

LAMPIRAN

LAMPIRAN 1. KUESIONER PENELITIAN

“PENGARUH TOTAL QUALITY MANAGEMENT, SISTEM PENGUKURAN KINERJA, DAN SISTEM PENGHARGAAN TERHADAP KINERJA MANAJERIAL”

Silahkan isi data diri di bawah ini sesuai dengan identitas anda.

Nama Bank :

Nama Responden :

Umur :tahun

Jenis Kelamin : Laki-laki Perempuan

Pendidikan Terakhir : D3 S1 S2

Lama Bekerja di Perusahaan ini :tahun

Jabatan : Branch Manager (Pimpinan Cabang)
 Manajer Operasional
 Manajer Kredit dan Pemasaran
 Manajer Keuangan
 Manajer Bisnis Mikro
 Lainnya.....

Pentunjuk Pengisian Kuesioner:

1. Terdapat empat bagian kuesioner dengan beberapa pernyataan yang akan anda jawab.
2. Bacalah setiap pernyataan dengan teliti kemudian jawablah sesuai dengan kondisi anda yang sesungguhnya, serta berilah tanda (√) centang pada jawaban anda.
3. Adapun pilihan jawaban yang disediakan, yaitu:
 - 1 = Sangat Tidak Setuju
 - 2 = Tidak Setuju
 - 3 = Netral
 - 4 = Setuju
 - 5 = Sangat Setuju
4. Tidak ada jawaban yang dianggap benar ataupun salah.

Mohon periksa kembali setelah selesai mengisi, agar tidak ada pernyataan yang terlewatkan

KINERJA MANAJER

Sumber: (Yuliusman & Putra, 2020)

Pilihlah salah satu jawaban dibawah ini yang paling sesuai dengan kondisi anda dengan memberi **tanda (√)** untuk:

1 = Sangat Tidak Setuju

2 = Tidak Setuju

3 = Netral

4 = Setuju

5 = Sangat Setuju

No	Pernyataan	1	2	3	4	5
1	Saya merencanakan operasi perusahaan pada bagian saya					
2	Saya mengukur dan menyampaikan informasi berupa catatan dan laporan tepat waktu					
3	Saya bekerja sama dengan bagian atau divisi lain untuk bertukar informasi					
4	Saya melakukan penilaian serta mengukur hasil dari kinerja para bawahan maupun para karyawan					
5	Saya menyeleksi terlebih dahulu sebelum mempromosikan karyawan atau bawahan saya untuk meningkatkan kinerja divisi					
6	Saya melakukan negosiasi setiap melakukan kegiatan dengan pihak luar					
7	Banyak karyawan pada divisi saya yang terlibat di setiap pertemuan bisnis perusahaan					
8	Kinerja keseluruhan dalam divisi saya sangat baik					

TOTAL QUALITY MANAJEMEN (TQM)

Sumber: (Yuliusman & Putra, 2020)

Pilihlah salah satu jawaban dibawah ini yang paling sesuai dengan kondisi anda dengan memberi **tanda** (√) untuk:

1 = Sangat Tidak Setuju

2 = Tidak Setuju

3 = Netral

4 = Setuju

5 = Sangat Setuju

No	Pernyataan	1	2	3	4	5
1	Bank ditempat Saya bekerja, selalu mengidentifikasi kebutuhan pelanggan					
2	Bank ditempat Saya bekerja, selalu mengukur dan memenuhi kepuasan pelanggan					
3	Bank ditempat Saya bekerja, selalu membina hubungan secara langsung dengan pelanggan					
4	Bank ditempat Saya bekerja, selalu menetapkan target perbaikan berkelanjutan pada standar tertentu					
5	Bank ditempat Saya bekerja, selalu mempertimbangkan masukan dari pelanggan untuk meningkatkan aspek kualitas pelayanan					
6	Bank ditempat Saya bekerja, selalu melakukan perbaikan secara terus menerus pada semua aspek operasional pelayanan tanpa menunggu permasalahan muncul					
7	Bank ditempat Saya bekerja, selalu mengembangkan keterlibatan karyawan pada semua bagian untuk mengelola semua aspek kualitas					
8	Semua karyawan bank ditempat saya bekerja, selalu mempunyai kewenangan dalam pengambilan keputusan secara profesional					
9	Semua pimpinan bank ditempat saya bekerja, selalu berperan dalam proses peningkatan semua aspek kualitas					
10	Bank ditempat saya bekerja, selalu mengelola pelatihan dan pengembangan berdasarkan prinsip – prinsip kualitas secara teratur					
11	Seluruh karyawan bank ditempat saya bekerja, selalu memperoleh pelatihan dan pengembangan secara teratur					
12	Bank ditempat saya bekerja, selalu melakukan studi banding terhadap kualitas proses kerja, produk/jasa dan pelayanan pesaing					
13	Bank ditempat saya bekerja, selalu mengadakan <i>zero defects</i> untuk menyakinkan seluruh karyawan akan selalu bekerja pada nol kesalahan					
14	Karyawan bank ditempat saya bekerja, selalu memahami tujuan inspeksi, untuk memperbaiki proses dan mengurangi biaya					

SISTEM PENGUKURAN KINERJA

Sumber: (Yuliusman & Putra, 2020)

Pilihlah salah satu jawaban dibawah ini yang paling sesuai dengan kondisi anda dengan memberi **tanda (√)** untuk:

1 = Sangat Tidak Setuju

2 = Tidak Setuju

3 = Netral

4 = Setuju

5 = Sangat Setuju

No	Pernyataan	1	2	3	4	5
1	Sistem pengukuran kinerja di bank saya bekerja, dapat meningkatkan kinerja					
2	Bank ditempat saya bekerja menerapkan mekanisme dan sasaran secara jelas untuk mencapai kinerja yang maksimal					
3	Sistem pengukuran kinerja yang berlaku di bank saya bekerja, telah dapat mengukur hasil kerja					
4	Saya dapat mencapai target kerja, yang diharapkan bank ditempat saya bekerja					
5	Sistem pengukuran kinerja di bank saya bekerja, dilakukan secara adil dan transparan					
6	Sistem pengukuran kinerja di bank saya bekerja, dijadikan landasan untuk menentukan reward yang akan karyawan terima					
7	Sistem pengukuran kinerja di bank saya bekerja, dijadikan dasar untuk mengikuti pelatihan karyawan					
8	Sistem pengukuran kinerja di bank saya bekerja, dilakukan secara berkala					
9	Bank ditempat saya bekerja, selalu mengevaluasi standar yang ditetapkan dalam pengukuran kinerja					

SISTEM PENGHARGAAN (*Reward*)

Sumber: (Yuliusman & Putra, 2020)

Pilihlah salah satu jawaban dibawah ini yang paling sesuai dengan kondisi anda dengan memberi **tanda (√)** untuk:

1 = Sangat Tidak Setuju

2 = Tidak Setuju

3 = Netral

4 = Setuju

5 = Sangat Setuju

No	Pernyataan	1	2	3	4	5
1	Bank ditempat saya bekerja, selalu meningkatkan motivasi kerja					
2	Reward yang diberikan oleh bank ditempat saya bekerja, dapat menjadi tambahan penghasilan dalam memenuhi kebutuhan hidup					
3	Reward yang telah ditetapkan oleh bank ditempat saya bekerja, sesuai dengan bobot pekerjaan yang harus dicapai					
4	Jam kerja normal dan jam kerja lembur yang telah diterapkan oleh bank ditempat saya bekerja, wajar untuk dilaksanakan					
5	Reward yang saya terima, mencerminkan kontribusi yang saya berikan, untuk bank ditempat saya bekerja					
6	Pemberian reward atas kinerja yang memuaskan, diterapkan secara rutin oleh bank ditempat saya bekerja					

LAMPIRAN 2. GAMBARAN UMUM RESPONDEN

NO	NAMA BANK	UMUR	JENIS KELAMIN	PENDIDIKAN TERAKHIR	LAMA BEKERJA	JABATAN
1	Bank BNI	53	Laki Laki	S2	28	Branch Manager
2	Bank BNI	54	Laki Laki	S1	28	Manager Pelayanan
3	Bank BNI	53	Perempuan	S2	28	Manager Kredit & Pemasaran
4	Bank BNI	34	Laki Laki	S1	12	Manager Advisory Bisnis Trade
5	Bank Mandiri	42	Laki Laki	S1	18	Branch Manager
6	Bank Mandiri	30	Laki Laki	S1	4	Manager Kredit & Pemasaran
7	Bank Mandiri	43	Laki Laki	S1	15	Branch Manager
8	Bank Mandiri	35	Laki Laki	S1	4	Manager Kredit & Pemasaran
9	Bank Mandiri	35	Laki Laki	S1	13	Manager Bisnis Mikro
10	Bank BRI	37	Laki Laki	S1	12	Branch Manager
11	Bank BRI	44	Laki Laki	D3	22	Branch Manager
12	Bank BRI	42	Laki Laki	S1	19	Manager Operasional
13	Bank BRI	32	Perempuan	S1	18	Manager SDM
14	Bank BRI	31	Perempuan	S2	8	Manager Keuangan
15	Bank BRI	54	Perempuan	S1	30	Manager Kredit & Pemasaran
16	Bank BCA	52	Laki Laki	S2	27	Branch Manager
17	Bank BCA	45	Laki Laki	S1	25	Branch Manager
18	Bank BTN	53	Perempuan	S1	30	Branch Manager
19	Bank BTN	30	Perempuan	S1	12	Manager Operasional
20	Bank Woori Saudara	37	Perempuan	S1	3	Manager HR & GA
21	Bank Woori Saudara	40	Laki Laki	S1	1	Manager Asuransi
22	Bank Woori Saudara	38	Perempuan	S1	4	Manager Keuangan
23	Bank Prima	59	Laki Laki	S2	5	Branch Manager
24	Bank Prima	56	Laki Laki	S1	1	Manager Kredit & Pemasaran
25	Bank Prima	43	Laki Laki	S1	12	Manager Operasional
26	OKE Bank	34	Perempuan	S1	10	Manager SDM
27	OKE Bank	41	Laki Laki	D3	8	Branch Manager
28	OKE Bank	36	Laki Laki	D3	6	Manager Operasional
29	Bank CCB	48	Laki Laki	S1	25	Manager Operasional
30	Bank CCB	45	Laki Laki	S1	30	Manager Bisnis Mikro
31	Bank CCB	49	Laki Laki	S1	27	Manager Keuangan
32	Bank Victoria	42	Laki Laki	S1	1	Branch Manager
33	Bank Victoria	46	Perempuan	S1	16	Manager Kredit & Pemasaran
34	Bank Victoria	36	Perempuan	S1	5	Manager Operasional
35	Bank Keb Hana	30	Perempuan	S1	10	Manager Kredit & Pemasaran
36	Bank Keb Hana	39	Laki Laki	S1	13	Manager Operasional
37	Bank Keb Hana	35	Perempuan	S1	12	Manager Keuangan
38	Bank Multi Arta Sentosa	55	Perempuan	S1	6	Branch Manager
39	Bank Capital	39	Perempuan	S1	1	Manager Operasional
40	Bank Mayapada	31	Perempuan	S1	3	Manager SDM
41	Bank Mayapada	60	Laki Laki	S1	30	Manager Operasional
42	Bank Mayapada	52	Perempuan	D3	15	Manager Keuangan
43	Bank Shinhan	43	Perempuan	S1	6	Manager Kredit & Pemasaran
44	Bank Shinhan	36	Laki Laki	S1	13	Manager Relationship
45	Bank Shinhan	38	Perempuan	S1	4	Manager Keuangan
46	Bank BSI	35	Perempuan	S1	14	Manager Operasional
47	Bank BSI	48	Laki Laki	S1	7	Manager Bisnis Mikro
48	Bank BSI	32	Laki Laki	S1	5	Manager Kredit & Pemasaran
49	Maybank	40	Laki Laki	S1	20	Manager IT dan Komunikasi
50	Maybank	54	Perempuan	D3	19	Manager Operasional

Total Quality Management

X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	X1.8	X1.9	X1.10	X1.11	X1.12	X1.13	X1.14	TotalX1
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
4	4	4	4	4	4	4	4	4	4	4	4	4	4	56
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	4	5	5	4	5	4	5	5	5	5	5	67
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	4	5	5	4	5	4	5	5	5	5	5	67
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	4	5	5	4	5	5	5	5	5	5	5	68
5	5	5	4	5	5	4	5	5	5	5	5	5	5	68
5	5	5	4	5	5	4	5	4	5	5	5	5	5	67
5	4	5	5	5	4	5	5	4	5	5	5	5	5	67
5	5	5	4	5	5	4	5	4	5	5	5	5	5	67
4	4	4	4	4	4	4	4	4	4	4	4	4	4	56
4	4	4	4	4	4	4	4	4	4	4	4	4	4	56
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	4	5	5	4	5	4	5	5	5	5	5	67
4	5	4	5	4	5	5	4	5	4	4	4	5	4	62
5	5	5	4	5	5	4	5	4	5	5	5	5	5	67
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	4	5	5	5	5	4	5	5	5	5	5	5	5	68
5	4	5	4	5	5	5	5	5	5	5	5	5	5	68
5	5	5	5	5	4	5	5	4	5	5	5	5	5	68
5	5	5	5	5	4	5	5	5	5	5	5	5	5	69
5	5	5	4	5	5	5	5	4	5	5	5	5	5	68
5	5	5	5	5	5	5	5	5	5	5	5	5	5	68
5	4	5	5	5	5	4	5	5	5	5	5	5	5	68
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	4	5	5	5	5	5	5	5	5	5	5	5	5	69
5	5	5	5	5	5	4	5	4	5	5	5	5	5	68
5	5	5	5	5	4	5	5	5	5	5	5	5	5	69
5	5	5	4	5	5	5	5	5	5	5	5	5	5	69
5	4	5	5	5	5	4	5	5	5	5	5	4	5	67
5	5	5	4	5	5	4	5	5	5	5	5	5	5	68
5	5	5	5	5	4	5	5	4	5	5	5	5	5	68
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	5	5	5	5	5	5	5	5	5	5	5	5	5	70
5	4	5	5	5	5	4	5	5	5	5	5	5	5	68
5	5	5	4	5	5	4	5	4	5	5	5	5	5	67

Sistem Penghargaan

X3.1	X3.2	X3.3	X3.4	X3.5	X3.6	TotalX3
4	5	5	5	3	5	27
5	5	5	5	5	5	30
5	5	4	5	4	5	28
4	4	4	4	4	4	24
5	5	5	4	5	4	28
5	5	5	4	5	5	29
5	5	5	5	4	5	29
5	5	5	5	5	4	29
5	5	5	5	5	5	30
4	5	4	4	4	4	25
4	4	4	4	4	4	24
5	5	5	5	5	5	30
5	5	5	5	5	5	30
5	4	4	4	3	5	25
5	5	5	5	5	5	30
4	4	4	4	4	4	24
4	5	4	4	4	4	25
4	3	4	5	4	4	24
5	5	5	5	5	5	30
5	5	5	5	5	5	30
4	5	4	4	5	4	26
4	5	5	5	5	5	29
4	4	4	4	5	4	25
3	5	5	5	4	5	27
4	4	4	5	5	4	26
5	4	4	4	4	4	25
4	4	4	4	4	4	24
5	5	5	5	4	5	29
5	5	5	5	5	5	30
5	4	5	5	4	5	28
5	5	5	5	5	4	29
3	4	5	4	5	5	26
4	4	4	5	4	4	25
3	5	5	5	5	4	27
5	5	5	5	5	5	30
5	5	5	5	5	5	30
4	5	5	4	4	4	26
5	5	5	4	5	5	29
4	4	5	5	5	4	27
4	4	4	4	4	4	24
4	4	5	5	5	4	27
5	5	4	5	5	5	29
5	5	5	5	5	5	30
5	5	5	4	5	5	29
5	5	5	5	5	4	29
5	5	4	5	5	5	29
5	5	5	5	5	5	30
5	5	5	5	5	5	30
5	5	5	4	5	5	29
5	5	5	5	5	5	30
5	5	5	4	5	5	29
5	4	5	5	5	5	29

Outlier

Extreme Values

		Case Number	Value
TotalX1	Highest	1	52
		2	53
		3	57
		4	58
		5	60
	Lowest	1	59
		2	56
		3	51
		4	17
		5	54
TotalX2	Highest	1	2
		2	3
		3	5
		4	8
		5	56
	Lowest	1	17
		2	13
		3	24
		4	47
		5	42
TotalX3	Highest	1	2
		2	9
		3	12
		4	13
		5	58
	Lowest	1	59
		2	55
		3	51
		4	40
		5	27
TotalY	Highest	1	2
		2	3
		3	5
		4	9
		5	55
	Lowest	1	51
		2	53

3	52	28
4	24	32
5	17	32

- a. Only a partial list of cases with the value 70 are shown in the table of upper extremes.
- b. Only a partial list of cases with the value 56 are shown in the table of lower extremes.
- c. Only a partial list of cases with the value 45 are shown in the table of upper extremes.
- d. Only a partial list of cases with the value 42 are shown in the table of lower extremes.
- e. Only a partial list of cases with the value 30 are shown in the table of upper extremes.
- f. Only a partial list of cases with the value 24 are shown in the table of lower extremes.
- g. Only a partial list of cases with the value 40 are shown in the table of upper extremes.



LAMPIRAN 4. HASIL UJI INSTRUMEN

(Data SPSS diolah 2023)

Uji Validitas Kinerja Manajer

		Correlations								
		Y.1	Y.2	Y.3	Y.4	Y.5	Y.6	Y.7	Y.8	TotalY
Y.1	Pearson Correlation	1	.359*	.905**	.954**	.299*	-.048	.123	.256	.779**
	Sig. (2-tailed)		.010	.000	.000	.035	.743	.395	.073	.000
	N	50	50	50	50	50	50	50	50	50
Y.2	Pearson Correlation	.359*	1	.359*	.413**	.956**	.175	-.150	.391**	.698**
	Sig. (2-tailed)	.010		.010	.003	.000	.224	.299	.005	.000
	N	50	50	50	50	50	50	50	50	50
Y.3	Pearson Correlation	.905**	.359*	1	.954**	.299*	.048	.123	.161	.779**
	Sig. (2-tailed)	.000	.010		.000	.035	.743	.395	.263	.000
	N	50	50	50	50	50	50	50	50	50
Y.4	Pearson Correlation	.954**	.413**	.954**	1	.357*	.019	.162	.231	.830**
	Sig. (2-tailed)	.000	.003	.000		.011	.897	.261	.106	.000
	N	50	50	50	50	50	50	50	50	50
Y.5	Pearson Correlation	.299*	.956**	.299*	.357*	1	.112	-.122	.324*	.644**
	Sig. (2-tailed)	.035	.000	.035	.011		.438	.398	.022	.000
	N	50	50	50	50	50	50	50	50	50
Y.6	Pearson Correlation	-.048	.175	.048	.019	.112	1	.195	.161	.344*
	Sig. (2-tailed)	.743	.224	.743	.897	.438		.174	.263	.014
	N	50	50	50	50	50	50	50	50	50
Y.7	Pearson Correlation	.123	-.150	.123	.162	-.122	.195	1	-.045	.317*
	Sig. (2-tailed)	.395	.299	.395	.261	.398	.174		.758	.025
	N	50	50	50	50	50	50	50	50	50
Y.8	Pearson Correlation	.256	.391**	.161	.231	.324*	.161	-.045	1	.495**
	Sig. (2-tailed)	.073	.005	.263	.106	.022	.263	.758		.000
	N	50	50	50	50	50	50	50	50	50
TotalY	Pearson Correlation	.779**	.698**	.779**	.830**	.644**	.344*	.317*	.495**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.014	.025	.000	
	N	50	50	50	50	50	50	50	50	50

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

	Sig. (2-tailed)	.000	.004	.000	.099	.000	.030	.162	.000	.074	.000	.000	.000	.000	.000	.000
	N	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50
X1.14	Pearson Correlation	1.000**	.377**	1.000**	.240	1.000**	.438**	.211	1.000**	.255	1.000**	1.000**	1.000**	.572**	1	.911**
	Sig. (2-tailed)	.000	.007	.000	.094	.000	.001	.142	.000	.074	.000	.000	.000	.000		.000
	N	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50
TotalX1	Pearson Correlation	.911**	.497**	.911**	.494**	.911**	.497**	.490**	.911**	.529**	.911**	.911**	.911**	.658**	.911**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).



Sistem Pengukuran Kinerja

		Correlations									
		X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	X2.8	X2.9	TotalX2
X2.1	Pearson Correlation	1	.265	.178	-.026	.291*	.435**	.019	.579**	.383**	.590**
	Sig. (2-tailed)		.063	.216	.859	.041	.002	.896	.000	.006	.000
	N	50	50	50	50	50	50	50	50	50	50
X2.2	Pearson Correlation	.265	1	.345*	.114	.306*	.306*	.334*	.306*	.393**	.623**
	Sig. (2-tailed)	.063		.014	.431	.031	.031	.018	.031	.005	.000
	N	50	50	50	50	50	50	50	50	50	50
X2.3	Pearson Correlation	.178	.345*	1	.011	.383**	.206	.186	.206	.698**	.581**
	Sig. (2-tailed)	.216	.014		.942	.006	.152	.196	.152	.000	.000
	N	50	50	50	50	50	50	50	50	50	50
X2.4	Pearson Correlation	-.026	.114	.011	1	-.153	-.030	.616**	-.030	.057	.409**
	Sig. (2-tailed)	.859	.431	.942		.288	.838	.000	.838	.693	.003
	N	50	50	50	50	50	50	50	50	50	50
X2.5	Pearson Correlation	.291*	.306*	.383**	-.153	1	.003	-.196	.003	.442**	.340*
	Sig. (2-tailed)	.041	.031	.006	.288		.982	.172	.982	.001	.016
	N	50	50	50	50	50	50	50	50	50	50
X2.6	Pearson Correlation	.435**	.306*	.206	-.030	.003	1	.240	.668**	.250	.588**
	Sig. (2-tailed)	.002	.031	.152	.838	.982		.094	.000	.080	.000
	N	50	50	50	50	50	50	50	50	50	50
X2.7	Pearson Correlation	.019	.334*	.186	.616**	-.196	.240	1	.240	.126	.599**
	Sig. (2-tailed)	.896	.018	.196	.000	.172	.094		.094	.383	.000
	N	50	50	50	50	50	50	50	50	50	50
X2.8	Pearson Correlation	.579**	.306*	.206	-.030	.003	.668**	.240	1	.442**	.650**
	Sig. (2-tailed)	.000	.031	.152	.838	.982	.000	.094		.001	.000
	N	50	50	50	50	50	50	50	50	50	50
X2.9	Pearson Correlation	.383**	.393**	.698**	.057	.442**	.250	.126	.442**	1	.686**
	Sig. (2-tailed)	.006	.005	.000	.693	.001	.080	.383	.001		.000
	N	50	50	50	50	50	50	50	50	50	50
TotalX2	Pearson Correlation	.590**	.623**	.581**	.409**	.340*	.588**	.599**	.650**	.686**	1
	Sig. (2-tailed)	.000	.000	.000	.003	.016	.000	.000	.000	.000	
	N	50	50	50	50	50	50	50	50	50	50

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Uji Validitas Sistem Penghargaan

		Correlations						
		X3.1	X3.2	X3.3	X3.4	X3.5	X3.6	TotalX3
X3.1	Pearson Correlation	1	.396**	.291*	.255	.280*	.490**	.685**
	Sig. (2-tailed)		.004	.041	.073	.049	.000	.000
	N	50	50	50	50	50	50	50
X3.2	Pearson Correlation	.396**	1	.511**	.233	.358*	.462**	.716**
	Sig. (2-tailed)	.004		.000	.103	.011	.001	.000
	N	50	50	50	50	50	50	50
X3.3	Pearson Correlation	.291*	.511**	1	.429**	.463**	.501**	.758**
	Sig. (2-tailed)	.041	.000		.002	.001	.000	.000
	N	50	50	50	50	50	50	50
X3.4	Pearson Correlation	.255	.233	.429**	1	.280*	.375**	.606**
	Sig. (2-tailed)	.073	.103	.002		.049	.007	.000
	N	50	50	50	50	50	50	50
X3.5	Pearson Correlation	.280*	.358*	.463**	.280*	1	.186	.635**
	Sig. (2-tailed)	.049	.011	.001	.049		.195	.000
	N	50	50	50	50	50	50	50
X3.6	Pearson Correlation	.490**	.462**	.501**	.375**	.186	1	.722**
	Sig. (2-tailed)	.000	.001	.000	.007	.195		.000
	N	50	50	50	50	50	50	50
TotalX3	Pearson Correlation	.685**	.716**	.758**	.606**	.635**	.722**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Hasil Uji Reliabilitas Kinerja Manajer

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.743	.761	8

Hasil Uji Reliabilitas Total Quality Management

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.910	.941	14

Hasil Uji Reliabilitas Sistem Pengukuran Kinerja

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.704	.738	9

Hasil Uji Reliabilitas Sistem Penghargaan

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.771	.777	6

LAMPIRAN 5. HASIL UJI STATISTIK DESKRIPTIF

(Data SPSS diolah 2023)

1. Kinerja Manager (Y)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Y.1	50	4	5	4.70	.463
Y.2	50	4	5	4.66	.479
Y.3	50	4	5	4.70	.463
Y.4	50	4	5	4.68	.471
Y.5	50	4	5	4.68	.471
Y.6	50	4	5	4.70	.463
Y.7	50	3	5	4.58	.609
Y.8	50	3	5	4.78	.465
TotalY	50	32	40	37.48	2.332
Valid N (listwise)	50				

2. Total Quality Management (X1)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X1.1	50	4	5	4.92	.274
X1.2	50	4	5	4.78	.418
X1.3	50	4	5	4.92	.274
X1.4	50	4	5	4.64	.485
X1.5	50	4	5	4.92	.274
X1.6	50	4	5	4.82	.388
X1.7	50	4	5	4.60	.495
X1.8	50	4	5	4.92	.274
X1.9	50	4	5	4.66	.479
X1.10	50	4	5	4.92	.274
X1.11	50	4	5	4.92	.274
X1.12	50	4	5	4.92	.274
X1.13	50	4	5	4.88	.328
X1.14	50	4	5	4.92	.274
TotalX1	50	56	70	67.74	3.349
Valid N (listwise)	50				

3. Sistem Pengukuran Kinerja (X2)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X2.1	50	3	5	4.86	.405
X2.2	50	4	5	4.92	.274
X2.3	50	4	5	4.88	.328
X2.4	50	4	5	4.68	.471
X2.5	50	4	5	4.86	.351
X2.6	50	4	5	4.86	.351
X2.7	50	3	5	4.60	.535
X2.8	50	4	5	4.86	.351
X2.9	50	4	5	4.90	.303
TotalX2	50	36	45	43.42	1.875
Valid N (listwise)	50				

4. Sistem Penghargaan (X3)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X3.1	50	3	5	4.54	.613
X3.2	50	3	5	4.66	.519
X3.3	50	4	5	4.66	.479
X3.4	50	4	5	4.64	.485
X3.5	50	3	5	4.60	.571
X3.6	50	4	5	4.58	.499
TotalX3	50	24	30	27.68	2.171
Valid N (listwise)	50				

LAMPIRAN 6. HASIL UJI KARAKTERISTIK RESPONDEN (Data SPSS diolah 2023)

1. Umur

Umur					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 - 35	18	36.0	36.0	36.0
	36 - 45	17	34.0	34.0	70.0
	46 - 55	12	24.0	24.0	94.0
	56 - 65	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

2. Jenis Kelamin

Jenis Kelamin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laki Laki	29	58.0	58.0	58.0
	Perempuan	21	42.0	42.0	100.0
	Total	50	100.0	100.0	

3. Pendidikan Terakhir

Pendidikan Terakhir

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D3	5	10.0	10.0	10.0
	S1	40	80.0	80.0	90.0
	S2	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

4. Lama Bekerja

Lama Kerja

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 -10	21	42.0	42.0	42.0
	11 - 20	17	34.0	34.0	76.0
	21 - 30	12	24.0	24.0	100.0
	Total	50	100.0	100.0	

5. Jabatan

Jabatan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Branch Manager	12	24.0	24.0	24.0
	Manager Operasional	11	22.0	22.0	46.0
	Manager Kredit dan Pemasaran	9	18.0	18.0	64.0
	Manager Keuangan	6	12.0	12.0	76.0
	Manager Bisnis Mikro	4	8.0	8.0	84.0
	Lainnya	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

LAMPIRAN 7. HASIL UJI COMPERE MEAN

(Data SPSS diolah 2023)

Umur

Report

Umur		TQM	SPK	SR	KM
25 - 35	Mean	4.85	4.80	4.65	4.68
	N	18	18	18	18
	Std. Deviation	.229	.226	.378	.264
36 - 45	Mean	4.86	4.82	4.54	4.72
	N	17	17	17	17
	Std. Deviation	.231	.232	.374	.296
46 - 55	Mean	4.82	4.87	4.72	4.70
	N	12	12	12	12
	Std. Deviation	.277	.139	.335	.313
56 - 65	Mean	4.74	4.85	4.39	4.50
	N	3	3	3	3
	Std. Deviation	.288	.254	.191	.433
Total	Mean	4.84	4.83	4.61	4.69
	N	50	50	50	50
	Std. Deviation	.239	.208	.361	.291

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
TQM * Umur	Between Groups	(Combined)	.042	3	.014	.231	.874
	Within Groups		2.759	46	.060		
	Total		2.801	49			
SPK * Umur	Between Groups	(Combined)	.043	3	.014	.315	.814
	Within Groups		2.074	46	.045		
	Total		2.116	49			
SR * Umur	Between Groups	(Combined)	.406	3	.135	1.040	.384
	Within Groups		5.980	46	.130		
	Total		6.385	49			
KM * Umur	Between Groups	(Combined)	.121	3	.040	.459	.713
	Within Groups		4.036	46	.088		
	Total		4.157	49			

Jenis Kelamin

Report

Jenis Kelamin		TQM	SPK	SR	KM
Laki Laki	Mean	4.80	4.82	4.59	4.64
	N	29	29	29	29
	Std. Deviation	.302	.202	.366	.304
Perempuan	Mean	4.89	4.83	4.64	4.76
	N	21	21	21	21
	Std. Deviation	.087	.221	.361	.263
Total	Mean	4.84	4.83	4.61	4.69
	N	50	50	50	50
	Std. Deviation	.239	.208	.361	.291

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
TQM * Jenis Kelamin	Between Groups (Combined)	.089	1	.089	1.577	.215
	Within Groups	2.712	48	.056		
	Total	2.801	49			
SPK * Jenis Kelamin	Between Groups (Combined)	.001	1	.001	.031	.862
	Within Groups	2.115	48	.044		
	Total	2.116	49			
SR * Jenis Kelamin	Between Groups (Combined)	.032	1	.032	.239	.627
	Within Groups	6.354	48	.132		
	Total	6.385	49			
KM * Jenis Kelamin	Between Groups (Combined)	.180	1	.180	2.175	.147
	Within Groups	3.977	48	.083		
	Total	4.157	49			

Pendidikan Terakhir

Report

Pendidikan Terakhir		TQM	SPK	SR	KM
D3	Mean	4.83	4.85	4.50	4.80
	N	5	5	5	5
	Std. Deviation	.038	.148	.455	.166
S1	Mean	4.87	4.81	4.67	4.68
	N	40	40	40	40
	Std. Deviation	.217	.222	.343	.295
S2	Mean	4.64	4.91	4.30	4.65
	N	5	5	5	5
	Std. Deviation	.429	.120	.274	.379
Total	Mean	4.84	4.83	4.61	4.69
	N	50	50	50	50
	Std. Deviation	.239	.208	.361	.291

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
TQM * Pendidikan Terakhir	Between Groups	(Combined)	.219	2	.110	1.997	.147
	Within Groups		2.582	47	.055		
	Total		2.801	49			
SPK * Pendidikan Terakhir	Between Groups	(Combined)	.046	2	.023	.525	.595
	Within Groups		2.070	47	.044		
	Total		2.116	49			
SR * Pendidikan Terakhir	Between Groups	(Combined)	.662	2	.331	2.719	.076
	Within Groups		5.723	47	.122		
	Total		6.385	49			
KM * Pendidikan Terakhir	Between Groups	(Combined)	.080	2	.040	.459	.635
	Within Groups		4.077	47	.087		
	Total		4.157	49			

Lama Bekerja

Report

Lama Bekerja		TQM	SPK	SR	KM
1 -10	Mean	4.86	4.83	4.60	4.66
	N	21	21	21	21
	Std. Deviation	.124	.128	.358	.267
11 - 20	Mean	4.87	4.82	4.69	4.73
	N	17	17	17	17
	Std. Deviation	.240	.242	.342	.287
21 - 30	Mean	4.77	4.83	4.53	4.68
	N	12	12	12	12
	Std. Deviation	.369	.278	.401	.352
Total	Mean	4.84	4.83	4.61	4.69
	N	50	50	50	50
	Std. Deviation	.239	.208	.361	.291

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
TQM * Lama Bekerja	Between Groups (Combined)	.069	2	.034	.590	.558
	Within Groups	2.732	47	.058		
	Total	2.801	49			
SPK * Lama Bekerja	Between Groups (Combined)	.002	2	.001	.021	.979
	Within Groups	2.114	47	.045		
	Total	2.116	49			
SR * Lama Bekerja	Between Groups (Combined)	.177	2	.089	.671	.516
	Within Groups	6.208	47	.132		
	Total	6.385	49			
KM * Lama Bekerja	Between Groups (Combined)	.051	2	.025	.291	.749
	Within Groups	4.106	47	.087		
	Total	4.157	49			

Jabatan

Report

Jabatan		TQM	SPK	SR	KM
Branch Manager	Mean	4.73	4.83	4.31	4.67
	N	12	12	12	12
	Std. Deviation	.378	.278	.323	.347
Manager Operasional	Mean	4.92	4.85	4.76	4.75
	N	11	11	11	11
	Std. Deviation	.076	.113	.252	.261
Manager Kredit dan Pemasaran	Mean	4.88	4.87	4.78	4.60
	N	9	9	9	9
	Std. Deviation	.098	.143	.287	.305
Manager Keuangan	Mean	4.85	4.85	4.64	4.75
	N	6	6	6	6
	Std. Deviation	.069	.166	.304	.223
Manager Bisnis Mikro	Mean	4.98	4.84	4.71	4.81
	N	4	4	4	4
	Std. Deviation	.035	.142	.392	.295
Lainnya	Mean	4.78	4.72	4.62	4.61
	N	8	8	8	8
	Std. Deviation	.325	.309	.443	.302
Total	Mean	4.84	4.83	4.61	4.69
	N	50	50	50	50
	Std. Deviation	.239	.208	.361	.291

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
TQM * Jabatan	Between Groups (Combined)		.325	5	.065	1.156	.346
	Within Groups		2.476	44	.056		
	Total		2.801	49			
SPK * Jabatan	Between Groups (Combined)		.109	5	.022	.477	.791
	Within Groups		2.007	44	.046		
	Total		2.116	49			
SR * Jabatan	Between Groups (Combined)		1.645	5	.329	3.053	.019
	Within Groups		4.741	44	.108		
	Total		6.385	49			
KM * Jabatan	Between Groups (Combined)		.260	5	.052	.588	.709
	Within Groups		3.897	44	.089		
	Total		4.157	49			

LAMPIRAN 8. HASIL UJI ASUMSI KLASIK

(Data SPSS diolah 2023)

1. UJI NORMALITAS

- Sebelum Outlier dihapus

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.24040218
Most Extreme Differences	Absolute	.172
	Positive	.127
	Negative	-.172
Test Statistic		.172
Asymp. Sig. (2-tailed)		.000 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

- Setelah Outlier dihapus

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.66816858
Most Extreme Differences	Absolute	.074
	Positive	.033
	Negative	-.074
Test Statistic		.074
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

2. UJI HETEROKEDASTISITAS

- Sebelum Outlier dihapus

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	TotalX3, TotalX2, TotalX1 ^b	.	Enter

a. Dependent Variable: abs_res

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.368 ^a	.135	.089	2.32022

a. Predictors: (Constant), TotalX3, TotalX2, TotalX1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.202	3	15.734	2.923	.042 ^b
	Residual	301.473	56	5.383		
	Total	348.674	59			

a. Dependent Variable: abs_res

b. Predictors: (Constant), TotalX3, TotalX2, TotalX1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.860	8.432		-.458	.649
	TotalX1	-.157	.070	-.325	-2.254	.028
	TotalX2	.345	.172	.257	2.010	.049
	TotalX3	.051	.124	.060	.417	.678

a. Dependent Variable: abs_res

- Setelah Outlier dihapus

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Sistem Penghargaan, Sistem Pengukuran Kinerja, Total Quality Management ^b	.	Enter

a. Dependent Variable: abs_res

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.274 ^a	.075	.015	.96776

a. Predictors: (Constant), Sistem Penghargaan, Sistem Pengukuran Kinerja, Total Quality Management

b. Dependent Variable: abs_res

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.504	3	1.168	1.247	.304 ^b
	Residual	43.082	46	.937		
	Total	46.586	49			

a. Dependent Variable: abs_res

b. Predictors: (Constant), Sistem Penghargaan, Sistem Pengukuran Kinerja, Total Quality Management

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.976	3.942		.501	.619
	Total Quality Management	.041	.049	.139	.820	.416
	Sistem Pengukuran Kinerja	-.112	.083	-.216	-1.354	.182
	Sistem Penghargaan	.054	.071	.120	.761	.450

a. Dependent Variable: abs_res

3. UJI MULTIKOLINIERITAS

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Sistem Penghargaan, Sistem Pengukuran Kinerja, Total Quality Management ^b	.	Enter

a. Dependent Variable: Kinerja Manager

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699 ^a	.488	.455	1.722

a. Predictors: (Constant), Sistem Penghargaan, Sistem Pengukuran Kinerja, Total Quality Management

b. Dependent Variable: Kinerja Manager

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	130.123	3	43.374	14.632	.000 ^b
	Residual	136.357	46	2.964		
	Total	266.480	49			

a. Dependent Variable: Kinerja Manager

b. Predictors: (Constant), Sistem Penghargaan, Sistem Pengukuran Kinerja, Total Quality Management

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.617	7.013		.088	.930		
	Total Quality Management	.308	.088	.443	3.508	.001	.698	1.433
	Sistem Pengukuran Kinerja	.502	.148	.404	3.403	.001	.790	1.266
	Sistem Penghargaan	-.211	.126	-.197	-1.672	.101	.805	1.242

a. Dependent Variable: Kinerja Manager

LAMPIRAN 9. HASIL UJI HIPOTESIS

(Data SPSS diolah 2023)

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Sistem Penghargaan, Sistem Pengukuran Kinerja, Total Quality Management ^b	.	Enter

a. Dependent Variable: Kinerja Manager

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699 ^a	.488	.455	1.722

a. Predictors: (Constant), Sistem Penghargaan, Sistem Pengukuran Kinerja, Total Quality Management

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	130.123	3	43.374	14.632	.000 ^b
	Residual	136.357	46	2.964		
	Total	266.480	49			

a. Dependent Variable: Kinerja Manager

b. Predictors: (Constant), Sistem Penghargaan, Sistem Pengukuran Kinerja, Total Quality Management

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.617	7.013		.088	.930
	Total Quality Management	.308	.088	.443	3.508	.001
	Sistem Pengukuran Kinerja	.502	.148	.404	3.403	.001
	Sistem Penghargaan	-.211	.126	-.197	-1.672	.101

a. Dependent Variable: Kinerja Manager

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