

Lampiran 1- Kuesioner Kinerja Organisasi

IDENTITAS RESPONDEN

Saudara diminta untuk memilih salah satu dengan memberikan tanda centang (√)

1. Nama :
2. Jenis kelamin : Laki-laki Perempuan
3. Umur :
4. Tingkat Pendidikan : SMA D3 S1
 S2 S3 Lainnya
5. Jabatan : Manajer Produksi
 Manajer Pemasaran
 Manajaer Penjualan
 Manajer Sumber Daya Manusia
 Manajer Keuangan
 Lainnya _____
6. Masa kerja tahunan : <5 tahun 5-10 tahun >10

BAGIAN ISI

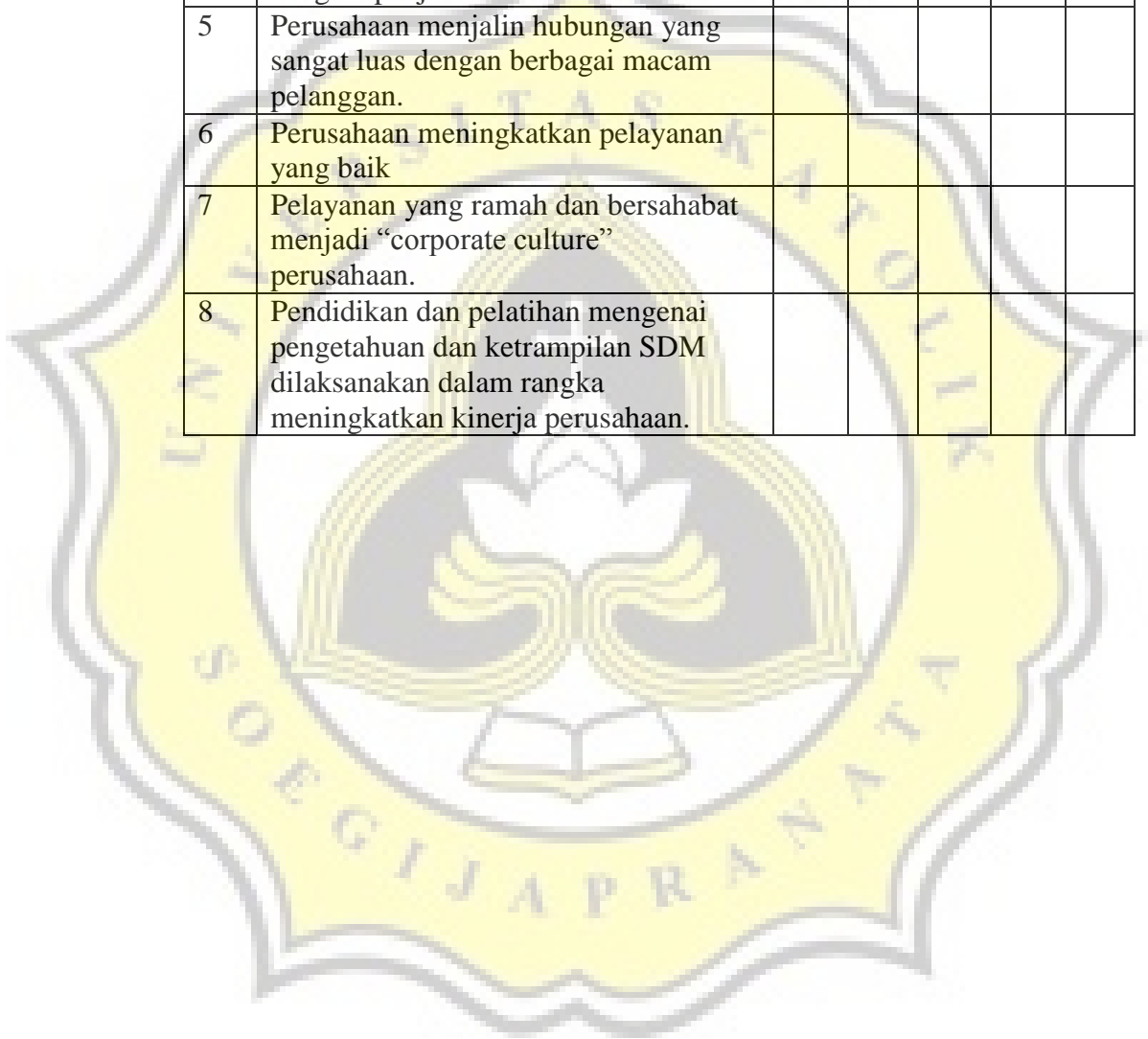
Petunjuk : Mohon Bapak/Ibu memberikan tanda checklist (√) pada salah satu pilihan jawaban yang sesuai dengan keadaan di tempat Bapak/Ibu bekerja.

Pilihan jawaban : SL = Selalu
SR = Sering
KD = Kadang-kadang
JR = Jarang
TP = Tidak pernah

1. KINERJA ORGANISASI (Instrumen : Sonni (2013))

No.	PERNYATAAN	TP	JR	KD	SL	SR
1	ROA perusahaan lebih baik dibandingkan perusahaan sejenis. CATATAN : Return on Assets adalah perbandingan antara laba setelah pajak dengan total asset perusahaan					
2	ROE perusahaan lebih baik dibandingkan perusahaan sejenis. CATATAN : Return on Equity adalah membandingkan laba setelah pajak dengan ekuitas					
3	NPM perusahaan lebih baik					

	dibandingkan perusahaan sejenis. CATATAN : Net Profit Margin adalah membandingkan laba setelah pajak dengan penjualan bersih					
4	GPM perusahaan lebih baik dibandingkan perusahaan sejenis. CATATAN : Gross Profit Margin adalah membandingkan laba kotor dengan penjualan bersih					
5	Perusahaan menjalin hubungan yang sangat luas dengan berbagai macam pelanggan.					
6	Perusahaan meningkatkan pelayanan yang baik					
7	Pelayanan yang ramah dan bersahabat menjadi “corporate culture” perusahaan.					
8	Pendidikan dan pelatihan mengenai pengetahuan dan ketrampilan SDM dilaksanakan dalam rangka meningkatkan kinerja perusahaan.					



Lampiran 2- Kuesioner Kepemimpinan Transformasional

2. GAYA KEPEMIMPINAN TRANSFORMASIONAL (Instrumen : Sonni (2013))

No.	PERNYATAAN	TP	JR	KD	SL	SR
1	Atasan saya saya membuat bangga karyawan untuk bergaul dengan mereka					
2	Atasan saya mempunyai visi yang memacu karyawan dalam bekerja					
3	Atasan saya memberikan inspirasi dalam bekerja					
4	Atasan saya berpikir tentang permasalahan lama dengan cara pandang baru					
5	Atasan saya membuat karyawan melihat masalah sebagai kesempatan belajar					
6	Atasan saya mendorong karyawan maju dan berprestasi					
7	Atasan saya memberikan perhatian secara pribadi kepada orang yang diabaikan					
8	Atasan saya tidak pernah bosan mendorong karyawannya untuk bekerja lebih efektif dan efisien					

Lampiran 3- Kuesioner Kebutuhan Maslow

Instrument Gibson (1992)

Saudara diminta untuk memilih salah satu dengan memberikan tanda centang (√) sesuai dengan kondisi kebutuhan yang menjadi prioritas saat ini.

<input type="checkbox"/>	Kebutuhan yang saya prioritaskan saat ini adalah mencukupi kebutuhan pangan dan kebutuhan untuk mempunyai tempat tinggal.
<input type="checkbox"/>	kebutuhan yang saya prioritaskan saat ini adalah bebas dari perasaan terancam.
<input type="checkbox"/>	Kebutuhan yang saya prioritaskan saat ini adalah hubungan persahabatan, peningkatan koneksi dalam pekerjaan, interaksi sosial, dan kebutuhan yang berhubungan dengan perasaan.
<input type="checkbox"/>	Kebutuhan yang saya prioritaskan saat ini adalah harga diri dan mendapatkan penghargaan dari orang lain.
<input type="checkbox"/>	Kebutuhan yang saya prioritaskan saat ini adalah aktualisasi diri dengan meningkatkan kemampuan, ketrampilan, dan potensi pribadi.

Lampiran 4 - Data Responden

No	Nama Perusahaan	Gender	Usia	Pendidikan	Lama kerja	Lama jabatan	Jabatan
1	PT. Pentasari Prana Karya	P	35-40	S1	>10	>10	Manajer Personalia
2	PT. Shampharindo Perdana	P	35-40	S1	>10	>10	Manajer Keuangan
3	PT. Shampharindo Perdana	L	30-35	S1	4-7	1-4	Manajer Personalia
4	PT. Shampharindo Perdana	L	25-30	S1	1-4	1-4	Manajer Operasional
5	PT. Shampharindo Perdana	L	25-30	S2	1-4	1-4	Manajer Pemasaran
6	PT. Kurnia Jati Utama Indonesia	L	35-40	S1	>10	7-10	Manajer Pemasaran
7	PT. Kurnia Jati Utama Indonesia	P	30-35	S1	4-7	1-4	Manajer Personalia
8	PT. Kurnia Jati Utama Indonesia	L	>40	S1	>10	>10	Manajer Produksi
9	PT. Kurnia Jati Utama Indonesia	L	>40	S2	>10	>10	Manajer Keuangan
10	PT. Dasa Gaya	L	>40	S1	>10	>10	Manajer Keuangan
11	PT. Dasa Gaya	L	30-35	S2	>10	>10	Manajer Pemasaran
12	PT. Dasa Gaya	P	25-30	S1	>10	>10	Manajer Personalia
13	PT. Dasa Gaya	L	>40	S1	>10	>10	Manajer Produksi
14	PT. Dasa Gaya	L	35-40	S1	>10	7-10	Manajer Operasional
15	PT. Arindo Garmentama	L	25-30	S1	4-7	1-4	Manajer Keuangan
16	PT. Arindo Garmentama	L	>40	SLTA	>10	>10	Manajer Produksi
17	PT. Arindo Garmentama	L	>40	SLTA	>10	7-10	Manajer Personalia
18	PT. Maju Jaya Sarana Grafika	L	>40	SLTA	>10	4-7	Manajer Produksi

19	Nyonya Meneer	L	>40	S1	>10	>10	Manajer Operasional
20	Nyonya Meneer	P	>40	S1	>10	>10	Manajer Keuangan
21	Nyonya Meneer	P	>40	S1	>10	>10	Manajer Pemasaran
22	Nyonya Meneer	P	>40	S1	>10	>10	Manajer Produksi
23	Nyonya Meneer	P	>40	S1	>10	7-10	Manajer Personalia
24	Nyonya Meneer	L	>40	S1	>10	7-10	Manajer Keuangan
25	Susan Photo Album	P	30-35	Diploma	4-7	1-4	Manajer Keuangan
26	Susan Photo Album	L	30-35	S1	7-10	1-4	Manajer Pemasaran
27	Susan Photo Album	P	30-35	S1	7-10	4-7	Manajer Umum
28	Susan Photo Album	L	>40	S1	>10	>10	Manajer Personalia
29	Pendidikan Industri Kayu	P	30-35	Diploma	>10	4-7	Manajer QA
30	Pendidikan Industri Kayu	L	30-35	S1	>10	4-7	Manajer Human Resource
31	Pendidikan Industri Kayu	P	30-35	S1	4-7	1-4	General Accounting
32	Pendidikan Industri Kayu	L	30-35	Diploma	4-7	1-4	Manajer Produksi
33	Pendidikan Industri Kayu	L	25-30	Diploma	1-4	1-4	Manajer Pemasaran
34	Ciubros Farma	L	>40	S1	>10	4-7	Manajer Operasional
35	Ciubros Farma	L	>40	S1	7-10	7-10	Manajer Pemasaran
36	Ciubros Farma	L	30-35	S1	7-10	4-7	Manajer Produksi
37	Ciubros Farma	P	>40	Diploma	>10	>10	Manajer Personalia
38	Ciubros Farma	L	>40	S1	>10	>10	Manajer R&D
39	Ciubros Farma	P	30-35	S1	>10	>10	Manajer Keuangan

40	Industri Jamu Borobudur	L	25-30	S1	4-7	1-4	Manajer Operasional
41	Industri Jamu Borobudur	P	30-35	S1	>10	4-7	Manajer Keuangan
42	Industri Jamu Borobudur	L	35-40	S1	>10	7-10	Manajer Pemasaran
43	Industri Jamu Borobudur	L	30-35	S1	7-10	1-4	Manajer Produksi
44	Industri Jamu Borobudur	P	30-35	S1	4-7	4-7	Manajer Personalia
45	Dyriana	P	30-35	Diploma	>10	1-4	Manajer Produksi
46	Dyriana	P	30-35	SLTA	>10	4-7	Manajer Operasional
47	Dyriana	P	25-30	S1	>10	1-4	Manajer Pemasaran
48	Fumira	L	25-30	S1	4-7	1-4	Manajer Operasional
49	Fumira	L	30-35	S1	4-7	4-7	Manajer Pemasaran
50	Fumira	L	30-35	S1	7-10	4-7	Manajer Produksi
51	Fumira	P	25-30	S1	7-10	7-10	Manajer Personalia
52	Fumira	P	35-40	S1	>10	>10	Manajer Keuangan
53	PT. Industri Jamu Jago	P	35-40	Diploma	4-7	1-4	Manajer Operasional
54	PT. Industri Jamu Jago	L	>40	Diploma	>10	1-4	Manajer Pemasaran
55	PT. Industri Jamu Jago	L	>40	S1	>10	4-7	Manajer Produksi
56	PT. Industri Jamu Jago	L	25-30	Diploma	4-7	4-7	Manajer Personalia
57	PT. Industri Jamu Jago	L	35-40	S1	>10	4-7	Manajer Keuangan
58	PT Pantjatunggal Knitting	L	25-30	S1	7-10	4-7	Manajer QC
59	PT Pantjatunggal Knitting	P	35-40	S1	>10	4-7	Manajer Keuangan
60	PT Pantjatunggal Knitting	P	25-30	S1	<1	<1	Manajer Produksi
61	PT Pantjatunggal Knitting	P	30-35	S1	7-10	4-7	Manajer Personalia

Lampiran 5 – Input Kuesioner Recoding

	ko1	ko2	ko3	ko4	ko5	ko6	ko7	ko8	mean	ktr1	ktr2	ktr3	ktr4	ktr5	ktr6	ktr7	ktr8	juml	kma
pentasari	5	5	5	5	4	3	5	5	37	4	3	4	2	3	4	2	4	26	1
samparin	4	3	3	3	3	4	2	2	26	4	4	4	3	3	3	2	4	27	3
samparin	3	2	2	2	3	3	3	2	26	3	1	3	1	5	3	1	4	21	3
samparin	4	4	4	5	5	5	5	5	26	3	3	4	3	3	4	2	4	26	1
samparin	2	2	3	4	3	3	3	3	26	4	3	3	2	2	4	2	4	24	3
kurniajt	3	3	5	3	3	3	3	3	30	4	5	5	5	5	5	5	5	39	5
kurniajt	4	4	4	4	5	5	4	3	30	4	2	2	2	2	3	3	3	21	1
kurniajt	4	4	4	3	3	3	3	3	30	3	5	3	5	5	5	3	5	34	3
kurniajt	4	4	4	4	4	4	4	5	30	4	5	5	5	5	5	5	5	39	3
dasagaya	4	4	3	2	2	2	2	1	26	5	5	5	5	5	5	5	5	40	5
dasagaya	4	4	3	3	4	4	3	3	26	5	5	5	5	5	5	5	5	40	5
dasagaya	3	3	3	3	4	4	4	4	26	5	5	5	5	5	5	5	5	40	5
dasagaya	3	3	3	3	3	4	4	3	26	5	5	5	5	5	5	5	5	40	5
dasagaya	4	4	3	3	4	4	3	3	26	5	5	5	5	5	5	5	5	40	5
arindo	2	2	1	1	1	1	1	1	13	3	2	2	2	2	2	3	3	19	5
arindo	3	3	2	2	3	2	1	1	13	1	5	5	5	2	1	5	5	29	5
arindo	2	2	1	1	2	2	1	1	13	1	3	3	4	2	3	1	4	21	5
majujaya	5	5	5	5	5	5	5	4	39	4	4	3	4	4	4	2	5	30	1
nymener	5	4	4	4	5	5	5	4	36	3	3	3	3	3	3	3	3	24	1
nymener	5	5	4	5	5	5	5	5	36	4	4	4	4	4	4	4	4	32	1
nymener	5	5	5	5	5	5	5	5	36	4	4	4	4	4	4	4	4	32	1
nymener	5	5	5	5	5	5	5	5	36	4	4	4	4	4	4	4	4	32	1
nymener	5	4	4	4	4	5	5	5	36	3	3	3	3	3	3	3	3	24	1
nymener	4	3	3	4	3	2	2	2	36	3	3	3	3	3	3	3	3	24	3
susan	4	4	5	5	5	5	5	5	39	3	4	4	3	4	4	3	4	29	1
susan	5	5	5	5	5	5	5	4	39	4	4	4	3	4	4	3	4	30	1
susan	5	5	5	5	5	4	4	5	39	3	4	4	3	4	4	3	4	29	1
susan	5	5	5	5	5	5	5	4	39	4	4	4	3	4	4	3	4	30	1
pika	4	4	4	4	4	4	3	4	32	3	2	3	3	3	2	1	2	19	1
pika	5	4	4	5	5	5	5	4	32	3	3	4	4	3	2	3	4	26	1
pika	5	5	5	5	5	5	4	5	32	4	3	3	4	5	5	4	3	31	1

**Lampiran 6-Compare Mean Kepemimpinan Transformasional, Kinerja Organisasi,
Kebutuhan Maslow dengan Jenis Kelamin**

Means

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
ktr * jenis_kelamin	61	100.0%	0	.0%	61	100.0%
ko * jenis_kelamin	61	100.0%	0	.0%	61	100.0%
kma * jenis_kelamin	61	100.0%	0	.0%	61	100.0%
ktr * usia	61	100.0%	0	.0%	61	100.0%
ko * usia	61	100.0%	0	.0%	61	100.0%
kma * usia	61	100.0%	0	.0%	61	100.0%
ktr * pendidikan	61	100.0%	0	.0%	61	100.0%
ko * pendidikan	61	100.0%	0	.0%	61	100.0%
kma * pendidikan	61	100.0%	0	.0%	61	100.0%
ktr * lama_bekerja	61	100.0%	0	.0%	61	100.0%
ko * lama_bekerja	61	100.0%	0	.0%	61	100.0%
kma * lama_bekerja	61	100.0%	0	.0%	61	100.0%
ktr * LB_jabatan	61	100.0%	0	.0%	61	100.0%
ko * LB_jabatan	61	100.0%	0	.0%	61	100.0%
kma * LB_jabatan	61	100.0%	0	.0%	61	100.0%
ktr * jabatan	61	100.0%	0	.0%	61	100.0%
ko * jabatan	61	100.0%	0	.0%	61	100.0%
kma * jabatan	61	100.0%	0	.0%	61	100.0%

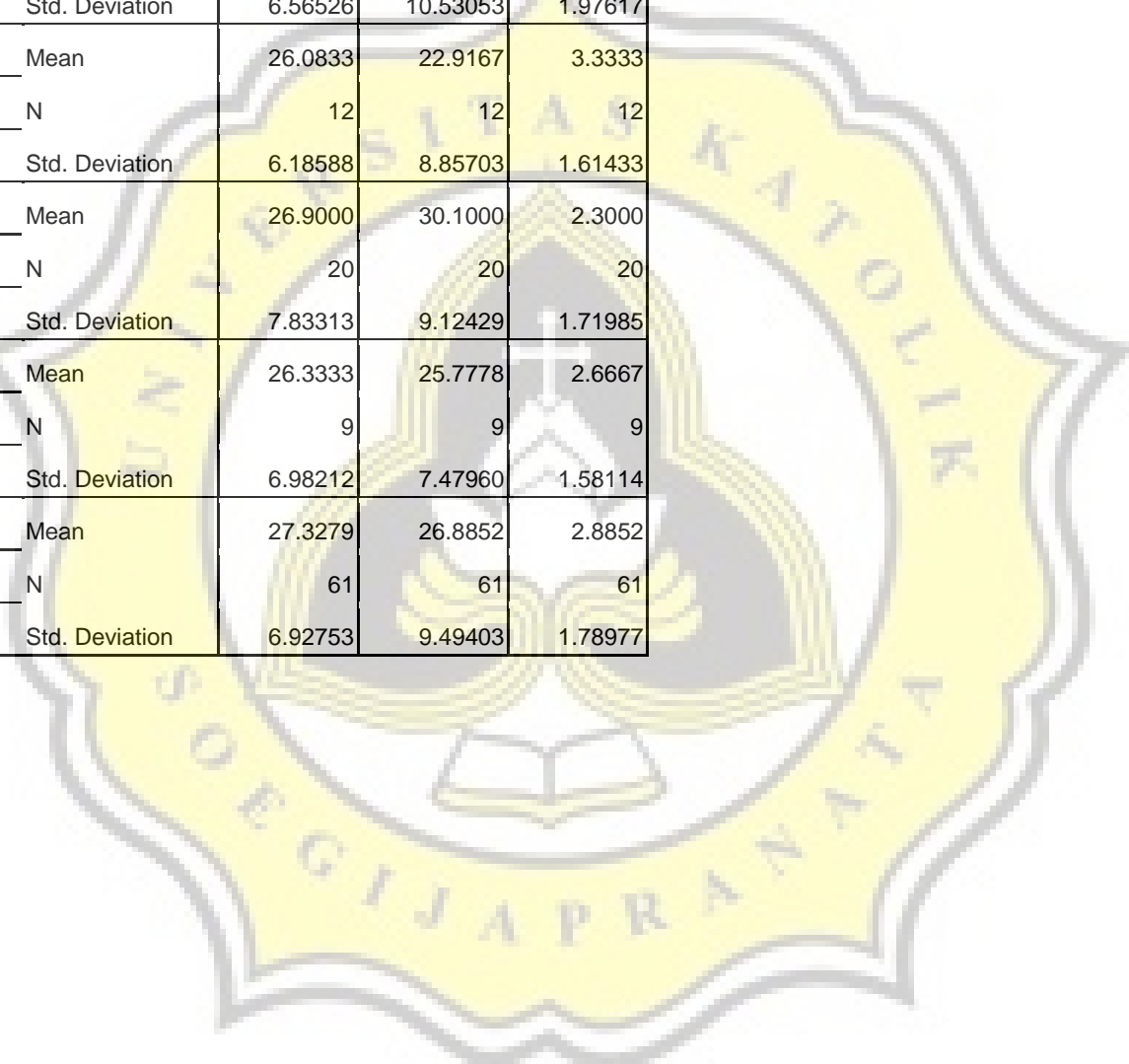
ktr ko kma * jenis_kelamin

jenis_kelamin		ktr	ko	kma
L	Mean	28.0833	25.3611	3.3056
	N	36	36	36
	Std. Deviation	6.81752	9.80132	1.83333
P	Mean	26.2400	29.0800	2.2800
	N	25	25	25
	Std. Deviation	7.07861	8.76033	1.56844
Total	Mean	27.3279	26.8852	2.8852
	N	61	61	61
	Std. Deviation	6.92753	9.49403	1.78977

**Lampiran 7-Compare Mean Kepemimpinan Transformasional, Kinerja Organisasi,
Kebutuhan Maslow dengan Usia**

ktr ko kma * usia

usia		ktr	ko	kma
>40	Mean	28.9500	26.5500	3.3000
	N	20	20	20
	Std. Deviation	6.56526	10.53053	1.97617
25-30	Mean	26.0833	22.9167	3.3333
	N	12	12	12
	Std. Deviation	6.18588	8.85703	1.61433
30-35	Mean	26.9000	30.1000	2.3000
	N	20	20	20
	Std. Deviation	7.83313	9.12429	1.71985
35-40	Mean	26.3333	25.7778	2.6667
	N	9	9	9
	Std. Deviation	6.98212	7.47960	1.58114
Total	Mean	27.3279	26.8852	2.8852
	N	61	61	61
	Std. Deviation	6.92753	9.49403	1.78977



**Lampiran 8-Compare Mean Kepemimpinan Transformasional, Kinerja Organisasi,
Kebutuhan Maslow dengan Pendidikan**

ktr ko kma * pendidikan

pendidikan		ktr	ko	kma
Diploma	Mean	23.1111	22.4444	3.2222
	N	9	9	9
	Std. Deviation	5.44161	11.87551	2.10819
S1	Mean	28.5333	28.0222	2.8000
	N	45	45	45
	Std. Deviation	6.64899	8.81499	1.72679
S2	Mean	27.3333	27.0000	3.0000
	N	3	3	3
	Std. Deviation	10.96966	6.55744	2.00000
SLTA	Mean	23.2500	24.0000	3.0000
	N	4	4	4
	Std. Deviation	7.41058	12.98717	2.30940
Total	Mean	27.3279	26.8852	2.8852
	N	61	61	61
	Std. Deviation	6.92753	9.49403	1.78977

**Lampiran 9-Compare Mean Kepemimpinan Transformasional, Kinerja Organisasi,
Kebutuhan Maslow dengan Lama Bekerja**

ktr ko kma * lama_bekerja

lama_bekerja		ktr	ko	kma
<1	Mean	21.0000	20.0000	3.0000
	N	1	1	1
	Std. Deviation	.	.	.
>10	Mean	27.8056	26.1389	3.1389
	N	36	36	36
	Std. Deviation	7.27744	9.52636	1.88457
1-4	Mean	24.3333	19.6667	3.6667
	N	3	3	3
	Std. Deviation	3.51188	3.51188	1.15470
4-7	Mean	26.7500	28.7500	2.3333
	N	12	12	12
	Std. Deviation	6.12187	10.67814	1.72328
7-10	Mean	27.8889	30.5556	2.3333
	N	9	9	9
	Std. Deviation	7.95997	8.41295	1.65831
Total	Mean	27.3279	26.8852	2.8852
	N	61	61	61
	Std. Deviation	6.92753	9.49403	1.78977

**Lampiran 10-Compare Mean Kepemimpinan Transformasional, Kinerja Organisasi,
Kebutuhan Maslow dengan Lama Jabatan**

ktr ko kma * LB_jabatan

LB_jabatan		ktr	ko	kma
<1	Mean	21.0000	20.0000	3.0000
	N	1	1	1
	Std. Deviation	.	.	.
>10	Mean	31.7778	29.1667	3.1667
	N	18	18	18
	Std. Deviation	5.87673	7.83093	1.94785
1-4	Mean	25.4706	26.2353	2.7059
	N	17	17	17
	Std. Deviation	5.40969	10.44946	1.72354
4-7	Mean	24.7647	26.5882	2.6471
	N	17	17	17
	Std. Deviation	7.39535	11.13024	1.86886
7-10	Mean	27.5000	24.6250	3.1250
	N	8	8	8
	Std. Deviation	7.38725	7.98100	1.72689
Total	Mean	27.3279	26.8852	2.8852
	N	61	61	61
	Std. Deviation	6.92753	9.49403	1.78977

**Lampiran 11-Compare Mean Kepemimpinan Transformasional, Kinerja Organisasi,
Kebutuhan Maslow dengan Jabatan**

ktr ko kma * jabatan

jabatan		ktr	ko	kma
Manajer Keuangan (acc)	Mean	26.7692	25.0769	3.0769
	N	13	13	13
	Std. Deviation	5.96034	10.21813	1.75412
Manajer Operasional (prod)	Mean	28.0526	25.5789	3.2632
	N	19	19	19
	Std. Deviation	7.20705	8.26852	1.82093
Manajer Pemasaran	Mean	27.7273	27.4545	2.8182
	N	11	11	11
	Std. Deviation	7.34971	10.31856	1.88776
Manajer Personalia (R&D)	Mean	26.6667	27.8000	2.6667
	N	15	15	15
	Std. Deviation	7.82548	10.20644	1.79947
Manajer Umum (QC,QA)	Mean	27.0000	36.3333	1.0000
	N	3	3	3
	Std. Deviation	7.00000	4.61880	.00000
Total	Mean	27.3279	26.8852	2.8852
	N	61	61	61
	Std. Deviation	6.92753	9.49403	1.78977

Lampiran 12- Uji Beda Kepemimpinan Transformatasional dengan Jenis Kelamin

Univariate Analysis of Variance

Between-Subjects Factors

		N
jenis_kelamin	L	36
	P	25

Tests of Between-Subjects Effects

Dependent Variable: ktr

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	50.133 ^a	1	50.133	1.045	.311
Intercept	43539.706	1	43539.706	907.940	.000
jenis_kelamin	50.133	1	50.133	1.045	.311
Error	2829.310	59	47.954		
Total	48435.000	61			
Corrected Total	2879.443	60			

a. R Squared = .017 (Adjusted R Squared = .001)

Lampiran 13- Uji Beda Kepemimpinan Transformasional dengan Usia

Univariate Analysis of Variance

Between-Subjects Factors

	N
usia >40	20
25-30	12
30-35	20
35-40	9

Tests of Between-Subjects Effects

Dependent Variable:ktr

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	83.776 ^a	3	27.925	.569	.637
Intercept	39809.449	1	39809.449	811.663	.000
usia	83.776	3	27.925	.569	.637
Error	2795.667	57	49.047		
Total	48435.000	61			
Corrected Total	2879.443	60			

a. R Squared = .029 (Adjusted R Squared = -.022)

Lampiran 14- Uji Beda Kepemimpinan Transformasional dengan Pendidikan

Univariate Analysis of Variance

Between-Subjects Factors

		N
pendidikan	Diploma	9
	S1	45
	S2	3
	SLTA	4

Tests of Between-Subjects Effects

Dependent Variable:ktr

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	291.937 ^a	3	97.312	2.144	.105
Intercept	14582.119	1	14582.119	321.229	.000
pendidikan	291.937	3	97.312	2.144	.105
Error	2587.506	57	45.395		
Total	48435.000	61			
Corrected Total	2879.443	60			

a. R Squared = .101 (Adjusted R Squared = .054)

Lampiran 15- Uji Beda Kepemimpinan Transformasional dengan Lama Bekerja

Univariate Analysis of Variance

Between-Subjects Factors

	N
lama_bekerja <1	1
>10	36
1-4	3
4-7	12
7-10	9

Tests of Between-Subjects Effects

Dependent Variable:ktr

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	81.998 ^a	4	20.500	.410	.800
Intercept	10496.032	1	10496.032	210.112	.000
lama_bekerja	81.998	4	20.500	.410	.800
Error	2797.444	56	49.954		
Total	48435.000	61			
Corrected Total	2879.443	60			

a. R Squared = .028 (Adjusted R Squared = -.041)

Lampiran 16- Uji Beda Kepemimpinan Transformasional dengan Lama Jabatan

Univariate Analysis of Variance

Between-Subjects Factors

	N
LB_jabatan <1	1
>10	18
1-4	17
4-7	17
7-10	8

Tests of Between-Subjects Effects

Dependent Variable:ktr

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	567.037 ^a	4	141.759	3.433	.014
Intercept	13120.958	1	13120.958	317.753	.000
LB_jabatan	567.037	4	141.759	3.433	.014
Error	2312.405	56	41.293		
Total	48435.000	61			
Corrected Total	2879.443	60			

a. R Squared = .197 (Adjusted R Squared = .140)

Lampiran 17- Uji Beda Kepemimpinan Transformasional dengan Jabatan

Univariate Analysis of Variance

Between-Subjects Factors

	N
jabatan Manajer Keuangan (acc)	13
Manajer Operasional (prod)	19
Manajer Pemasaran	11
Manajer Personalia (R&D)	15
Manajer Umum (QC,QA)	3

Tests of Between-Subjects Effects

Dependent Variable:ktr

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	22.672 ^a	4	5.668	.111	.978
Intercept	29904.639	1	29904.639	586.207	.000
jabatan	22.672	4	5.668	.111	.978
Error	2856.770	56	51.014		
Total	48435.000	61			
Corrected Total	2879.443	60			

a. R Squared = .008 (Adjusted R Squared = -.063)

Lampiran 18- Uji Beda Kinerja Organisasi dengan Jenis Kelamin

Univariate Analysis of Variance

Between-Subjects Factors

		N
jenis_kelamin	L	36
	P	25

Tests of Between-Subjects Effects

Dependent Variable:ko

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	204.051 ^a	1	204.051	2.313	.134
Intercept	43728.707	1	43728.707	495.757	.000
jenis_kelamin	204.051	1	204.051	2.313	.134
Error	5204.146	59	88.206		
Total	49500.000	61			
Corrected Total	5408.197	60			

a. R Squared = .038 (Adjusted R Squared = .021)

Lampiran 19- Uji Beda Kinerja Organisasi dengan Usia

Univariate Analysis of Variance

Between-Subjects Factors

		N
usia	>40	20
	25-30	12
	30-35	20
	35-40	9

Tests of Between-Subjects Effects

Dependent Variable:ko

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	408.974 ^a	3	136.325	1.554	.210
Intercept	37689.460	1	37689.460	429.727	.000
usia	408.974	3	136.325	1.554	.210
Error	4999.222	57	87.706		
Total	49500.000	61			
Corrected Total	5408.197	60			

a. R Squared = .076 (Adjusted R Squared = .027)

Lampiran 20- Uji Beda Kinerja Organisasi dengan Pendidikan

Univariate Analysis of Variance

Between-Subjects Factors

		N
pendidikan	Diploma	9
	S1	45
	S2	3
	SLTA	4

Tests of Between-Subjects Effects

Dependent Variable:ko

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	268.997 ^a	3	89.666	.995	.402
Intercept	14365.792	1	14365.792	159.334	.000
pendidikan	268.997	3	89.666	.995	.402
Error	5139.200	57	90.161		
Total	49500.000	61			
Corrected Total	5408.197	60			

a. R Squared = .050 (Adjusted R Squared = .000)

Lampiran 21- Uji Beda Kinerja Organisasi dengan Lama Bekerja

Univariate Analysis of Variance

Between-Subjects Factors

	N
lama_bekerja <1	1
>10	36
1-4	3
4-7	12
7-10	9

Tests of Between-Subjects Effects

Dependent Variable:ko

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	386.752 ^a	4	96.688	1.078	.376
Intercept	10062.508	1	10062.508	112.219	.000
lama_bekerja	386.752	4	96.688	1.078	.376
Error	5021.444	56	89.669		
Total	49500.000	61			
Corrected Total	5408.197	60			

a. R Squared = .072 (Adjusted R Squared = .005)

Lampiran 22- Uji Beda Kinerja Organisasi dengan Lama Jabatan

Univariate Analysis of Variance

Between-Subjects Factors

	N
LB_jabatan <1	1
>10	18
1-4	17
4-7	17
7-10	8

Tests of Between-Subjects Effects

Dependent Variable:ko

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	190.645 ^a	4	47.661	.512	.727
Intercept	12348.926	1	12348.926	132.541	.000
LB_jabatan	190.645	4	47.661	.512	.727
Error	5217.551	56	93.171		
Total	49500.000	61			
Corrected Total	5408.197	60			

a. R Squared = .035 (Adjusted R Squared = -.034)

Lampiran 23- Uji Beda Kinerja Organisasi dengan Jabatan

Univariate Analysis of Variance

Between-Subjects Factors

	N
jabatan Manajer Keuangan (acc)	13
Manajer Operasional (prod)	19
Manajer Pemasaran	11
Manajer Personalia (R&D)	15
Manajer Umum (QC,QA)	3

Tests of Between-Subjects Effects

Dependent Variable:ko

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	358.848 ^a	4	89.712	.995	.418
Intercept	32609.938	1	32609.938	361.662	.000
jabatan	358.848	4	89.712	.995	.418
Error	5049.349	56	90.167		
Total	49500.000	61			
Corrected Total	5408.197	60			

a. R Squared = .066 (Adjusted R Squared = .000)

Lampiran 24- Uji Beda Kebutuhan Maslow dengan Jenis Kelamin

Univariate Analysis of Variance

Between-Subjects Factors

		N
jenis_kelamin	L	36
	P	25

Tests of Between-Subjects Effects

Dependent Variable:kma

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	15.518 ^a	1	15.518	5.182	.026
Intercept	460.305	1	460.305	153.714	.000
jenis_kelamin	15.518	1	15.518	5.182	.026
Error	176.679	59	2.995		
Total	700.000	61			
Corrected Total	192.197	60			

a. R Squared = .081 (Adjusted R Squared = .065)

Lampiran 25- Uji Beda Kebutuhan Maslow dengan Usia

Univariate Analysis of Variance

Between-Subjects Factors

		N
usia	>40	20
	25-30	12
	30-35	20
	35-40	9

Tests of Between-Subjects Effects

Dependent Variable:kma

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	13.130 ^a	3	4.377	1.393	.254
Intercept	456.996	1	456.996	145.470	.000
usia	13.130	3	4.377	1.393	.254
Error	179.067	57	3.142		
Total	700.000	61			
Corrected Total	192.197	60			

a. R Squared = .068 (Adjusted R Squared = .019)

Lampiran 26- Uji Beda Kebutuhan Maslow dengan Pendidikan

Univariate Analysis of Variance

Between-Subjects Factors

		N
pendidikan	Diploma	9
	S1	45
	S2	3
	SLTA	4

Tests of Between-Subjects Effects

Dependent Variable:kma

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1.441 ^a	3	.480	.144	.933
Intercept	201.675	1	201.675	60.263	.000
pendidikan	1.441	3	.480	.144	.933
Error	190.756	57	3.347		
Total	700.000	61			
Corrected Total	192.197	60			

a. R Squared = .007 (Adjusted R Squared = -.045)

Lampiran 27- Uji Beda Kebutuhan Maslow dengan Lama Bekerja

Univariate Analysis of Variance

Between-Subjects Factors

	N
lama_bekerja <1	1
>10	36
1-4	3
4-7	12
7-10	9

Tests of Between-Subjects Effects

Dependent Variable:kma

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	10.558 ^a	4	2.639	.814	.522
Intercept	134.643	1	134.643	41.511	.000
lama_bekerja	10.558	4	2.639	.814	.522
Error	181.639	56	3.244		
Total	700.000	61			
Corrected Total	192.197	60			

a. R Squared = .055 (Adjusted R Squared = -.013)

Lampiran 28- Uji Beda Kebutuhan Maslow dengan Lama Jabatan

Univariate Analysis of Variance

Between-Subjects Factors

	N
LB_jabatan <1	1
>10	18
1-4	17
4-7	17
7-10	8

Tests of Between-Subjects Effects

Dependent Variable:kma

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	3.410 ^a	4	.852	.253	.907
Intercept	165.201	1	165.201	49.004	.000
LB_jabatan	3.410	4	.852	.253	.907
Error	188.787	56	3.371		
Total	700.000	61			
Corrected Total	192.197	60			

a. R Squared = .018 (Adjusted R Squared = -.052)

Lampiran 29- Uji Beda Kebutuhan Maslow dengan Jabatan

Univariate Analysis of Variance

Between-Subjects Factors

		N
jabatan	Manajer Keuangan (acc)	13
	Manajer Operasional (prod)	19
	Manajer Pemasaran	11
	Manajer Personalia (R&D)	15
	Manajer Umum (QC,QA)	3

Tests of Between-Subjects Effects

Dependent Variable:kma

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	14.620 ^a	4	3.655	1.153	.342
Intercept	265.090	1	265.090	83.598	.000
jabatan	14.620	4	3.655	1.153	.342
Error	177.577	56	3.171		
Total	700.000	61			
Corrected Total	192.197	60			

a. R Squared = .076 (Adjusted R Squared = .010)

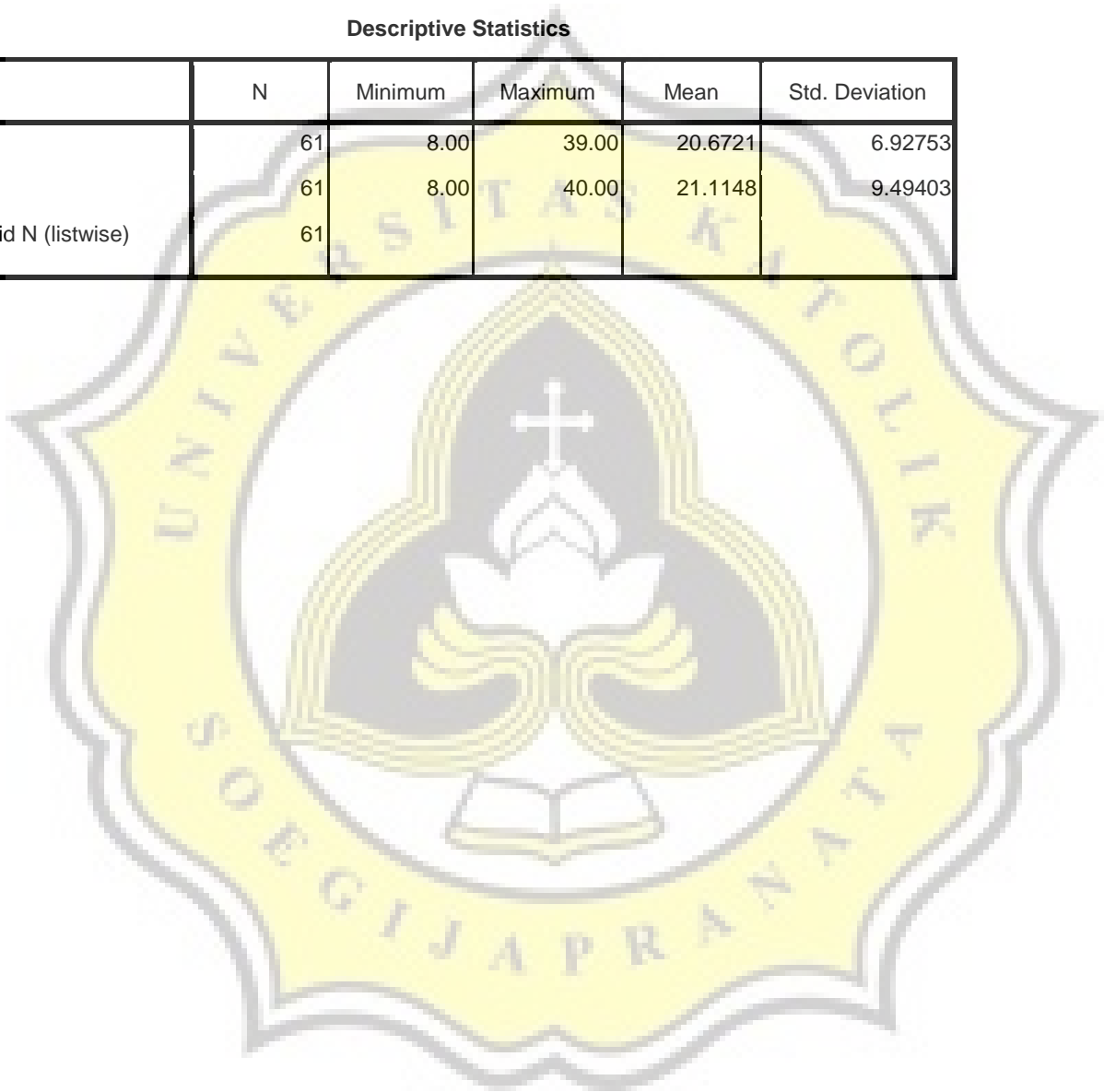
Lampiran 30- Uji Beda Kebutuhan Maslow dengan Jabatan

Descriptives

[DataSet0]

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ktr	61	8.00	39.00	20.6721	6.92753
ko	61	8.00	40.00	21.1148	9.49403
Valid N (listwise)	61				



Lampiran 31 – Cara Perhitungan R Tabel

Perhitungan R Tabel Df n 61

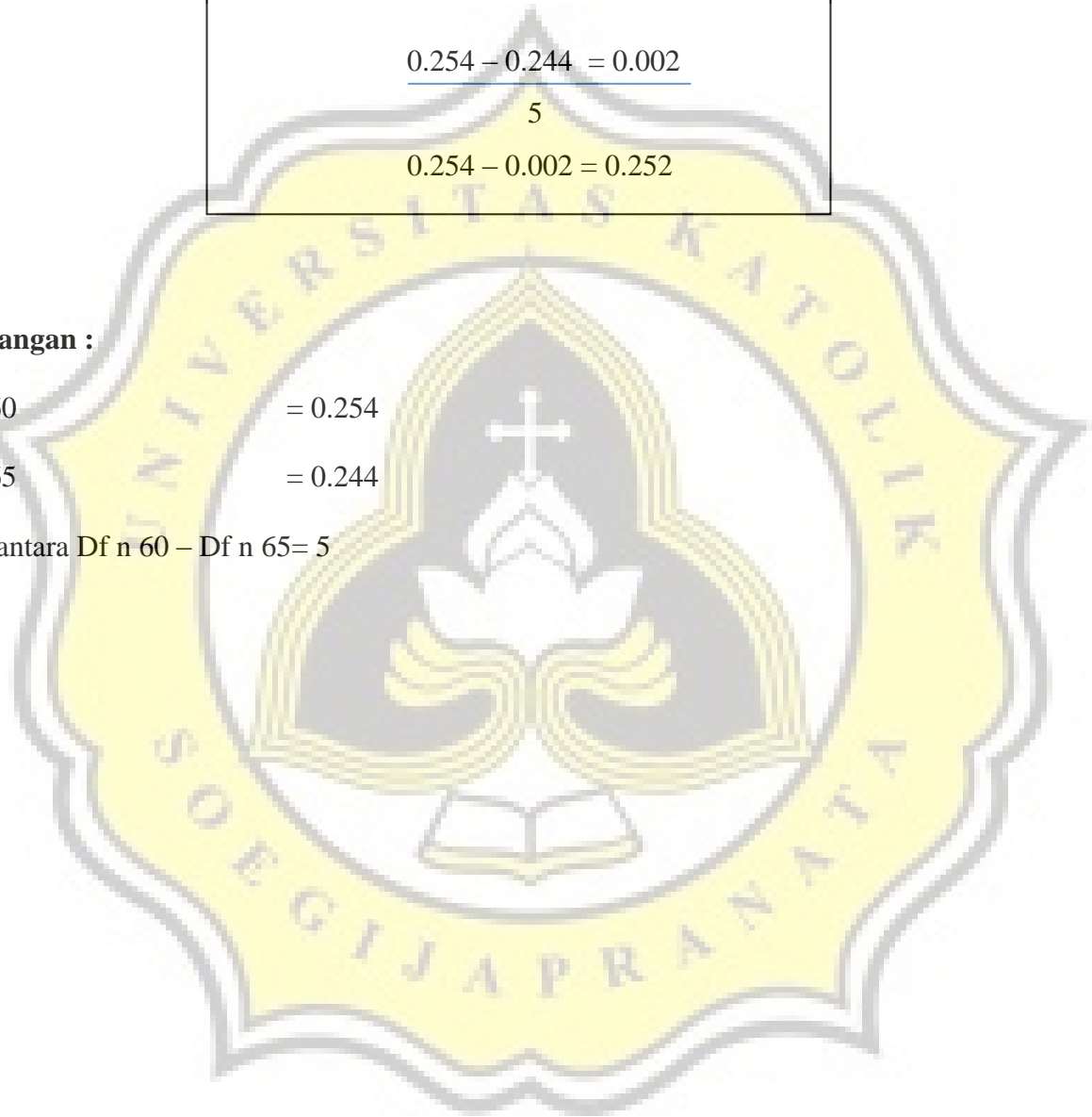
$$x = \frac{\text{Df n 60} - \text{Df n 65}}{\text{Jarak Df n 60} - \text{Df n 65}}$$
$$\text{Df n 61} = \text{Df n 60} - x$$
$$\frac{0.254 - 0.244}{5} = 0.002$$
$$0.254 - 0.002 = 0.252$$

Keterangan :

Df n 60 = 0.254

Df n 65 = 0.244

Jarak antara Df n 60 – Df n 65 = 5



Lampiran 32 - Uji Validitas dan Reliabilitas Kinerja Organisasi

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	61	100.0
	Excluded ^a	0	.0
	Total	61	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.968	8

Item Statistics

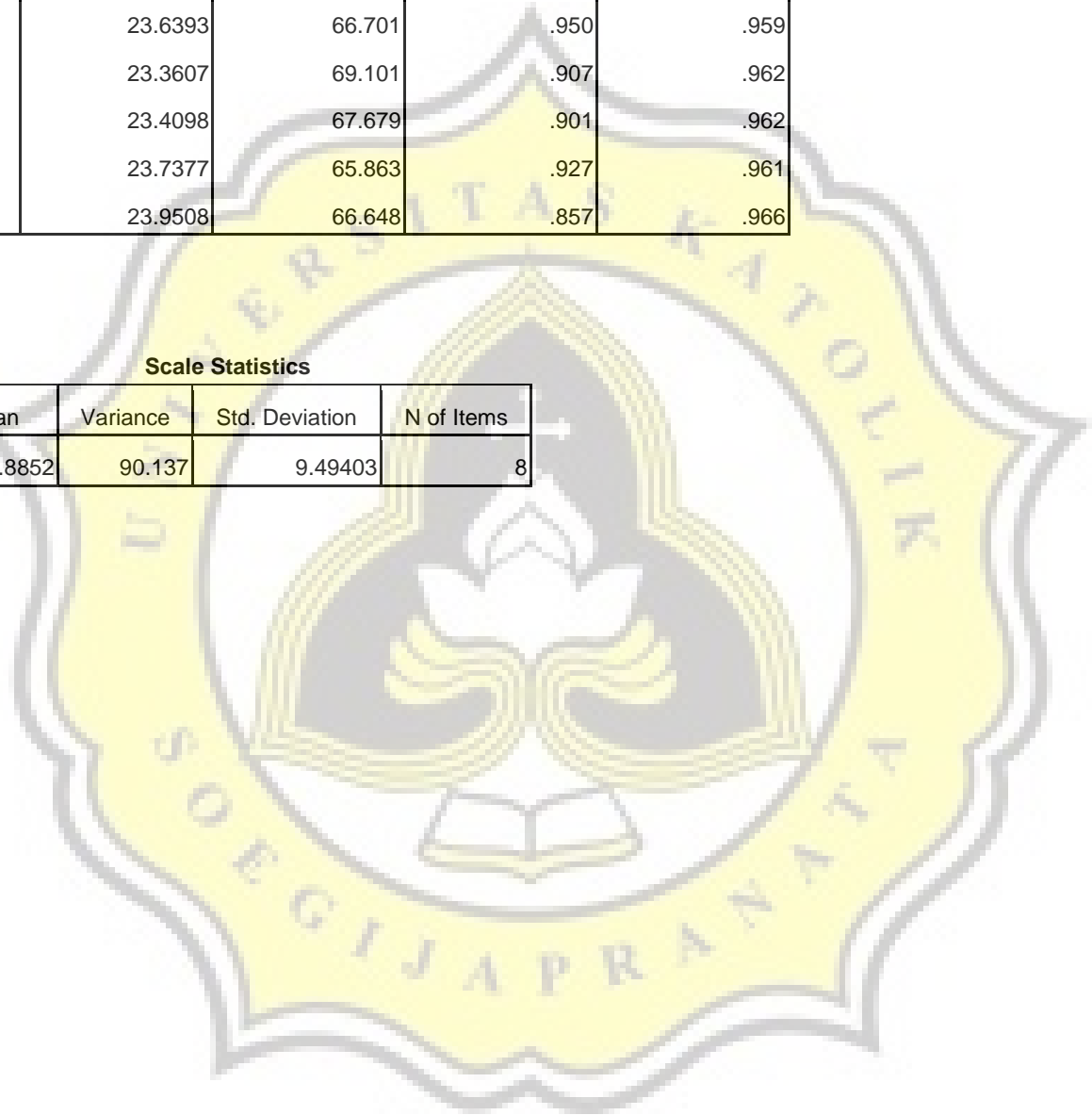
	Mean	Std. Deviation	N
ko1	3.8197	.99177	61
ko2	3.4918	1.07429	61
ko3	3.2459	1.29943	61
ko4	3.2459	1.38631	61
ko5	3.5246	1.28591	61
ko6	3.4754	1.38572	61
ko7	3.1475	1.47010	61
ko8	2.9344	1.51513	61

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ko1	23.0656	75.862	.769	.970
ko2	23.3934	73.743	.826	.967
ko3	23.6393	69.001	.901	.962
ko4	23.6393	66.701	.950	.959
ko5	23.3607	69.101	.907	.962
ko6	23.4098	67.679	.901	.962
ko7	23.7377	65.863	.927	.961
ko8	23.9508	66.648	.857	.966

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26.8852	90.137	9.49403	8



Lampiran 33 - Uji Validitas dan Reliabilitas Kepemimpinan Transformasional

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	61	100.0
	Excluded ^a	0	.0
	Total	61	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.920	8

Item Statistics

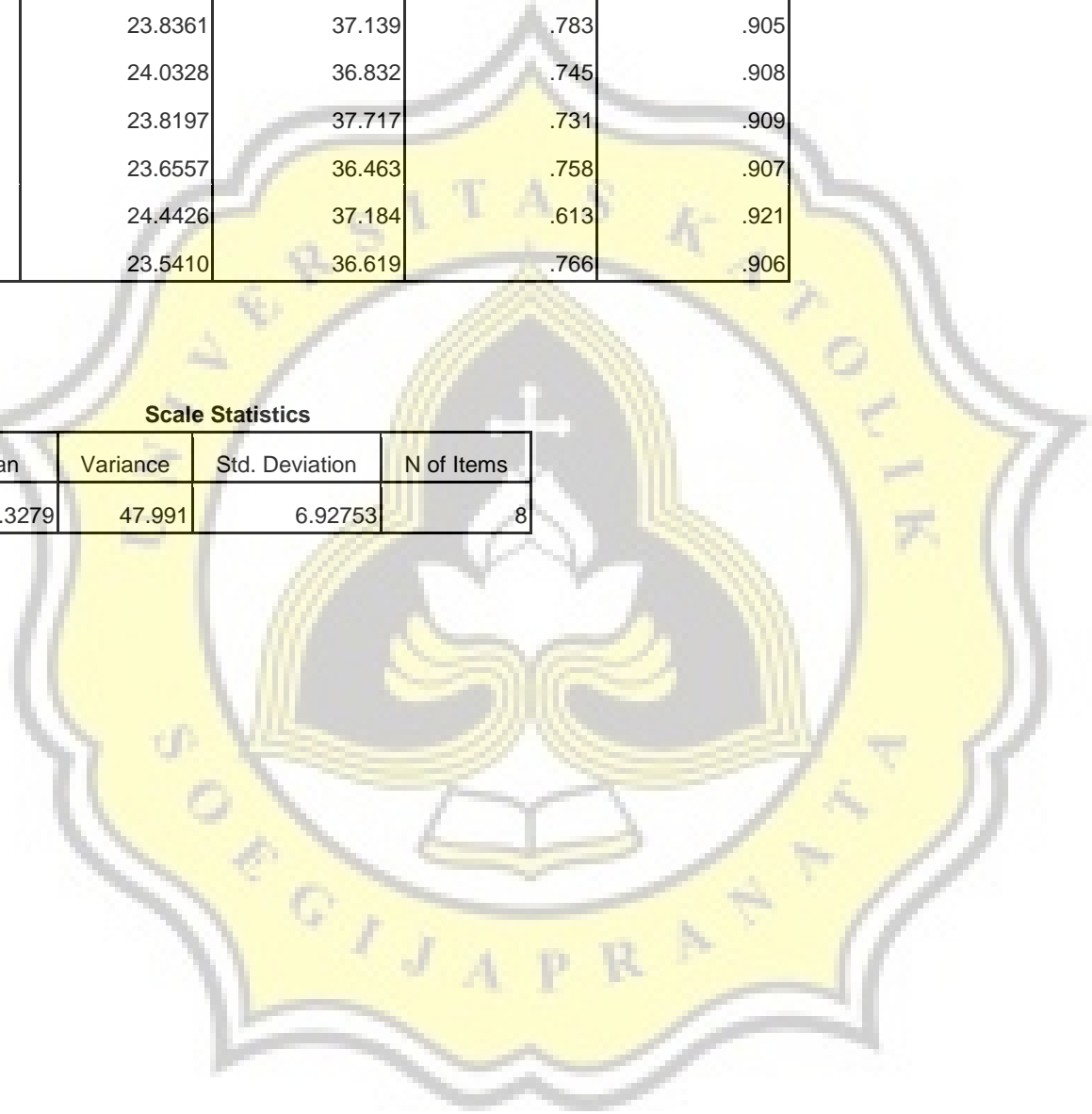
	Mean	Std. Deviation	N
ktr1	3.3115	.90445	61
ktr2	3.3770	1.11301	61
ktr3	3.4918	1.02669	61
ktr4	3.2951	1.10067	61
ktr5	3.5082	1.02669	61
ktr6	3.6721	1.12133	61
ktr7	2.8852	1.23960	61
ktr8	3.7869	1.09719	61

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ktr1	24.0164	40.416	.588	.920
ktr2	23.9508	34.948	.897	.895
ktr3	23.8361	37.139	.783	.905
ktr4	24.0328	36.832	.745	.908
ktr5	23.8197	37.717	.731	.909
ktr6	23.6557	36.463	.758	.907
ktr7	24.4426	37.184	.613	.921
ktr8	23.5410	36.619	.766	.906

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
27.3279	47.991	6.92753	8



Lampiran 34-Uji Multikolinearitas

Regression

[DataSet0]

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	interaksi, ktr, kma ^a		. Enter

a. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 ^a	.630	.610	4.68422

a. Predictors: (Constant), interaksi, ktr, kma

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2128.164	3	709.388	32.330	.000 ^a
	Residual	1250.689	57	21.942		
	Total	3378.852	60			

a. Predictors: (Constant), interaksi, ktr, kma

b. Dependent Variable: ko

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	21.543	5.330		4.042	.000		
	ktr	.533	.196	.492	2.724	.009	.199	5.024
	kma	-2.678	1.464	-.639	-1.830	.073	.053	18.769
	interaksi	-.016	.051	-.131	-.320	.750	.039	25.869

a. Dependent Variable: ko

Collinearity Diagnostics^a

Model	Dimensi on	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	ktr	kma	interaksi
1	1	3.653	1.000	.00	.00	.00	.00
	2	.285	3.581	.01	.01	.01	.01
	3	.058	7.929	.04	.06	.08	.05
	4	.004	32.273	.95	.94	.91	.93

a. Dependent Variable: ko

Lampiran 35-Uji Multikolinearitas Centering Mean

Regression

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	interaksi, kma, ktr ^a		. Enter

a. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787 ^a	.620	.600	4.74698

a. Predictors: (Constant), interaksi, kma, ktr

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2094.423	3	698.141	30.982	.000 ^a
	Residual	1284.430	57	22.534		
	Total	3378.852	60			

a. Predictors: (Constant), interaksi, kma, ktr

b. Dependent Variable: ko

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	26.472	.623		42.519	.000		
	ktr	.488	.093	.449	5.262	.000	.915	1.093
	kma	-3.068	.347	-.738	-8.832	.000	.954	1.048
	interaksi	-.019	.052	-.031	-.364	.717	.932	1.073

a. Dependent Variable: ko

Collinearity Diagnostics^a

Model	Dimensi on	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	ktr	kma	interaksi
1	1	1.405	1.000	.05	.24	.11	.25
	2	1.111	1.124	.48	.03	.31	.04
	3	.774	1.347	.22	.42	.56	.00
	4	.710	1.407	.25	.31	.02	.71

a. Dependent Variable: ko

Regression

Variables Entered/Removed

Model	Variables Entered	Variables		Method
		Entered	Removed	
1	interaksi, kma, ktr ^a			Enter

a. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787 ^a	.620	.600	4.74698

a. Predictors: (Constant), interaksi, kma, ktr

b. Dependent Variable: ko

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2094.423	3	698.141	30.982	.000 ^a
	Residual	1284.430	57	22.534		
	Total	3378.852	60			

a. Predictors: (Constant), interaksi, kma, ktr

b. Dependent Variable: ko

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	26.472	.623		42.519	.000		
	ktr	.488	.093	.449	5.262	.000	.915	1.093
	kma	-3.068	.347	-.738	-8.832	.000	.954	1.048
	interaksi	-.019	.052	-.031	-.364	.717	.932	1.073

a. Dependent Variable: ko

Collinearity Diagnostics^a

Model	Dimensi on	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	ktr	kma	interaksi
1	1	1.405	1.000	.05	.24	.11	.25
	2	1.111	1.124	.48	.03	.31	.04
	3	.774	1.347	.22	.42	.56	.00
	4	.710	1.407	.25	.31	.02	.71

a. Dependent Variable: ko

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	15.3859	37.8696	27.0492	5.90822	61
Residual	-13.92723	11.21462	.00000	4.62679	61
Std. Predicted Value	-1.974	1.831	.000	1.000	61
Std. Residual	-2.934	2.362	.000	.975	61

a. Dependent Variable: ko



Lampiran 36-Uji Normalitas

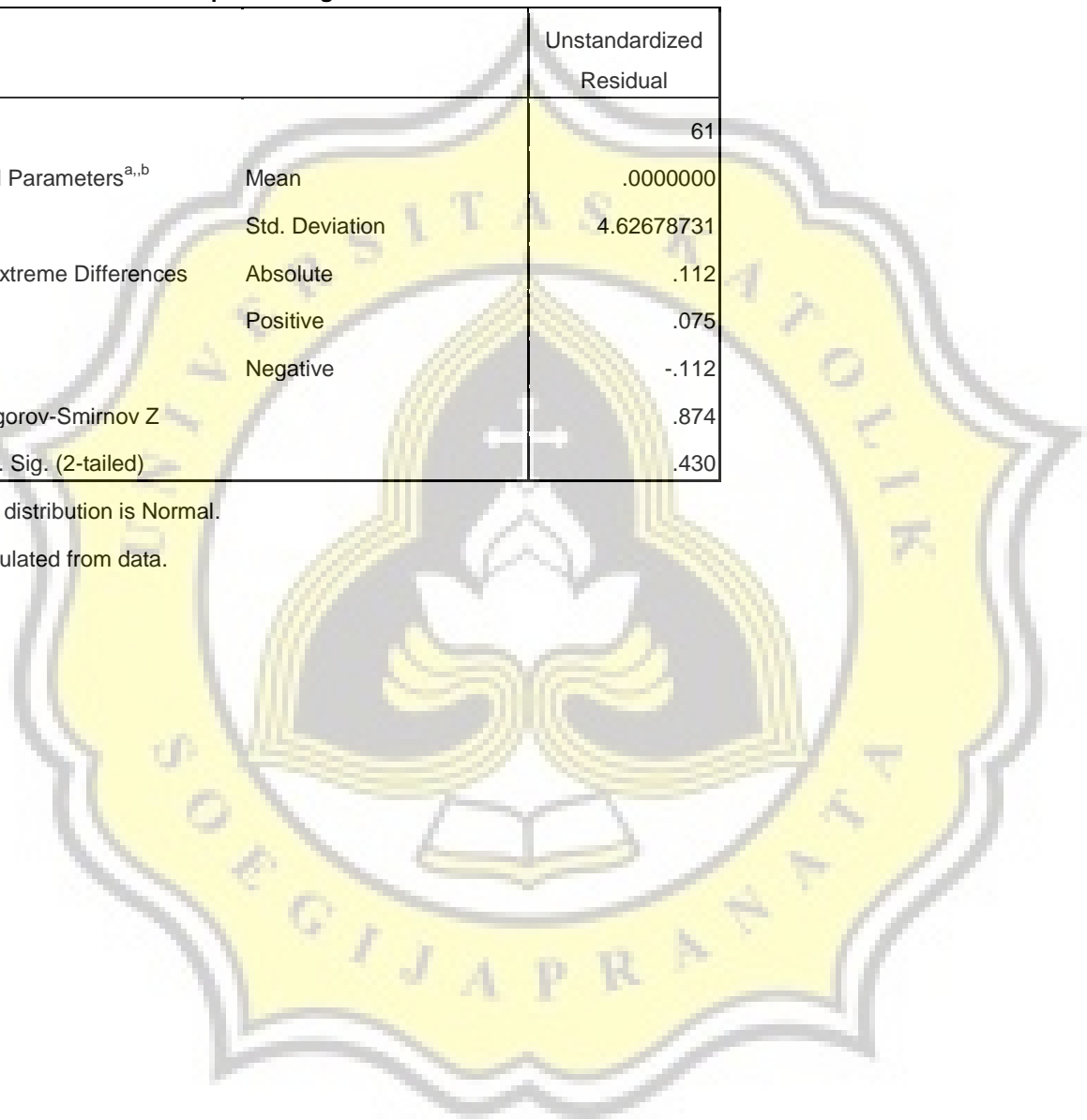
NPar Tests

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		61
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.62678731
Most Extreme Differences	Absolute	.112
	Positive	.075
	Negative	-.112
Kolmogorov-Smirnov Z		.874
Asymp. Sig. (2-tailed)		.430

a. Test distribution is Normal.

b. Calculated from data.



Lampiran 37-Uji Heteroskedastisitas

Regression

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	interaksi, kma, ktr ^a		Enter

a. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.326 ^a	.106	.059	3.00044

a. Predictors: (Constant), interaksi, kma, ktr

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.051	3	20.350	2.260	.091 ^a
	Residual	513.150	57	9.003		
	Total	574.201	60			

a. Predictors: (Constant), interaksi, kma, ktr

b. Dependent Variable: abs_res

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.434	.394		8.725	.000
ktr	-.089	.059	-.199	-1.519	.134
kma	-.331	.220	-.193	-1.507	.137
interaksi	-.017	.033	-.067	-.520	.605

a. Dependent Variable: abs_res

