

**LAMPIRAN 1. DATA KUESIONER****KUESIONER**

Yth, Bapak/ Ibu/ Sdr/ i

Dengan ini saya berterimakasih atas kesediaan anda berpartisipasi dalam survey ini. Survey ini dibuat untuk mengetahui “Pengaruh Total Quality Management (TQM), Kepemimpinan, dan Produktifitas terhadap Kinerja Perusahaan Pada PT. Kita Bisa Teknologi”

Survey ini akan memakan waktu kurang lebih 5 sd. 10 menit. Semua jawaban anda akan dirahasiakan dan anda tidak perlu mencantumkan nama dan identitas pribadi anda, untuk menjaga kerahasiaan identitas. Atas kesediaan dan waktu anda saya ucapkan terima kasih.

**BAGIAN A - DEMOGRAFI**

Data demografik diperlukan untuk memastikan bahwa responden dari penelitian ini benar mempresentasikan populasi secara keseluruhan. Mohon berikan tanda (V) pada tempat yang tersedia.

**1. Jenis Kelamin**

- a. Laki-laki [ ]  
b. Perempuan [ ]

**2. Usia**

- a. < 20 tahun [ ]  
b. 20 - 25 tahun [ ]  
c. 26 - 30 tahun [ ]  
d. 31 - 35 tahun [ ]  
e. > 35 tahun [ ]

**3. Lama Kerja**

- a. < 1 tahun [ ]  
b. 1 - 2 tahun [ ]  
c. 3 - 4 tahun [ ]  
d. 5 - 6 tahun [ ]  
e. > 6 tahun [ ]

**4. Divisi**

- a. Keuangan [ ]  
b. Operasional [ ]  
c. Teknologi Informasi [ ]  
d. HR [ ]  
e. Manajemen [ ]

## Petunjuk Pengisian

Berilah tanda silang (X) pada jawaban yang sesuai dengan sikap anda dengan pedoman sebagai berikut:

SS : Sangat Setuju

S : Setuju

N : Netral

TS : Tidak Setuju

STS : Sangat Tidak Setuju

| No.       | Pertanyaan  | Jawaban |   |   |    |     |
|-----------|---|---------|---|---|----|-----|
|           |   | SS      | S | N | TS | STS |
|           |   | 5       | 4 | 3 | 2  | 1   |
| <b>X1</b> | <b>TOTAL QUALITY MANAGEMENT (TQM)</b>   |         |   |   |    |     |
| x1_1      | Perusahaan menghasilkan produk atau jasa sesuai dengan kebutuhan pelanggan  |         |   |   |    |     |
| x1_2      | Perusahaan selalu menjaga dan meningkatkan kualitas produk atau jasa yang dihasilkan                                |         |   |   |    |     |
| x1_3      | Perusahaan melakukan analisa hasil produksi dalam pengambilan keputusan   |         |   |   |    |     |
| x1_4      | Perusahaan membangun komitmen jangka panjang dalam menjaga kualitas produksi yang dihasilkan                        |         |   |   |    |     |
| x1_5      | Perusahaan menciptakan komunikasi atau alur kerja antara setiap bagian dengan baik sesuai dengan standar perusahaan |         |   |   |    |     |
| x1_6      | Masukan dari keluhan pelanggan dijadikan sebagai pedoman dalam melakukan perbaikan                                  |         |   |   |    |     |
| x1_7      | Perusahaan merencanakan kebutuhan sarana dan prasarana pelatihan terhadap karyawan dengan baik                      |         |   |   |    |     |
| x1_8      | Perusahaan memberikan kebebasan kepada setiap karyawan dalam memberikan pendapat                                    |         |   |   |    |     |
| x1_9      | Perusahaan memberikan motivasi kepada setiap karyawan untuk bersama-sama mencapai visi dan misi perusahaan          |         |   |   |    |     |
| x1_10     | Perusahaan memberikan motivasi kepada setiap karyawan untuk mengembangkan potensi dan karir nya                     |         |   |   |    |     |

|           |  |  |  |  |  |  |
|-----------|--|--|--|--|--|--|
| <b>X2</b> | <b>KEPEMIMPINAN</b>  |  |  |  |  |  |
| x2_1      | Komunikasi di perusahaan dilakukan dengan baik antara atasan dan bawahan   |  |  |  |  |  |
| x2_2      | Atasan memberikan kebebasan kepada bawahannya untuk menyampaikan pendapat nya secara langsung                            |  |  |  |  |  |
| x2_3      | Atasan memberikan teladan sifat yang baik kepada bawahan nya   |  |  |  |  |  |
| x2_4      | Atasan menunjukkan keyakinan atas kemampuan bekerja bawahan nya  |  |  |  |  |  |
| x2_5      | Atasan memberikan strategi-strategi dalam bekerja kepada bawahan nya berdasarkan pengalaman yang dimiliki                |  |  |  |  |  |
| x2_6      | Atasan selalu melakukan evaluasi dari hasil pekerjaan yang dilakukan oleh bawahan nya sehingga dapat selalu ditingkatkan |  |  |  |  |  |
|           |  |  |  |  |  |  |
| <b>X3</b> | <b>PRODUKTIFITAS</b>   |  |  |  |  |  |
| x3_1      | Pekerjaan yang saya hasilkan sudah sesuai dengan tujuan perusahaan   |  |  |  |  |  |
| x3_2      | Pekerjaan yang saya hasilkan sudah sesuai dengan standar perusahaan  |  |  |  |  |  |
| x3_3      | Saya dapat melakukan efisiensi sumber daya (material, mesin dan energi) dalam melakukan pekerjaan                        |  |  |  |  |  |
| x3_4      | Saya dapat menggunakan sumber daya (material, mesin dan energi) secara efektif dalam melakukan pekerjaan                 |  |  |  |  |  |
|           |  |  |  |  |  |  |
| <b>Y</b>  | <b>KINERJA PERUSAHAAN</b>  |  |  |  |  |  |
| Y_1       | Biaya produksi yang digunakan perusahaan semakin efisien   |  |  |  |  |  |
| Y_2       | Laba yang dihasilkan perusahaan semakin meningkat  |  |  |  |  |  |
| Y_3       | Adanya peningkatan terhadap jumlah pelanggan   |  |  |  |  |  |
| Y_4       | Keluhan pelanggan semakin berkurang  |  |  |  |  |  |
| Y_5       | Perusahaan berusaha menciptakan inovasi terhadap produk atau jasa  |  |  |  |  |  |
| Y_6       | Perusahaan memberikan pelatihan kepada karyawan terkait pekerjaan nya  |  |  |  |  |  |
|           |  |  |  |  |  |  |

### Lampiran 2. Olah Data Uji Validitas Variabel Total Quality Management (TQM)

|      |                     | x1.1   | x1.2   | x1.3   | x1.4   | x1.5   | x1.6   | x1.7   | x1.8   | x1.9   | x1.10  | Total x1 |
|------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------|
| x1.1 | Pearson Correlation | 1      | .403** | -.029  | .122   | .068   | -.004  | -.268* | .127   | .028   | .152   | .266*    |
|      | Sig. (2-tailed)     |        | .001   | .813   | .323   | .581   | .977   | .027   | .301   | .823   | .217   | .028     |
|      | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68       |
| x1.2 | Pearson Correlation | .403** | 1      | .226   | .061   | -.045  | .177   | .239*  | .073   | .180   | .113   | .431**   |
|      | Sig. (2-tailed)     | .001   |        | .064   | .620   | .716   | .148   | .049   | .552   | .142   | .359   | .000     |
|      | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68       |
| x1.3 | Pearson Correlation | -.029  | .226   | 1      | .343** | .226   | .115   | .149   | .282*  | .234   | .045   | .546**   |
|      | Sig. (2-tailed)     | .813   | .064   |        | .004   | .064   | .351   | .227   | .020   | .055   | .715   | .000     |
|      | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68       |
| x1.4 | Pearson Correlation | .122   | .061   | .343** | 1      | .285*  | .327** | -.065  | .292*  | .239*  | .411** | .630**   |
|      | Sig. (2-tailed)     | .323   | .620   | .004   |        | .018   | .006   | .599   | .016   | .049   | .000   | .000     |
|      | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68       |
| x1.5 | Pearson Correlation | .068   | -.045  | .226   | .285*  | 1      | -.001  | -.089  | .595** | .177   | .091   | .514**   |
|      | Sig. (2-tailed)     | .581   | .716   | .064   | .018   |        | .996   | .469   | .000   | .149   | .462   | .000     |
|      | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68       |
| x1.6 | Pearson Correlation | -.004  | .177   | .115   | .327** | -.001  | 1      | .238   | .097   | .379** | .631** | .570**   |
|      | Sig. (2-tailed)     | .977   | .148   | .351   | .006   | .996   |        | .050   | .431   | .001   | .000   | .000     |
|      | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68       |
| x1.7 | Pearson Correlation | -.268* | .239*  | .149   | -.065  | -.089  | .238   | 1      | -.116  | .129   | .100   | .266*    |
|      | Sig. (2-tailed)     | .027   | .049   | .227   | .599   | .469   | .050   |        | .345   | .295   | .419   | .028     |
|      | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68     | 68       |
| x1.8 | Pearson Correlation | .127   | .073   | .282*  | .292*  | .595** | .097   | -.116  | 1      | .192   | .065   | .555**   |
|      | Sig. (2-tailed)     | .301   | .552   | .020   | .016   | .000   | .431   | .345   |        | .116   | .601   | .000     |

|          |                     |       |        |        |        |        |        |       |        |        |        |        |
|----------|---------------------|-------|--------|--------|--------|--------|--------|-------|--------|--------|--------|--------|
|          | N                   | 68    | 68     | 68     | 68     | 68     | 68     | 68    | 68     | 68     | 68     | 68     |
| x1.9     | Pearson Correlation | .028  | .180   | .234   | .239*  | .177   | .379** | .129  | .192   | 1      | .485** | .578** |
|          | Sig. (2-tailed)     | .823  | .142   | .055   | .049   | .149   | .001   | .295  | .116   |        | .000   | .000   |
|          | N                   | 68    | 68     | 68     | 68     | 68     | 68     | 68    | 68     | 68     | 68     | 68     |
| x1.10    | Pearson Correlation | .152  | .113   | .045   | .411** | .091   | .631** | .100  | .065   | .485** | 1      | .613** |
|          | Sig. (2-tailed)     | .217  | .359   | .715   | .000   | .462   | .000   | .419  | .601   | .000   |        | .000   |
|          | N                   | 68    | 68     | 68     | 68     | 68     | 68     | 68    | 68     | 68     | 68     | 68     |
| Total_x1 | Pearson Correlation | .266* | .431** | .546** | .630** | .514** | .570** | .266* | .555** | .578** | .613** | 1      |
|          | Sig. (2-tailed)     | .028  | .000   | .000   | .000   | .000   | .000   | .028  | .000   | .000   | .000   |        |
|          | N                   | 68    | 68     | 68     | 68     | 68     | 68     | 68    | 68     | 68     | 68     | 68     |

### Lampiran 3. Olah Data Uji Validitas Variabel Kepemimpinan

|           |                     | item_x2.1 | item_x2.2 | item_x2.3 | item_x2.4 | item_x2.5 | item_x2.6 | Total_x2 |
|-----------|---------------------|-----------|-----------|-----------|-----------|-----------|-----------|----------|
| item_x2.1 | Pearson Correlation | 1         | .090      | .056      | .140      | .283*     | -.015     | .409**   |
|           | Sig. (2-tailed)     |           | .467      | .647      | .255      | .019      | .901      | .001     |
|           | N                   | 68        | 68        | 68        | 68        | 68        | 68        | 68       |
| item_x2.2 | Pearson Correlation | .090      | 1         | -.108     | .473**    | .117      | .229      | .566**   |
|           | Sig. (2-tailed)     | .467      |           | .382      | .000      | .343      | .060      | .000     |
|           | N                   | 68        | 68        | 68        | 68        | 68        | 68        | 68       |

|           |                     |        |        |        |        |        |        |        |
|-----------|---------------------|--------|--------|--------|--------|--------|--------|--------|
| item_x2.3 | Pearson Correlation | .056   | -.108  | 1      | -.172  | .179   | -.060  | .340** |
|           | Sig. (2-tailed)     | .647   | .382   |        | .160   | .145   | .628   | .005   |
|           | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     |
| item_x2.4 | Pearson Correlation | .140   | .473** | -.172  | 1      | .134   | .417** | .649** |
|           | Sig. (2-tailed)     | .255   | .000   | .160   |        | .276   | .000   | .000   |
|           | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     |
| item_x2.5 | Pearson Correlation | .283*  | .117   | .179   | .134   | 1      | .089   | .556** |
|           | Sig. (2-tailed)     | .019   | .343   | .145   | .276   |        | .470   | .000   |
|           | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     |
| item_x2.6 | Pearson Correlation | -.015  | .229   | -.060  | .417** | .089   | 1      | .572** |
|           | Sig. (2-tailed)     | .901   | .060   | .628   | .000   | .470   |        | .000   |
|           | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     |
| Total_x2  | Pearson Correlation | .409** | .566** | .340** | .649** | .556** | .572** | 1      |
|           | Sig. (2-tailed)     | .001   | .000   | .005   | .000   | .000   | .000   |        |

**Lampiran 4. Olah Data Uji Validitas Variabel Produktifitas**

|           |                     | item_x3.1 | item_x3.2 | item_x3.3 | item_x3.4 | total_x3 |
|-----------|---------------------|-----------|-----------|-----------|-----------|----------|
| item_x3.1 | Pearson Correlation | 1         | .820**    | .362**    | .405**    | .790**   |
|           | Sig. (2-tailed)     |           | .000      | .002      | .001      | .000     |
|           | N                   | 68        | 68        | 68        | 68        | 68       |
| item_x3.2 | Pearson Correlation | .820**    | 1         | .306*     | .314**    | .737**   |
|           | Sig. (2-tailed)     | .000      |           | .011      | .009      | .000     |
|           | N                   | 68        | 68        | 68        | 68        | 68       |
| item_x3.3 | Pearson Correlation | .362**    | .306*     | 1         | .522**    | .746**   |
|           | Sig. (2-tailed)     | .002      | .011      |           | .000      | .000     |
|           | N                   | 68        | 68        | 68        | 68        | 68       |
| item_x3.4 | Pearson Correlation | .405**    | .314**    | .522**    | 1         | .786**   |
|           | Sig. (2-tailed)     | .001      | .009      | .000      |           | .000     |
|           | N                   | 68        | 68        | 68        | 68        | 68       |
| total_x3  | Pearson Correlation | .790**    | .737**    | .746**    | .786**    | 1        |
|           | Sig. (2-tailed)     | .000      | .000      | .000      | .000      |          |

|  |   |    |    |    |    |    |
|--|---|----|----|----|----|----|
|  | N | 68 | 68 | 68 | 68 | 68 |
|--|---|----|----|----|----|----|

**Lampiran 5. Olah Data Uji Validitas Variabel Kinerja Perusahaan**

|          |                     | item_y.1 | item_y.2 | item_y.3 | item_y.4 | item_y.5 | item_y.6 | total_y |
|----------|---------------------|----------|----------|----------|----------|----------|----------|---------|
| item_y.1 | Pearson Correlation | 1        | .663**   | .077     | -.123    | .338**   | -.018    | .516**  |
|          | Sig. (2-tailed)     |          | .000     | .531     | .320     | .005     | .887     | .000    |
|          | N                   | 68       | 68       | 68       | 68       | 68       | 68       | 68      |
| item_y.2 | Pearson Correlation | .663**   | 1        | .070     | -.199    | .231     | .000     | .465**  |
|          | Sig. (2-tailed)     | .000     |          | .569     | .104     | .058     | 1.000    | .000    |
|          | N                   | 68       | 68       | 68       | 68       | 68       | 68       | 68      |
| item_y.3 | Pearson Correlation | .077     | .070     | 1        | .635**   | .353**   | .188     | .734**  |
|          | Sig. (2-tailed)     | .531     | .569     |          | .000     | .003     | .125     | .000    |
|          | N                   | 68       | 68       | 68       | 68       | 68       | 68       | 68      |
| item_y.4 | Pearson Correlation | -.123    | -.199    | .635**   | 1        | .386**   | .016     | .548**  |
|          | Sig. (2-tailed)     | .320     | .104     | .000     |          | .001     | .898     | .000    |



|          |                     |        |        |        |        |        |        |        |
|----------|---------------------|--------|--------|--------|--------|--------|--------|--------|
|          | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     |
| item_y.5 | Pearson Correlation | .338** | .231   | .353** | .386** | 1      | .099   | .719** |
|          | Sig. (2-tailed)     | .005   | .058   | .003   | .001   |        | .421   | .000   |
|          | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     |
| item_y.6 | Pearson Correlation | -.018  | .000   | .188   | .016   | .099   | 1      | .389** |
|          | Sig. (2-tailed)     | .887   | 1.000  | .125   | .898   | .421   |        | .001   |
|          | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     |
| total_y  | Pearson Correlation | .516** | .465** | .734** | .548** | .719** | .389** | 1      |
|          | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .001   |        |
|          | N                   | 68     | 68     | 68     | 68     | 68     | 68     | 68     |

**Lampiran 6. Olah Data Uji Reliabilitas Total Quality Management (TQM)**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .660             | 10         |

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**Lampiran 7. Olah Data Uji Reliabilitas Kepemimpinan**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .434             | 6          |

**Lampiran 8. Olah Data Uji Reliabilitas Produktifitas**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .748             | 4          |

**Lampiran 9. Olah Data Uji Reliabilitas Kinerja Perusahaan**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .581             | 6          |



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