukuran Kinerja Ganda | 72 | 2.01 | 4.23 | 6.24 | 5.1796 |
| Kualitas Umpan Balik | 72 | 2.34 | 4.31 | 6.65 | 5.2544 |
| Keadilan Prosedural | 72 | 2.34 | 4.31 | 6.65 | 5.1799 |
| Keadilan Distributif | 72 | 3.00 | 4.00 | 7.00 | 5.2558 |
| Keadilan Interaksional | 72 | 2.69 | 4.31 | 7.00 | 5.2501 |
| Komitmen Organisasi | 72 | 2.53 | 4.47 | 7.00 | 5.2840 |
| Kepercayaan Pada Atasan | 72 | 2.76 | 3.66 | 6.32 | 4.9260 |
| Senjangan Anggaran | 72 | 1.36 | 4.64 | 6.00 | 5.1213 |
| Gaya Kepemimpinan Transformasional | 72 | 1.69 | 4.74 | 6.43 | 5.1871 |
| Valid N (listwise) | 72 | | | | |

Descriptive Statistics

| | Std. Deviation | Variance |
|------------------------------------|----------------|----------|
| Partisipasi Penetapan Tujuan | .56391 | .318 |
| Prinsip Pengendalian | .51920 | .270 |
| Ukuran Kinerja Ganda | .46519 | .216 |
| Kualitas Umpan Balik | .49785 | .248 |
| Keadilan Prosedural | .34144 | .117 |
| Keadilan Distributif | .52823 | .279 |
| Keadilan Interaksional | .49375 | .244 |
| Komitmen Organisasi | .56959 | .324 |
| Kepercayaan Pada Atasan | .61429 | .377 |
| Senjangan Anggaran | .33844 | .115 |
| Gaya Kepemimpinan Transformasional | .36933 | .136 |
| Valid N (listwise) | | |

| Keadilan Prosedural Keadilan Distributif Keadilan Interaksional * Tingkatan Manajemen | | | | |
|---|----------------|---------------------|----------------------|------------------------|
| Report | | | | |
| Tingkatan Manajemen | | Keadilan Prosedural | Keadilan Distributif | Keadilan Interaksional |
| Manajer Tingkat Bawah | Mean | 5,1963 | 4,9225 | 5,1513 |
| | N | 8 | 8 | 8 |
| | Std. Deviation | 0,39817 | 0,56124 | 0,44151 |
| Manajer Tingkat Menengah | Mean | 5,1905 | 5,2847 | 5,2653 |
| | N | 60 | 60 | 60 |
| | Std. Deviation | 0,33913 | 0,51990 | 0,50178 |
| Manajer Tingkat Atas | Mean | 4,9875 | 5,4900 | 5,2200 |
| | N | 4 | 4 | 4 |
| | Std. Deviation | 0,27391 | 0,40841 | 0,57550 |
| Total | Mean | 5,1799 | 5,2558 | 5,2501 |
| | N | 72 | 72 | 72 |
| | Std. Deviation | 0,34144 | 0,52823 | 0,49375 |

| ANOVA Table | | | | | | | |
|--|----------------|------------|----------------|----|-------------|-------|-------|
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Keadilan Prosedural * Tingkatan Manajemen | Between Groups | (Combined) | 0,157 | 2 | 0,078 | 0,667 | 0,517 |
| | Within Groups | | 8,120 | 69 | 0,118 | | |
| | Total | | 8,277 | 71 | | | |
| Keadilan Distributif * Tingkatan Manajemen | Between Groups | (Combined) | 1,158 | 2 | 0,579 | 2,142 | 0,125 |
| | Within Groups | | 18,653 | 69 | 0,270 | | |
| | Total | | 19,811 | 71 | | | |
| Keadilan Interaksional * Tingkatan Manajemen | Between Groups | (Combined) | 0,096 | 2 | 0,048 | 0,192 | 0,826 |
| | Within Groups | | 17,214 | 69 | 0,249 | | |
| | Total | | 17,309 | 71 | | | |

| Keadilan Prosedural Keadilan Distributif Keadilan Interaksional ^ Divisi Manajer | | | | |
|--|----------------|---------------------|----------------------|------------------------|
| Report | | | | |
| Divisi Manajer | | Keadilan Prosedural | Keadilan Distributif | Keadilan Interaksional |
| Akuntansi | Mean | 5,1771 | 5,1971 | 5,1643 |
| | N | 7 | 7 | 7 |
| | Std. Deviation | 0,16570 | 0,57459 | 0,31963 |
| Human Resource | Mean | 5,2400 | 5,4900 | 5,3125 |
| | N | 4 | 4 | 4 |
| | Std. Deviation | 0,30995 | 0,40841 | 0,47612 |
| Keuangan | Mean | 5,1660 | 5,2560 | 5,2505 |
| | N | 20 | 20 | 20 |
| | Std. Deviation | 0,29292 | 0,36358 | 0,45627 |
| Manajer Umum | Mean | 4,9875 | 5,4900 | 5,2200 |
| | N | 4 | 4 | 4 |
| | Std. Deviation | 0,27391 | 0,40841 | 0,57550 |
| Pemasaran | Mean | 5,0713 | 5,2375 | 5,2688 |
| | N | 8 | 8 | 8 |
| | Std. Deviation | 0,23216 | 0,60608 | 0,41817 |
| Pembelian | Mean | 5,2033 | 5,3267 | 5,0967 |
| | N | 6 | 6 | 6 |
| | Std. Deviation | 0,34419 | 0,40510 | 0,69494 |
| Penjualan | Mean | 6,0000 | 5,4800 | 6,0000 |
| | N | 1 | 1 | 1 |
| | Std. Deviation | | | |
| Persediaan | Mean | 5,1550 | 4,2350 | 5,3200 |
| | N | 2 | 2 | 2 |
| | Std. Deviation | 0,21920 | 0,33234 | 0,96167 |
| Procurement | Mean | 5,0540 | 4,7780 | 5,1140 |
| | N | 5 | 5 | 5 |
| | Std. Deviation | 0,49501 | 0,45461 | 0,51709 |
| Produksi | Mean | 5,1792 | 5,3625 | 5,1775 |
| | N | 12 | 12 | 12 |
| | Std. Deviation | 0,25998 | 0,43552 | 0,33120 |
| Quality Assurance | Mean | 5,9800 | 6,2400 | 6,3250 |
| | N | 2 | 2 | 2 |
| | Std. Deviation | 0,94752 | 1,07480 | 0,95459 |
| Supply Chain | Mean | 5,0000 | 4,4700 | 5,0000 |
| | N | 1 | 1 | 1 |
| | Std. Deviation | | | |
| Total | Mean | 5,1799 | 5,2558 | 5,2501 |
| | N | 72 | 72 | 72 |
| | Std. Deviation | 0,34144 | 0,52823 | 0,49375 |

| ANOVA Table | | | | | | | |
|---|----------------|------------|----------------|----|-------------|-------|-------|
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Keadilan Prosedural ^ Divisi Manajer | Between Groups | (Combined) | 2,330 | 11 | 0,212 | 2,137 | 0,031 |
| | Within Groups | | 5,947 | 60 | 0,099 | | |
| | Total | | 8,277 | 71 | | | |
| Keadilan Distributif ^ Divisi Manajer | Between Groups | (Combined) | 6,463 | 11 | 0,588 | 2,641 | 0,008 |
| | Within Groups | | 13,348 | 60 | 0,222 | | |
| | Total | | 19,811 | 71 | | | |
| Keadilan Interaksional ^ Divisi Manajer | Between Groups | (Combined) | 3,316 | 11 | 0,301 | 1,293 | 0,251 |
| | Within Groups | | 13,993 | 60 | 0,233 | | |
| | Total | | 17,309 | 71 | | | |

Keadilan Prosedural Keadilan Distributif Keadilan Interaksional * Lama Bekerja

| Report | | | | |
|--------------|----------------|---------------------|----------------------|------------------------|
| Lama Bekerja | | Keadilan Prosedural | Keadilan Distributif | Keadilan Interaksional |
| < 5 Tahun | Mean | 5,2059 | 5,2669 | 5,2887 |
| | N | 39 | 39 | 39 |
| | Std. Deviation | 0,36719 | 0,57503 | 0,52846 |
| 5 - 10 Tahun | Mean | 5,1497 | 5,2755 | 5,1755 |
| | N | 31 | 31 | 31 |
| | Std. Deviation | 0,31874 | 0,46711 | 0,44648 |
| > 10 Tahun | Mean | 5,1550 | 4,7350 | 5,8550 |
| | N | 2 | 2 | 2 |
| | Std. Deviation | 0,21920 | 0,37477 | 0,48790 |
| Total | Mean | 5,1799 | 5,2558 | 5,2501 |
| | N | 72 | 72 | 72 |
| | Std. Deviation | 0,34144 | 0,52823 | 0,49375 |

| ANOVA Table | | | | | | | |
|---------------------------------------|----------------|------------|----------------|----|-------------|-------|-------|
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Keadilan Prosedural * Lama Bekerja | Between Groups | (Combined) | 0,058 | 2 | 0,029 | 0,242 | 0,785 |
| | Within Groups | | 8,220 | 69 | 0,119 | | |
| | Total | | 8,277 | 71 | | | |
| Keadilan Distributif * Lama Bekerja | Between Groups | (Combined) | 0,559 | 2 | 0,280 | 1,002 | 0,372 |
| | Within Groups | | 19,251 | 69 | 0,279 | | |
| | Total | | 19,811 | 71 | | | |
| Keadilan Interaksional * Lama Bekerja | Between Groups | (Combined) | 0,559 | 2 | 0,279 | 1,151 | 0,322 |
| | Within Groups | | 18,751 | 69 | 0,243 | | |
| | Total | | 17,309 | 71 | | | |

Keadilan Prosedural Keadilan Distributif Keadilan Interaksional * Jenis Kelamin

| Report | | | | |
|---------------|----------------|---------------------|----------------------|------------------------|
| Jenis Kelamin | | Keadilan Prosedural | Keadilan Distributif | Keadilan Interaksional |
| Wanita | Mean | 5,0428 | 5,2356 | 5,2806 |
| | N | 18 | 18 | 18 |
| | Std. Deviation | 0,34709 | 0,52791 | 0,36015 |
| Pria | Mean | 5,2256 | 5,2626 | 5,2400 |
| | N | 54 | 54 | 54 |
| | Std. Deviation | 0,33019 | 0,53312 | 0,53345 |
| Total | Mean | 5,1799 | 5,2558 | 5,2501 |
| | N | 72 | 72 | 72 |
| | Std. Deviation | 0,34144 | 0,52823 | 0,49375 |

| ANOVA Table | | | | | | | |
|--|----------------|------------|----------------|----|-------------|-------|-------|
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Keadilan Prosedural * Jenis Kelamin | Between Groups | (Combined) | 0,451 | 1 | 0,451 | 4,034 | 0,048 |
| | Within Groups | | 7,826 | 70 | 0,112 | | |
| | Total | | 8,277 | 71 | | | |
| Keadilan Distributif * Jenis Kelamin | Between Groups | (Combined) | 0,010 | 1 | 0,010 | 0,035 | 0,852 |
| | Within Groups | | 19,801 | 70 | 0,283 | | |
| | Total | | 19,811 | 71 | | | |
| Keadilan Interaksional * Jenis Kelamin | Between Groups | (Combined) | 0,022 | 1 | 0,022 | 0,090 | 0,765 |
| | Within Groups | | 17,287 | 70 | 0,247 | | |
| | Total | | 17,309 | 71 | | | |

| Partisipasi Penetapan Tujuan Prinsip Pengendalian Ukuran Kinerja Ganda Kualitas Umpan Balik Gaya Kepemimpinan Transformatif * Tingkatan Manajemen | | | | | | | |
|---|----------------|------------------------------|----------------------|----------------------|----------------------|---------------------------------|-------|
| Report | | | | | | | |
| Tingkatan Manajemen | | Partisipasi Penetapan Tujuan | Prinsip Pengendalian | Ukuran Kinerja Ganda | Kualitas Umpan Balik | Gaya Kepemimpinan Transformatif | |
| Manajer Tingkat Bawah | Mean | 5,3750 | 4,7363 | 5,1200 | 5,3700 | 5,0838 | |
| | N | 8 | 8 | 8 | 8 | 8 | |
| | Std. Deviation | 0,51755 | 0,46546 | 0,25928 | 0,46094 | 0,24160 | |
| Manajer Tingkat Menengah | Mean | 5,2158 | 5,1240 | 5,1628 | 5,2508 | 5,1998 | |
| | N | 60 | 60 | 60 | 60 | 60 | |
| | Std. Deviation | 0,56323 | 0,50103 | 0,47633 | 0,49557 | 0,39101 | |
| Manajer Tingkat Atas | Mean | 5,3675 | 5,1050 | 5,5500 | 5,0775 | 5,2025 | |
| | N | 4 | 4 | 4 | 4 | 4 | |
| | Std. Deviation | 0,76173 | 0,76335 | 0,55178 | 0,69572 | 0,23042 | |
| Total | Mean | 5,2419 | 5,0799 | 5,1796 | 5,2544 | 5,1871 | |
| | N | 72 | 72 | 72 | 72 | 72 | |
| | Std. Deviation | 0,56391 | 0,51920 | 0,46519 | 0,49785 | 0,36933 | |
| ANOVA Table | | | | | | | |
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Partisipasi Penetapan Tujuan * Tingkatan Manajemen | Between Groups | (Combined) | 0,246 | 2 | 0,123 | 0,379 | 0,686 |
| | Within Groups | | 22,332 | 69 | 0,324 | | |
| | Total | | 22,578 | 71 | | | |
| Prinsip Pengendalian * Tingkatan Manajemen | Between Groups | (Combined) | 1,064 | 2 | 0,532 | 2,031 | 0,139 |
| | Within Groups | | 18,075 | 69 | 0,262 | | |
| | Total | | 19,139 | 71 | | | |
| Ukuran Kinerja Ganda * Tingkatan Manajemen | Between Groups | (Combined) | 0,594 | 2 | 0,297 | 1,388 | 0,257 |
| | Within Groups | | 14,770 | 69 | 0,214 | | |
| | Total | | 15,364 | 71 | | | |
| Kualitas Umpan Balik * Tingkatan Manajemen | Between Groups | (Combined) | 0,233 | 2 | 0,116 | 0,463 | 0,632 |
| | Within Groups | | 17,365 | 69 | 0,252 | | |
| | Total | | 17,598 | 71 | | | |
| Gaya Kepemimpinan Transformatif * Tingkatan Manajemen | Between Groups | (Combined) | 0,096 | 2 | 0,048 | 0,346 | 0,709 |
| | Within Groups | | 9,588 | 69 | 0,139 | | |
| | Total | | 9,684 | 71 | | | |

| Partisipasi Penetapan Tujuan Prinsip Pengendalian Ukuran Kinerja Ganda Kualitas Umpan Balik Gaya Kepemimpinan Transformatif * Lama Bekerja | | | | | | | |
|--|----------------|------------------------------|----------------------|----------------------|----------------------|---------------------------------|-------|
| Report | | | | | | | |
| Lama Bekerja | | Partisipasi Penetapan Tujuan | Prinsip Pengendalian | Ukuran Kinerja Ganda | Kualitas Umpan Balik | Gaya Kepemimpinan Transformatif | |
| < 5 Tahun | Mean | 5,2159 | 5,0946 | 5,2421 | 5,3072 | 5,1803 | |
| | N | 39 | 39 | 39 | 39 | 39 | |
| | Std. Deviation | 0,56135 | 0,53379 | 0,47611 | 0,53028 | 0,42656 | |
| 5 - 10 Tahun | Mean | 5,3226 | 5,0510 | 5,1374 | 5,1723 | 5,1942 | |
| | N | 31 | 31 | 31 | 31 | 31 | |
| | Std. Deviation | 0,54081 | 0,51996 | 0,43241 | 0,44625 | 0,29875 | |
| > 10 Tahun | Mean | 4,5000 | 5,2400 | 4,6150 | 5,5000 | 5,2100 | |
| | N | 2 | 2 | 2 | 2 | 2 | |
| | Std. Deviation | 0,70711 | 0,33941 | 0,54447 | 0,70711 | 0,29698 | |
| Total | Mean | 5,2419 | 5,0799 | 5,1796 | 5,2544 | 5,1871 | |
| | N | 72 | 72 | 72 | 72 | 72 | |
| | Std. Deviation | 0,56391 | 0,51920 | 0,46519 | 0,49785 | 0,36933 | |
| ANOVA Table | | | | | | | |
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Partisipasi Penetapan Tujuan * Lama Bekerja | Between Groups | (Combined) | 1,329 | 2 | 0,664 | 2,158 | 0,123 |
| | Within Groups | | 21,249 | 69 | 0,308 | | |
| | Total | | 22,578 | 71 | | | |
| Prinsip Pengendalian * Lama Bekerja | Between Groups | (Combined) | 0,086 | 2 | 0,043 | 0,155 | 0,857 |
| | Within Groups | | 19,054 | 69 | 0,276 | | |
| | Total | | 19,139 | 71 | | | |
| Ukuran Kinerja Ganda * Lama Bekerja | Between Groups | (Combined) | 0,845 | 2 | 0,422 | 2,007 | 0,142 |
| | Within Groups | | 14,520 | 69 | 0,210 | | |
| | Total | | 15,364 | 71 | | | |
| Kualitas Umpan Balik * Lama Bekerja | Between Groups | (Combined) | 0,438 | 2 | 0,219 | 0,882 | 0,419 |
| | Within Groups | | 17,160 | 69 | 0,249 | | |
| | Total | | 17,598 | 71 | | | |
| Gaya Kepemimpinan Transformatif * Lama Bekerja | Between Groups | (Combined) | 0,004 | 2 | 0,002 | 0,016 | 0,984 |
| | Within Groups | | 9,680 | 69 | 0,140 | | |
| | Total | | 9,684 | 71 | | | |

| Partisipasi Penetapan Tujuan Prinsip Pengendalian Ukuran Kinerja Ganda Kualitas Umpan Balik Gaya Kepemimpinan Transformasional * Divisi Manajer | | | | | | |
|---|----------------|------------------------------|----------------------|----------------------|----------------------|------------------------------------|
| Report | | | | | | |
| Divisi Manajer | | Partisipasi Penetapan Tujuan | Prinsip Pengendalian | Ukuran Kinerja Ganda | Kualitas Umpan Balik | Gaya Kepemimpinan Transformasional |
| Akuntansi | Mean | 5,4288 | 5,0600 | 5,1700 | 5,1788 | 5,2914 |
| | N | 7 | 7 | 7 | 7 | 7 |
| | Std. Deviation | 0,53462 | 0,54288 | 0,28969 | 0,37583 | 0,36802 |
| Human Resource | Mean | 5,2500 | 5,2400 | 5,5000 | 5,3950 | 5,4050 |
| | N | 4 | 4 | 4 | 4 | 4 |
| | Std. Deviation | 0,50000 | 0,27713 | 0,57735 | 0,17000 | 0,61000 |
| Keuangan | Mean | 5,1735 | 5,1375 | 5,1810 | 5,2745 | 5,1270 |
| | N | 20 | 20 | 20 | 20 | 20 |
| | Std. Deviation | 0,54871 | 0,52206 | 0,55154 | 0,47507 | 0,35721 |
| Manajer Umum | Mean | 5,3675 | 5,1050 | 5,5500 | 5,0775 | 5,2025 |
| | N | 4 | 4 | 4 | 4 | 4 |
| | Std. Deviation | 0,78173 | 0,76335 | 0,55178 | 0,68572 | 0,23042 |
| Pemasaran | Mean | 4,8750 | 5,0400 | 5,2400 | 5,0800 | 5,0150 |
| | N | 8 | 8 | 8 | 8 | 8 |
| | Std. Deviation | 0,64087 | 0,73576 | 0,56705 | 0,39250 | 0,20220 |
| Pembelian | Mean | 5,3333 | 4,9900 | 4,9483 | 5,3267 | 5,2233 |
| | N | 6 | 6 | 6 | 6 | 6 |
| | Std. Deviation | 0,51640 | 0,58878 | 0,48635 | 0,41913 | 0,37130 |
| Penjualan | Mean | 5,0000 | 5,0000 | 5,7300 | 6,0000 | 5,3100 |
| | N | 1 | 1 | 1 | 1 | 1 |
| | Std. Deviation | | | | | |
| Persediaan | Mean | 6,0000 | 4,7350 | 5,0000 | 5,3250 | 4,9900 |
| | N | 2 | 2 | 2 | 2 | 2 |
| | Std. Deviation | 0,00000 | 0,37477 | 0,00000 | 0,46962 | 0,15556 |
| Procurement | Mean | 5,8000 | 5,1920 | 4,9400 | 5,2550 | 5,0540 |
| | N | 5 | 5 | 5 | 5 | 5 |
| | Std. Deviation | 0,54772 | 0,26291 | 0,23759 | 0,78048 | 0,19945 |
| Produksi | Mean | 5,2900 | 4,9675 | 5,1683 | 5,1292 | 5,1058 |
| | N | 12 | 12 | 12 | 12 | 12 |
| | Std. Deviation | 0,44938 | 0,51065 | 0,32490 | 0,52889 | 0,17526 |
| Quality Assurance | Mean | 4,5000 | 5,4500 | 5,2400 | 5,9800 | 6,3750 |
| | N | 2 | 2 | 2 | 2 | 2 |
| | Std. Deviation | 0,70711 | 0,77782 | 0,33941 | 0,84752 | 0,07778 |
| Supply Chain | Mean | 5,0000 | 5,0000 | 5,0000 | 5,6000 | 5,4200 |
| | N | 1 | 1 | 1 | 1 | 1 |
| | Std. Deviation | | | | | |
| Total | Mean | 5,2419 | 5,0799 | 5,1796 | 5,2544 | 5,1871 |
| | N | 72 | 72 | 72 | 72 | 72 |
| | Std. Deviation | 0,58391 | 0,51920 | 0,46519 | 0,48785 | 0,36933 |

| ANOVA Table | | | | | | | |
|---|----------------|------------|----------------|----|-------------|-------|-------|
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Partisipasi Penetapan Tujuan * Divisi Manajer | Between Groups | (Combined) | 4,564 | 11 | 0,415 | 1,382 | 0,206 |
| | Within Groups | | 18,013 | 60 | 0,300 | | |
| | Total | | 22,578 | 71 | | | |
| Prinsip Pengendalian * Divisi Manajer | Between Groups | (Combined) | 0,974 | 11 | 0,089 | 0,293 | 0,985 |
| | Within Groups | | 18,185 | 60 | 0,303 | | |
| | Total | | 19,139 | 71 | | | |
| Ukuran Kinerja Ganda * Divisi Manajer | Between Groups | (Combined) | 2,299 | 11 | 0,209 | 0,660 | 0,462 |
| | Within Groups | | 13,065 | 60 | 0,218 | | |
| | Total | | 15,364 | 71 | | | |
| Kualitas Umpan Balik * Divisi Manajer | Between Groups | (Combined) | 2,491 | 11 | 0,226 | 0,699 | 0,546 |
| | Within Groups | | 15,107 | 60 | 0,252 | | |
| | Total | | 17,598 | 71 | | | |
| Gaya Kepemimpinan Transformasional * Divisi Manajer | Between Groups | (Combined) | 3,721 | 11 | 0,338 | 3,404 | 0,001 |
| | Within Groups | | 5,963 | 60 | 0,099 | | |
| | Total | | 9,684 | 71 | | | |

Partisipasi Penetapan Tujuan Prinsip Pengendalian Ukuran Kinerja Ganda Kualitas Umpan Balik Gaya Kepemimpinan Transformatifional * Jenis Kelamin

| Report | | | | | | |
|---------------|----------------|------------------------------|----------------------|----------------------|----------------------|--------------------------------------|
| Jenis Kelamin | | Partisipasi Penetapan Tujuan | Prinsip Pengendalian | Ukuran Kinerja Ganda | Kualitas Umpan Balik | Gaya Kepemimpinan Transformatifional |
| Wanita | Mean | 5,2778 | 4,9511 | 5,1750 | 5,1917 | 5,2372 |
| | N | 18 | 18 | 18 | 18 | 18 |
| | Std. Deviation | 0,46089 | 0,40616 | 0,46987 | 0,39797 | 0,47594 |
| Pria | Mean | 5,2300 | 5,1228 | 5,1811 | 5,2754 | 5,1704 |
| | N | 54 | 54 | 54 | 54 | 54 |
| | Std. Deviation | 0,59773 | 0,54836 | 0,46805 | 0,52863 | 0,33005 |
| Total | Mean | 5,2419 | 5,0799 | 5,1796 | 5,2544 | 5,1871 |
| | N | 72 | 72 | 72 | 72 | 72 |
| | Std. Deviation | 0,56391 | 0,51920 | 0,46519 | 0,49785 | 0,36933 |

| ANOVA Table | | | | | | | |
|--|----------------|------------|----------------|----|-------------|-------|-------|
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Partisipasi Penetapan Tujuan * Jenis Kelamin | Between Groups | (Combined) | 0,031 | 1 | 0,031 | 0,096 | 0,758 |
| | Within Groups | | 22,547 | 70 | 0,322 | | |
| | Total | | 22,578 | 71 | | | |
| Prinsip Pengendalian * Jenis Kelamin | Between Groups | (Combined) | 0,398 | 1 | 0,398 | 1,486 | 0,227 |
| | Within Groups | | 18,741 | 70 | 0,268 | | |
| | Total | | 19,139 | 71 | | | |
| Ukuran Kinerja Ganda * Jenis Kelamin | Between Groups | (Combined) | 0,001 | 1 | 0,001 | 0,002 | 0,962 |
| | Within Groups | | 15,364 | 70 | 0,219 | | |
| | Total | | 15,364 | 71 | | | |
| Kualitas Umpan Balik * Jenis Kelamin | Between Groups | (Combined) | 0,095 | 1 | 0,095 | 0,378 | 0,541 |
| | Within Groups | | 17,503 | 70 | 0,250 | | |
| | Total | | 17,598 | 71 | | | |
| Gaya Kepemimpinan Transformatifional * Jenis Kelamin | Between Groups | (Combined) | 0,060 | 1 | 0,060 | 0,439 | 0,510 |
| | Within Groups | | 9,624 | 70 | 0,137 | | |
| | Total | | 9,684 | 71 | | | |

Partisipasi Penetapan Tujuan Prinsip Pengendalian Ukuran Kinerja Ganda Kualitas Umpan Balik Gaya Kepemimpinan Transformatifional * Tingkatan Manajemen

| Report | | | | | | |
|--------------------------|----------------|------------------------------|----------------------|----------------------|----------------------|--------------------------------------|
| Tingkatan Manajemen | | Partisipasi Penetapan Tujuan | Prinsip Pengendalian | Ukuran Kinerja Ganda | Kualitas Umpan Balik | Gaya Kepemimpinan Transformatifional |
| Manajer Tingkat Bawah | Mean | 5,3750 | 4,7363 | 5,1200 | 5,3700 | 5,0838 |
| | N | 8 | 8 | 8 | 8 | 8 |
| | Std. Deviation | 0,51755 | 0,46546 | 0,25928 | 0,45094 | 0,24160 |
| Manajer Tingkat Menengah | Mean | 5,2158 | 5,1240 | 5,1628 | 5,2508 | 5,1998 |
| | N | 60 | 60 | 60 | 60 | 60 |
| | Std. Deviation | 0,56323 | 0,50103 | 0,47633 | 0,49557 | 0,39101 |
| Manajer Tingkat Atas | Mean | 5,3675 | 5,1050 | 5,5000 | 5,0775 | 5,2025 |
| | N | 4 | 4 | 4 | 4 | 4 |
| | Std. Deviation | 0,76173 | 0,76335 | 0,55178 | 0,69572 | 0,23042 |
| Total | Mean | 5,2419 | 5,0799 | 5,1796 | 5,2544 | 5,1871 |
| | N | 72 | 72 | 72 | 72 | 72 |
| | Std. Deviation | 0,56391 | 0,51920 | 0,46519 | 0,49785 | 0,36933 |

| ANOVA Table | | | | | | | |
|--|----------------|------------|----------------|----|-------------|-------|-------|
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Partisipasi Penetapan Tujuan * Tingkatan Manajemen | Between Groups | (Combined) | 0,246 | 2 | 0,123 | 0,379 | 0,686 |
| | Within Groups | | 22,332 | 69 | 0,324 | | |
| | Total | | 22,578 | 71 | | | |
| Prinsip Pengendalian * Tingkatan Manajemen | Between Groups | (Combined) | 1,064 | 2 | 0,532 | 2,031 | 0,139 |
| | Within Groups | | 18,075 | 69 | 0,262 | | |
| | Total | | 19,139 | 71 | | | |
| Ukuran Kinerja Ganda * Tingkatan Manajemen | Between Groups | (Combined) | 0,594 | 2 | 0,297 | 1,388 | 0,257 |
| | Within Groups | | 14,770 | 69 | 0,214 | | |
| | Total | | 15,364 | 71 | | | |
| Kualitas Umpan Balik * Tingkatan Manajemen | Between Groups | (Combined) | 0,233 | 2 | 0,116 | 0,463 | 0,632 |
| | Within Groups | | 17,365 | 69 | 0,252 | | |
| | Total | | 17,598 | 71 | | | |
| Gaya Kepemimpinan Transformatifional * Tingkatan Manajemen | Between Groups | (Combined) | 0,066 | 2 | 0,048 | 0,346 | 0,709 |
| | Within Groups | | 9,588 | 69 | 0,139 | | |
| | Total | | 9,684 | 71 | | | |

| Partisipasi Penetapan Tujuan Prinsip Pengendalian Ukuran Kinerja Ganda Kualitas Umpan Balik Gaya Kepemimpinan Transformasional * Divisi Manajer | | | | | | | |
|--|----------------|------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------|
| Report | | | | | | | |
| Divisi Manajer | | Partisipasi Penetapan Tujuan | Prinsip Pengendalian | Ukuran Kinerja Ganda | Kualitas Umpan Balik | Gaya Kepemimpinan Transformasional | |
| Akuntansi | Mean | 5,4286 | 5,0600 | 5,1700 | 5,1786 | 5,2914 | |
| | N | 7 | 7 | 7 | 7 | 7 | |
| | Std. Deviation | 0,53462 | 0,54288 | 0,26969 | 0,37583 | 0,35602 | |
| Human Resource | Mean | 5,2500 | 5,2400 | 5,5000 | 5,3950 | 5,4050 | |
| | N | 4 | 4 | 4 | 4 | 4 | |
| | Std. Deviation | 0,50000 | 0,27713 | 0,57735 | 0,17000 | 0,61000 | |
| Keuangan | Mean | 5,1735 | 5,1375 | 5,1810 | 5,2746 | 5,1270 | |
| | N | 20 | 20 | 20 | 20 | 20 | |
| | Std. Deviation | 0,54671 | 0,52206 | 0,55154 | 0,47507 | 0,35721 | |
| Manajer Umum | Mean | 5,3675 | 5,1050 | 5,5500 | 5,0775 | 5,2025 | |
| | N | 4 | 4 | 4 | 4 | 4 | |
| | Std. Deviation | 0,76173 | 0,76335 | 0,55178 | 0,69572 | 0,23042 | |
| Pemasaran | Mean | 4,8750 | 5,0400 | 5,2400 | 5,0800 | 5,0150 | |
| | N | 8 | 8 | 8 | 8 | 8 | |
| | Std. Deviation | 0,64087 | 0,73576 | 0,56705 | 0,39250 | 0,20220 | |
| Pembelian | Mean | 5,3333 | 4,9900 | 4,9483 | 5,3267 | 5,2233 | |
| | N | 6 | 6 | 6 | 6 | 6 | |
| | Std. Deviation | 0,51640 | 0,59878 | 0,48635 | 0,41913 | 0,37130 | |
| Penjualan | Mean | 5,0000 | 5,0000 | 5,7300 | 6,0000 | 5,3100 | |
| | N | 1 | 1 | 1 | 1 | 1 | |
| | Std. Deviation | | | | | | |
| Persediaan | Mean | 6,0000 | 4,7350 | 5,0000 | 5,3250 | 4,9900 | |
| | N | 2 | 2 | 2 | 2 | 2 | |
| | Std. Deviation | 0,00000 | 0,37477 | 0,00000 | 0,46962 | 0,15556 | |
| Procurement | Mean | 5,6000 | 5,1920 | 4,8400 | 5,2560 | 5,0540 | |
| | N | 5 | 5 | 5 | 5 | 5 | |
| | Std. Deviation | 0,54772 | 0,26291 | 0,23759 | 0,76049 | 0,19945 | |
| Produksi | Mean | 5,2900 | 4,9675 | 5,1583 | 5,1292 | 5,1058 | |
| | N | 12 | 12 | 12 | 12 | 12 | |
| | Std. Deviation | 0,44936 | 0,51065 | 0,32490 | 0,52689 | 0,17526 | |
| Quality Assurance | Mean | 4,5000 | 5,4500 | 5,2400 | 5,9800 | 6,3750 | |
| | N | 2 | 2 | 2 | 2 | 2 | |
| | Std. Deviation | 0,70711 | 0,77782 | 0,33941 | 0,94752 | 0,07778 | |
| Supply Chain | Mean | 5,0000 | 5,0000 | 5,0000 | 5,6500 | 5,4200 | |
| | N | 1 | 1 | 1 | 1 | 1 | |
| | Std. Deviation | | | | | | |
| Total | Mean | 5,2419 | 5,0799 | 5,1796 | 5,2544 | 5,1871 | |
| | N | 72 | 72 | 72 | 72 | 72 | |
| | Std. Deviation | 0,56391 | 0,51920 | 0,46519 | 0,49785 | 0,36933 | |
| ANOVA Table | | | | | | | |
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Partisipasi Penetapan Tujuan * Divisi Manajer | Between Groups | (Combined) | 4,564 | 11 | 0,415 | 1,382 | 0,205 |
| | Within Groups | | 18,013 | 60 | 0,300 | | |
| | Total | | 22,578 | 71 | | | |
| Prinsip Pengendalian * Divisi Manajer | Between Groups | (Combined) | 0,974 | 11 | 0,089 | 0,293 | 0,985 |
| | Within Groups | | 18,165 | 60 | 0,303 | | |
| | Total | | 19,139 | 71 | | | |
| Ukuran Kinerja Ganda * Divisi Manajer | Between Groups | (Combined) | 2,299 | 11 | 0,209 | 0,960 | 0,482 |
| | Within Groups | | 13,065 | 60 | 0,218 | | |
| | Total | | 15,364 | 71 | | | |
| Kualitas Umpan Balik * Divisi Manajer | Between Groups | (Combined) | 2,491 | 11 | 0,226 | 0,899 | 0,546 |
| | Within Groups | | 15,107 | 60 | 0,252 | | |
| | Total | | 17,598 | 71 | | | |
| Gaya Kepemimpinan Transformasional * Divisi Manajer | Between Groups | (Combined) | 3,721 | 11 | 0,338 | 3,404 | 0,001 |
| | Within Groups | | 5,963 | 60 | 0,099 | | |
| | Total | | 9,684 | 71 | | | |

| Partisipasi Penetapan Tujuan Prinsip Pengendalian Ukuran Kinerja Ganda Kualitas Umpan Balik Gaya Kepemimpinan Transformatif * Lama Bekerja | | | | | | |
|--|----------------|------------------------------|----------------------|----------------------|----------------------|---------------------------------|
| Report | | | | | | |
| | | Partisipasi Penetapan Tujuan | Prinsip Pengendalian | Ukuran Kinerja Ganda | Kualitas Umpan Balik | Gaya Kepemimpinan Transformatif |
| Lama Bekerja | | | | | | |
| < 5 Tahun | Mean | 5,2159 | 5,0946 | 5,2421 | 5,3072 | 5,1803 |
| | N | 39 | 39 | 39 | 39 | 39 |
| | Std. Deviation | 0,56135 | 0,53379 | 0,47611 | 0,53028 | 0,42656 |
| 5 - 10 Tahun | Mean | 5,3226 | 5,0510 | 5,1374 | 5,1723 | 5,1942 |
| | N | 31 | 31 | 31 | 31 | 31 |
| | Std. Deviation | 0,54081 | 0,51996 | 0,43241 | 0,44625 | 0,29875 |
| > 10 Tahun | Mean | 4,5000 | 5,2400 | 4,6150 | 5,5000 | 5,2100 |
| | N | 2 | 2 | 2 | 2 | 2 |
| | Std. Deviation | 0,70711 | 0,33941 | 0,54447 | 0,70711 | 0,29698 |
| Total | Mean | 5,2419 | 5,0799 | 5,1796 | 5,2544 | 5,1871 |
| | N | 72 | 72 | 72 | 72 | 72 |
| | Std. Deviation | 0,56391 | 0,51920 | 0,46519 | 0,49785 | 0,36933 |

| ANOVA Table | | | | | | | |
|--|----------------|------------|----------------|----|-------------|-------|-------|
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Partisipasi Penetapan Tujuan * Lama Bekerja | Between Groups | (Combined) | 1,329 | 2 | 0,664 | 2,158 | 0,123 |
| | Within Groups | | 21,249 | 69 | 0,308 | | |
| | Total | | 22,578 | 71 | | | |
| Prinsip Pengendalian * Lama Bekerja | Between Groups | (Combined) | 0,086 | 2 | 0,043 | 0,155 | 0,857 |
| | Within Groups | | 19,054 | 69 | 0,276 | | |
| | Total | | 19,139 | 71 | | | |
| Ukuran Kinerja Ganda * Lama Bekerja | Between Groups | (Combined) | 0,845 | 2 | 0,422 | 2,007 | 0,142 |
| | Within Groups | | 14,520 | 69 | 0,210 | | |
| | Total | | 15,364 | 71 | | | |
| Kualitas Umpan Balik * Lama Bekerja | Between Groups | (Combined) | 0,438 | 2 | 0,219 | 0,882 | 0,419 |
| | Within Groups | | 17,160 | 69 | 0,249 | | |
| | Total | | 17,598 | 71 | | | |
| Gaya Kepemimpinan Transformatif * Lama Bekerja | Between Groups | (Combined) | 0,004 | 2 | 0,002 | 0,016 | 0,984 |
| | Within Groups | | 9,680 | 69 | 0,140 | | |
| | Total | | 9,684 | 71 | | | |

| Partisipasi Penetapan Tujuan Prinsip Pengendalian Ukuran Kinerja Ganda Kualitas Umpan Balik Gaya Kepemimpinan Transformatif * Jenis Kelamin | | | | | | |
|---|----------------|------------------------------|----------------------|----------------------|----------------------|---------------------------------|
| Report | | | | | | |
| | | Partisipasi Penetapan Tujuan | Prinsip Pengendalian | Ukuran Kinerja Ganda | Kualitas Umpan Balik | Gaya Kepemimpinan Transformatif |
| Jenis Kelamin | | | | | | |
| Wanita | Mean | 5,2778 | 4,9511 | 5,1750 | 5,1917 | 5,2372 |
| | N | 18 | 18 | 18 | 18 | 18 |
| | Std. Deviation | 0,46089 | 0,40616 | 0,46987 | 0,39797 | 0,47594 |
| Pria | Mean | 5,2300 | 5,1228 | 5,1811 | 5,2754 | 5,1704 |
| | N | 54 | 54 | 54 | 54 | 54 |
| | Std. Deviation | 0,59773 | 0,54836 | 0,46805 | 0,52863 | 0,33005 |
| Total | Mean | 5,2419 | 5,0799 | 5,1796 | 5,2544 | 5,1871 |
| | N | 72 | 72 | 72 | 72 | 72 |
| | Std. Deviation | 0,56391 | 0,51920 | 0,46519 | 0,49785 | 0,36933 |

| ANOVA Table | | | | | | | |
|---|----------------|------------|----------------|----|-------------|-------|-------|
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Partisipasi Penetapan Tujuan * Jenis Kelamin | Between Groups | (Combined) | 0,031 | 1 | 0,031 | 0,096 | 0,758 |
| | Within Groups | | 22,547 | 70 | 0,322 | | |
| | Total | | 22,578 | 71 | | | |
| Prinsip Pengendalian * Jenis Kelamin | Between Groups | (Combined) | 0,398 | 1 | 0,398 | 1,486 | 0,227 |
| | Within Groups | | 18,741 | 70 | 0,268 | | |
| | Total | | 19,139 | 71 | | | |
| Ukuran Kinerja Ganda * Jenis Kelamin | Between Groups | (Combined) | 0,001 | 1 | 0,001 | 0,002 | 0,962 |
| | Within Groups | | 15,364 | 70 | 0,219 | | |
| | Total | | 15,364 | 71 | | | |
| Kualitas Umpan Balik * Jenis Kelamin | Between Groups | (Combined) | 0,095 | 1 | 0,095 | 0,378 | 0,541 |
| | Within Groups | | 17,503 | 70 | 0,250 | | |
| | Total | | 17,598 | 71 | | | |
| Gaya Kepemimpinan Transformatif * Jenis Kelamin | Between Groups | (Combined) | 0,060 | 1 | 0,060 | 0,439 | 0,510 |
| | Within Groups | | 9,624 | 70 | 0,137 | | |
| | Total | | 9,684 | 71 | | | |

| PT2 PT3 PP1 PP2 UK3 UK5 UK4 UK6 KU1 KU2 KU3 KP1 KP2 KP3 KD2 KD3 KI3 KI4 KI6 KO1 KO2 KA1 KA2 KA3 SA1 SA2 SA5 GT1 GT2 GT4 GT5 GT6 GT8 GT9 GT16 GT18 * Jenis Kelamin | | | | | | | | | | | | | | | | | | | | |
|---|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Report | | | | | | | | | | | | | | | | | | | | |
| Mean | | | | | | | | | | | | | | | | | | | | |
| Jenis Kelamin | KI3 | KI4 | KI6 | KO1 | KO2 | KA1 | KA2 | KA3 | SA1 | SA2 | SA5 | GT1 | GT2 | GT4 | GT5 | GT6 | GT8 | GT9 | GT16 | GT18 |
| Wanita | 5,28 | 5,33 | 5,28 | 5,50 | 5,44 | 4,44 | 5,22 | 4,39 | 5,33 | 5,33 | 5,33 | 5,39 | 5,28 | 5,28 | 5,17 | 5,11 | 5,17 | 5,39 | 5,22 | 5,22 |
| Pria | 5,11 | 5,41 | 5,28 | 5,22 | 5,24 | 4,83 | 5,30 | 4,98 | 5,04 | 5,08 | 5,07 | 5,22 | 5,15 | 5,33 | 5,22 | 5,11 | 5,09 | 5,09 | 5,19 | 5,26 |
| Total | 5,15 | 5,39 | 5,28 | 5,29 | 5,29 | 4,74 | 5,28 | 4,83 | 5,11 | 5,13 | 5,14 | 5,26 | 5,18 | 5,32 | 5,21 | 5,11 | 5,11 | 5,17 | 5,19 | 5,25 |

Lampiran 10. Uji Hipotesis (path coefficients)

Path Coefficients

Mean, STDEV, T-Values, P-Values

| | Original Sample | T Statistics | P Values |
|---------------------------|-----------------|--------------|-------------|
| GKT -> KI | 0,04 | 0,24 | 0,81 |
| KA -> SA | -0,55 | 6,67 | 0,00 |
| KD -> KA | -0,02 | 0,21 | 0,84 |
| KD -> KO | 0,16 | 0,83 | 0,41 |
| KI -> KA | 0,25 | 2,21 | 0,03 |
| KI -> KO | 0,12 | 0,69 | 0,49 |
| KO -> SA | -0,07 | 0,80 | 0,42 |
| KP -> KA | 0,46 | 4,44 | 0,00 |
| KP -> KO | 0,05 | 0,31 | 0,76 |
| KU -> GKT | 0,29 | 2,09 | 0,04 |
| KU -> KI | 0,45 | 4,17 | 0,00 |
| KU -> KP | 0,40 | 3,09 | 0,00 |
| Moderating Effect 1 -> KI | 0,20 | 1,01 | 0,26 |
| PP -> KD | 0,04 | 0,23 | 0,82 |
| PP -> KP | 0,23 | 2,24 | 0,03 |
| PT -> KD | -0,08 | 0,66 | 0,51 |
| PT -> KP | -0,19 | 1,95 | 0,05 |
| UK -> KD | 0,39 | 3,70 | 0,00 |
| UK -> KP | -0,08 | 0,60 | 0,55 |

Lampiran 11. Uji Hipotesis (*specific indirect effect*)

Specific Indirect Effects

Mean, STDEV, T-Values, P-Values

| | Original Sample | Sample Mean | Standard Deviation | T Statistics | P Values |
|------------------------------------|-----------------|-------------|--------------------|--------------|-------------|
| PP → KD → KA | 0,00 | 0,00 | 0,02 | 0,04 | 0,97 |
| PT → KD → KA | 0,00 | 0,00 | 0,02 | 0,11 | 0,91 |
| UK → KD → KA | -0,01 | -0,01 | 0,04 | 0,20 | 0,84 |
| GKT → KI → KA | 0,01 | 0,01 | 0,04 | 0,22 | 0,83 |
| KU → GKT → KI → KA | 0,00 | 0,00 | 0,01 | 0,18 | 0,86 |
| KU → KI → KA | 0,11 | 0,11 | 0,06 | 1,80 | 0,07 |
| Moderating Effect 1 → KI → KA | 0,05 | 0,04 | 0,04 | 1,40 | 0,16 |
| KU → KP → KA | 0,18 | 0,19 | 0,08 | 2,23 | 0,03 |
| PP → KP → KA | 0,10 | 0,10 | 0,05 | 2,10 | 0,04 |
| PT → KP → KA | -0,08 | -0,09 | 0,05 | 1,82 | 0,07 |
| UK → KP → KA | -0,04 | -0,03 | 0,06 | 0,65 | 0,52 |
| KU → GKT → KI | 0,01 | 0,02 | 0,05 | 0,21 | 0,83 |
| PP → KD → KO | 0,01 | 0,01 | 0,03 | 0,19 | 0,85 |
| PT → KD → KO | -0,01 | -0,01 | 0,03 | 0,50 | 0,61 |
| UK → KD → KO | 0,06 | 0,03 | 0,08 | 0,78 | 0,43 |
| GKT → KI → KO | 0,00 | 0,01 | 0,03 | 0,15 | 0,88 |
| KU → GKT → KI → KO | 0,00 | 0,00 | 0,01 | 0,13 | 0,89 |
| KU → KI → KO | 0,05 | 0,03 | 0,07 | 0,71 | 0,48 |
| Moderating Effect 1 → KI → KO | 0,02 | 0,01 | 0,03 | 0,72 | 0,47 |
| KU → KP → KO | 0,02 | 0,03 | 0,07 | 0,29 | 0,77 |
| PP → KP → KO | 0,01 | 0,01 | 0,04 | 0,28 | 0,78 |
| PT → KP → KO | -0,01 | -0,01 | 0,04 | 0,26 | 0,79 |
| UK → KP → KO | 0,00 | 0,00 | 0,02 | 0,17 | 0,87 |
| PP → KD → KA → SA | 0,00 | 0,00 | 0,01 | 0,04 | 0,97 |
| PT → KD → KA → SA | 0,00 | 0,00 | 0,01 | 0,11 | 0,91 |
| KD → KA → SA | 0,01 | 0,01 | 0,06 | 0,20 | 0,84 |
| UK → KD → KA → SA | 0,00 | 0,00 | 0,03 | 0,19 | 0,85 |
| GKT → KI → KA → SA | 0,00 | -0,01 | 0,02 | 0,21 | 0,83 |
| KU → GKT → KI → KA → SA | 0,00 | 0,00 | 0,01 | 0,18 | 0,86 |
| KU → KI → KA → SA | -0,06 | -0,06 | 0,04 | 1,76 | 0,08 |
| KI → KA → SA | -0,14 | -0,14 | 0,06 | 2,14 | 0,03 |
| Moderating Effect 1 → KI → KA → SA | -0,03 | -0,02 | 0,02 | 1,42 | 0,16 |
| KU → KP → KA → SA | -0,10 | -0,11 | 0,05 | 1,90 | 0,06 |
| PP → KP → KA → SA | -0,06 | -0,06 | 0,03 | 1,85 | 0,06 |
| PT → KP → KA → SA | 0,05 | 0,05 | 0,03 | 1,66 | 0,09 |
| KP → KA → SA | -0,25 | -0,26 | 0,08 | 3,18 | 0,00 |
| UK → KP → KA → SA | 0,02 | 0,02 | 0,03 | 0,63 | 0,53 |
| PP → KD → KO → SA | 0,00 | 0,00 | 0,00 | 0,11 | 0,91 |
| PT → KD → KO → SA | 0,00 | 0,00 | 0,00 | 0,28 | 0,78 |
| KD → KO → SA | -0,01 | -0,01 | 0,02 | 0,50 | 0,62 |
| UK → KD → KO → SA | 0,00 | 0,00 | 0,01 | 0,47 | 0,64 |
| GKT → KI → KO → SA | 0,00 | 0,00 | 0,00 | 0,10 | 0,92 |
| KU → GKT → KI → KO → SA | 0,00 | 0,00 | 0,00 | 0,09 | 0,93 |
| KU → KI → KO → SA | 0,00 | 0,00 | 0,01 | 0,48 | 0,63 |
| KI → KO → SA | -0,01 | -0,01 | 0,02 | 0,47 | 0,64 |
| Moderating Effect 1 → KI → KO → SA | 0,00 | 0,00 | 0,00 | 0,45 | 0,65 |
| KU → KP → KO → SA | 0,00 | 0,00 | 0,01 | 0,17 | 0,86 |
| PP → KP → KO → SA | 0,00 | 0,00 | 0,00 | 0,18 | 0,86 |
| PT → KP → KO → SA | 0,00 | 0,00 | 0,00 | 0,18 | 0,86 |
| KP → KO → SA | 0,00 | -0,01 | 0,02 | 0,20 | 0,84 |
| UK → KP → KO → SA | 0,00 | 0,00 | 0,00 | 0,10 | 0,92 |

Lampiran 12. Uji Hipotesis (total effect)

Total Effects

Mean, STDEV, T-Values, P-Values

| | Original Sample | T Statistics | P Values |
|---------------------------|-----------------|--------------|-------------|
| GKT -> KA | 0,01 | 0,22 | 0,83 |
| GKT -> KI | 0,04 | 0,24 | 0,81 |
| GKT -> KO | 0,00 | 0,15 | 0,88 |
| GKT -> SA | -0,01 | 0,22 | 0,82 |
| KA -> SA | -0,55 | 6,67 | 0,00 |
| KD -> KA | -0,02 | 0,21 | 0,84 |
| KD -> KO | 0,16 | 0,83 | 0,41 |
| KD -> SA | 0,00 | 0,01 | 0,99 |
| KI -> KA | 0,25 | 2,21 | 0,03 |
| KI -> KO | 0,12 | 0,69 | 0,49 |
| KI -> SA | -0,15 | 2,18 | 0,03 |
| KO -> SA | -0,07 | 0,80 | 0,42 |
| KP -> KA | 0,46 | 4,44 | 0,00 |
| KP -> KO | 0,05 | 0,31 | 0,76 |
| KP -> SA | -0,25 | 3,25 | 0,00 |
| KU -> GKT | 0,29 | 2,09 | 0,04 |
| KU -> KA | 0,30 | 3,37 | 0,00 |
| KU -> KI | 0,46 | 4,49 | 0,00 |
| KU -> KO | 0,07 | 0,80 | 0,43 |
| KU -> KP | 0,40 | 3,09 | 0,00 |
| KU -> SA | -0,17 | 2,69 | 0,01 |
| Moderating Effect 1 -> KA | 0,05 | 1,40 | 0,16 |
| Moderating Effect 1 -> KI | 0,20 | 1,86 | 0,06 |
| Moderating Effect 1 -> KO | 0,02 | 0,72 | 0,47 |
| Moderating Effect 1 -> SA | -0,03 | 1,44 | 0,15 |
| PP -> KA | 0,10 | 2,04 | 0,04 |
| PP -> KD | 0,04 | 0,23 | 0,82 |
| PP -> KO | 0,02 | 0,33 | 0,74 |
| PP -> KP | 0,23 | 2,24 | 0,03 |
| PP -> SA | -0,06 | 1,90 | 0,06 |
| PT -> KA | -0,08 | 1,79 | 0,07 |
| PT -> KD | -0,08 | 0,66 | 0,51 |
| PT -> KO | -0,02 | 0,48 | 0,63 |
| PT -> KP | -0,19 | 1,95 | 0,05 |
| PT -> SA | 0,05 | 1,67 | 0,09 |
| UK -> KA | -0,04 | 0,70 | 0,49 |
| UK -> KD | 0,39 | 3,70 | 0,00 |
| UK -> KO | 0,06 | 0,69 | 0,49 |
| UK -> KP | -0,08 | 0,60 | 0,55 |
| UK -> SA | 0,02 | 0,54 | 0,59 |

Lampiran 13. Hasil Cek Plagiasi

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