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#### **LAMPIRAN 1 : KUESIONER**



### **KUESIONER**

Petunjuk Pengisian Kuesioner :

1. Mohon diisi titik-titik sesuai dengan pertanyaan yang tersedia (Untuk Identitas Responden).
2. Mohon diberi tanda tickmark (  $\surd$  ) pada pilihan tanggapan yang paling sesuai dengan keadaan yang Bapak/Ibu alami pada kotak yang telah disediakan.

#### **BAGIAN I IDENTITAS RESPONDEN**

Nama Responden : .....

Umur/Jenis Kelamin : ..... Tahun / Laki-laki / Perempuan \*)  
Masa Kerja : ..... Tahun  
Jabatan : .....  
Pendidikan Terakhir :  Diploma  
 Sarjana (S1)  
 Sarjana (S2)  
Lain-lain (sebutkan) : .....

Keterangan: \*) coret yang tidak perlu

<b>BAGIAN II</b> <b>TOTAL QUALITY MANAGEMENT</b> <b>(Dikembangkan oleh Snell dan Dean, 1992)</b>						
No.	Pertanyaan	Sedikit		Sedang	Banyak	
		1	2	3	4	5
1.	Perhatian Anda terhadap usaha peningkatan kualitas pada unit organisasi yang Anda pimpin.					
2.	Waktu yang Anda gunakan untuk meningkatkan kualitas pada organisasi yang Anda pimpin.					
3.	Usaha Anda untuk meningkatkan kualitas pada unit organisasi yang Anda pimpin.					

<b>BAGIAN III</b> <b>KINERJA PERUSAHAAN</b> <b>(Dikembangkan oleh Shields dan Young, 1993)</b>						
No.	Pertanyaan	Sangat Tidak Setuju	Tidak Setuju	Netral	Setuju	Sangat Setuju
		1	2	3	4	5
1.	Tingkat Return on Investment (ROI) perusahaan saat ini sesuai dengan yang direncanakan.					
2.	Tingkat Return on Assets (ROA) perusahaan saat ini sesuai dengan yang diharapkan.					

3.	Laba perusahaan saat ini sesuai dengan yang diharapkan.					
4.	Profit margin perusahaan saat ini sesuai dengan yang direncanakan.					
5.	Market share perusahaan saat ini sesuai dengan yang direncanakan.					
6.	Kinerja perusahaan secara keseluruhan sesuai dengan yang diharapkan.					

<p style="text-align: center;"><b>BAGIAN IV</b> <b>MANAGERIAL SKILL</b> <b>(Dikembangkan oleh Dorothy Marcic yang dikutip dalam Daft (2002))</b></p>						
No.	Pertanyaan	Tidak Pernah	Jarang	Kadang kadang	Sering	Selalu
		1	2	3	4	5
<b>I</b>	<b>Keterampilan Konseptual</b>					
1.	Saya menyusun pekerjaan menurut deadline.					
2.	Saya mengetahui visi karir jangka panjang saya, serta telah memikirkannya dengan hati-hati.					
3.	Saat saya mengambil kursus, saya menghubungkan apa yang sedang saya pelajari dengan kursus-kursus lain yang telah saya ambil atau konsep-konsep yang telah saya pelajari di tempat lain.					
<b>II</b>	<b>Keterampilan Interpersonal</b>					
4.	Saat saya mengalami ketidaksepakatan yang serius dengan seseorang, saya akan tetap disana dan membicarakannya sampai masalah itu sepenuhnya dipecahkan.					
5.	Saya mencoba untuk melibatkan orang-orang lain dalam aktivitas atau saat ada diskusi.					
6.	Ketika seseorang membuat kesalahan, saya ingin mengoreksi orang itu dan membiarkannya tahu akan jawaban dan pendekatan yang benar.					

III	Keterampilan Teknis					
7.	Saya lebih suka duduk di depan komputer daripada menghabiskan banyak waktu dengan orang-orang.					
8.	Saya pikir lebih baik mengefisiensikan waktu saya saat berbicara dengan seseorang, supaya saya dapat meneruskan pekerjaan saya sesungguhnya.					
9.	Saat memecahkan problem, saya jauh lebih suka menganalisis data daripada bertemu dengan kelompok atau orang-orang.					
10.	Bagi saya data lebih menarik daripada orang-orang.					

## LAMPIRAN 2 : DAFTAR RESPONDEN

R	Perusahaan	Umur	Jenis Kelamin	Masa Kerja	Jabatan	Pendidikan Terakhir
1	Bandeng Juwana	34	Laki-laki	5	Manajer Branch	S1
2	Bandeng Juwana	31	Perempuan	5	Manajer Personalia	S1
3	Bandeng Juwana	29	Perempuan	3	Manajer Keuangan	S1
4	Bandeng Juwana	32	Laki-laki	4	Manajer Pemasaran	S1
5	Dyriana Bakery	28	Perempuan	3	Manajer Personalia	S1
6	Dyriana Bakery	27	Laki-laki	2	Manajer Produksi	S1
7	Dyriana Bakery	30	Laki-laki	3	Manajer Pemasaran	S1
8	Dyriana Bakery	27	Laki-laki	1	Manajer Keuangan	S1
9	Pauline Bakery	57	Laki-laki	19	Manajer Keuangan	S1
10	Pauline Bakery	55	Laki-laki	17	Manajer Pemasaran	S1
11	Pauline Bakery	28	Perempuan	2	Manajer Produksi	D3
12	Pauline Bakery	46	Perempuan	8	Manajer Personalia	S1
13	PT. Belgindo Raya	36	Laki-laki	4	Manajer Personalia	S1
14	PT. Belgindo Raya	42	Perempuan	8	Manajer Keuangan	S1
15	PT. Belgindo Raya	38	Perempuan	5	Manajer Pemasaran	S1
16	PT. Belgindo Raya	43	Laki-laki	7	Manajer Produksi	S1
17	PT. Geomed	46	Perempuan	15	Manajer Produksi	S1
18	PT. Geomed	35	Laki-laki	2	Manajer Keuangan	S1
19	PT. Geomed	42	Laki-laki	6	Manajer Pemasaran	S1
20	PT. Geomed	43	Perempuan	7	Manajer Personalia	S1
21	PT. Indomulti Plasindo	40	Laki-laki	5	Manajer Pemasaran	S1
22	PT. Indomulti Plasindo	42	Laki-laki	3	Manajer Keuangan	S1
23	PT. Indomulti Plasindo	37	Perempuan	3	Manajer Produksi	S1

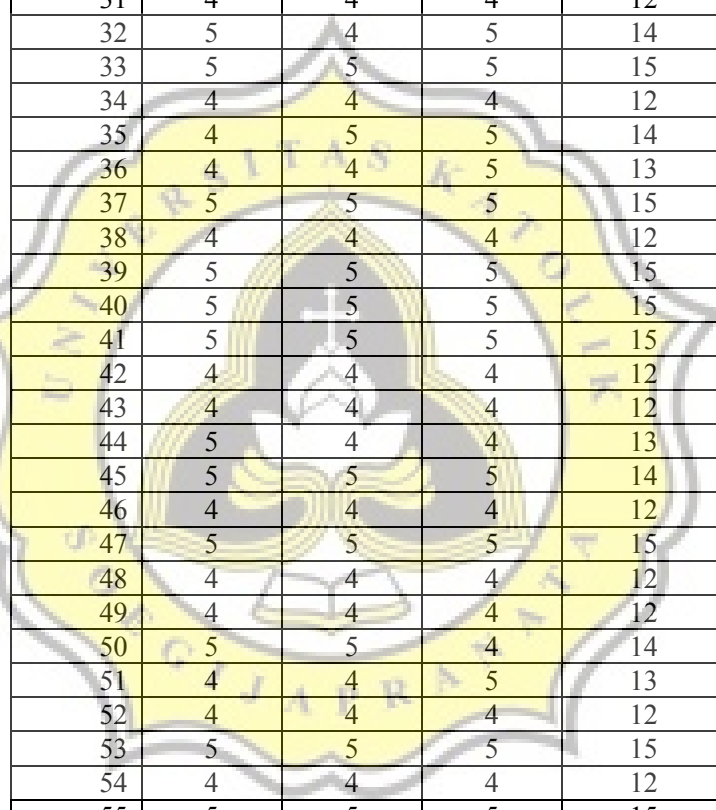
24	PT. Indomulti Plasindo	45	Perempuan	9	Manajer Personalia	S1
25	PT. Luxindo Nusantara	40	Laki-laki	4	Manajer Produksi	S1
26	PT. Luxindo Nusantara	39	Laki-laki	3	Manajer Pemasaran	S1
27	PT. Luxindo Nusantara	42	Perempuan	6	Manajer Personalia	S1
28	PT. Luxindo Nusantara	45	Perempuan	11	Manajer Keuangan	S1
29	PT. SB Indo	37	Laki-laki	5	Manajer Pemasaran	S1
30	PT. SB Indo	44	Laki-laki	8	Manajer Produksi	S1
31	PT. SB Indo	42	Laki-laki	7	Manajer Keuangan	D3
32	PT. SB Indo	45	Laki-laki	16	Manajer Personalia	S1
33	CV. Berlien Production	46	Laki-laki	15	Manajer Branch	S1
34	CV. Berlien Production	37	Laki-laki	4	Manajer Pemasaran	S1
35	CV. Berlien Production	42	Laki-laki	8	Manajer Personalia	S1
36	CV. Citra Indomebel	36	Perempuan	4	Manajer Keuangan	S1
37	CV. Citra Indomebel	47	Laki-laki	14	Manajer Pemasaran	S1
38	CV. Citra Indomebel	50	Perempuan	18	Manajer Produksi	S1
39	CV. Citra Indomebel	42	Laki-laki	5	Manajer Personalia	S1
40	CV. Harrum Sentosa	48	Laki-laki	16	Manajer Produksi	S1
41	CV. Harrum Sentosa	43	Laki-laki	11	Manajer Keuangan	S1
42	CV. Harrum Sentosa	41	Perempuan	4	Manajer Personalia	S1
43	CV. Harrum Sentosa	45	Perempuan	10	Manajer Pemasaran	S1
44	CV. Harum Sejahtera	55	Laki-laki	9	Manajer Produksi	S1
45	CV. Harum Sejahtera	46	Laki-laki	11	Manajer Personalia	S1
46	PT. Aqua Farm Nusantara	42	Laki-laki	11	Manajer Personalia	S1
47	PT. Aqua Farm Nusantara	38	Laki-laki	7	Manajer Keuangan	S1
48	PT. Ciubros Farma	45	Perempuan	5	Manajer Branch	S1
49	PT. Ciubros Farma	42	Perempuan	5	Manajer Keuangan	S1
50	PT. Ciubros Farma	37	Laki-laki	6	Manajer Produksi	S1
51	PT. Ciubros Farma	45	Laki-laki	6	Manajer Pemasaran	S1
52	PT. Genta Buana	49	Laki-laki	12	Manajer Keuangan	S1
53	PT. Genta Buana	41	Laki-laki	7	Manajer Personalia	S1
54	PT. Genta Buana	38	Laki-laki	9	Manajer Branch	S1
55	PT. Genta Buana	46	Laki-laki	8	Manajer Pemasaran	S1
56	PT. Global Multi Pharmalat	48	Laki-laki	12	Manajer Keuangan	S1
57	PT. Global Multi Pharmalat	52	Perempuan	15	Manajer Branch	S1
58	PT. Global Multi Pharmalat	39	Laki-laki	8	Manajer Produksi	S1
59	PT. Global Multi Pharmalat	34	Laki-laki	5	Manajer Personalia	S1
60	PT. Industri Jamu Borobudur	49	Laki-laki	3	Manajer Pemasaran	S1
61	PT. Industri Jamu Borobudur	37	Perempuan	2	Manajer Personalia	S1
62	PT. Industri Jamu Borobudur	41	Laki-laki	5	Manajer Keuangan	S1
63	PT. Industri Jamu Borobudur	45	Laki-laki	12	Manajer Produksi	S1
64	PT. Jico Agung	41	Laki-laki	9	Manajer Personalia	S1
65	PT. Jico Agung	37	Perempuan	4	Manajer Keuangan	S1
66	PT. Jico Agung	43	Perempuan	10	Manajer Produksi	S1
67	PT. Kara Santan Pertama	44	Laki-laki	11	Manajer Personalia	S1
68	PT. Kara Santan Pertama	36	Laki-laki	3	Manajer Keuangan	S1

69	PT. Kara Santan Pertama	45	Perempuan	10	Manajer Pemasaran	S1
70	PT. Kara Santan Pertama	47	Laki-laki	12	Manajer Produksi	S1
71	PT. Karya Usaha Mitra Jasa	45	Laki-laki	16	Manajer Personalia	S1
72	PT. Karya Usaha Mitra Jasa	40	Perempuan	3	Manajer Pemasaran	S1
73	PT. Karya Usaha Mitra Jasa	46	Laki-laki	11	Manajer Produksi	S1
74	PT. Korina Semarang	41	Perempuan	5	Manajer Keuangan	S1
75	PT. Korina Semarang	39	Perempuan	2	Manajer Pemasaran	S1
76	PT. Korina Semarang	44	Perempuan	8	Manajer Keuangan	S1
77	PT. Korina Semarang	50	Laki-laki	20	Manajer Keuangan	S1
78	PT. Kubota Indonesia	43	Perempuan	7	Manajer Pemasaran	S1
79	PT. Kubota Indonesia	51	Laki-laki	18	Manajer Personalia	S1
80	PT. Majapahit Plastic	43	Laki-laki	9	Manajer Produksi	S1
81	PT. Majapahit Plastic	47	Laki-laki	12	Manajer Pemasaran	S1
82	PT. Majapahit Plastic	40	Perempuan	5	Manajer Personalia	S1
83	PT. Majapahit Plastic	38	Laki-laki	8	Manajer Branch	S1
84	PT. Norwest Industry	46	Laki-laki	15	Manajer Produksi	S1
85	PT. Norwest Industry	40	Perempuan	6	Manajer Keuangan	S1
86	PT. Norwest Industry	45	Laki-laki	13	Manajer Pemasaran	S1
87	PT. Norwest Industry	43	Laki-laki	12	Manajer Personalia	S1
88	PT. Perfilado	48	Laki-laki	15	Manajer Produksi	S1
89	PT. Perfilado	35	Perempuan	5	Manajer Keuangan	S1
90	PT. Perfilado	38	Perempuan	8	Manajer Keuangan	S1
91	PT. Perfilado	44	Laki-laki	12	Manajer Pemasaran	S1
92	PT. Raja Besi	37	Laki-laki	6	Manajer Produksi	S1
93	PT. Raja Besi	41	Laki-laki	8	Manajer Keuangan	S1
94	PT. Raja Besi	38	Laki-laki	7	Manajer Personalia	S1
95	PT. Sakafarma	34	Laki-laki	6	Manajer Keuangan	S1
96	PT. Sakafarma	51	Laki-laki	12	Manajer Produksi	S1
97	PT. Sakafarma	45	Perempuan	10	Manajer Personalia	S1
98	PT. Sakafarma	48	Laki-laki	8	Manajer Branch	S1
99	PT. Sampharindo Perdana	34	Perempuan	8	Manajer Keuangan	S1
100	PT. Sampharindo Perdana	38	Perempuan	5	Manajer Produksi	S1
101	PT. Sampharindo Perdana	40	Laki-laki	6	Manajer Branch	S1
102	PT. Sampharindo Perdana	45	Laki-laki	10	Manajer Personalia	S1
103	PT. Sandratex	39	Laki-laki	19	Manajer Produksi	S1
104	PT. Sandratex	48	Laki-laki	15	Manajer Keuangan	S1
105	PT. Sandratex	59	Laki-laki	20	Manajer Personalia	S1
106	PT. Suara Merdeka Group	38	Perempuan	11	Manajer Keuangan	S1
107	PT. Suara Merdeka Group	43	Perempuan	14	Manajer Produksi	S1
108	PT. Suara Merdeka Group	45	Laki-laki	10	Manajer Pemasaran	S1
109	PT. Suara Merdeka Group	37	Laki-laki	13	Manajer Personalia	S1

**LAMPIRAN 3 : TABULASI DATA**

***TOTAL QUALITY MANAGEMENT (TQM)***

R	TQM.1	TQM.2	TQM.3	TOTAL
1	5	5	5	15
2	4	4	4	12
3	5	5	5	15
4	4	5	5	14
5	4	4	4	12
6	5	5	5	15
7	4	4	4	12
8	4	4	5	13
9	4	4	4	12
10	5	5	5	15
11	4	4	4	12
12	4	4	4	12
13	4	4	4	12
14	4	5	5	14
15	4	4	4	12
16	4	4	4	12
17	4	4	4	12
18	5	5	5	15
19	5	5	5	15
20	4	5	5	14
21	4	4	4	12



22	5	4	5	14
23	4	4	4	12
24	4	4	5	13
25	4	4	4	12
26	4	4	4	12
27	5	4	4	13
28	5	5	5	15
29	4	5	5	14
30	4	4	4	12
31	4	4	4	12
32	5	4	5	14
33	5	5	5	15
34	4	4	4	12
35	4	5	5	14
36	4	4	5	13
37	5	5	5	15
38	4	4	4	12
39	5	5	5	15
40	5	5	5	15
41	5	5	5	15
42	4	4	4	12
43	4	4	4	12
44	5	4	4	13
45	5	5	5	14
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47	5	5	5	15
48	4	4	4	12
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56	5	5	5	15
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58	4	4	4	12
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62	4	4	4	12
63	5	5	5	15
64	5	5	5	15
65	4	4	4	12
66	5	5	5	15



67	4	4	4	12
68	4	5	5	14
69	4	4	5	13
70	4	4	4	12
71	4	5	5	14
72	5	5	5	15
73	4	4	4	12
74	5	4	5	14
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76	5	5	5	15
77	4	4	4	12
78	5	5	5	15
79	4	4	4	12
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81	5	4	4	13
82	4	4	4	12
83	5	4	5	14
84	4	4	4	12
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86	4	4	5	13
87	5	4	5	14
88	4	4	4	12
89	5	5	5	15
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93	5	5	5	15
94	5	4	5	14
95	4	4	5	13
96	4	4	4	12
97	4	5	5	14
98	4	4	5	13
99	4	4	4	12
100	5	5	5	15
101	5	4	5	14
102	5	4	4	13
103	5	5	5	15
104	4	4	5	13
105	4	4	4	12
106	4	4	4	12
107	4	4	4	12
108	5	4	5	14
109	4	4	4	12
TOTAL	479	476	493	



### KINERJA PERUSAHAAN

R	KP.1	KP.2	KP.3	KP.4	KP.5	KP.6	TOTAL
1	5	5	5	5	5	5	30
2	4	4	4	4	4	4	24
3	4	4	5	4	5	5	27
4	5	5	5	5	5	5	30
Rata-rata	4.50	4.50	4.75	4.50	4.75	4.75	27.75
5	4	4	5	5	5	5	28
6	4	4	5	5	4	4	26
7	4	4	5	4	4	5	26
8	4	4	4	4	4	4	24
Rata-rata	4.00	4.00	4.75	4.50	4.25	4.50	26.00
9	5	4	5	5	4	5	28
10	4	4	4	4	4	4	24
11	4	4	4	4	4	5	25
12	4	4	4	4	4	4	24
Rata-rata	4.25	4.00	4.25	4.25	4.00	4.50	25.25
13	5	5	5	5	5	5	30
14	5	5	5	4	4	5	28
15	4	4	4	4	4	4	24
16	4	4	4	4	4	4	24
Rata-rata	4.50	4.50	4.50	4.25	4.25	4.50	26.50
17	4	4	5	4	4	5	26
18	5	5	5	5	5	5	30
19	5	5	5	5	4	5	29

20	4	4	5	5	4	5	27
Rata-rata	4.50	4.50	5.00	4.75	4.25	5.00	28.00
21	4	4	5	5	4	4	26
22	5	5	5	5	5	5	30
23	4	4	4	4	4	4	24
24	4	4	5	4	4	5	26
Rata-rata	4.25	4.25	4.75	4.50	4.25	4.50	26.50
25	4	4	5	4	4	5	26
26	4	4	4	4	4	4	24
27	4	4	4	4	4	4	24
28	5	5	5	5	5	5	30
Rata-rata	4.25	4.25	4.50	4.25	4.25	4.50	26.00
29	5	4	4	4	4	5	26
30	4	4	4	4	5	5	26
31	4	3	5	4	4	5	25
32	3	3	4	4	4	4	22
Rata-rata	4.00	3.50	4.25	4.00	4.25	4.75	24.75
33	5	4	5	5	5	5	29
34	5	4	5	4	5	5	28
35	5	5	5	5	5	5	30
Rata-rata	5.00	4.33	5.00	4.67	5.00	5.00	29.00
36	4	4	4	4	4	4	24
37	5	5	5	5	5	5	30
38	4	4	5	5	4	4	26
39	3	3	4	5	5	5	25
Rata-rata	4.00	4.00	4.50	4.75	4.50	4.50	26.25
40	5	5	5	5	5	5	30
41	4	4	5	4	4	5	27
Rata-rata	4.50	4.50	5.00	4.50	4.50	5	28.50
42	4	4	4	4	4	4	24
43	4	4	5	5	4	5	27
Rata-rata	4.00	4.00	4.50	4.50	4.00	4.50	25.50
44	5	5	5	5	5	5	30
45	4	4	4	4	4	4	24
46	4	4	5	4	4	5	26
47	4	4	5	5	4	4	26
Rata-rata	4.50	4.50	4.50	4.25	4.25	4.50	26.50
48	3	3	4	4	4	4	22
49	4	4	4	4	4	4	24
50	5	5	5	5	5	5	30
51	5	4	5	5	5	5	29
Rata-rata	4.00	4.00	4.50	4.75	4.50	4.50	26.25
52	4	4	5	5	4	5	27
53	4	4	5	4	5	4	26
54	4	4	5	4	5	5	27

55	5	5	4	5	4	4	27
Rata-rata	4.25	4.25	4.75	4.50	4.50	4.50	26.75
56	4	4	5	5	4	4	26
57	5	5	5	5	5	5	30
58	5	5	5	5	5	5	30
59	4	4	4	4	4	4	24
Rata-rata	4.50	4.50	4.75	4.75	4.50	4.50	27.50
60	4	4	5	5	4	4	26
61	5	5	5	5	5	5	30
62	3	3	4	3	4	4	21
63	5	5	5	5	5	5	30
Rata-rata	4.25	4.25	4.75	4.50	4.50	4.50	26.75
64	5	5	5	5	5	5	30
65	5	4	5	4	5	5	28
66	5	4	4	4	4	4	25
Rata-rata	5.00	4.33	4.67	4.33	4.67	4.67	27.67
67	4	4	4	4	4	4	24
68	5	4	5	4	4	5	27
69	4	4	4	4	4	4	24
Rata-rata	4.67	4.00	4.33	4.00	4.00	4.33	25.00
70	4	4	4	4	4	4	24
71	5	5	5	5	5	5	30
72	5	4	5	5	5	5	29
73	4	4	4	4	4	4	24
Rata-rata	4.50	4.25	4.50	4.50	4.50	4.50	26.75
74	4	4	5	5	5	5	28
75	4	4	4	4	4	4	24
76	5	5	5	5	5	5	30
77	3	3	5	4	4	4	23
Rata-rata	4.00	4.00	4.75	4.50	4.50	4.50	26.25
78	5	4	4	4	4	5	26
79	4	4	4	4	4	4	24
Rata-rata	4.50	4.00	4.00	4.00	4.00	4.50	25.00
80	4	4	5	5	4	5	27
81	4	4	4	4	4	4	24
82	4	3	4	4	3	4	22
83	4	4	5	4	4	5	26
Rata-rata	4	3.75	4.50	4.75	3.75	4.5	24.75
84	4	4	5	5	4	4	26
85	4	3	5	4	4	5	25
86	4	3	4	4	4	4	23
87	4	4	5	5	5	5	28
Rata-rata	4	3.50	4.75	4.50	4.25	4.50	25.50
88	3	3	5	4	3	5	23
89	3	3	5	4	4	5	24

90	5	5	5	5	4	5	29
91	4	3	5	5	5	5	27
Rata-rata	3.75	3.50	5	4.50	3.75	5	25.75
92	4	4	5	4	4	4	25
93	4	4	4	4	4	4	24
94	5	3	5	4	4	5	26
Rata-rata	4.33	3.67	4.67	4	4	4.33	25
95	4	4	4	4	4	4	24
96	4	4	5	4	4	5	26
97	4	4	5	5	4	5	27
98	3	3	4	4	4	4	22
Rata-rata	3.75	3.75	4.50	4.25	4	4.50	24.75
99	5	5	5	5	5	5	30
100	4	4	4	4	4	5	25
101	5	4	5	5	4	5	28
102	4	4	5	5	4	5	27
Rata-rata	4.50	4.25	4.75	4.75	4.25	5	27.50
103	4	3	5	4	4	5	25
104	4	4	4	4	3	4	23
105	3	3	5	4	4	5	24
Rata-rata	3.67	3.33	4.67	4	3.67	4.67	24
106	4	4	5	5	4	4	26
107	4	4	4	4	4	4	24
108	3	3	4	4	4	5	23
109	5	5	5	5	5	5	30
Rata-rata	4	4	4.50	4.50	4.25	4.50	25.75





**MANAGERIAL SKILL**

R	KETERAMPILAN KONSEPTUAL			KETERAMPILAN INTERPERSONAL			KETERAMPILAN TEKNIS				TOTAL
	MS.1	MS.2	MS.3	MS.4	MS.5	MS.6	MS.7	MS.8	MS.9	MS.10	
1	5	5	5	5	5	5	4	4	4	5	47
2	5	5	4	5	5	4	4	3	3	4	42
3	4	4	4	4	4	4	4	4	3	3	38
4	5	5	5	4	4	4	4	4	4	4	43
5	4	4	5	5	4	4	4	4	3	3	40
6	5	4	5	5	4	5	3	4	3	3	41
7	5	4	4	4	4	4	3	3	4	4	39
8	5	5	5	5	5	5	4	4	5	5	48
9	5	5	5	4	5	5	4	4	4	4	45
10	5	5	5	5	4	4	4	3	3	3	41
11	4	4	4	4	4	5	5	4	3	3	40
12	5	5	5	5	5	5	4	4	4	4	46
13	5	5	5	4	4	4	3	3	3	3	39
14	5	5	5	5	5	4	3	3	3	3	41
15	5	5	5	5	4	4	4	4	4	4	44
16	5	4	4	4	4	4	3	3	3	3	37
17	5	4	4	5	4	4	4	4	3	3	40
18	5	5	4	4	4	4	4	4	3	4	41
19	5	5	5	5	5	5	3	4	3	3	43
20	4	4	4	4	4	4	3	3	3	3	36
21	4	4	4	4	4	4	4	4	3	3	38

22	5	5	5	4	4	5	5	4	4	4	45
23	5	5	5	4	4	5	4	4	3	3	42
24	4	4	4	4	4	4	4	4	4	4	40
25	5	5	4	5	5	5	4	4	4	4	45
26	5	5	5	4	4	5	4	3	3	4	42
27	5	4	4	4	4	4	4	3	3	3	38
28	5	5	5	5	5	5	5	4	4	4	47
29	5	5	5	5	4	4	4	3	3	3	41
30	5	5	5	5	4	5	4	3	3	4	43
31	5	4	4	5	4	4	4	4	3	3	40
32	5	5	4	5	5	4	5	4	4	4	45
33	5	5	5	5	5	5	3	4	3	3	43
34	5	4	4	4	4	4	4	3	3	3	38
35	5	5	5	5	5	4	4	3	3	3	42
36	4	4	4	4	4	4	4	4	3	3	38
37	5	5	5	4	4	5	5	4	4	4	45
38	5	5	5	4	4	5	4	4	3	3	42
39	5	4	5	5	5	4	4	4	4	4	44
40	5	5	4	5	4	4	4	3	3	3	40
41	4	4	4	4	4	4	4	3	3	4	38
42	5	5	5	4	4	4	3	3	3	3	39
43	5	5	5	5	5	4	4	4	4	4	45
44	5	5	4	4	4	4	3	3	3	3	38
45	5	5	5	5	5	5	4	3	3	4	44
46	5	5	4	5	4	4	4	4	3	3	41
47	5	5	4	4	4	4	4	4	3	4	41
48	5	5	5	5	5	5	3	4	3	3	43
49	5	4	4	4	4	4	4	3	3	3	38
50	5	5	5	5	4	5	4	4	4	4	45
51	5	5	4	4	4	4	4	4	3	4	41
52	5	5	5	5	5	5	3	4	3	3	43
53	5	4	4	4	4	4	4	3	3	3	38
54	4	4	5	5	4	4	4	4	3	3	40
55	5	4	5	5	4	5	3	4	3	3	41
56	4	4	4	4	4	4	4	4	4	4	40
57	5	5	4	4	5	5	4	4	4	4	44
58	5	5	5	4	4	4	4	4	4	4	43
59	4	4	4	4	4	4	4	3	3	3	37
60	4	4	5	5	4	4	4	4	3	3	40
61	5	5	4	4	4	4	4	4	3	4	41
62	5	5	5	5	5	5	3	4	3	3	43
63	5	4	4	4	4	4	4	3	3	3	38
64	5	5	5	5	5	5	4	4	4	4	46
65	5	5	4	5	5	4	4	3	3	4	42
66	4	4	4	4	4	4	4	3	3	3	37

67	5	5	5	5	5	4	4	4	4	4	45
68	5	5	5	5	5	5	4	4	4	4	46
69	5	5	5	4	4	5	4	3	3	4	42
70	5	4	4	5	4	4	4	4	3	3	40
71	5	5	4	4	4	4	4	4	3	4	41
72	5	5	5	5	5	5	3	4	3	3	43
73	5	4	4	4	4	4	4	3	3	3	38
74	5	5	5	5	5	5	4	4	4	4	46
75	5	5	4	5	5	4	4	3	3	4	42
76	4	4	4	4	4	4	4	3	3	3	37
77	5	5	5	5	5	4	4	4	4	4	45
78	5	5	5	4	4	5	4	4	3	4	43
79	5	5	4	4	4	4	3	3	4	4	40
80	5	5	5	5	4	5	5	4	4	3	45
81	5	5	5	4	4	4	4	4	3	3	41
82	5	5	5	5	5	4	4	4	3	3	43
83	5	5	4	5	5	5	4	3	3	3	42
84	5	5	5	5	4	5	5	4	4	5	47
85	5	5	5	5	5	4	4	3	3	3	42
86	5	5	4	4	4	4	4	3	3	3	39
87	5	5	5	5	5	5	4	4	4	4	46
88	5	5	5	5	5	5	4	3	3	3	43
89	5	5	4	5	4	4	3	4	3	3	40
90	5	5	4	5	5	5	3	3	3	4	42
91	5	5	5	5	5	5	3	3	3	3	42
92	5	5	5	5	4	4	4	4	3	4	43
93	5	5	5	5	4	4	3	3	3	3	40
94	5	5	5	5	5	5	5	4	4	4	47
95	5	5	5	5	4	5	3	3	3	3	41
96	5	5	5	4	5	5	4	3	4	3	43
97	5	5	5	5	5	5	5	3	3	4	45
98	5	5	5	5	4	4	3	3	3	3	40
99	5	5	5	5	5	4	3	3	3	3	41
100	5	5	5	5	5	5	5	4	3	3	45
101	4	4	4	4	4	4	3	3	3	4	37
102	5	5	5	4	4	4	4	3	3	3	40
103	5	4	5	4	4	4	4	3	3	3	39
104	5	5	5	5	5	4	3	4	3	3	42
105	4	4	4	4	4	4	4	3	3	4	38
106	5	5	5	5	4	4	4	4	4	4	44
107	5	5	4	5	4	4	4	3	3	4	41
108	5	5	5	4	5	4	4	4	4	3	43
109	5	5	5	5	5	5	4	4	4	3	45
TOTAL	529	514	488	498	478	478	421	390	361	378	
	1531			1454			1550				



Rata-rata	510,33	484,67	387,5
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#### LAMPIRAN 4 : HASIL OUTPUT SPSS

### Correlations

UJI VALIDITAS TOTAL QUALITY MANAGEMENT [TQM]

#### Correlations

		TQM1	TQM2	TQM3	TOTAL
TQM1	Pearson Correlation	1	.593**	.583**	.824**
	Sig. (2-tailed)		.000	.000	.000
	N	109	109	109	109
TQM2	Pearson Correlation	.593**	1	.689**	.863**
	Sig. (2-tailed)	.000		.000	.000
	N	109	109	109	109
TQM3	Pearson Correlation	.583**	.689**	1	.871**
	Sig. (2-tailed)	.000	.000		.000
	N	109	109	109	109
TOTAL	Pearson Correlation	.824**	.863**	.871**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	109	109	109	109

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

UJI VALIDITAS KINERJA PERUSAHAAN

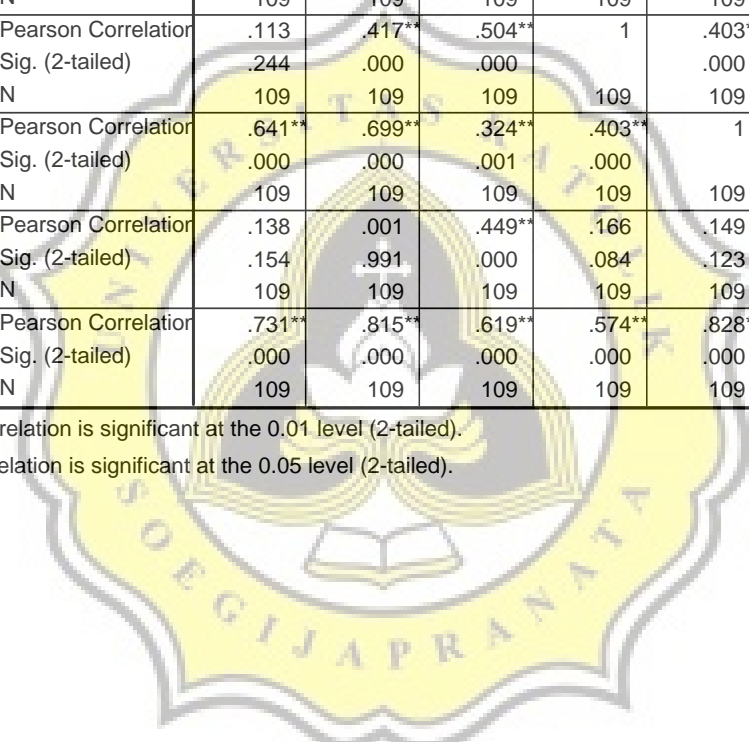


### Correlations

		KP1	KP2	KP3	KP4	KP5	KP6	TOTAL
KP1	Pearson Correlation	1	.742**	.156	.113	.641**	.138	.731**
	Sig. (2-tailed)		.000	.106	.244	.000	.154	.000
	N	109	109	109	109	109	109	109
KP2	Pearson Correlation	.742**	1	.245*	.417**	.699**	.001	.815**
	Sig. (2-tailed)	.000		.010	.000	.000	.991	.000
	N	109	109	109	109	109	109	109
KP3	Pearson Correlation	.156	.245*	1	.504**	.324**	.449**	.619**
	Sig. (2-tailed)	.106	.010		.000	.001	.000	.000
	N	109	109	109	109	109	109	109
KP4	Pearson Correlation	.113	.417**	.504**	1	.403**	.166	.574**
	Sig. (2-tailed)	.244	.000	.000		.000	.084	.000
	N	109	109	109	109	109	109	109
KP5	Pearson Correlation	.641**	.699**	.324**	.403**	1	.149	.828**
	Sig. (2-tailed)	.000	.000	.001	.000		.123	.000
	N	109	109	109	109	109	109	109
KP6	Pearson Correlation	.138	.001	.449**	.166	.149	1	.424**
	Sig. (2-tailed)	.154	.991	.000	.084	.123		.000
	N	109	109	109	109	109	109	109
TOTAL	Pearson Correlation	.731**	.815**	.619**	.574**	.828**	.424**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	109	109	109	109	109	109	109

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

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



UJI VALIDITAS MANAGERIAL SKILL

Correlations

	MS1	MS2	MS3	MS4	MS5	MS6	MS7	MS8	MS9	MS10	TOTAL
MS1 Pearson Correlation	1	.658**	.346**	.319**	.328**	.275**	-.057	.013	.161	.124	.504**
MS1 Sig. (2-tailed)		.000	.000	.001	.000	.004	.558	.893	.095	.200	.000
MS1 N	109	109	109	109	109	109	109	109	109	109	109
MS2 Pearson Correlation	.658**	1	.476**	.355**	.457**	.374**	.027	.120	.239*	.287**	.667**
MS2 Sig. (2-tailed)	.000		.000	.000	.000	.000	.779	.213	.012	.002	.000
MS2 N	109	109	109	109	109	109	109	109	109	109	109
MS3 Pearson Correlation	.346**	.476**	1	.416**	.344**	.459**	-.002	.243*	.261**	.034	.611**
MS3 Sig. (2-tailed)	.000	.000		.000	.000	.000	.985	.011	.006	.729	.000
MS3 N	109	109	109	109	109	109	109	109	109	109	109
MS4 Pearson Correlation	.319**	.355**	.416**	1	.537**	.271**	-.049	.194*	.102	.048	.546**
MS4 Sig. (2-tailed)	.001	.000	.000		.000	.004	.609	.044	.291	.622	.000
MS4 N	109	109	109	109	109	109	109	109	109	109	109
MS5 Pearson Correlation	.328**	.457**	.344**	.537**	1	.419**	-.008	.142	.309**	.170	.635**
MS5 Sig. (2-tailed)	.000	.000	.000	.000		.000	.938	.140	.001	.078	.000
MS5 N	109	109	109	109	109	109	109	109	109	109	109
MS6 Pearson Correlation	.275**	.374**	.459**	.271**	.419**	1	.130	.257**	.269**	.204*	.635**
MS6 Sig. (2-tailed)	.004	.000	.000	.004	.000		.179	.007	.005	.034	.000
MS6 N	109	109	109	109	109	109	109	109	109	109	109
MS7 Pearson Correlation	-.057	.027	-.002	-.049	-.008	.130	1	.259**	.335**	.337**	.380**
MS7 Sig. (2-tailed)	.558	.779	.985	.609	.938	.179		.006	.000	.000	.000
MS7 N	109	109	109	109	109	109	109	109	109	109	109
MS8 Pearson Correlation	.013	.120	.243*	.194*	.142	.257**	.259**	1	.437**	.234*	.522**
MS8 Sig. (2-tailed)	.893	.213	.011	.044	.140	.007	.006		.000	.014	.000
MS8 N	109	109	109	109	109	109	109	109	109	109	109
MS9 Pearson Correlation	.161	.239*	.261**	.102	.309**	.269**	.335**	.437**	1	.612**	.667**
MS9 Sig. (2-tailed)	.095	.012	.006	.291	.001	.005	.000	.000		.000	.000
MS9 N	109	109	109	109	109	109	109	109	109	109	109
MS10 Pearson Correlation	.124	.287**	.034	.048	.170	.204*	.337**	.234*	.612**	1	.558**
MS10 Sig. (2-tailed)	.200	.002	.729	.622	.078	.034	.000	.014	.000		.000
MS10 N	109	109	109	109	109	109	109	109	109	109	109
TOTAL Pearson Correlation	.504**	.667**	.611**	.546**	.635**	.635**	.380**	.522**	.667**	.558**	1
TOTAL Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
TOTAL N	109	109	109	109	109	109	109	109	109	109	109

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

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

## Reliability

UJI RELIABILITAS TOTAL QUALITY MANAGEMENT [TQM]

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	109	100.0
	Excluded <sup>a</sup>	0	.0
	Total	109	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
.831	.831	3

#### Item Statistics

	Mean	Std. Deviation	N
TQM1	4.39	.491	109
TQM2	4.37	.484	109
TQM3	4.52	.502	109

#### Inter-Item Correlation Matrix

	TQM1	TQM2	TQM3
TQM1	1.000	.593	.583
TQM2	.593	1.000	.689
TQM3	.583	.689	1.000

#### Inter-Item Covariance Matrix

	TQM1	TQM2	TQM3
TQM1	.241	.141	.144
TQM2	.141	.234	.167
TQM3	.144	.167	.252

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
TQM1	8.89	.821	.640	.409	.816
TQM2	8.92	.780	.721	.530	.736
TQM3	8.76	.757	.712	.522	.744

## Reliability

UJI RELIABILITAS KINERJA PERUSAHAAN

**Scale: ALL VARIABLES**

### Case Processing Summary

		N	%
Cases	Valid	109	100.0
	Excluded <sup>a</sup>	0	.0
	Total	109	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	.758	6

### Item Statistics

	Mean	Std. Deviation	N
KP1	4.2661	.31957	109
KP2	4.0732	.32974	109
KP3	4.6194	.22395	109
KP4	4.4266	.22487	109
KP5	4.2892	.29161	109
KP6	4.5917	.19375	109

**Inter-Item Correlation Matrix**

	KP1	KP2	KP3	KP4	KP5	KP6
KP1	1.000	.742	.156	.113	.641	.138
KP2	.742	1.000	.245	.417	.699	.001
KP3	.156	.245	1.000	.504	.324	.449
KP4	.113	.417	.504	1.000	.403	.166
KP5	.641	.699	.324	.403	1.000	.149
KP6	.138	.001	.449	.166	.149	1.000

**Inter-Item Covariance Matrix**

	KP1	KP2	KP3	KP4	KP5	KP6
KP1	.102	.078	.011	.008	.060	.009
KP2	.078	.109	.018	.031	.067	.000
KP3	.011	.018	.050	.025	.021	.019
KP4	.008	.031	.025	.051	.026	.007
KP5	.060	.067	.021	.026	.085	.008
KP6	.009	.000	.019	.007	.008	.038

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
KP1	22.0002	.781	.587	.662	.718
KP2	22.1931	.716	.697	.714	.682
KP3	21.6469	.973	.431	.402	.757
KP4	21.8397	.967	.443	.445	.754
KP5	21.9772	.763	.718	.567	.678
KP6	21.6746	1.089	.216	.267	.795

## Reliability

UJI RELIABILITAS MANAGERIAL SKILL

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	109	100.0
	Excluded <sup>a</sup>	0	.0
	Total	109	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
.766	.774	10

#### Item Statistics

	Mean	Std. Deviation	N
MS1	4.85	.356	109
MS2	4.72	.453	109
MS3	4.60	.493	109
MS4	4.57	.498	109
MS5	4.39	.489	109
MS6	4.39	.489	109
MS7	3.86	.552	109
MS8	3.58	.496	109
MS9	3.31	.485	109
MS10	3.48	.554	109



**Inter-Item Correlation Matrix**

	MS1	MS2	MS3	MS4	MS5	MS6	MS7	MS8	MS9	MS10
MS1	1.000	.658	.346	.319	.328	.275	-.057	.013	.161	.124
MS2	.658	1.000	.476	.355	.457	.374	.027	.120	.239	.287
MS3	.346	.476	1.000	.416	.344	.459	-.002	.243	.261	.034
MS4	.319	.355	.416	1.000	.537	.271	-.049	.194	.102	.048
MS5	.328	.457	.344	.537	1.000	.419	-.008	.142	.309	.170
MS6	.275	.374	.459	.271	.419	1.000	.130	.257	.269	.204
MS7	-.057	.027	-.002	-.049	-.008	.130	1.000	.259	.335	.337
MS8	.013	.120	.243	.194	.142	.257	.259	1.000	.437	.234
MS9	.161	.239	.261	.102	.309	.269	.335	.437	1.000	.612
MS10	.124	.287	.034	.048	.170	.204	.337	.234	.612	1.000

**Inter-Item Covariance Matrix**

	MS1	MS2	MS3	MS4	MS5	MS6	MS7	MS8	MS9	MS10
MS1	.126	.106	.061	.056	.057	.048	-.011	.002	.028	.024
MS2	.106	.205	.106	.080	.101	.083	.007	.027	.052	.072
MS3	.061	.106	.243	.102	.083	.111	-.001	.060	.062	.009
MS4	.056	.080	.102	.248	.131	.066	-.014	.048	.025	.013
MS5	.057	.101	.083	.131	.239	.100	-.002	.034	.073	.046
MS6	.048	.083	.111	.066	.100	.239	.035	.062	.064	.055
MS7	-.011	.007	-.001	-.014	-.002	.035	.305	.071	.090	.103
MS8	.002	.027	.060	.048	.034	.062	.071	.246	.105	.064
MS9	.028	.052	.062	.025	.073	.064	.090	.105	.235	.165
MS10	.024	.072	.009	.013	.046	.055	.103	.064	.165	.307

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MS1	36.88	6.847	.399	.462	.752
MS2	37.02	6.240	.561	.585	.730
MS3	37.14	6.286	.480	.436	.740
MS4	37.17	6.454	.401	.394	.751
MS5	37.35	6.229	.511	.462	.736
MS6	37.35	6.229	.511	.334	.736
MS7	37.87	6.854	.193	.186	.782
MS8	38.16	6.522	.374	.273	.755
MS9	38.42	6.154	.552	.550	.730
MS10	38.26	6.304	.397	.476	.753

## Descriptives

STATISTIK DESKRIPTIF VARIABEL PENELITIAN

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Total Quality Management	109	12	15	13.27	1.267
Kinerja Perusahaan	109	24.00	29.00	26.2478	1.14230
Managerial Skill	109	36	48	41.73	2.778
Valid N (listwise)	109				

## NPar Tests

UJI NORMALITAS HIPOTESIS 1

### One-Sample Kolmogorov-Smirnov Test

		Total Quality Management	Kinerja Perusahaan
N		109	109
Normal Parameters <sup>a,b</sup>	Mean	10.11	26.2478
	Std. Deviation	3.004	1.14230
Most Extreme Differences	Absolute	.127	.110
	Positive	.112	.110
	Negative	-.127	-.084
Kolmogorov-Smirnov Z		1.321	1.148
Asymp. Sig. (2-tailed)		.061	.144

a. Test distribution is Normal.

b. Calculated from data.

## Regression

UJI HETEROKEDASTISITAS HIPOTESIS 1

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

Model	Variables Entered	Variables Removed	Method
1	Total Quality Management <sup>f</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: Abs1

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.010 <sup>a</sup>	.000	-.009	14.96482

a. Predictors: (Constant), Total Quality Management

b. Dependent Variable: Abs1

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.492	1	2.492	.011	.916 <sup>a</sup>
	Residual	23962.209	107	223.946		
	Total	23964.701	108			

a. Predictors: (Constant), Total Quality Management

b. Dependent Variable: Abs1

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.591	15.149		-.105	.917
	Total Quality Management	.120	1.137	.010	.105	.916

a. Dependent Variable: Abs1

## Regression

UJI HIPOTESIS 1

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

Model	Variables Entered	Variables Removed	Method
1	Total Quality Management <sup>f</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: Kinerja Perusahaan

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.266 <sup>a</sup>	.071	.062	1.10627

a. Predictors: (Constant), Total Quality Management

b. Dependent Variable: Kinerja Perusahaan

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.974	1	9.974	8.150	.005 <sup>a</sup>
	Residual	130.949	107	1.224		
	Total	140.924	108			

a. Predictors: (Constant), Total Quality Management

b. Dependent Variable: Kinerja Perusahaan

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	23.065	1.120		20.596	.000		
	Total Quality Management	.240	.084	.266	2.855	.005	1.000	1.000

a. Dependent Variable: Kinerja Perusahaan

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

Model			Total Quality Management
1	Correlations	Total Quality Management	1.000
	Covariances	Total Quality Management	.007

a. Dependent Variable: Kinerja Perusahaan

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

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Total Quality Management
1	1	1.996	1.000	.00	.00
	2	.004	21.090	1.00	1.00

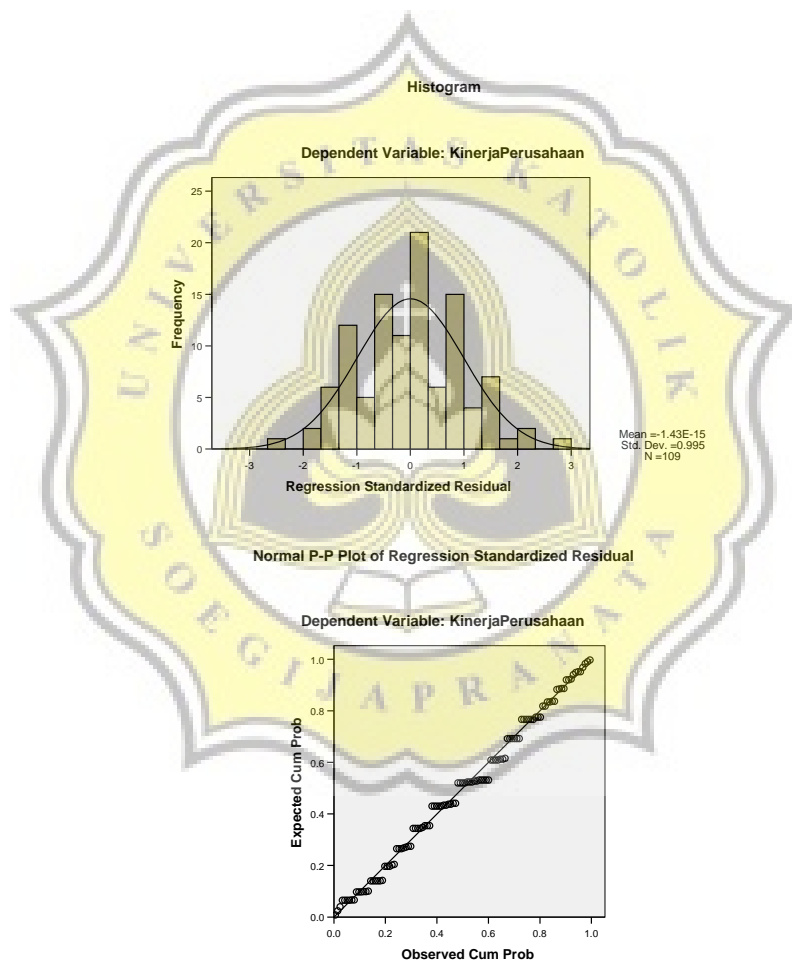
a. Dependent Variable: Kinerja Perusahaan

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

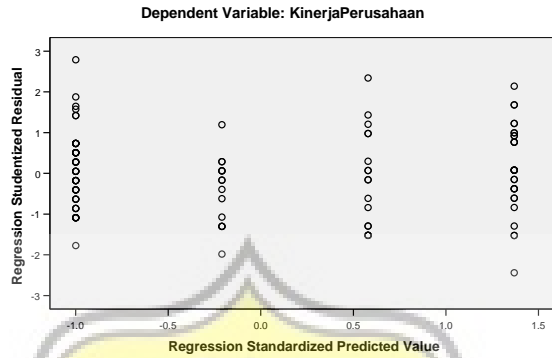
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	25.9440	26.6638	26.2478	.30390	109
Std. Predicted Value	-1.000	1.369	.000	1.000	109
Standard Error of Predicted Value	.108	.180	.148	.025	109
Adjusted Predicted Value	25.8867	26.7364	26.2467	.30420	109
Residual	-2.66380	3.05595	.00000	1.10113	109
Std. Residual	-2.408	2.762	.000	.995	109
Stud. Residual	-2.441	2.788	.001	1.005	109
Deleted Residual	-2.73638	3.11331	.00114	1.12187	109
Stud. Deleted Residual	-2.500	2.882	.001	1.014	109
Mahal. Distance	.044	1.874	.991	.637	109
Cook's Distance	.000	.081	.009	.014	109
Centered Leverage Value	.000	.017	.009	.006	109

a. Dependent Variable: Kinerja Perusahaan

## Charts



Scatterplot



## NPar Tests

UJI NORMALITAS HIPOTESIS 2

### One-Sample Kolmogorov-Smirnov Test

	Total Quality Management	Kinerja Perusahaan	Managerial Skill
N	109	109	109
Normal Parameters <sup>a,b</sup>	Mean	10.11	26.2478
	Std. Deviation	3.004	1.14230
Most Extreme Differences	Absolute	.127	.110
	Positive	.112	.110
	Negative	-.127	-.084
Kolmogorov-Smirnov Z	1.321	1.148	.952
Asymp. Sig. (2-tailed)	.061	.144	.325

a. Test distribution is Normal.

b. Calculated from data.

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.492	1	2.492	.011	.916 <sup>a</sup>
	Residual	23962.209	107	223.946		
	Total	23964.701	108			

a. Predictors: (Constant), Total Quality Management

b. Dependent Variable: Abs1

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.591	15.149		-.105	.917
	Total Quality Management	.120	1.137	.010	.105	.916

a. Dependent Variable: Abs1



**Regression**

UJI HETEROKEDASTISITAS HIPOTESIS 2 SAAT TERJADI MULTIKOLINEARITAS

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

Model	Variables Entered	Variables Removed	Method
1	TQM_MS, Managerial Skill, Total Quality Management <sup>a</sup>		Enter

a. All requested variables entered.

b. Dependent Variable: Abs2

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.018 <sup>a</sup>	.000	-.028	609.75422

a. Predictors: (Constant), TQM\_MS, Managerial Skill, Total Quality Management

b. Dependent Variable: Abs2



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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12104.243	3	4034.748	.011	.998 <sup>a</sup>
	Residual	39039021	105	371800.204		
	Total	39051126	108			

a. Predictors: (Constant), TQM\_MS, Managerial Skill, Total Quality Management

b. Dependent Variable: Abs2

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1168.715	9592.128		.122	.903
	Total Quality Management	-90.010	707.315	-.190	-.127	.899
	Managerial Skill	-29.672	229.969	-.137	-.129	.898
	TQM_MS	2.283	16.959	.245	.135	.893

a. Dependent Variable: Abs2

**Regression**

UJI HETEROKEDASRISITAS HIPOTESIS 2 SAAT MULTIKOLINEARITAS SUDAH DISEMBUHKAN

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

Model	Variables Entered	Variables Removed	Method
1	TQM_MS, Total Quality Management <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: Abs2

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.012 <sup>a</sup>	.000	-.019	606.91931

a. Predictors: (Constant), TQM\_MS, Total Quality Management

b. Dependent Variable: Abs2

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5914.641	2	2957.320	.008	.992 <sup>a</sup>
	Residual	39045211	106	368351.047		
	Total	39051126	108			

a. Predictors: (Constant), TQM\_MS, Total Quality Management

b. Dependent Variable: Abs2

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-66.351	614.440		-.108	.914
	Total Quality Management	.676	78.986	.001	.009	.993
	TQM_MS	.104	1.551	.011	.067	.947

a. Dependent Variable: Abs2

## Regression

UJI HIPOTESIS 2 SAAT TERJADI MULTIKOLINEARITAS

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

Model	Variables Entered	Variables Removed	Method
1	TQM_MS, Managerial Skill, Total Quality Management <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: Kinerja Perusahaan

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.347 <sup>a</sup>	.120	.095	1.08660

a. Predictors: (Constant), TQM\_MS, Managerial Skill, Total Quality Management

b. Dependent Variable: Kinerja Perusahaan

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.951	3	5.650	4.786	.004 <sup>a</sup>
	Residual	123.973	105	1.181		
	Total	140.924	108			

a. Predictors: (Constant), TQM\_MS, Managerial Skill, Total Quality Management

b. Dependent Variable: Kinerja Perusahaan

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	38.753	17.093		2.267	.025		
	Total Quality Management	-.651	1.260	-.722	-.517	.606	.004	233.171
	Managerial Skill	-.376	.410	-.915	-.918	.361	.008	118.528
	TQM_MS	.021	.030	1.207	.707	.481	.003	347.844

a. Dependent Variable: Kinerja Perusahaan

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

Model			TQM_MS	Managerial Skill	Total Quality Management
1	Correlations	TQM_MS	1.000	-.996	-.998
		Managerial Skill	-.996	1.000	.994
		Total Quality Management	-.998	.994	1.000
	Covariances	TQM_MS	.001	-.012	-.038
		Managerial Skill	-.012	.168	.513
		Total Quality Management	-.038	.513	1.589

a. Dependent Variable: Kinerja Perusahaan

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

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Total Quality Management	Managerial Skill	TQM_MS
1	1	3.987	1.000	.00	.00	.00	.00
	2	.009	21.120	.00	.00	.00	.00
	3	.004	29.954	.00	.00	.00	.00
	4	9.43E-006	650.052	1.00	1.00	1.00	1.00

a. Dependent Variable: Kinerja Perusahaan

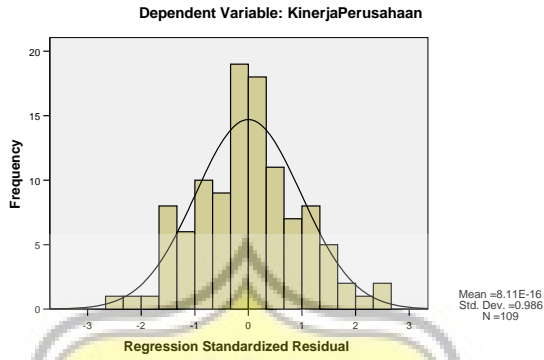
### Residuals Statistics<sup>a</sup>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	25.3135	26.9288	26.2478	.39617	109
Std. Predicted Value	-2.358	1.719	.000	1.000	109
Standard Error of Predicted Value	.107	.362	.199	.061	109
Adjusted Predicted Value	25.2924	26.9955	26.2443	.39573	109
Residual	-2.81776	2.60956	.00000	1.07140	109
Std. Residual	-2.593	2.402	.000	.986	109
Stud. Residual	-2.656	2.475	.002	1.003	109
Deleted Residual	-2.95613	2.77232	.00351	1.10899	109
Stud. Deleted Residual	-2.737	2.539	.002	1.013	109
Mahal. Distance	.054	11.020	2.972	2.471	109
Cook's Distance	.000	.096	.009	.016	109
Centered Leverage Value	.001	.102	.028	.023	109

a. Dependent Variable: Kinerja Perusahaan

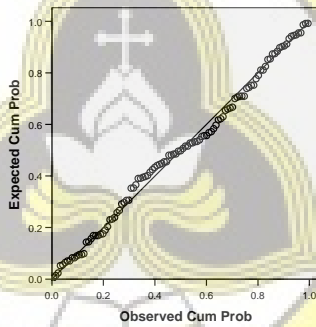
## Charts

### Histogram



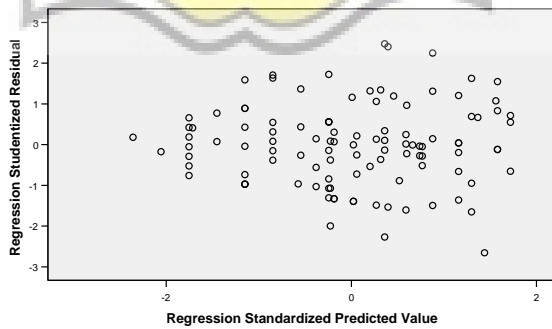
### Normal P-P Plot of Regression Standardized Residual

Dependent Variable: KinerjaPerusahaan



### Scatterplot

Dependent Variable: KinerjaPerusahaan



## Regression

UJI HIPOTESIS 2 SETELAH MULTIKOLINEARITAS SUDAH DISEMBUHKAN

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

Model	Variables Entered	Variables Removed	Method
1	TQM_MS, Total Quality Management <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: Kinerja Perusahaan

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.336 <sup>a</sup>	.113	.096	1.08579

a. Predictors: (Constant), TQM\_MS, Total Quality Management

b. Dependent Variable: Kinerja Perusahaan

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.956	2	7.978	6.767	.002 <sup>a</sup>
	Residual	124.967	106	1.179		
	Total	140.924	108			

a. Predictors: (Constant), TQM\_MS, Total Quality Management

b. Dependent Variable: Kinerja Perusahaan

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	23.096	1.099		21.011	.000		
	Total Quality Management	.498	.141	.553	3.527	.001	.341	2.935
	TQM_MS	-.006	.003	-.353	-2.253	.026	.341	2.935

a. Dependent Variable: Kinerja Perusahaan

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

Model			TQM_MS	Total Quality Management
1	Correlations	TQM_MS	1.000	-.812
		Total Quality Management	-.812	1.000
	Covariances	TQM_MS	7.70E-006	.000
		Total Quality Management	.000	.020

a. Dependent Variable: Kinerja Perusahaan

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

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Total Quality Management	TQM_MS
1	1	2.991	1.000	.00	.00	.00
	2	.007	20.657	.80	.02	.21
	3	.002	39.345	.20	.98	.79

a. Dependent Variable: Kinerja Perusahaan

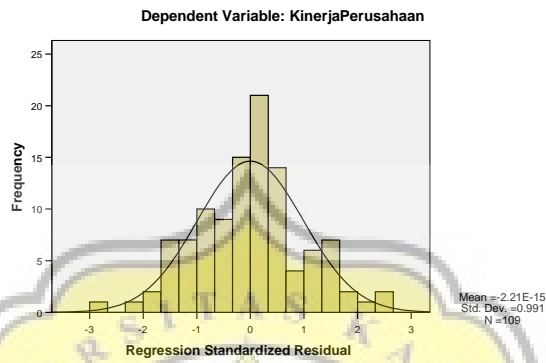
**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	25.5519	27.1033	26.2478	.38437	109
Std. Predicted Value	-1.810	2.226	.000	1.000	109
Standard Error of Predicted Value	.107	.283	.176	.040	109
Adjusted Predicted Value	25.5543	27.1566	26.2458	.38440	109
Residual	-2.91582	2.77320	.00000	1.07569	109
Std. Residual	-2.685	2.554	.000	.991	109
Stud. Residual	-2.737	2.596	.001	1.004	109
Deleted Residual	-3.02830	2.86425	.00200	1.10473	109
Stud. Deleted Residual	-2.825	2.670	.001	1.014	109
Mahal. Distance	.052	6.348	1.982	1.390	109
Cook's Distance	.000	.096	.009	.015	109
Centered Leverage Value	.000	.059	.018	.013	109

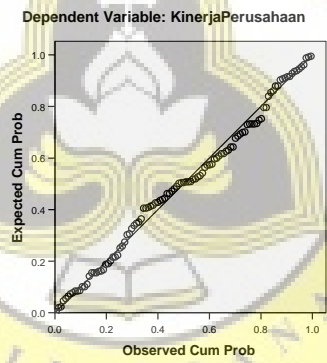
a. Dependent Variable: Kinerja Perusahaan

# Charts

Histogram



Normal P-P Plot of Regression Standardized Residual



Scatterplot

