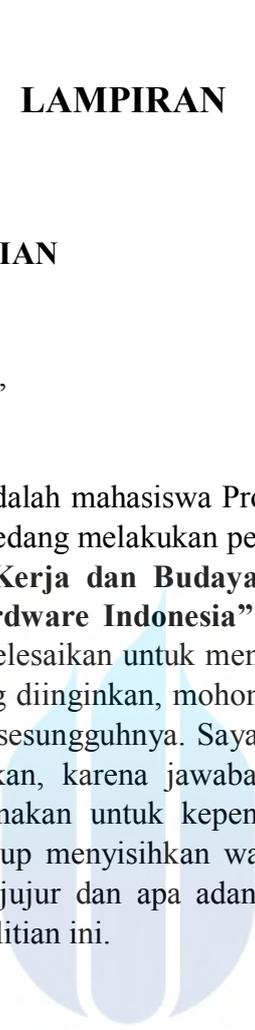# LAMPIRAN

1. KUISIONER PENELITIAN

Responden Yang Terhormat,

Saya Usran Masahere adalah mahasiswa Program Studi Magister Manajemen Universitas Mercu Buana, sedang melakukan penelitian tentang **"Pengaruh Gaya Kepemimpinan,Motivasi Kerja dan Budaya Organisasi Terhadap Kinerja Karyawan di PT.Ace Hardware Indonesia"** Penelitian ini merupakan bagian dari tesis yang harus saya selesaikan untuk mencapai gelar Magister Manajemen. Demi tercapainya hasil yang diinginkan, mohon bantuan dan kesediaannya untuk memberikan jawaban yang sesungguhnya. Saya akan menjamin kerahasiaan data yang Bapak/Ibu/Sdr/I berikan, karena jawaban tersebut hanya sebagai bahan penelitian yang akan digunakan untuk kepentingan akademis semata. Dalam pengisian kuisioner ini cukup menyisihkan waktu 5-10 menit untuk menjawab semua pernyataan tertulis, jujur dan apa adanya. Terima kasih atas partisipasi Bapak/Ibu/Sdr/i dalam penelitian ini.

Hormat Saya,

Usran Masahere

A.KARAKTERISTIK RESPONDEN

Berilah tanda (x) pada salah satu pilihan dibawah ini :

1. Jenis Kelamin

   a. Pria   b. Perempuan

2. Usia

   a. < 24 tahun

   b. 25-35 tahun

   c. >36 tahun

3. Pendidikan Terakhir

   a. SMU/Sederajat   c. S1

   b. D1-D3   d. S2

4. Lama Masa Kerja

   a. 0-1 tahun   d. > 8 tahun

   b. 2-5 tahun

   c. 6-8 tahun

5. Jabatan .....

B. PETUNJUK PENGISIAN KUISIONER

1. Pilihlah jawaban yang sesuai dengan penilaian anda dan beri tanda centang (√),
   jika anda ingin mengganti jawaban persetujuan. Anda cukup melingkari tanda

centang tersebut kemudian memberikan tanda centang baru pada jawaban persetujuan yang akan anda pilih.

2. Periksalah kembali jawaban persetujuan anda, sebelum dikumpulkan.

Keterangan :

SS   : Sangat Setuju   TS   : Tidak Setuju

S   : Setuju   STS   : Sangat Tidak Setuju

N   : Netral

No	Pernyataan	Pilihan Jawaban				
		SS	S	N	TS	STS
1	Saya sangat disiplin dalam bekerja					
2	Saya selalu mengerjakan pekerjaan dengan teliti					
3	Saya Memiliki antusias tinggi dalam melaksanakan pekerjaan					
4	Saya memiliki kemampuan yang baik dalam menyelesaikan pekerjaan yang dibebankan kepada saya					
5	Saya mengerjakan tugas sesuai dengan keahlian yang saya miliki					
6	Saya selalu mengerjakan pekerjaan sesuai dengan target yang telah ditentukan					
7	Saya selalu menetapkan target dalam bekerja					
8	Saya selalu menyelesaikan tugas tepat waktu					
9	Saya menerapkan tugas prioritas dalam bekerja					
10	Saya selalu mencatat apa yang harus saya kerjakan					
11	Saya mampu bekerjasama dengan rekan kerja saya					
12	Saya selalu terbuka pada pendapat orang lain					
13	Saya selalu mengikuti prosedur perusahaan					
14	Saya mendapatkan tim kerja yang saling mendukung					
15	Saya selalu berusaha membantu rekan kerja saya yang membutuhkan bantuan dalam pekerjaan					
16	Pimpinan memiliki hubungan baik dengan karyawan					
17	Pimpinan memberikan kebebasan bagi bawahan untuk memberikan pendapat.					
18	Pimpinan mempertimbangkan ide-ide anda dalam pelaksanaan tugas.					
19	Pimpinan selalu memberi tau harapan yang diinginkan dalam setiap kinerja.					
20	Pimpinan selalu memberikan bimbingan,arahan,dan dorongan kepada bawahan.					
21	Pimpinan akan mengatakan pekerjaan apa yang diprioritaskan terlebih dahulu.					
22	Pimpinan dapat menciptakan susasan kerja yang kondusif					

23	Pimpinan selalu memperhatikan kesejahteraan karyawan					
24	Pimpinan memberikan dukungan kepada karyawan untuk semangat kerja.					
25	Gaji dapat memberikan dorongan untuk bekerja lebih baik					
26	Bonus dapat meningkatkan semangat kerja					
27	Setiap hasil kerja yang telah dilaksanakan layak mendapat penghargaan					
28	Saya giat bekerja karena adanya kesempatan yang diberikan perusahaan untuk menduduiki posisi tertentu					
29	Pekerjaan yang diberikan sangat menantang					
30	Saya ingin mengembangkan kemampuan saya selama bekerja diperusahaan.					
31	Saya diminta oleh pimpinan untuk memiliki inisiatif dalam mengerjakan tugas pekerjaan.					
32	Pimpinan mendorong saya untuk mengemukakan pendapat yang dapat dipertanggungjawabkan.					
33	Saya berusaha menjalin kerjasama dengan anggota satuan kerja lain untuk meningkatka hasil yang terbaik bagi perusahaan.					
34	Saya dituntut untuk menjadi anggota satuan kerja yang kompak dan handal dalam menjalankan pekerjaan pekerjaan untuk mendapatkan hasil yang optimal.					
35	Pimpinan menjelaskan mengenai tujuan organisasi untuk membantu mencapai visi dan misi perusahaan guna meningkatkan kinerja organisasi					
36	Pimpinan memberikan perhatian dan arahan kepada karyawan dalam melaksanakan pekerjaan.					

No	GAYA KEPEMIMPINAN (X1)												Total
	Partisipatif (X1_1)				Direktif (X1_2)				Supportive (X1_3)				
	1	2	3	Jumlah	4	5	6	Jumlah	7	8	9	Jumlah	
1	4	4	4	12	4	5	4	13	4	4	4	12	37
2	4	4	4	12	4	5	4	13	4	4	5	13	38
3	3	3	3	9	3	2	2	7	3	3	3	9	25
4	3	2	2	7	3	2	3	8	2	2	3	7	22
5	4	4	5	13	4	4	4	12	3	3	4	10	35
6	3	4	4	11	4	3	3	10	3	2	3	8	29
7	3	3	3	9	3	4	3	10	3	3	4	10	29
8	4	4	5	13	4	5	5	14	4	5	4	13	40
9	3	3	3	9	3	3	3	9	2	3	3	8	26
10	3	4	3	10	4	4	3	11	3	3	3	9	30
11	5	4	3	12	3	3	3	9	5	4	3	12	33
12	3	3	3	9	3	4	4	11	3	3	4	10	30
13	4	4	5	13	4	5	4	13	4	5	4	13	39
14	4	4	4	12	4	3	4	11	4	4	4	12	35
15	2	2	2	6	3	2	3	8	2	3	2	7	21
16	3	3	3	9	3	4	3	10	3	3	3	9	28
17	5	4	3	12	3	4	4	11	2	3	4	9	32
18	3	3	4	10	4	3	3	10	3	4	3	10	30
19	4	4	5	13	5	4	4	13	4	4	4	12	38
20	4	4	4	12	4	4	4	12	4	3	4	11	35
21	4	5	5	14	4	5	5	14	4	5	5	14	42
22	4	4	4	12	4	5	4	13	4	4	5	13	38
23	4	4	4	12	5	5	5	15	4	5	4	13	40
24	5	5	5	15	5	5	4	14	4	5	5	14	43
25	4	4	4	12	4	5	4	13	4	4	5	13	38
26	5	5	5	15	5	5	4	14	4	5	5	14	43
27	4	4	4	12	4	4	4	12	3	4	4	11	35
28	5	5	5	15	5	5	5	15	5	4	4	13	43
29	4	4	4	12	4	3	4	11	4	4	4	12	35

No	Partisipatif (X1_1)				Direktif (X1_2)				Supportive (X1_3)				Total
	1	2	3	Jumlah	4	5	6	Jumlah	7	8	9	Jumlah	
30	3	3	3	9	3	4	4	11	3	3	4	10	30
31	4	4	2	10	3	2	3	8	2	2	2	6	24
32	4	4	4	12	4	4	4	12	4	3	3	10	34
33	5	5	4	14	4	4	4	12	4	5	4	13	39
34	4	4	4	12	4	5	5	14	4	4	4	12	38
35	5	5	4	14	4	5	4	13	5	5	5	15	42
36	4	4	3	11	3	4	4	11	4	4	4	12	34
37	3	3	4	10	4	4	3	11	3	3	4	10	31
38	5	5	4	14	4	4	4	12	5	4	4	13	39
39	3	3	3	9	4	3	4	11	3	3	4	10	30
40	5	5	5	15	5	5	5	15	5	5	5	15	45
41	4	4	5	13	5	5	4	14	5	4	4	13	40
42	4	4	4	12	4	4	3	11	3	4	4	11	34
43	3	3	3	9	4	4	4	12	4	3	4	11	32
44	4	4	4	12	4	3	3	10	4	4	4	12	34
45	4	4	4	12	4	4	4	12	3	3	4	10	34
46	4	3	4	11	3	4	4	11	4	4	4	12	34
47	5	5	5	15	4	3	3	10	4	4	4	12	37
48	4	4	5	13	5	4	4	13	5	4	5	14	40
49	4	3	4	11	4	4	3	11	4	3	4	11	33
50	5	5	5	15	5	5	5	15	4	5	5	14	44
51	3	3	4	10	4	4	3	11	3	4	4	11	32
52	4	4	4	12	4	4	4	12	3	3	3	9	33
53	4	4	4	12	3	4	4	11	3	4	4	11	34
54	4	4	3	11	3	3	3	9	4	4	4	12	32
55	5	5	5	15	5	5	5	15	5	5	5	15	45
56	5	5	4	14	4	4	4	12	4	4	4	12	38
57	4	4	4	12	4	4	4	12	4	4	4	12	36
58	4	4	3	11	3	3	3	9	3	3	3	9	29
59	4	4	3	11	3	3	3	9	2	2	2	6	26
60	4	4	4	12	4	3	3	10	4	3	4	11	33

The table above is titled **GAYA KEPEMIMPINAN (X1)**.

No	Partisipatif (X1_1)				Direktif (X1_2)				Supportive (X1_3)				Total
	1	2	3	Jumlah	4	5	6	Jumlah	7	8	9	Jumlah	
61	4	4	4	12	3	3	3	9	3	3	3	9	30
62	4	4	3	11	4	4	4	12	4	4	4	12	35
63	4	4	4	12	4	5	4	13	4	4	4	12	37
64	3	3	3	9	3	3	3	9	3	3	3	9	27
65	3	3	3	9	3	3	3	9	3	3	3	9	27
66	4	3	3	10	3	3	4	10	4	3	4	11	31
67	4	5	3	12	3	3	2	8	2	4	3	9	29
68	4	4	4	12	3	4	4	11	3	3	4	10	33
69	3	3	3	9	3	2	2	7	3	3	3	9	25
70	3	2	2	7	3	2	3	8	2	2	3	7	22
71	4	4	5	13	4	4	4	12	4	4	4	12	37
72	4	4	4	12	4	4	4	12	3	3	3	9	33
73	3	4	4	11	4	3	3	10	3	2	3	8	29
74	4	4	4	12	4	4	4	12	4	4	3	11	35
75	3	3	3	9	3	3	3	9	3	3	3	9	27
76	3	4	3	10	3	3	3	9	3	2	2	7	26
77	3	2	2	7	3	3	4	10	2	2	2	6	23
78	5	4	3	12	3	3	3	9	5	4	3	12	33
79	4	5	5	14	5	5	5	15	5	4	4	13	42
80	5	4	5	14	4	3	4	11	4	5	5	14	39
81	4	4	4	12	4	3	4	11	3	4	3	10	33
82	2	3	2	7	2	3	2	7	2	2	3	7	21
83	5	4	3	12	3	4	4	11	2	3	4	9	32
84	3	3	4	10	4	3	3	10	3	4	3	10	30
85	4	4	4	12	4	4	4	12	3	4	4	11	35
86	4	4	4	12	4	4	4	12	4	3	4	11	35
87	5	5	5	15	5	5	4	14	5	4	4	13	42
88	3	3	3	9	3	3	3	9	3	3	4	10	28
89	4	4	4	12	5	4	4	13	4	4	4	12	37
90	5	5	5	15	5	5	4	14	4	5	5	14	43
91	4	4	4	12	4	3	3	10	3	3	3	9	31

	GAYA KEPEMIMPINAN (X1)												
No	**Partisipatif (X1_1)**				**Direktif (X1_2)**				**Supportive (X1_3)**				**Total**
	1	**2**	**3**	**Jumlah**	**4**	**5**	**6**	**Jumlah**	**7**	**8**	**9**	**Jumlah**	
92	4	4	4	12	4	4	4	12	3	4	4	11	35
93	4	5	5	14	5	5	5	15	4	5	5	14	43
94	5	5	5	15	5	5	5	15	5	4	4	13	43
95	4	4	4	12	4	3	4	11	4	4	4	12	35
96	2	2	2	6	3	3	3	9	3	3	3	9	24
97	4	4	4	12	4	3	4	11	3	3	3	9	32
98	4	4	4	12	3	3	3	9	3	3	4	10	31
99	5	5	4	14	4	4	4	12	4	5	4	13	39
100	4	4	4	12	4	5	5	14	5	5	4	14	40
101	5	5	4	14	4	5	4	13	5	5	5	15	42
102	4	3	3	10	3	4	4	11	4	4	4	12	33
103	4	4	4	12	4	4	4	12	4	4	4	12	36
104	5	5	4	14	4	4	4	12	5	4	4	13	39
105	2	2	2	6	4	2	4	10	2	2	3	7	23
106	5	5	5	15	5	5	5	15	5	5	5	15	45
107	4	4	4	12	4	4	4	12	4	4	4	12	36
108	4	4	4	12	4	4	4	12	4	4	4	12	36
109	4	4	4	12	4	4	4	12	4	4	4	12	36
110	4	4	4	12	4	3	3	10	4	4	4	12	34
111	4	4	4	12	4	4	4	12	4	4	4	12	36
112	5	4	4	13	3	4	4	11	4	4	4	12	36
113	5	5	5	15	4	4	4	12	4	4	4	12	39
114	4	4	4	12	4	4	4	12	4	4	4	12	36
115	4	4	4	12	4	4	4	12	4	4	4	12	36
116	5	5	5	15	5	5	5	15	4	5	5	14	44
117	4	4	4	12	4	4	4	12	4	4	4	12	36
118	4	3	3	10	3	3	3	9	3	4	4	11	30
119	5	5	4	14	4	4	4	12	4	4	4	12	38
120	4	4	4	12	4	4	4	12	4	4	4	12	36
121	5	5	5	15	5	5	5	15	5	5	5	15	45
122	4	4	4	12	3	4	4	11	3	4	4	11	34

No	\multicolumn{3}{c}{Fisiologis (X2_1)}			\multicolumn{3}{c}{Penghargaan (X2_2)}			\multicolumn{3}{c}{Aktualisasi Diri (X2_3)}			Total
	1	2	Jumlah	3	4	Jumlah	5	6	Jumlah	
1	4	4	8	4	4	8	3	4	7	23
2	4	4	8	4	3	7	3	3	6	21
3	4	4	8	4	3	7	4	4	8	23
4	4	5	9	3	4	7	3	4	7	23
5	5	5	10	4	4	8	4	4	8	26
6	4	4	8	4	2	6	4	4	8	22
7	3	2	5	3	2	5	2	2	4	14
8	5	5	10	5	5	10	5	5	10	30
9	5	4	9	4	3	7	3	4	7	23
10	4	4	8	5	3	8	2	4	6	22
11	4	3	7	4	4	8	4	4	8	23
12	4	4	8	4	5	9	5	5	10	27
13	5	5	10	5	4	9	5	4	9	28
14	5	5	10	5	3	8	4	4	8	26
15	5	5	10	5	2	7	3	5	8	25
16	4	4	8	3	3	6	3	3	6	20
17	5	5	10	5	3	8	3	5	8	26
18	4	4	8	3	4	7	3	3	6	21
19	5	5	10	4	2	6	4	5	9	25
20	3	4	7	5	4	9	4	4	8	24
21	5	5	10	5	4	9	5	5	10	29
22	4	4	8	4	4	8	4	4	8	24
23	5	4	9	4	4	8	4	4	8	25
24	5	5	10	4	4	8	5	5	10	28
25	4	4	8	4	4	8	4	4	8	24
26	5	5	10	4	3	7	4	5	9	26
27	4	5	9	5	4	9	4	5	9	27
28	5	5	10	5	5	10	5	4	9	29

Title row: **MOTIVASI KERJA (X2)**

No	Fisiologis (X2_1)			Penghargaan (X2_2)			Aktualisasi Diri (X2_3)			Total
	1	2	Jumlah	3	4	Jumlah	5	6	Jumlah	
29	5	5	10	4	4	8	4	5	9	27
30	4	4	8	4	4	8	4	4	8	24
31	4	4	8	4	3	7	3	4	7	22
32	4	4	8	4	5	9	4	4	8	25
33	4	5	9	4	5	9	5	5	10	28
34	5	5	10	4	3	7	4	5	9	26
35	5	5	10	3	4	7	4	5	9	26
36	3	4	7	4	3	7	3	4	7	21
37	5	5	10	5	4	9	5	5	10	29
38	5	5	10	5	5	10	4	4	8	28
39	4	4	8	4	3	7	3	3	6	21
40	5	5	10	5	5	10	5	5	10	30
41	4	4	8	4	4	8	4	4	8	24
42	3	3	6	4	4	8	4	4	8	22
43	4	4	8	4	3	7	4	4	8	23
44	5	5	10	4	4	8	5	5	10	28
45	5	5	10	5	4	9	4	4	8	27
46	4	4	8	4	3	7	4	4	8	23
47	4	4	8	3	3	6	4	4	8	22
48	5	5	10	4	5	9	5	5	10	29
49	5	5	10	5	5	10	5	5	10	30
50	5	5	10	5	4	9	5	5	10	29
51	4	4	8	4	4	8	4	4	8	24
52	4	4	8	4	3	7	3	4	7	22
53	4	4	8	4	4	8	4	4	8	24
54	3	4	7	4	4	8	4	4	8	23
55	5	5	10	5	5	10	4	5	9	29
56	4	5	9	5	3	8	4	4	8	25
57	4	5	9	4	4	8	4	4	8	25
58	2	3	5	3	3	6	3	3	6	17
59	3	3	6	3	3	6	3	3	6	18

No	Fisiologis (X2_1)			Penghargaan (X2_2)			Aktualisasi Diri (X2_3)			Total
	1	2	Jumlah	3	4	Jumlah	5	6	Jumlah	
60	5	5	10	4	3	7	4	4	8	25
61	4	4	8	3	3	6	3	3	6	20
62	5	5	10	5	3	8	4	4	8	26
63	3	4	7	4	4	8	4	4	8	23
64	3	4	7	4	3	7	3	3	6	20
65	3	3	6	3	3	6	3	3	6	18
66	4	4	8	3	3	6	3	3	6	20
67	4	4	8	4	4	8	3	4	7	23
68	4	4	8	4	3	7	4	4	8	23
69	4	4	8	4	3	7	3	3	6	21
70	5	5	10	3	4	7	3	4	7	24
71	5	5	10	4	4	8	4	4	8	26
72	4	4	8	4	2	6	4	4	8	22
73	4	4	8	4	3	7	4	4	8	23
74	5	5	10	5	5	10	5	5	10	30
75	3	4	7	3	3	6	3	3	6	19
76	4	4	8	5	3	8	2	4	6	22
77	2	2	4	2	2	4	3	3	6	14
78	4	4	8	4	4	8	3	3	6	22
79	5	5	10	5	3	8	4	3	7	25
80	5	5	10	5	3	8	4	4	8	26
81	5	5	10	5	2	7	3	5	8	25
82	5	5	10	4	4	8	3	4	7	25
83	5	5	10	5	3	8	3	5	8	26
84	5	5	10	3	5	8	3	4	7	25
85	5	5	10	4	2	6	4	5	9	25
86	3	4	7	5	4	9	4	4	8	24
87	5	5	10	5	4	9	5	5	10	29
88	4	4	8	4	4	8	4	4	8	24
89	5	3	8	3	3	6	3	4	7	21
90	5	5	10	4	4	8	5	5	10	28

MOTIVASI KERJA (X2)

MOTIVASI KERJA (X2)										
No	Fisiologis (X2_1)			Penghargaan (X2_2)			Aktualisasi Diri (X2_3)			Total
	1	2	Jumlah	3	4	Jumlah	5	6	Jumlah	
91	4	4	8	4	4	8	4	4	8	24
92	5	5	10	4	3	7	4	5	9	26
93	4	5	9	5	4	9	4	5	9	27
94	5	5	10	5	4	9	4	4	8	27
95	4	4	8	4	4	8	3	4	7	23
96	4	4	8	4	4	8	4	4	8	24
97	4	4	8	4	4	8	4	4	8	24
98	4	4	8	4	5	9	4	4	8	25
99	4	5	9	4	5	9	5	5	10	28
100	5	5	10	5	4	9	4	5	9	28
101	5	5	10	3	4	7	4	5	9	26
102	3	3	6	4	4	8	4	4	8	22
103	5	5	10	5	4	9	5	5	10	29
104	5	5	10	5	4	9	4	4	8	27
105	4	4	8	4	3	7	3	3	6	21
106	5	5	10	5	5	10	5	5	10	30
107	4	4	8	4	4	8	4	5	9	25
108	5	5	10	4	3	7	4	5	9	26
109	4	4	8	4	3	7	4	4	8	23
110	5	5	10	4	4	8	5	5	10	28
111	5	5	10	5	4	9	4	4	8	27
112	5	5	10	5	4	9	4	4	8	27
113	4	5	9	5	3	8	4	4	8	25
114	5	5	10	4	4	8	4	5	9	27
115	5	5	10	5	4	9	4	4	8	27
116	5	5	10	5	4	9	5	5	10	29
117	4	4	8	4	4	8	4	4	8	24
118	4	4	8	4	4	8	4	4	8	24
119	5	5	10	5	4	9	4	5	9	28
120	4	5	9	4	4	8	5	5	10	27
121	5	5	10	5	4	9	4	5	9	28

UNIVERSITAS
MERCU BUANA

	MOTIVASI KERJA (X2)										
No	Fisiologis (X2_1)			Penghargaan (X2_2)			Aktualisasi Diri (X2_3)			Total
	1	2	Jumlah	3	4	Jumlah	5	6	Jumlah	
122	4	4	8	3	3	6	4	4	8	22

	BUDAYA ORGANISASI (X3)									
No	Inisiatif Individu (X3_1)			Integrasi (X3_2)			Dukungan Manajemen (X3_3)			Total
	1	2	Jumlah	3	4	Jumlah	5	6	Jumlah	
1	4	4	8	4	5	9	4	5	9	26
2	4	4	8	3	4	7	4	4	8	23
3	3	3	6	4	3	7	3	3	6	19
4	4	4	8	4	4	8	4	3	7	23
5	4	5	9	5	4	9	5	4	9	27
6	4	4	8	4	5	9	4	4	8	25
7	4	4	8	3	3	6	3	4	7	21
8	5	5	10	3	5	8	5	4	9	27
9	4	3	7	4	4	8	4	4	8	23
10	4	4	8	3	4	7	4	3	7	22
11	5	3	8	3	4	7	3	3	6	21
12	3	2	5	3	2	5	4	4	8	18
13	4	4	8	5	5	10	5	4	9	27
14	4	4	8	5	4	9	4	3	7	24
15	2	2	4	4	4	8	4	4	8	20
16	3	5	8	5	4	9	4	4	8	25
17	4	4	8	4	4	8	3	3	6	22
18	3	4	7	5	3	8	4	3	7	22
19	5	4	9	5	5	10	5	4	9	28
20	4	4	8	4	4	8	4	3	7	23
21	5	4	9	5	5	10	5	3	8	27
22	4	4	8	3	4	7	4	4	8	23
23	5	4	9	4	4	8	4	4	8	25
24	5	4	9	4	5	9	5	5	10	28

No	Inisiatif Individu (X3_1)			Integrasi (X3_2)			Dukungan Manajemen (X3_3)			Total
	1	**2**	**Jumlah**	**3**	**4**	**Jumlah**	**5**	**6**	**Jumlah**	
25	5	4	9	5	5	10	5	4	9	28
26	3	4	7	4	4	8	4	4	8	23
27	4	4	8	5	4	9	4	4	8	25
28	5	4	9	4	5	9	4	4	8	26
29	4	4	8	4	4	8	5	5	10	26
30	4	4	8	4	3	7	4	4	8	23
31	5	3	8	4	4	8	3	4	7	23
32	4	4	8	4	4	8	4	4	8	24
33	4	5	9	5	5	10	5	4	9	28
34	4	5	9	5	4	9	4	4	8	26
35	4	4	8	4	4	8	5	4	9	25
36	3	4	7	4	4	8	4	4	8	23
37	3	4	7	5	5	10	4	4	8	25
38	4	5	9	5	4	9	4	4	8	26
39	4	2	6	4	4	8	3	2	5	19
40	5	5	10	5	5	10	5	5	10	30
41	4	4	8	4	4	8	4	4	8	24
42	4	4	8	4	3	7	4	4	8	23
43	4	4	8	4	4	8	4	4	8	24
44	4	4	8	5	4	9	4	4	8	25
45	4	4	8	4	4	8	3	4	7	23
46	4	4	8	4	4	8	4	4	8	24
47	4	4	8	4	4	8	3	3	6	22
48	4	5	9	5	5	10	4	5	9	28
49	5	4	9	4	4	8	5	4	9	26
50	5	5	10	5	5	10	4	5	9	29
51	5	4	9	4	4	8	4	4	8	25
52	4	4	8	3	3	6	4	4	8	22
53	5	5	10	5	5	10	4	4	8	28
54	5	5	10	5	5	10	4	4	8	28
55	5	5	10	5	5	10	5	5	10	30

BUDAYA ORGANISASI (X3)										
No	Inisiatif Individu (X3_1)			Integrasi (X3_2)			Dukungan Manajemen (X3_3)			Total
	1	2	Jumlah	3	4	Jumlah	5	6	Jumlah	
56	5	5	10	4	4	8	4	4	8	26
57	3	3	6	4	4	8	4	4	8	22
58	4	4	8	3	4	7	4	3	7	22
59	3	3	6	3	3	6	3	3	6	18
60	4	4	8	4	4	8	4	4	8	24
61	4	4	8	4	4	8	4	4	8	24
62	4	4	8	4	5	9	4	5	9	26
63	4	3	7	3	3	6	4	3	7	20
64	3	3	6	4	4	8	3	3	6	20
65	2	3	5	3	2	5	4	3	7	17
66	4	3	7	4	4	8	4	4	8	23
67	5	3	8	5	4	9	3	3	6	23
68	4	4	8	4	3	7	3	3	6	21
69	3	3	6	4	3	7	3	3	6	19
70	4	4	8	4	4	8	4	3	7	23
71	4	5	9	5	4	9	5	4	9	27
72	4	4	8	4	5	9	4	4	8	25
73	4	4	8	3	3	6	3	4	7	21
74	5	5	10	3	5	8	5	4	9	27
75	3	3	6	3	4	7	4	4	8	21
76	4	4	8	3	4	7	4	3	7	22
77	3	2	5	3	2	5	4	4	8	18
78	5	3	8	3	4	7	3	3	6	21
79	4	5	9	5	5	10	5	4	9	28
80	4	4	8	5	4	9	4	3	7	24
81	2	2	4	4	4	8	4	4	8	20
82	3	5	8	5	4	9	4	4	8	25
83	4	4	8	4	4	8	3	3	6	22
84	3	4	7	5	3	8	4	3	7	22
85	4	4	8	4	4	8	4	4	8	24
86	3	3	6	3	4	7	4	4	8	21

	BUDAYA ORGANISASI (X3)									
No	**Inisiatif Individu (X3_1)**			**Integrasi (X3_2)**			**Dukungan Manajemen (X3_3)**			Total
	1	**2**	**Jumlah**	**3**	**4**	**Jumlah**	**5**	**6**	**Jumlah**	
87	5	5	10	5	5	10	4	4	8	28
88	4	4	8	3	4	7	4	4	8	23
89	5	4	9	4	4	8	4	4	8	25
90	5	4	9	4	5	9	5	5	10	28
91	4	4	8	4	4	8	4	4	8	24
92	3	4	7	3	4	7	4	4	8	22
93	4	4	8	5	4	9	4	4	8	25
94	5	4	9	4	5	9	4	4	8	26
95	3	3	6	3	4	7	4	4	8	21
96	4	4	8	3	3	6	3	3	6	20
97	4	3	7	3	4	7	3	3	6	20
98	4	4	8	4	4	8	3	3	6	22
99	5	5	10	5	5	10	5	4	9	29
100	4	4	8	4	4	8	4	4	8	24
101	4	4	8	4	4	8	5	4	9	25
102	4	4	8	4	4	8	4	4	8	24
103	3	4	7	5	5	10	4	4	8	25
104	4	4	8	4	4	8	4	4	8	24
105	4	2	6	4	4	8	3	2	5	19
106	5	5	10	5	5	10	5	5	10	30
107	5	5	10	5	4	9	4	4	8	27
108	4	4	8	4	4	8	4	4	8	24
109	4	4	8	4	4	8	4	4	8	24
110	4	4	8	5	4	9	4	4	8	25
111	4	4	8	4	4	8	4	4	8	24
112	4	4	8	4	5	9	5	5	10	27
113	4	4	8	4	4	8	4	4	8	24
114	4	5	9	5	5	10	4	5	9	28
115	5	4	9	4	4	8	5	4	9	26
116	5	4	9	4	4	8	4	4	8	25
117	5	5	10	5	5	10	4	5	9	29

BUDAYA ORGANISASI (X3)											
No	Inisiatif Individu (X3_1)			Integrasi (X3_2)			Dukungan Manajemen (X3_3)				Total
	1	2	Jumlah	3	4	Jumlah	5	6	Jumlah		
118	4	4	8	4	4	8	4	4	8		24
119	5	5	10	5	5	10	4	4	8		28
120	5	5	10	5	5	10	4	4	8		28
121	5	5	10	5	5	10	5	5	10		30
122	5	5	10	4	4	8	4	4	8		26

KINERJA KARYAWAN (Y)																				
No	Kualitas (Y_1)						Kuantitas (Y_2)						Kerjasama (Y_3)						Total
	1	2	3	4	5	Jumlah	6	7	8	9	10	Jumlah	11	12	13	14	15	Jumlah	
1	3	4	4	4	4	19	4	4	3	4	4	19	4	5	3	4	4	20	58
2	4	3	4	4	4	19	3	4	3	3	4	17	4	4	4	4	4	20	56
3	4	4	4	4	4	20	4	4	4	4	3	19	4	4	4	4	4	20	59
4	4	4	4	4	4	20	4	4	3	4	4	19	4	3	4	4	4	19	58
5	5	4	5	5	4	23	4	5	5	5	4	23	5	4	4	5	5	23	69
6	4	4	4	5	5	22	4	4	4	5	4	21	4	5	5	5	4	23	66
7	3	4	3	3	4	17	4	4	4	4	4	20	4	2	3	4	4	17	54
8	3	5	5	5	5	23	5	5	5	5	4	24	5	5	5	5	5	25	72
9	3	4	3	3	4	17	3	3	4	4	3	17	4	4	4	4	4	20	54
10	3	4	4	5	3	19	4	5	5	4	4	22	4	4	4	3	3	18	59
11	5	4	3	4	4	20	3	4	3	3	3	16	5	5	5	3	4	22	58
12	5	5	4	4	5	23	4	4	4	4	4	20	4	3	4	4	4	19	62
13	5	5	4	4	4	22	5	5	5	5	5	25	5	4	4	5	5	23	70
14	4	5	5	4	3	21	4	4	4	4	4	20	5	5	5	5	5	25	66
15	4	4	4	4	4	20	4	4	4	4	4	20	4	4	4	4	5	21	61
16	4	4	3	3	3	17	4	4	4	4	3	19	4	4	4	4	4	20	56
17	4	3	3	4	5	19	4	3	4	5	3	19	5	5	4	5	4	23	61
18	4	4	3	4	4	19	4	3	3	4	4	18	4	3	3	3	5	18	55
19	4	5	5	4	2	20	2	5	4	4	4	19	4	4	4	4	4	20	59
20	4	4	4	4	4	20	4	3	3	4	4	18	4	4	4	4	4	20	58

No	Kualitas (Y_1)						Kuantitas (Y_2)						Kerjasama (Y_3)						Total
	1	2	3	4	5	Jumlah	6	7	8	9	10	Jumlah	11	12	13	14	15	Jumlah	
21	5	5	5	5	4	24	5	5	5	5	5	25	5	5	5	5	5	25	74
22	4	4	4	4	5	21	4	5	4	4	4	21	5	5	4	5	4	23	65
23	4	3	4	5	5	21	4	4	4	5	4	21	4	4	4	4	4	20	62
24	5	5	5	5	5	25	5	5	4	5	5	24	5	5	5	5	5	25	74
25	4	4	5	4	4	21	4	4	4	4	4	20	5	4	5	4	4	22	63
26	4	5	5	4	4	22	3	4	4	4	4	19	4	3	4	5	4	20	61
27	4	4	4	5	4	21	4	5	4	4	4	21	4	5	5	4	5	23	65
28	4	4	5	4	4	21	4	5	5	5	4	23	4	4	5	5	4	22	66
29	4	4	5	4	4	21	3	4	3	4	4	18	5	5	4	4	4	22	61
30	4	4	5	3	3	19	4	4	4	4	4	20	4	4	4	3	5	20	59
31	2	4	3	3	4	16	5	4	4	4	4	21	5	4	4	4	5	22	59
32	4	4	4	3	4	19	4	3	5	4	4	20	4	4	4	5	5	22	61
33	4	4	4	4	3	19	5	4	4	4	4	21	4	4	4	5	5	22	62
34	4	4	4	4	4	20	4	4	4	4	4	20	4	4	4	5	5	22	62
35	4	4	4	4	5	21	5	4	4	4	4	21	5	4	5	5	5	24	66
36	3	4	4	4	4	19	3	4	4	4	4	19	4	4	4	3	5	20	58
37	4	4	5	4	3	20	4	4	4	5	4	21	4	4	5	4	5	22	63
38	4	4	4	4	4	20	4	4	4	5	4	21	5	5	5	4	5	24	65
39	4	4	4	4	3	19	4	4	4	4	4	20	4	4	4	3	5	20	59
40	5	5	5	4	5	24	5	5	4	5	4	23	5	5	4	4	5	23	70
41	2	5	4	4	4	19	5	5	4	5	4	23	5	5	5	4	5	24	66
42	4	4	4	4	3	19	4	4	4	4	4	20	4	4	5	4	5	22	61
43	4	4	4	4	4	20	4	4	4	4	4	20	4	4	4	4	4	20	60
44	4	4	4	4	3	19	4	5	4	4	4	21	5	5	5	4	5	24	64
45	4	4	4	4	4	20	4	4	4	4	4	20	4	4	4	4	4	20	60
46	4	5	4	4	4	21	4	4	4	4	4	20	4	4	5	4	5	22	63
47	4	4	4	4	3	19	3	4	4	5	4	20	4	4	5	4	5	22	61
48	4	4	4	4	4	20	4	5	4	5	4	22	4	4	5	4	5	22	64
49	4	5	4	4	4	21	4	5	4	5	4	22	4	4	4	4	5	21	64
50	5	5	5	4	5	24	5	5	4	5	4	23	5	4	5	4	4	22	69
51	4	4	4	4	4	20	4	4	4	5	4	21	5	4	4	4	5	22	63

	KINERJA KARYAWAN (Y)																				
No	Kualitas (Y_1)						Kuantitas (Y_2)						Kerjasama (Y_3)						Total
	1	2	3	4	5	Jumlah	6	7	8	9	10	Jumlah	11	12	13	14	15	Jumlah	
52	4	3	4	4	3	18	3	4	4	5	3	19	4	4	4	4	5	21	58
53	4	4	4	4	4	20	4	4	4	5	4	21	4	5	5	4	5	23	64
54	4	4	4	4	4	20	5	4	4	5	4	22	5	5	4	4	5	23	65
55	5	5	4	4	4	22	4	5	4	5	4	22	5	4	5	5	5	24	68
56	4	4	4	4	3	19	4	4	4	4	4	20	4	4	4	4	5	21	60
57	4	4	4	4	4	20	4	4	4	4	4	20	4	4	4	4	4	20	60
58	3	2	3	3	3	14	3	3	3	4	4	17	5	5	5	5	5	25	56
59	4	3	4	3	3	17	3	3	3	3	4	16	4	4	4	3	3	18	51
60	5	4	4	5	4	22	4	4	4	5	3	20	4	4	5	4	4	21	63
61	5	5	5	4	4	23	4	4	5	5	4	22	4	4	4	4	4	20	65
62	5	5	5	4	4	23	4	5	4	5	5	23	5	5	5	4	4	23	69
63	5	4	4	4	4	21	4	5	4	4	5	22	5	4	4	4	4	21	64
64	4	3	4	4	4	19	4	4	4	5	4	21	4	4	4	4	4	20	60
65	4	3	3	4	3	17	3	3	3	3	4	16	4	4	4	3	3	18	51
66	4	4	4	4	4	20	4	5	4	4	4	21	4	3	5	5	4	21	62
67	3	4	4	4	4	19	4	4	3	4	4	19	4	5	3	4	4	20	58
68	4	3	4	4	4	19	3	4	3	3	4	17	4	4	4	4	4	20	56
69	4	4	4	4	4	20	3	3	4	4	3	17	4	4	4	4	4	20	57
70	4	4	4	4	4	20	4	4	3	4	4	19	4	3	4	4	4	19	58
71	5	4	5	5	4	23	4	5	5	5	4	23	5	4	4	5	5	23	69
72	4	4	4	5	5	22	4	4	4	5	3	20	4	5	5	5	4	23	65
73	3	4	3	3	4	17	4	4	4	4	4	20	4	2	3	4	4	17	54
74	3	5	5	5	5	23	5	5	5	5	3	23	5	5	5	5	5	25	71
75	3	4	3	3	4	17	3	3	4	4	3	17	4	4	4	4	4	20	54
76	3	4	4	5	3	19	4	4	4	4	4	20	4	4	4	3	3	18	57
77	5	4	3	4	4	20	3	4	3	3	3	16	5	5	5	3	4	22	58
78	5	5	4	4	5	23	5	4	5	4	4	22	4	3	5	4	4	20	65
79	5	5	4	4	4	22	5	5	5	5	5	25	5	4	4	5	5	23	70
80	4	5	5	4	3	21	4	4	4	4	4	20	5	5	5	5	5	25	66
81	4	4	4	4	4	20	4	4	4	4	4	20	4	4	4	4	5	21	61
82	4	4	3	3	3	17	4	4	4	4	3	19	4	4	4	4	4	20	56

No	Kualitas (Y_1)						Kuantitas (Y_2)						Kerjasama (Y_3)						Total
	1	2	3	4	5	Jumlah	6	7	8	9	10	Jumlah	11	12	13	14	15	Jumlah	
83	4	3	3	4	5	19	4	3	4	5	3	19	5	5	4	5	4	23	61
84	4	4	3	4	4	19	4	3	3	4	4	18	4	3	3	3	5	18	55
85	4	4	4	4	2	18	2	4	4	4	4	18	4	4	4	4	4	20	56
86	4	4	4	4	4	20	4	3	3	4	4	18	4	4	4	4	4	20	58
87	5	5	5	5	4	24	5	5	5	5	5	25	5	5	5	5	5	25	74
88	4	4	4	4	5	21	4	5	4	4	4	21	5	5	4	5	4	23	65
89	4	3	4	5	5	21	4	4	4	5	4	21	5	5	5	4	4	23	65
90	5	5	5	5	5	25	5	5	4	5	5	24	5	5	5	5	5	25	74
91	4	4	5	4	4	21	4	4	4	4	4	20	5	4	5	4	4	22	63
92	4	5	5	4	4	22	3	4	4	4	5	20	4	3	4	5	4	20	62
93	4	4	4	5	4	21	4	5	4	4	4	21	4	5	5	4	5	23	65
94	4	4	5	4	4	21	4	5	5	5	4	23	4	4	5	5	4	22	66
95	4	4	5	4	4	21	3	4	3	4	4	18	5	5	4	4	4	22	61
96	4	4	4	3	3	18	4	4	4	4	4	20	4	4	4	3	4	19	57
97	2	4	3	3	4	16	5	4	4	4	5	22	5	4	4	4	5	22	60
98	4	4	4	3	4	19	4	3	5	4	4	20	4	4	4	5	5	22	61
99	4	4	4	4	3	19	5	4	4	4	4	21	4	4	4	5	5	22	62
100	4	4	5	5	4	22	4	4	4	5	4	21	4	4	4	5	5	22	65
101	4	4	4	3	4	19	5	4	4	4	5	22	5	4	5	5	5	24	65
102	3	4	4	4	4	19	3	4	4	4	4	19	4	4	4	3	5	20	58
103	4	4	5	4	3	20	4	4	4	5	4	21	4	4	5	4	5	22	63
104	4	4	4	4	4	20	4	4	4	5	4	21	5	5	5	4	5	24	65
105	4	4	4	4	3	19	4	4	4	4	4	20	4	4	4	3	5	20	59
106	5	5	5	4	5	24	5	5	4	5	4	23	5	5	4	4	5	23	70
107	2	5	4	4	4	19	5	5	4	5	4	23	5	5	5	4	5	24	66
108	4	4	4	4	3	19	4	4	4	4	4	20	4	4	5	4	5	22	61
109	4	4	4	4	4	20	4	4	4	4	4	20	4	4	4	4	4	20	60
110	4	4	4	4	3	19	4	5	4	4	4	21	5	5	5	4	5	24	64
111	4	4	4	4	4	20	4	4	4	4	4	20	4	4	4	4	4	20	60
112	4	5	4	4	4	21	4	4	4	4	4	20	4	4	5	4	5	22	63
113	4	4	4	4	3	19	3	4	4	5	4	20	4	4	5	4	5	22	61

KINERJA KARYAWAN (Y)																		
No	Kualitas (Y_1)						Kuantitas (Y_2)						Kerjasama (Y_3)						Total
	1	2	3	4	5	Jumlah	6	7	8	9	10	Jumlah	11	12	13	14	15	Jumlah	
114	4	4	4	4	4	20	4	5	4	5	4	22	4	4	5	4	5	22	64
115	4	5	4	4	4	21	4	5	4	5	4	22	4	4	4	4	5	21	64
116	5	5	5	4	5	24	5	5	4	5	4	23	5	4	5	4	4	22	69
117	4	4	4	4	4	20	4	4	4	5	4	21	5	4	4	4	5	22	63
118	4	3	4	4	3	18	3	4	3	4	4	18	4	4	4	4	4	20	56
119	4	4	4	4	4	20	4	4	4	4	4	20	4	4	5	4	5	22	62
120	4	4	4	4	4	20	5	4	4	5	4	22	5	4	4	4	4	21	63
121	5	5	4	4	4	22	4	5	4	5	4	22	5	4	5	5	5	24	68
122	4	4	4	4	3	19	4	4	4	4	2	18	4	4	4	4	5	21	58

UJI VALIDITAS GAYA KEPIMPINAN (X1)

Correlations

		total X1	X1_01	X1_02	X1_03	X1_04	X1_05
total X1	Pearson Correlation	1	.793**	.823**	.871**	.797**	.844**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	122	122	122	122	122	122
X1_01	Pearson Correlation	.793**	1	.838**	.635**	.473**	.536**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	122	122	122	122	122	122
X1_02	Pearson Correlation	.823**	.838**	1	.735**	.601**	.609**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	122	122	122	122	122	122
X1_03	Pearson Correlation	.871**	.635**	.735**	1	.790**	.682**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	122	122	122	122	122	122
X1_04	Pearson Correlation	.797**	.473**	.601**	.790**	1	.633**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	122	122	122	122	122	122
X1_05	Pearson Correlation	.844**	.536**	.609**	.682**	.633**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	122	122	122	122	122	122

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

UJI VALIDITAS GAYA KEPIMPINAN (X1)

Correlations

		total X1	X1_06	X1_07	X1_08	X1_09
total X1	Pearson Correlation	1	.775**	.822**	.854**	.814**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	122	122	122	122	122
X1_06	Pearson Correlation	.775**	1	.567**	.590**	.605**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	122	122	122	122	122
X1_07	Pearson Correlation	.822**	.567**	1	.701**	.625**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	122	122	122	122	122
X1_08	Pearson Correlation	.854**	.590**	.701**	1	.736**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	122	122	122	122	122
X1_09	Pearson Correlation	.814**	.605**	.625**	.736**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	122	122	122	122	122

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

UJI RELIABILITAS GAYA KEPIMPINAN (X1)

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	122	100.0
	Excluded[a]	0	.0
	Total	122	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.939	9

UJI VALIDITAS MOTIVASI KERJA (X2)

Correlations

		total X2	X2_01	X2_02	X2_03	X2_04	X2_05	X2_06
total X2	Pearson Correlation	1	.768**	.846**	.689**	.613**	.772**	.817**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	122	122	122	122	122	122	122
X2_01	Pearson Correlation	.768**	1	.799**	.468**	.228*	.395**	.594**
	Sig. (2-tailed)	.000		.000	.000	.012	.000	.000
	N	122	122	122	122	122	122	122
X2_02	Pearson Correlation	.846**	.799**	1	.570**	.315**	.494**	.666**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	122	122	122	122	122	122	122
X2_03	Pearson Correlation	.689**	.468**	.570**	1	.248**	.392**	.457**
	Sig. (2-tailed)	.000	.000	.000		.006	.000	.000
	N	122	122	122	122	122	122	122
X2_04	Pearson Correlation	.613**	.228*	.315**	.248**	1	.543**	.353**
	Sig. (2-tailed)	.000	.012	.000	.006		.000	.000
	N	122	122	122	122	122	122	122
X2_05	Pearson Correlation	.772**	.395**	.494**	.392**	.543**	1	.632**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	122	122	122	122	122	122	122
X2_06	Pearson Correlation	.817**	.594**	.666**	.457**	.353**	.632**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	122	122	122	122	122	122	122

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

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

UJI RELIABILITAS MOTIVASI KERJA (X2)

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	122	100.0
	Excluded[a]	0	.0
	Total	122	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.842	6

UJI VALIDITAS BUDAYA ORGANISASI (X3)

Correlations

		total X3	X3_01	X3_02	X3_03	X3_04	X3_05	X3_06
total X3	Pearson Correlation	1	.658**	.812**	.668**	.802**	.687**	.675**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	122	122	122	122	122	122	122
X3_01	Pearson Correlation	.658**	1	.501**	.240**	.514**	.262**	.242**
	Sig. (2-tailed)	.000		.000	.008	.000	.004	.007
	N	122	122	122	122	122	122	122
X3_02	Pearson Correlation	.812**	.501**	1	.519**	.521**	.445**	.457**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	122	122	122	122	122	122	122
X3_03	Pearson Correlation	.668**	.240**	.519**	1	.487**	.327**	.263**
	Sig. (2-tailed)	.000	.008	.000		.000	.000	.003
	N	122	122	122	122	122	122	122
X3_04	Pearson Correlation	.802**	.514**	.521**	.487**	1	.460**	.467**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	122	122	122	122	122	122	122
X3_05	Pearson Correlation	.687**	.262**	.445**	.327**	.460**	1	.568**
	Sig. (2-tailed)	.000	.004	.000	.000	.000		.000
	N	122	122	122	122	122	122	122
X3_06	Pearson Correlation	.675**	.242**	.457**	.263**	.467**	.568**	1
	Sig. (2-tailed)	.000	.007	.000	.003	.000	.000	
	N	122	122	122	122	122	122	122

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

UJI RELIABILITAS BUDAYA ORGANISASI (X3)

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	122	100.0
	Excluded[a]	0	.0
	Total	122	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.811	6

UJI VALIDITAS KINERJA KARYAWAN (Y)

Correlations

		total Y	Y_01	Y_02	Y_03	Y_04	Y_05
total Y	Pearson Correlation	1	.433**	.610**	.634**	.542**	.470**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	122	122	122	122	122	122
Y_01	Pearson Correlation	.433**	1	.257**	.358**	.292**	.175
	Sig. (2-tailed)	.000		.004	.000	.001	.053
	N	122	122	122	122	122	122
Y_02	Pearson Correlation	.610**	.257**	1	.475**	.178*	.204*
	Sig. (2-tailed)	.000	.004		.000	.050	.025
	N	122	122	122	122	122	122
Y_03	Pearson Correlation	.634**	.358**	.475**	1	.440**	.089
	Sig. (2-tailed)	.000	.000	.000		.000	.329
	N	122	122	122	122	122	122
Y_04	Pearson Correlation	.542**	.292**	.178*	.440**	1	.295**
	Sig. (2-tailed)	.000	.001	.050	.000		.001
	N	122	122	122	122	122	122
Y_05	Pearson Correlation	.470**	.175	.204*	.089	.295**	1
	Sig. (2-tailed)	.000	.053	.025	.329	.001	
	N	122	122	122	122	122	122

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

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

UJI VALIDITAS KINERJA KARYAWAN (Y)

Correlations

		total Y	Y_06	Y_07	Y_08	Y_09	Y_10
total Y	Pearson Correlation	1	.631**	.707**	.577**	.684**	.419**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	122	122	122	122	122	122
Y_06	Pearson Correlation	.631**	1	.378**	.414**	.432**	.312**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	122	122	122	122	122	122
Y_07	Pearson Correlation	.707**	.378**	1	.427**	.425**	.356**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	122	122	122	122	122	122
Y_08	Pearson Correlation	.577**	.414**	.427**	1	.501**	.158
	Sig. (2-tailed)	.000	.000	.000		.000	.081
	N	122	122	122	122	122	122
Y_09	Pearson Correlation	.684**	.432**	.425**	.501**	1	.139
	Sig. (2-tailed)	.000	.000	.000	.000		.126
	N	122	122	122	122	122	122
Y_10	Pearson Correlation	.419**	.312**	.356**	.158	.139	1
	Sig. (2-tailed)	.000	.000	.000	.081	.126	
	N	122	122	122	122	122	122

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

UJI VALIDITAS KINERJA KARYAWAN (Y)

Correlations

		total Y	Y_11	Y_12	Y_13	Y_14	Y_15
total Y	Pearson Correlation	1	.587**	.448**	.556**	.583**	.442**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	122	122	122	122	122	122
Y_11	Pearson Correlation	.587**	1	.531**	.332**	.320**	.222*
	Sig. (2-tailed)	.000		.000	.000	.000	.014
	N	122	122	122	122	122	122
Y_12	Pearson Correlation	.448**	.531**	1	.423**	.181*	.190*
	Sig. (2-tailed)	.000	.000		.000	.046	.036
	N	122	122	122	122	122	122
Y_13	Pearson Correlation	.556**	.332**	.423**	1	.264**	.265**
	Sig. (2-tailed)	.000	.000	.000		.003	.003
	N	122	122	122	122	122	122
Y_14	Pearson Correlation	.583**	.320**	.181*	.264**	1	.245**
	Sig. (2-tailed)	.000	.000	.046	.003		.007
	N	122	122	122	122	122	122
Y_15	Pearson Correlation	.442**	.222*	.190*	.265**	.245**	1
	Sig. (2-tailed)	.000	.014	.036	.003	.007	
	N	122	122	122	122	122	122

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

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

UJI RELIABILITAS KINERJA KARYAWAN (Y)

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	122	100.0
	Excluded[a]	0	.0
	Total	122	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.838	15

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
X1_01	122	2	5	3.97	.749
X1_02	122	2	5	3.93	.773
X1_03	122	2	5	3.84	.823
X1_04	122	2	5	3.84	.685
X1_05	122	2	5	3.83	.850
X1_06	122	2	5	3.77	.702
X1_07	122	2	5	3.63	.845
X1_08	122	2	5	3.71	.838
X1_09	122	2	5	3.83	.724
total X1	122	21	45	34.34	5.754
Valid N (listwise)	122				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
X2_01	122	2	5	4.33	.721
X2_02	122	2	5	4.42	.678
X2_03	122	2	5	4.17	.689
X2_04	122	2	5	3.66	.778
X2_05	122	2	5	3.88	.722
X2_06	122	2	5	4.19	.684
total X2	122	14	30	24.65	3.196
Valid N (listwise)	122				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
X3_01	122	2	5	4.07	.729
X3_02	122	2	5	3.98	.749
X3_03	122	3	5	4.11	.706
X3_04	122	2	5	4.11	.683
X3_05	122	3	5	4.02	.596
X3_06	122	2	5	3.86	.621
total X3	122	17	30	24.17	2.936
Valid N (listwise)	122				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Y_01	122	2	5	4.01	.649
Y_02	122	2	5	4.13	.588
Y_03	122	3	5	4.11	.600
Y_04	122	3	5	4.02	.522
Y_05	122	2	5	3.90	.661
Y_06	122	2	5	3.99	.649
Y_07	122	3	5	4.17	.612
Y_08	122	3	5	3.98	.522
Y_09	122	3	5	4.34	.569
Y_10	122	2	5	3.96	.488
Y_11	122	4	5	4.38	.487
Y_12	122	2	5	4.18	.630

Y_13	122	3	5	4.34	.572
Y_14	122	3	5	4.16	.608
Y_15	122	3	5	4.49	.564
total Y	122	51	74	62.16	4.842
Valid N (listwise)	122				

UJI NORMALITAS

NPar Tests

One-Sample Kolmogorov-Smirnov Test

		Standardized Residual
N		122
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.98752550
Most Extreme Differences	Absolute	.072
	Positive	.072
	Negative	-.050
Test Statistic		.072
Asymp. Sig. (2-tailed)		.195[c]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Y
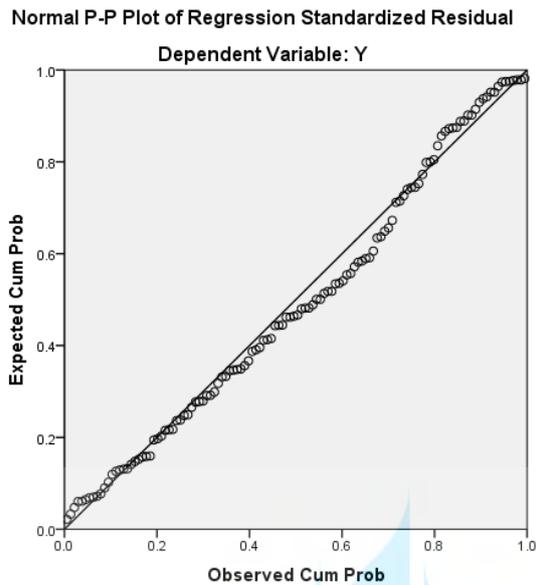
R², UJI F, UJI T, UJI MULTIKOLINIERITAS

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	X3, X2, X1[b]	.	Enter

a. Dependent Variable: Y

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761[a]	.580	.569	3.178

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1644.683	3	548.228	54.269	.000^b
	Residual	1192.038	118	10.102		
	Total	2836.721	121			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.716	2.814		11.775	.000		
	X1	.235	.077	.279	3.032	.003	.495	2.019
	X2	.460	.128	.304	3.594	.000	.586	1.706
	X3	.398	.156	.241	2.545	.012	.465	2.151

a. Dependent Variable: Y

UJI HETEROSKEDASTISITAS METODE GLEJSER

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	X3, X2, X1[b]	.	Enter

a. Dependent Variable: Absolut Residual

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.183[a]	.034	.009	1.85806816

a. Predictors: (Constant), X3, X2, X1

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.190	3	4.730	1.370	.255[b]
	Residual	407.385	118	3.452		
	Total	421.575	121			

a. Dependent Variable: Absolut Residual

b. Predictors: (Constant), X3, X2, X1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.211	1.503		1.471	.144
	X1	-.006	.042	-.017	-.133	.895
	X2	-.121	.074	-.207	-1.645	.103
	X3	.144	.084	.226	1.716	.089

a. Dependent Variable: Absolut Residual

UJI HETEROSKEDASTISITAS

Scatterplot
Dependent Variable: Y
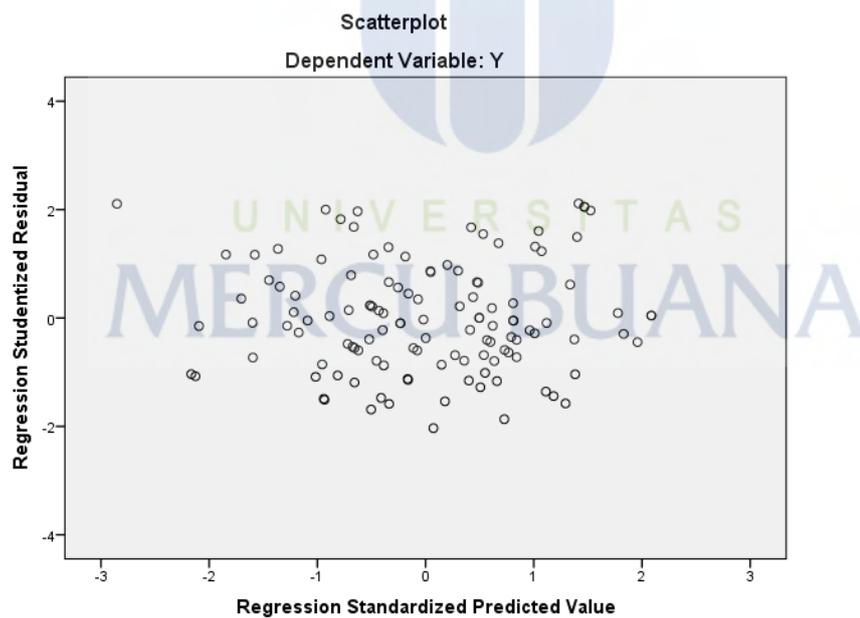
KORELASI ANTAR DIMENSI

Correlations

		X1_1	X1_2	X1_3	Y_1	Y_2	Y_3
X1_1	Pearson Correlation	1	.738**	.782**	.473**	.482**	.559**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	122	122	122	122	122	122
X1_2	Pearson Correlation	.738**	1	.787**	.544**	.561**	.438**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	122	122	122	122	122	122
X1_3	Pearson Correlation	.782**	.787**	1	.540**	.511**	.527**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	122	122	122	122	122	122
Y_1	Pearson Correlation	.473**	.544**	.540**	1	.618**	.433**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	122	122	122	122	122	122
Y_2	Pearson Correlation	.482**	.561**	.511**	.618**	1	.543**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	122	122	122	122	122	122
Y_3	Pearson Correlation	.559**	.438**	.527**	.433**	.543**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	122	122	122	122	122	122

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

KORELASI ANTAR DIMENSI

Correlations

		X2_1	X2_2	X2_3	Y_1	Y_2	Y_3
X2_1	Pearson Correlation	1	.515**	.850**	.483**	.492**	.373**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	122	122	122	122	122	122
X2_2	Pearson Correlation	.515**	1	.821**	.421**	.521**	.370**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	122	122	122	122	122	122
X2_3	Pearson Correlation	.850**	.821**	1	.555**	.597**	.505**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	122	122	122	122	122	122
Y_1	Pearson Correlation	.483**	.421**	.555**	1	.618**	.433**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	122	122	122	122	122	122
Y_2	Pearson Correlation	.492**	.521**	.597**	.618**	1	.543**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	122	122	122	122	122	122
Y_3	Pearson Correlation	.373**	.370**	.505**	.433**	.543**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	122	122	122	122	122	122

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

KORELASI ANTAR DIMENSI

Correlations

		X3_1	X3_2	X3_3	Y_1	Y_2	Y_3
X3_1	Pearson Correlation	1	.600**	.460**	.316**	.525**	.448**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	122	122	122	122	122	122
X3_2	Pearson Correlation	.600**	1	.495**	.365**	.533**	.502**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	122	122	122	122	122	122
X3_3	Pearson Correlation	.460**	.495**	1	.493**	.443**	.426**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	122	122	122	122	122	122
Y_1	Pearson Correlation	.316**	.365**	.493**	1	.618**	.433**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	122	122	122	122	122	122
Y_2	Pearson Correlation	.525**	.533**	.443**	.618**	1	.543**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	122	122	122	122	122	122
Y_3	Pearson Correlation	.448**	.502**	.426**	.433**	.543**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	122	122	122	122	122	122

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

Curriculum Vitae

@ usran_masahere@yahoo.com

📞 085256104606

in Usran masahere

🎂 Manado/May 8th,19??

📍 Darul Khaerot Street No.9A . RT 05 RW 08 East Jakarta

Microsoft Word
Microsoft Excel
Microsoft Power Point

" Have a biggest passion in buying (Buyer), now Im working as Buyer Appliances in Retail Industry. I like to promote the best selling item & brand image to customer. The key talents I can bring are sales opportunities, growth with very good margin and accurately determining a customer needs.

Usran Masahere,S.IP

EDUCATIONAL BACKGROUND

- Pascasarjana Universitas Mercubuana Jakarta

Magister Mangement

2017 – 2018

- Universitas Sam Ratulangi Manado
  Fakultas Ilmu Sosial dan Politik, Jurusan Ilmu Pemerintahan

GPA : 3.83 of 4.00

2010-2014

EMPLOYMENT HISTORY

1. **PT ACE HARDWARE INDONESIA**
   (Aug 2016 - Present)
   Job Position : National Buyer Appliances (Non Food)
2. **PT TRANS RETAIL INDONESIA (TRANSMART CARREFOUR)**
   (Aug 2014– Sep 2016)
   Job Position : National Buyer Household (Non Food)
3. **PT TRANS RETAIL INDONESIA (TRANSMART CARREFOUR)**
   (June 2014– Aug 2014)

Job Position : Managament Trainee (Trans Retail Development Program)

ORGANIZATIONAL EXPERIENCES

- **SEKRETARIS BADAN TADZKIR** SMA Negeri 2 Bitung (2008-2009)
- **KETUA OSIS** SMP Negeri 1 Bitung (2006-2007)

LANGUAGE SKILL

English

COMPUTER SKILL

Microsoft Word

Microsoft Excel

Microsoft Power Point