

Lampiran 1 : Berita Acara Bimbingan Skripsi



UNIVERSITAS PGRI ADI BUANA SURABAYA FAKULTAS EKONOMI DAN BISNIS

Kampus : Jl. Dukuh Menanggal XII/4, Telp- Fax. 031-8281183 Surabaya 60234
Website : <http://www.unpasby.ac.id>

KARTU BIMBINGAN SKRIPSI

| | |
|------------------------|---|
| Nama | : NOVITA TRISTIANINESIH |
| Prodi / NIM | : MANAJEMEN / 191500014 |
| Judul Skripsi | : PENGARUH GAYA KEPEMIMPINAN VISIONER, BUDAYA ORGANISASI DAN KOMUNIKASI ASERTIF TERHADAP KOMITMEN ORGANISASI. |
| Dosen Pembimbing | : TONY SUSILO WIBOWO, SE., M.Pd., MSM |
| Periode Kepembimbingan | : 17 September 2022 s/d 17 Maret 2023 |

URAIAN KEGIATAN KEPEMBIMBINGAN :

| NO | TANGGAL | MATERI BIMBINGAN | KET. | TANDA TANGAN |
|----|-------------|---------------------------|------|--------------|
| | 22-sep-2022 | Diskusi konsep penelitian | | |
| | 13-okt-2022 | Bab I revisi | | |
| | 14-okt-2022 | Bab I Acc lanjut bab II | | |
| | 17-okt-2022 | Bab II revisi | | |
| | 24-okt-2022 | Bab II Acc lanjut bab III | | |
| | 27-okt-2022 | Bab III revisi | | |
| | 9-Nov-2022 | Bab III Acc | | |
| | 10-Nov-2022 | Persiapan ujian proposal | | |
| | 11-Nov-2022 | kuestoner penelitian | | |
| | 13-feb-2023 | Bab IV revisi | | |
| | 13-feb-2023 | Bab IV Acc | | |
| | 20-feb-2023 | Bab V Acc | | |
| | 20-feb-2023 | Artikel penelitian | | |

Bimbingan selesai pada tanggal :

Dosen Pembimbing,

Tony, sw



Mahasiswa,

NOVITA T.

Lampiran 2 : Format Revisi Skripsi

Penguji 1



UNIVERSITAS PGRI ADI BUANA SURABAYA
FAKULTAS EKONOMI dan BISNIS

Kampus : Jl. DukuhMenanggal XII/4, Telp- Fax. 031-8281183 Surabaya 60234
Website : <http://www.unipasby.ac.id>

BERITA ACARA
BIMBINGAN REVISI SKRIPSI

Nama : Novita Tristianingsih
NIM/Program Studi : 191500014 / Manajemen
Judul Skripsi : Pengaruh Gaya Kepemimpinan Visioner, Budaya Organisasi dan Komunikasi Asertif Terhadap Komitmen Organisasi pada Koperasi Karyawan comfeed Matmur di Surabaya
Tanggal Ujian Skripsi : Jumat, 31 Maret 2023
Penguji : 1. Dr. Moch. Munir Rachman, Drs., Ec, M.Si,
2. Drs. Suharyanto, M.M

| No | Tanggal | Materi Konsultasi | Paraf Penguji |
|----|----------------|----------------------------------|---------------|
| 1 | <u>31-3-23</u> | <u>Sekolah dapat disampaikan</u> | <u>ya</u> |
| 2 | | | |
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| 7 | | | |
| 8 | | | |

Penguji I,

Surabaya, 05-APRIL -2023
Penguji II,

Penguji 2



UNIVERSITAS PGRI ADI BUANA SURABAYA FAKULTAS EKONOMI dan BISNIS

Kampus : Jl. DukuhMenanggal XII/4 , Telp- Fax: 031-8281183 Surabaya 60234
Website : <http://www.unipasby.ac.id>

BERITA ACARA BIMBINGAN REVISI SKRIPSI

Nama : NOVITA TRISTIANINGSIH
NIM/Program Studi : 101500014 / MANAJEMEN
Judul Skripsi : Pengaruh Gaya Kepemimpinan Visioner
Budaya Organisasi dan Komunikasi Asektif
Terhadap Kamitmen Organisasi pada Koperasi
Karyawan Comfeed Makmur di Sidoarjo
Tanggal Ujian Skripsi : Jum'at , 31 Maret 2023
Penguji : 1. Dr. Moch. Munir Rachman , Drs., Ec, M.Si.,
2. Drs. Suharyanto , M.M

| No | Tanggal | Materi Konsultasi | Paraf Penguji |
|----|----------------|--------------------------------|---------------|
| 1 | <u>31-3-23</u> | <u>Sevual dapam pembesyaan</u> | <u>J.</u> |
| 2 | | | |
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| 8 | | | |

Penguji I,

Surabaya, 25-MEI-2023
Penguji II,

Lampiran 3 : Surat Izin Penelitian



UNIVERSITAS PGRI ADI BUANA SURABAYA FAKULTAS EKONOMI DAN BISNIS

Kampus : Jl. Dukuh Menanggal XII/4 , Telp- Fax. 031-8281183 Surabaya 602

Website : <http://www.fe.unipasby.ac.id>

Nomor : 220891 /01/FEB/IX /2022
Lampiran : -
Perihal : Ijin Penelitian dan Pengambilan Data

Kepada Yth:
Bapak/Ibu Pimpinan
Koperasi Karyawan Comfeed Makmur
Jl. HRM. Mangundiprojo, Banarmelati, Banjarkemantren
di-
Sidoarjo

Sesuai Kurikulum Fakultas Ekonomi dan Bisnis Universitas PGRI Adi Buana Surabaya, maka mahasiswa wajib menulis Skripsi/Tugas Akhir dalam bentuk Laporan Penelitian dan Artikel Ilmiah. Berkaitan dengan hal tersebut mohon perkenan Bapak/Ibu untuk memberikan ijin penelitian kepada mahasiswa kami yang tersebut dibawah ini :

Nama : Novita Tristianingsih
NIM : 191500014
Prodi : Manajemen
Judul : Pengaruh Gaya Kepemimpinan Visioner, Budaya Organisasi Market, dan Komunikasi Asertif Terhadap KOrmitmen organisasi

Demikian atas perkenan serta kebijaksanaan Bapak/Ibu kami sampaikan terima kasih.

22 September 2022



Konv. Susilo Wibowo, SE., M.Pd., M.SM
NPP : 0709494/DY

Lampiran 4 : Surat Balasan Izin Penelitian



KOPERASI KARYAWAN COMFEED MAKMUR

No. 6696/BH/II/1990 tanggal : 25 Juli 1990
Jl. HR. Moch. Mangundiprojo Km 3,5 Sidoarjo 61252, Indonesia
Telp : (62-31) 2988333 Fax (62-31) 2988397

Nomor : 121/KCM/A/X/2022
Tanggal : 19 Oktober 2022
Perihal : Jawaban Permohonan Penelitian dan Pengambilan Data

Kepada Yth.
Bapak / Ibu Dekan
Fakultas Ekonomi dan Bisnis
Universitas Adi buana Surabaya
Di -

Tempat

Dengan hormat,

Sehubungan dengan surat Bapak / Ibu nomor 220891/01/FEB/IX/2022 tertanggal 22 September 2022 tentang

Ijin Penelitian dan pengambilan data oleh mahasiswa sebagai berikut :

Nama : Novita Tristianingsih
NIM : 191500014
Program Studi : Manajemen
Judul Penelitian : "Pengaruh Gaya Kepemimpinan Visioner, Budaya Organisasi Market dan Komunikasi Asertif Terhadap Komitmen Organisasi"

Dengan ini kami diberitahukan bahwa kami mengizinkan mahasiswa dimaksud untuk melakukan penelitian dan menyadur data internal kami selama sesuai dengan ketentuan Badan Hukum kami.

Demikian pemberitahuan dari kami, atas perhatiannya kami sampaikan terima kasih.

Hormat Kami,

Andy Siswanto, drh
Kepala Operasional

Lampiran 5 : Koesioner Penelitian

LEMBAR KUESIONER PENELITIAN

PENGARUH GAYA KEPEMIMPINAN VISIONER, BUDAYA ORGANISASI DAN KOMUNIKASI ASERTIF TERHADAP KOMITMEN ORGANISASI PADA KOPERASI KARYAWAN COMFEED MAKMUR DI SIDOARJO

Dalam rangka penyelesaian skripsi. Saya Novita Tristianingsih bermaksud melakukan penelitian ilmiah untuk penyusunan skripsi dengan judul “Pengaruh Gaya Kepemimpinan Visioner, Budaya Organisasi dan Komunikasi Asertif terhadap Komitmen Organisasi pada Koperasi Karyawan Comfeed Makmur di Sidoarjo”. Sehubungan dengan hal ini tersebut saya sangat mengharapkan kesediaan Bapak/Ibu/Saudara/i untuk meluangkan waktu sejenak untuk mengisi beberapa pernyataan pada kuesioner ini. Atas perhatiannya dan kerja samanya saya ucapkan terima kasih.

A. Identitas Responden

1. Jenis Kelamin : a. Laki – Laki
b. Perempuan (lingkari salah satu)
2. Usia :
3. Pendidikan Terakhir :
4. Status Kepegawaian :

B. Petunjuk Pengisian

1. Istilah identitas dengan benar dan lengkap pada tempat yang telah disediakan.

2. Bacalah dengan teliti setiap pertanyaan dan pernyataan dan pilihlah jawaban yang menurut Bapak/Ibu/Saudara/i dan yang paling sesuai dengan keadaan
3. Berilah tanda (√) pada masing-masing kolom dibawah ini yang anda anggap paling cocok (satu jawaban saja) terhadap pernyataan dibawah ini.

Keterangan :

- Sangat Setuju (SS) : Skor 5
 Setuju (S) : Skor 4
 Kurang Setuju (KS) : Skor 3
 Tidak Setuju (TS) : Skor 2
 Sangat Tidak Setuju (STS) : Skor 1

Variabel Gaya Kepemimpinan Visioner (X1)

| No. | Pernyataan | Alternatif Jawaban | | | | |
|------------------------------|---|--------------------|---|----|----|-----|
| | | SS | S | KS | TS | STS |
| Kepemimpinan Direktif | | | | | | |
| 1. | Atasan anda mengatur aktivitas-aktivitas pekerjaan seluruh pegawai | | | | | |
| 2. | Atasan anda menentukan waktu dan kegiatan-kegiatan yang akan dikerjakan seluruh pegawai | | | | | |
| 3. | Atasan selalu bersikap tegas dalam mengambil keputusan | | | | | |
| Kepemimpinan Suportif | | | | | | |
| 4. | Atasan anda menciptakan suasana yang menyenangkan | | | | | |
| 5. | Atasan anda menghormati perasaan dan pendapat pegawai | | | | | |
| 6. | Atasan berupaya membantu | | | | | |

| | | | | | | |
|----------------------------------|---|--|--|--|--|--|
| | mengembangkan suasana yang lebih kekeluargaan di lingkungan kerja | | | | | |
| Kepemimpinan Partisipatif | | | | | | |
| 7. | Atasan anda memberikan kesempatan kepada pegawai untuk memberikan saran dan masukan-masukan dalam mengambil suatu keputusan | | | | | |
| 8. | Atasan anda memberikan suatu dorongan dalam mengembangkan kinerja para pegawai | | | | | |
| 9. | Atasan berupaya untuk meningkatkan kemampuan karyawan dalam menyelesaikan tugas-tugas pekerjaan | | | | | |

Variabel Budaya Organisasi (X2)

| No | Pernyataan | Alternatif Jawaban | | | | |
|---------------------------------------|--|--------------------|---|----|----|-----|
| | | SS | S | KS | TS | STS |
| Inovasi dan Pengambilan Resiko | | | | | | |
| 1. | Dalam Menyelesaikan suatu pekerjaan, karyawan dapat melakukan inovasi baru yang memberikan citra | | | | | |
| 2. | Dalam mengambil suatu keputusan, karyawan menanggung semua resiko individu yang ada | | | | | |
| 3. | Menetapkan metode kerja yang lebih baik daripada pesaingnya | | | | | |
| Perhatian ke hal yang rinci | | | | | | |
| 4. | Pada suatu detail yang cermat terhadap pekerjaan | | | | | |
| 5. | Orientasi pada hasil jangka panjang dengan segala perhitungannya | | | | | |

| | | | | | | |
|------------------------|---|--|--|--|--|--|
| 6. | Menuntut untuk melaksanakan pekerjaan dengan teliti dan rapi | | | | | |
| Orientasi Hasil | | | | | | |
| 7. | Hasil pekerjaan merupakan tolak ukur penilaian kinerja karyawan dalam perusahaan | | | | | |
| 8. | Mencapai target tanpa melupakan sistem dan prosedur | | | | | |
| 9. | Memperhatikan semua pekerjaan yang dilakukan karyawan | | | | | |
| Orientasi Orang | | | | | | |
| 10. | Dalam kerja tetap mempertimbangkan keselamatan dan kesehatan karyawan | | | | | |
| 11. | Memberikan prioritas utama kepentingan lingkungan hidup demi kelangsungan yang lebih baik | | | | | |
| 12. | Setiap karyawan diijinkan untuk menggunakan metode kerjanya sendiri | | | | | |
| Orientasi Tim | | | | | | |
| 13. | Kesuksesan organisasi dicapai bersama karyawan lain yang merupakan bagian dari tim | | | | | |
| 14. | Keberhasilan tim adalah kontribusi semua karyawan yang bekerja dalam satu organisasi | | | | | |
| 15. | Mudah bergaul dalam menjalin hubungan kerja | | | | | |
| Keagresifan | | | | | | |
| 16. | Selalu mencetuskan gagasan baru dalam mencapai target kerja | | | | | |
| 17. | Mengutamakan kemajuan organisasi dibandingkan kepentingan individu | | | | | |

| | | | | | | |
|-------------------|---|--|--|--|--|--|
| 18. | Mendorong karyawan untuk berpikir ke masa depan yang baik | | | | | |
| Stabilitas | | | | | | |
| 19. | Keberlangsungan dan intensitas kerja lebih di prioritaskan | | | | | |
| 20. | Pencapaian hasil kerja tetap dipertahankan pada setiap unit Kerja | | | | | |
| 21. | Menginginkan kondisi kerja yang nyaman | | | | | |

Variabel Komunikasi Asertif (X3)

| No. | Pernyataan | Alternatif Jawaban | | | | |
|----------------------------|---|--------------------|---|----|----|-----|
| | | SS | S | KS | TS | STS |
| Pemahaman | | | | | | |
| 1. | Pimpinan menyampaikan informasi dan keputusan penting untuk diketahui dan dipahami oleh semua karyawan | | | | | |
| 2. | Pimpinan selalu memastikan pesan yang dikirim dan bisa dimengerti oleh karyawan | | | | | |
| 3. | Akan dengan mudah mengerti maksud yang disampaikan rekan kerja | | | | | |
| Kesenangan | | | | | | |
| 4. | Ketika berkumpul dengan karyawan di tempat kerja, pimpinan sering ikut serta dalam percakapan mengenai masalah organisasi | | | | | |
| 5. | Dengan rekan kerja, koordinasi dan kerjasama terhadap pekerjaan dapat dengan mudah terbentuk | | | | | |
| 6. | Menyampaikan informasi dengan penuh sopan kepada rekan kerja | | | | | |
| Pengaruh pada sikap | | | | | | |

| | | | | | | |
|----------------------------|--|--|--|--|--|--|
| 7. | Terkadang karyawan merasa takut bila berkomunikasi dengan pimpinan yang cenderung mengabaikan saran dan masukan dari karyawan/orang lain | | | | | |
| 8. | Pimpinan membantu menemukan cara untuk menyelesaikan masalah di kantor | | | | | |
| 9. | Menjadi pendengar yang baik ketika ada rekan kerja yang mempunyai masalah pekerjaan | | | | | |
| Hubungan yang baik | | | | | | |
| 10. | Merasa nyaman ketika berkomunikasi atau bertukar pikiran dengan pimpinan tentang masalah pekerjaan | | | | | |
| 11. | Komunikasi yang terjadi saat ini mampu menciptakan hubungan yang baik antar sesama karyawan | | | | | |
| 12. | Mampu berkoordinasi dengan pihak instansi lain | | | | | |
| Tindakan Komunikasi | | | | | | |
| 13. | Selalu memberikan yang terbaik untuk pelayanan di tempat saya bekerja | | | | | |
| 14. | Bersedia ditegur pimpinan seandainya saya melakukan kesalahan di tempat bekerja | | | | | |
| 15. | Melaksanakan tugas yang diberikan atasan dengan baik | | | | | |

Komitmen Organisasi (Y)

| No. | Pernyataan | Alternatif Jawaban | | | | |
|-------------------------------|---|--------------------|---|----|----|-----|
| | | SS | S | KS | TS | STS |
| <i>Affective Commitment</i> | | | | | | |
| 1. | Karyawan akan merasakan sangat berbahagia menghabiskan sisa karir di organisasi ini | | | | | |
| 2. | Karyawan merasa menjadi bagian keluarga pada tempat kerjanya | | | | | |
| 3. | Permasalahan yang terjadi pada instansi menjadi permasalahan setiap karyawan | | | | | |
| <i>Continuance Commitment</i> | | | | | | |
| 4. | Karyawan akan sulit meninggalkan organisasi ini karena takut tidak mendapatkan kesempatan kerja ditempat lain | | | | | |
| 5. | Akan terlalu merugikan bagi karyawan untuk meninggalkan organisasi ini | | | | | |
| 6. | Sulit mendapat pekerjaan dengan penghasilan yang bagus seperti instansi sekarang | | | | | |
| <i>Normative Commitment</i> | | | | | | |
| 7. | Karyawan merasa organisasi ini telah banyak berjasa bagi kehidupan | | | | | |
| 8. | Karyawan merasa belum memberikan banyak kontribusi bagi organisasi ini | | | | | |
| 9. | Instansi layak mendapatkan loyalitas dari setiap karyawan | | | | | |

Lampiran 6 : Tabulasi Data

| No Responden | Gaya Kepemimpinan (X1) | | | | | | | | | Tingkat A1 | Budaya Organisasi (X2) | | | | | | | | | | | | Tingkat A2 | | | | | | | | | |
|--------------|------------------------|------|------|------|------|------|------|------|------|------------|------------------------|------|------|------|------|------|------|------|------|-------|-------|-------|------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | X1.1 | X1.2 | X1.3 | X1.4 | X1.5 | X1.6 | X1.7 | X1.8 | X1.9 | | X2.1 | X2.2 | X2.3 | X2.4 | X2.5 | X2.6 | X2.7 | X2.8 | X2.9 | X2.10 | X2.11 | X2.12 | | X2.13 | X2.14 | X2.15 | X2.16 | X2.17 | X2.18 | X2.19 | X2.20 | X2.21 |
| 1 | 4 | 4 | 4 | 4 | 2 | 2 | 3 | 3 | 3 | 27 | 2 | 2 | 2 | 3 | 3 | 3 | 2 | 2 | 3 | 4 | 4 | 4 | 2 | 2 | 2 | 4 | 4 | 4 | 3 | 3 | 61 | |
| 2 | 5 | 5 | 5 | 1 | 1 | 1 | 2 | 2 | 3 | 35 | 1 | 1 | 1 | 2 | 2 | 3 | 1 | 1 | 2 | 5 | 5 | 5 | 1 | 1 | 1 | 5 | 5 | 5 | 2 | 3 | 54 | |
| 3 | 5 | 5 | 5 | 2 | 3 | 1 | 3 | 3 | 3 | 30 | 3 | 3 | 1 | 3 | 4 | 3 | 2 | 1 | 3 | 5 | 5 | 5 | 2 | 3 | 1 | 5 | 5 | 5 | 3 | 3 | 67 | |
| 4 | 5 | 3 | 5 | 3 | 3 | 4 | 3 | 2 | 3 | 31 | 3 | 3 | 4 | 3 | 2 | 3 | 3 | 4 | 3 | 5 | 3 | 5 | 3 | 4 | 5 | 3 | 5 | 3 | 2 | 72 | | |
| 5 | 2 | 4 | 2 | 2 | 1 | 2 | 2 | 2 | 2 | 13 | 2 | 1 | 2 | 2 | 2 | 2 | 1 | 2 | 2 | 2 | 4 | 2 | 2 | 1 | 2 | 4 | 2 | 2 | 2 | 43 | | |
| 6 | 2 | 4 | 2 | 3 | 3 | 5 | 4 | 2 | 1 | 25 | 3 | 3 | 5 | 4 | 2 | 1 | 3 | 5 | 4 | 2 | 4 | 2 | 3 | 3 | 5 | 2 | 4 | 2 | 4 | 64 | | |
| 7 | 2 | 4 | 2 | 1 | 1 | 2 | 3 | 3 | 2 | 20 | 1 | 1 | 2 | 3 | 3 | 2 | 1 | 2 | 3 | 2 | 4 | 2 | 1 | 1 | 2 | 2 | 4 | 2 | 3 | 46 | | |
| 8 | 2 | 4 | 2 | 2 | 3 | 3 | 2 | 5 | 5 | 38 | 2 | 3 | 3 | 2 | 5 | 5 | 3 | 3 | 2 | 4 | 2 | 2 | 3 | 3 | 2 | 4 | 2 | 2 | 5 | 64 | | |
| 9 | 2 | 4 | 2 | 1 | 1 | 2 | 4 | 4 | 5 | 24 | 1 | 1 | 2 | 4 | 3 | 1 | 2 | 4 | 2 | 4 | 2 | 1 | 1 | 2 | 2 | 4 | 2 | 4 | 5 | 55 | | |
| 10 | 2 | 4 | 2 | 3 | 4 | 3 | 4 | 3 | 3 | 28 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 4 | 2 | 4 | 2 | 3 | 4 | 3 | 2 | 4 | 2 | 4 | 67 | | |
| 11 | 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 1 | 23 | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 2 | 2 | 4 | 4 | 4 | 2 | 2 | 2 | 4 | 4 | 2 | 2 | 52 | | |
| 12 | 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 2 | 26 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 4 | 4 | 2 | 2 | 2 | 4 | 4 | 4 | 2 | 2 | 54 | | |
| 13 | 4 | 4 | 4 | 2 | 2 | 4 | 4 | 2 | 2 | 28 | 2 | 2 | 4 | 4 | 2 | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 2 | 2 | 4 | 4 | 4 | 4 | 2 | 66 | | |
| 14 | 4 | 4 | 4 | 2 | 2 | 2 | 4 | 4 | 3 | 20 | 2 | 2 | 2 | 4 | 4 | 3 | 2 | 2 | 4 | 4 | 4 | 4 | 2 | 2 | 2 | 4 | 4 | 4 | 4 | 66 | | |
| 15 | 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 3 | 25 | 2 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 4 | 4 | 4 | 2 | 2 | 2 | 4 | 4 | 4 | 2 | 2 | 56 | | |
| 16 | 2 | 2 | 2 | 4 | 2 | 3 | 3 | 2 | 3 | 24 | 4 | 2 | 3 | 3 | 2 | 3 | 2 | 3 | 2 | 2 | 4 | 2 | 2 | 4 | 2 | 2 | 2 | 3 | 2 | 54 | | |
| 17 | 4 | 4 | 4 | 2 | 1 | 2 | 1 | 2 | 3 | 33 | 2 | 1 | 2 | 4 | 2 | 3 | 1 | 2 | 1 | 4 | 4 | 4 | 2 | 1 | 2 | 4 | 4 | 4 | 1 | 2 | 50 | |
| 18 | 5 | 5 | 5 | 3 | 3 | 5 | 3 | 3 | 3 | 35 | 3 | 3 | 5 | 3 | 3 | 3 | 3 | 5 | 3 | 5 | 5 | 5 | 3 | 5 | 5 | 5 | 5 | 3 | 3 | 81 | | |
| 19 | 4 | 4 | 4 | 1 | 4 | 4 | 4 | 4 | 4 | 32 | 1 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 1 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 76 | |
| 20 | 2 | 4 | 2 | 3 | 2 | 3 | 2 | 3 | 2 | 23 | 3 | 2 | 3 | 2 | 3 | 2 | 2 | 3 | 2 | 2 | 4 | 2 | 3 | 2 | 3 | 2 | 4 | 2 | 2 | 3 | 53 | |
| 21 | 2 | 5 | 2 | 2 | 5 | 2 | 2 | 1 | 1 | 22 | 2 | 5 | 2 | 2 | 1 | 1 | 5 | 2 | 2 | 2 | 5 | 2 | 2 | 5 | 2 | 2 | 5 | 2 | 2 | 1 | 53 | |
| 22 | 2 | 3 | 2 | 2 | 3 | 3 | 3 | 4 | 3 | 25 | 2 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 3 | 2 | 3 | 2 | 3 | 4 | 3 | 59 | | |
| 23 | 2 | 4 | 2 | 2 | 4 | 3 | 3 | 3 | 4 | 27 | 2 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 2 | 4 | 2 | 2 | 4 | 3 | 2 | 4 | 2 | 3 | 4 | 63 | |
| 24 | 5 | 2 | 5 | 1 | 2 | 1 | 2 | 3 | 3 | 24 | 1 | 2 | 1 | 2 | 3 | 3 | 2 | 1 | 2 | 5 | 2 | 5 | 1 | 2 | 1 | 5 | 2 | 5 | 2 | 3 | 53 | |
| 25 | 5 | 2 | 5 | 3 | 3 | 3 | 2 | 2 | 2 | 27 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | 2 | 5 | 2 | 5 | 3 | 3 | 3 | 5 | 2 | 5 | 2 | 2 | 2 | 62 | |
| 26 | 5 | 2 | 5 | 1 | 1 | 3 | 2 | 1 | 1 | 21 | 1 | 1 | 3 | 2 | 1 | 1 | 1 | 3 | 2 | 5 | 2 | 5 | 1 | 1 | 3 | 5 | 2 | 5 | 2 | 1 | 48 | |
| 27 | 4 | 2 | 4 | 1 | 2 | 1 | 2 | 3 | 2 | 21 | 1 | 2 | 1 | 2 | 3 | 2 | 2 | 1 | 2 | 4 | 2 | 4 | 1 | 2 | 1 | 4 | 2 | 4 | 2 | 3 | 47 | |
| 28 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 19 | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 45 | |
| 29 | 2 | 1 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 20 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 2 | 2 | 1 | 2 | 3 | 3 | 2 | 1 | 2 | 2 | 2 | 2 | 48 | |
| 30 | 2 | 1 | 2 | 5 | 5 | 5 | 4 | 2 | 2 | 28 | 5 | 5 | 5 | 4 | 2 | 2 | 5 | 5 | 4 | 2 | 3 | 2 | 5 | 5 | 5 | 2 | 1 | 2 | 4 | 2 | 70 | |
| 31 | 2 | 1 | 2 | 2 | 1 | 2 | 1 | 1 | 1 | 14 | 2 | 1 | 2 | 1 | 1 | 2 | 1 | 2 | 1 | 2 | 1 | 2 | 2 | 1 | 2 | 2 | 1 | 2 | 1 | 1 | 32 | |
| 32 | 4 | 4 | 4 | 3 | 3 | 2 | 1 | 1 | 3 | 25 | 3 | 3 | 2 | 1 | 1 | 3 | 3 | 2 | 1 | 4 | 4 | 3 | 3 | 2 | 4 | 4 | 4 | 1 | 1 | 3 | 56 | |
| 33 | 4 | 1 | 4 | 4 | 4 | 4 | 4 | 2 | 3 | 30 | 4 | 4 | 4 | 4 | 2 | 3 | 4 | 4 | 4 | 4 | 1 | 4 | 4 | 4 | 4 | 4 | 1 | 4 | 4 | 2 | 72 | |
| 34 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 2 | 35 | 4 | 4 | 4 | 4 | 5 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 2 | 82 | |
| 35 | 5 | 5 | 5 | 2 | 2 | 3 | 3 | 3 | 3 | 30 | 2 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 5 | 5 | 2 | 2 | 2 | 2 | 5 | 5 | 5 | 3 | 3 | 67 | | |
| 36 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 45 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 105 | |
| 37 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 36 | 4 | 4 | 4 | 3 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 5 | 83 |
| 38 | 4 | 4 | 4 | 3 | 4 | 3 | 2 | 2 | 2 | 28 | 3 | 4 | 3 | 2 | 2 | 2 | 4 | 3 | 2 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 2 | 2 | 2 | 65 |
| 39 | 4 | 4 | 4 | 4 | 4 | 2 | 2 | 2 | 2 | 30 | 4 | 4 | 4 | 2 | 2 | 2 | 4 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 2 | 70 | |
| 40 | 4 | 4 | 4 | 5 | 4 | 3 | 2 | 2 | 2 | 30 | 5 | 4 | 3 | 2 | 2 | 2 | 4 | 3 | 2 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 2 | 69 | |
| 41 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 2 | 2 | 30 | 4 | 4 | 4 | 2 | 2 | 2 | 4 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 70 | |
| 42 | 4 | 4 | 4 | 4 | 4 | 3 | 2 | 2 | 2 | 29 | 4 | 4 | 3 | 2 | 2 | 2 | 4 | 3 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 2 | 67 | |
| 43 | 4 | 4 | 4 | 5 | 4 | 3 | 2 | 2 | 2 | 30 | 5 | 4 | 3 | 2 | 2 | 2 | 4 | 3 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 2 | 68 | |
| 44 | 4 | 4 | 4 | 4 | 4 | 2 | 2 | 2 | 2 | 28 | 4 | 4 | 2 | 2 | 2 | 2 | 4 | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 2 | 64 | |
| 45 | 5 | 3 | 5 | 5 | 3 | 4 | 2 | 2 | 2 | 31 | 5 | 3 | 4 | 2 | 2 | 2 | 3 | 4 | 2 | 5 | 3 | 5 | 5 | 3 | 4 | 5 | 3 | 5 | 2 | 2 | 71 | |
| 46 | 5 | 4 | 5 | 5 | 4 | 5 | 2 | 5 | 3 | 38 | 5 | 4 | 5 | 2 | 5 | 3 | 4 | 5 | 2 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 2 | 5 | 87 |
| 47 | 5 | 4 | 5 | 4 | 4 | 4 | 2 | 4 | 2 | 34 | 4 | 4 | 4 | 2 | 4 | 2 | 4 | 4 | 2 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 2 | 4 | 78 | |
| 48 | 5 | 4 | 5 | 3 | 4 | 4 | 3 | 4 | 2 | 34 | 3 | 4 | 4 | 3 | 4 | 2 | 4 | 4 | 2 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 2 | 4 | 79 | |
| 49 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 2 | 2 | 34 | 4 | 4 | 4 | 4 | 2 | 2 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 2 | 80 | |
| 50 | 5 | 5 | 5 | 5 | 5 | 1 | 5 | 5 | 2 | 38 | 5 | 5 | 1 | 5 | 5 | 2 | 5 | 1 | 5 | 5 | 5 | 5 | 5 | 5 | 1 | 5 | 5 | 5 | 5 | 2 | 87 | |
| 51 | 5 | 4 | 5 | 4 | 4 | 5 | 3 | 3 | 2 | 35 | 4 | 4 | 5 | 3 | 3 | 2 | 4 | 3 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 3 | 3 | 82 | |
| 52 | 4 | 4 | 4 | 3 | 2 | 4 | 3 | 3 | 4 | 30 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 82 | |
| 53 | 4 | 5 | 4 | 3 | 2 | 3 | 3 | 3 | 2 | 29 | 3 | 2 | 3 | 3 | 3 | 2 | 2 | 3 | 4 | 5 | 4 | 4 | 3 | 2 | 3 | 4 | 5 | 4 | 3 | 3 | 82 | |
| 54 | 4 | 4 | 4 | 1 | 3 | 2 | 2 | 2 | 2 | 25 | 1 | 3 | 2 | 2 | 2 | 3 | 2 | 2 | 4 | 4 | 4 | 1 | 3 | 2 | 4 | 4 | 4 | 4 | 2 | 2 | 57 | |
| 55 | 4 | 2 | 4 | 3 | 2 | 3 | 2 | 1 | 2 | 23 | 3 | 2 | 3 | 2 | 1 | 2 | 2 | 3 | 2 | 2 | 4 | 2 | 4 | 3 | 2 | 3 | 4 | 2 | 4 | 2 | 1 | 53 |

| Komunikasi Asertif (X3) | | | | | | | | | | | | | 100% A.A | Komitmen Organisasi (Y) | | | | | | | | | 100% Y | | | |
|-------------------------|------|------|------|------|------|------|------|------|-------|-------|-------|-------|----------|-------------------------|----|----|----|----|----|----|----|----|--------|----|----|----|
| X3.1 | X3.2 | X3.3 | X3.4 | X3.5 | X3.6 | X3.7 | X3.8 | X3.9 | X3.10 | X3.11 | X3.12 | X3.13 | X3.14 | X3.15 | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | Y7 | Y8 | Y9 | | | |
| 3 | 3 | | | | 3 | 3 | 3 | 3 | 2 | 2 | 3 | 3 | 3 | 3 | 41 | 4 | 4 | 4 | 2 | 2 | 3 | 3 | 3 | 29 | | |
| 2 | 2 | 3 | 1 | 2 | 2 | 2 | 2 | 3 | 1 | 1 | 1 | 2 | 2 | 3 | 29 | 5 | 5 | 5 | 1 | 2 | 2 | 2 | 2 | 27 | | |
| 3 | 3 | 3 | 1 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 1 | 3 | 3 | 3 | 40 | 5 | 5 | 5 | 1 | 3 | 3 | 3 | 3 | 31 | | |
| 3 | 2 | 3 | 4 | 3 | 2 | 3 | 2 | 3 | 3 | 4 | 3 | 2 | 3 | 3 | 43 | 5 | 3 | 5 | 4 | 3 | 2 | 3 | 2 | 30 | | |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 2 | 2 | 2 | 2 | 39 | 2 | 4 | 2 | 2 | 2 | 2 | 2 | 2 | 26 | | |
| 4 | 2 | 1 | 5 | 4 | 2 | 4 | 2 | 1 | 3 | 3 | 5 | 4 | 2 | 1 | 43 | 2 | 4 | 2 | 5 | 4 | 2 | 4 | 2 | 1 | 26 | |
| 3 | 3 | 2 | 2 | 3 | 3 | 3 | 3 | 2 | 1 | 1 | 2 | 3 | 3 | 2 | 36 | 2 | 4 | 2 | 2 | 3 | 3 | 3 | 3 | 2 | 24 | |
| 2 | 5 | 5 | 3 | 2 | 5 | 2 | 5 | 5 | 2 | 3 | 2 | 5 | 5 | 5 | 54 | 2 | 4 | 2 | 3 | 2 | 5 | 2 | 5 | 5 | 30 | |
| 4 | 5 | 3 | 2 | 4 | 5 | 4 | 5 | 3 | 1 | 1 | 2 | 4 | 5 | 3 | 51 | 2 | 4 | 2 | 2 | 4 | 5 | 4 | 5 | 3 | 21 | |
| 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 50 | 2 | 4 | 2 | 3 | 4 | 3 | 4 | 3 | 3 | 28 | |
| 2 | 2 | 1 | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 2 | 2 | 2 | 2 | 1 | 27 | 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 1 | 23 | |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 30 | 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 2 | 24 | |
| 4 | 2 | 2 | 4 | 4 | 2 | 4 | 2 | 2 | 2 | 2 | 4 | 4 | 2 | 2 | 42 | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 2 | 2 | 30 | |
| 4 | 4 | 3 | 2 | 4 | 4 | 4 | 4 | 3 | 2 | 2 | 2 | 4 | 4 | 3 | 49 | 4 | 4 | 4 | 2 | 4 | 4 | 4 | 4 | 3 | 33 | |
| 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 3 | 33 | 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 2 | 25 | |
| 3 | 2 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 4 | 2 | 3 | 3 | 2 | 3 | 41 | 2 | 2 | 2 | 3 | 3 | 2 | 3 | 2 | 3 | 22 | |
| 2 | 1 | 2 | 2 | 1 | 2 | 1 | 2 | 3 | 2 | 1 | 2 | 1 | 2 | 3 | 28 | 4 | 4 | 4 | 2 | 1 | 2 | 1 | 2 | 3 | 25 | |
| 3 | 3 | 3 | 5 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 5 | 3 | 3 | 3 | 49 | 5 | 5 | 5 | 3 | 3 | 3 | 3 | 3 | 3 | 33 | |
| 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 1 | 4 | 4 | 4 | 4 | 3 | 54 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 35 | |
| 2 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 2 | 37 | 2 | 4 | 2 | 3 | 2 | 3 | 2 | 3 | 2 | 23 | |
| 2 | 1 | 1 | 2 | 2 | 1 | 2 | 1 | 1 | 2 | 5 | 2 | 1 | 2 | 3 | 26 | 2 | 5 | 2 | 2 | 2 | 1 | 2 | 1 | 1 | 18 | |
| 3 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 2 | 3 | 3 | 3 | 4 | 3 | 48 | 2 | 3 | 2 | 3 | 4 | 3 | 4 | 3 | 4 | 27 | |
| 3 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 2 | 4 | 3 | 3 | 4 | 3 | 49 | 2 | 4 | 2 | 3 | 3 | 4 | 3 | 4 | 3 | 28 | |
| 2 | 3 | 3 | 1 | 2 | 3 | 2 | 3 | 3 | 1 | 2 | 1 | 2 | 3 | 3 | 34 | 5 | 2 | 5 | 1 | 2 | 3 | 2 | 3 | 2 | 26 | |
| 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | 34 | 4 | 4 | 4 | 3 | 2 | 2 | 2 | 2 | 2 | 25 | |
| 2 | 1 | 1 | 3 | 2 | 1 | 2 | 1 | 1 | 1 | 1 | 3 | 2 | 1 | 1 | 23 | 5 | 2 | 5 | 3 | 2 | 1 | 2 | 1 | 1 | 22 | |
| 2 | 3 | 2 | 1 | 2 | 3 | 2 | 3 | 2 | 1 | 2 | 1 | 2 | 3 | 2 | 31 | 4 | 2 | 4 | 1 | 2 | 3 | 2 | 3 | 2 | 23 | |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 31 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 18 | |
| 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 34 | 2 | 1 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 18 | |
| 4 | 2 | 2 | 5 | 4 | 2 | 2 | 2 | 5 | 5 | 4 | 2 | 5 | 4 | 2 | 50 | 2 | 1 | 2 | 5 | 4 | 2 | 4 | 2 | 2 | 24 | |
| 1 | 1 | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 1 | 2 | 1 | 1 | 21 | 2 | 1 | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 13 | |
| 1 | 1 | 3 | 2 | 1 | 1 | 1 | 1 | 3 | 3 | 3 | 2 | 1 | 1 | 3 | 27 | 4 | 4 | 4 | 2 | 1 | 1 | 1 | 1 | 3 | 21 | |
| 4 | 2 | 3 | 4 | 4 | 2 | 4 | 2 | 3 | 4 | 4 | 4 | 4 | 2 | 3 | 49 | 4 | 1 | 4 | 4 | 4 | 4 | 3 | 4 | 2 | 3 | 28 |
| 4 | 5 | 2 | 4 | 4 | 5 | 4 | 5 | 2 | 4 | 4 | 4 | 4 | 4 | 5 | 58 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 26 | |
| 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 3 | 41 | 5 | 5 | 5 | 2 | 3 | 3 | 3 | 3 | 3 | 32 | |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 75 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 45 | |
| 3 | 4 | 5 | 4 | 3 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 5 | 59 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 5 | 35 | |
| 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 4 | 3 | 2 | 2 | 2 | 2 | 35 | 4 | 4 | 4 | 3 | 2 | 2 | 2 | 2 | 2 | 25 | |
| 2 | 2 | 2 | 4 | 2 | 2 | 2 | 2 | 4 | 4 | 4 | 4 | 2 | 2 | 2 | 38 | 4 | 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 26 | |
| 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 5 | 4 | 3 | 2 | 2 | 2 | 37 | 4 | 4 | 4 | 3 | 2 | 2 | 2 | 2 | 2 | 25 | |
| 2 | 2 | 2 | 4 | 2 | 2 | 2 | 2 | 2 | 4 | 4 | 4 | 2 | 2 | 2 | 38 | 4 | 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 26 | |
| 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 5 | 4 | 3 | 2 | 2 | 2 | 36 | 4 | 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 25 | |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 4 | 4 | 2 | 2 | 2 | 2 | 34 | 4 | 4 | 4 | 3 | 2 | 2 | 2 | 2 | 2 | 24 | |
| 2 | 2 | 2 | 4 | 2 | 2 | 2 | 2 | 5 | 3 | 4 | 2 | 2 | 2 | 2 | 38 | 5 | 3 | 5 | 4 | 2 | 2 | 2 | 2 | 2 | 27 | |
| 3 | 3 | 5 | 3 | 2 | 5 | 2 | 5 | 3 | 5 | 4 | 5 | 2 | 5 | 3 | 56 | 5 | 4 | 5 | 5 | 2 | 5 | 3 | 5 | 3 | 36 | |
| 2 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 4 | 4 | 2 | 4 | 2 | 46 | 5 | 4 | 5 | 4 | 2 | 4 | 2 | 4 | 2 | 32 | |
| 3 | 4 | 2 | 4 | 3 | 4 | 3 | 4 | 2 | 3 | 4 | 4 | 3 | 4 | 2 | 49 | 5 | 4 | 5 | 4 | 3 | 4 | 3 | 4 | 2 | 34 | |
| 4 | 2 | 2 | 4 | 4 | 2 | 4 | 2 | 4 | 4 | 4 | 4 | 2 | 2 | 2 | 46 | 5 | 4 | 5 | 4 | 4 | 2 | 4 | 2 | 2 | 32 | |
| 5 | 5 | 2 | 1 | 5 | 5 | 5 | 5 | 3 | 5 | 5 | 5 | 5 | 5 | 2 | 58 | 5 | 5 | 5 | 1 | 1 | 5 | 5 | 5 | 2 | 48 | |
| 3 | 3 | 2 | 5 | 3 | 3 | 3 | 2 | 4 | 4 | 5 | 3 | 3 | 3 | 3 | 48 | 5 | 4 | 5 | 5 | 3 | 3 | 3 | 3 | 2 | 33 | |
| 3 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 3 | 2 | 4 | 3 | 4 | 53 | 4 | 2 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 32 | |
| 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 2 | 41 | 4 | 5 | 4 | 3 | 3 | 3 | 3 | 3 | 2 | 30 | |
| 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 3 | 1 | 3 | 2 | 2 | 2 | 2 | 35 | 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 3 | 25 | |
| 2 | 1 | 2 | 3 | 2 | 1 | 2 | 1 | 2 | 3 | 2 | 3 | 2 | 1 | 2 | 29 | 4 | 2 | 4 | 3 | 2 | 1 | 2 | 1 | 2 | 21 | |

Lampiran 6 : Rekapitulasi Data

| Responden | X1 | X2 | X3 | Y |
|-----------|----|----|----|----|
| Resp_1 | 27 | 61 | 41 | 29 |
| Resp_2 | 25 | 54 | 29 | 27 |
| Resp_3 | 30 | 67 | 40 | 31 |
| Resp_4 | 31 | 72 | 43 | 30 |
| Resp_5 | 19 | 43 | 29 | 20 |
| Resp_6 | 26 | 64 | 43 | 26 |
| Resp_7 | 20 | 46 | 36 | 24 |
| Resp_8 | 28 | 64 | 54 | 30 |
| Resp_9 | 24 | 55 | 51 | 31 |
| Resp_10 | 28 | 67 | 50 | 28 |
| Resp_11 | 23 | 52 | 27 | 23 |
| Resp_12 | 24 | 54 | 30 | 24 |
| Resp_13 | 28 | 66 | 42 | 30 |
| Resp_14 | 29 | 66 | 49 | 33 |
| Resp_15 | 25 | 56 | 33 | 25 |
| Resp_16 | 23 | 54 | 41 | 22 |
| Resp_17 | 23 | 50 | 28 | 23 |
| Resp_18 | 35 | 81 | 49 | 35 |
| Resp_19 | 32 | 76 | 54 | 35 |
| Resp_20 | 23 | 53 | 37 | 23 |
| Resp_21 | 22 | 53 | 26 | 18 |
| Resp_22 | 25 | 59 | 48 | 27 |
| Resp_23 | 27 | 64 | 49 | 28 |
| Resp_24 | 24 | 53 | 34 | 26 |
| Resp_25 | 27 | 62 | 34 | 25 |
| Resp_26 | 21 | 48 | 23 | 22 |
| Resp_27 | 21 | 47 | 31 | 23 |

| | | | | |
|---------|----|-----|----|----|
| Resp_28 | 19 | 45 | 31 | 18 |
| Resp_29 | 20 | 48 | 34 | 18 |
| Resp_30 | 28 | 70 | 50 | 24 |
| Resp_31 | 14 | 32 | 21 | 13 |
| Resp_32 | 25 | 56 | 27 | 21 |
| Resp_33 | 30 | 72 | 49 | 28 |
| Resp_34 | 35 | 82 | 58 | 36 |
| Resp_35 | 30 | 67 | 41 | 32 |
| Resp_36 | 45 | 105 | 75 | 45 |
| Resp_37 | 36 | 83 | 59 | 35 |
| Resp_38 | 28 | 65 | 35 | 25 |
| Resp_39 | 30 | 70 | 38 | 26 |
| Resp_40 | 30 | 69 | 37 | 25 |
| Resp_41 | 30 | 70 | 38 | 26 |
| Resp_42 | 29 | 67 | 36 | 25 |
| Resp_43 | 30 | 69 | 37 | 25 |
| Resp_44 | 28 | 64 | 34 | 24 |
| Resp_45 | 31 | 71 | 38 | 27 |
| Resp_46 | 38 | 87 | 56 | 36 |
| Resp_47 | 34 | 78 | 46 | 32 |
| Resp_48 | 34 | 79 | 49 | 34 |
| Resp_49 | 34 | 80 | 46 | 32 |
| Resp_50 | 38 | 87 | 58 | 38 |
| Resp_51 | 35 | 82 | 48 | 33 |
| Resp_52 | 30 | 69 | 53 | 32 |
| Resp_53 | 29 | 66 | 41 | 30 |
| Resp_54 | 25 | 57 | 33 | 25 |
| Resp_55 | 23 | 53 | 29 | 21 |

Lampiran 7 : Output SPSS

Hasil Uji Frekuensi Jawaban Responden

Variabel Gaya Kepemimpinan Visioner (X1)

Indikator Kepemimpinan Direktif

Atasan anda mengatur aktivitas-aktivitas pekerjaan seluruh pegawai

X1.1

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Valid TIDAK SETUJU | 15 | 27.3 | 27.3 | 27.3 |
| SETUJU | 24 | 43.6 | 43.6 | 70.9 |
| SANGAT SETUJU | 16 | 29.1 | 29.1 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Atasan anda menentukan waktu dan kegiatan-kegiatan yang akan dikerjakan seluruh pegawai

X1.2

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 4 | 7.3 | 7.3 | 7.3 |
| TIDAK SETUJU | 8 | 14.5 | 14.5 | 21.8 |
| KURANG SETUJU | 3 | 5.5 | 5.5 | 27.3 |

| | | | | |
|---------------|----|-------|-------|-------|
| SETUJU | 32 | 58.2 | 58.2 | 85.5 |
| SANGAT SETUJU | 8 | 14.5 | 14.5 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Atasan selalu bersikap tegas dalam mengambil keputusan

X1.3

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Valid TIDAK SETUJU | 15 | 27.3 | 27.3 | 27.3 |
| SETUJU | 24 | 43.6 | 43.6 | 70.9 |
| SANGAT SETUJU | 16 | 29.1 | 29.1 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Indikator Kepemimpinan Suportif

Atasan anda menciptakan suasana yang menyenangkan

X1.4

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 8 | 14.5 | 14.5 | 14.5 |
| TIDAK SETUJU | 16 | 29.1 | 29.1 | 43.6 |
| KURANG SETUJU | 13 | 23.6 | 23.6 | 67.3 |
| SETUJU | 11 | 20.0 | 20.0 | 87.3 |
| SANGAT SETUJU | 7 | 12.7 | 12.7 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Atasan anda menghormati perasaan dan pendapat pegawai

X1.5

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 7 | 12.7 | 12.7 | 12.7 |
| TIDAK SETUJU | 14 | 25.5 | 25.5 | 38.2 |
| KURANG SETUJU | 12 | 21.8 | 21.8 | 60.0 |
| SETUJU | 18 | 32.7 | 32.7 | 92.7 |
| SANGAT SETUJU | 4 | 7.3 | 7.3 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Atasan berupaya membantu mengembangkan suasana yang lebih kekeluargaan di lingkungan kerja

X1.6

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 5 | 9.1 | 9.1 | 9.1 |
| TIDAK SETUJU | 16 | 29.1 | 29.1 | 38.2 |
| KURANG SETUJU | 15 | 27.3 | 27.3 | 65.5 |
| SETUJU | 13 | 23.6 | 23.6 | 89.1 |
| SANGAT SETUJU | 6 | 10.9 | 10.9 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Indikator Kepemimpinan Partisipatif

Atasan anda memberikan kesempatan kepada pegawai untuk memberikan saran dan masukan-masukan dalam mengambil suatu keputusan

X1.7

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 3 | 5.5 | 5.5 | 5.5 |
| TIDAK SETUJU | 26 | 47.3 | 47.3 | 52.7 |
| KURANG SETUJU | 14 | 25.5 | 25.5 | 78.2 |
| SETUJU | 10 | 18.2 | 18.2 | 96.4 |
| SANGAT SETUJU | 2 | 3.6 | 3.6 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Atasan anda memberikan suatu dorongan dalam mengembangkan kinerja para pegawai

X1.8

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 5 | 9.1 | 9.1 | 9.1 |
| TIDAK SETUJU | 25 | 45.5 | 45.5 | 54.5 |
| KURANG SETUJU | 11 | 20.0 | 20.0 | 74.5 |
| SETUJU | 8 | 14.5 | 14.5 | 89.1 |

| | | | | |
|---------------|----|-------|-------|-------|
| SANGAT SETUJU | 6 | 10.9 | 10.9 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Atasan berupaya untuk meningkatkan kemampuan karyawan dalam menyelesaikan tugas-tugas pekerjaan

X1.9

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 4 | 7.3 | 7.3 | 7.3 |
| TIDAK SETUJU | 27 | 49.1 | 49.1 | 56.4 |
| KURANG SETUJU | 20 | 36.4 | 36.4 | 92.7 |
| SETUJU | 1 | 1.8 | 1.8 | 94.5 |
| SANGAT SETUJU | 3 | 5.5 | 5.5 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Variabel Budaya Organisasi (X2)

Indikator Inovasi dan Pengambilan Resiko

Dalam menyelesaikan suatu pekerjaan, karyawan dapat melakukan inovasi baru yang memberikan citra

X2.1

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 8 | 14.5 | 14.5 | 14.5 |
| TIDAK SETUJU | 16 | 29.1 | 29.1 | 43.6 |

| | | | | |
|---------------|----|-------|-------|-------|
| KURANG SETUJU | 13 | 23.6 | 23.6 | 67.3 |
| SETUJU | 11 | 20.0 | 20.0 | 87.3 |
| SANGAT SETUJU | 7 | 12.7 | 12.7 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Dalam mengambil suatu keputusan, karyawan menanggung semua resiko individu yang ada

X2.2

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 7 | 12.7 | 12.7 | 12.7 |
| TIDAK SETUJU | 14 | 25.5 | 25.5 | 38.2 |
| KURANG SETUJU | 12 | 21.8 | 21.8 | 60.0 |
| SETUJU | 18 | 32.7 | 32.7 | 92.7 |
| SANGAT SETUJU | 4 | 7.3 | 7.3 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Menetapkan metode kerja yang lebih baik daripada pesaingnya

X2.3

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 5 | 9.1 | 9.1 | 9.1 |
| TIDAK SETUJU | 16 | 29.1 | 29.1 | 38.2 |
| KURANG SETUJU | 15 | 27.3 | 27.3 | 65.5 |

| | | | | |
|---------------|----|-------|-------|-------|
| SETUJU | 13 | 23.6 | 23.6 | 89.1 |
| SANGAT SETUJU | 6 | 10.9 | 10.9 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Indikator Perhatian Ke Hal Rinci

Pada suatu detail yang cermat terhadap pekerjaan

X2.4

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 3 | 5.5 | 5.5 | 5.5 |
| TIDAK SETUJU | 26 | 47.3 | 47.3 | 52.7 |
| KURANG SETUJU | 14 | 25.5 | 25.5 | 78.2 |
| SETUJU | 10 | 18.2 | 18.2 | 96.4 |
| SANGAT SETUJU | 2 | 3.6 | 3.6 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Orientasi pada hasil jangka panjang dengan segala perhitungannya

X2.5

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 5 | 9.1 | 9.1 | 9.1 |
| TIDAK SETUJU | 25 | 45.5 | 45.5 | 54.5 |
| KURANG SETUJU | 11 | 20.0 | 20.0 | 74.5 |

| | | | | |
|---------------|----|-------|-------|-------|
| SETUJU | 8 | 14.5 | 14.5 | 89.1 |
| SANGAT SETUJU | 6 | 10.9 | 10.9 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Menuntut untuk melaksanakan pekerjaan dengan teliti dan rapi

X2.6

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 4 | 7.3 | 7.3 | 7.3 |
| TIDAK SETUJU | 27 | 49.1 | 49.1 | 56.4 |
| KURANG SETUJU | 20 | 36.4 | 36.4 | 92.7 |
| SETUJU | 1 | 1.8 | 1.8 | 94.5 |
| SANGAT SETUJU | 3 | 5.5 | 5.5 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Indikator Orientasi Hasil

Hasil pekerjaan merupakan tolak ukur penilaian kinerja karyawan dalam perusahaan

X2.7

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 7 | 12.7 | 12.7 | 12.7 |
| TIDAK SETUJU | 14 | 25.5 | 25.5 | 38.2 |
| KURANG SETUJU | 12 | 21.8 | 21.8 | 60.0 |

| | | | | |
|---------------|----|-------|-------|-------|
| SETUJU | 18 | 32.7 | 32.7 | 92.7 |
| SANGAT SETUJU | 4 | 7.3 | 7.3 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Mencapai target tanpa melupakan sistem dan prosedur

X2.8

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 5 | 9.1 | 9.1 | 9.1 |
| TIDAK SETUJU | 16 | 29.1 | 29.1 | 38.2 |
| KURANG SETUJU | 15 | 27.3 | 27.3 | 65.5 |
| SETUJU | 13 | 23.6 | 23.6 | 89.1 |
| SANGAT SETUJU | 6 | 10.9 | 10.9 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Memperhatikan semua pekerjaan yang dilakukan karyawan

X2.9

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 3 | 5.5 | 5.5 | 5.5 |
| TIDAK SETUJU | 26 | 47.3 | 47.3 | 52.7 |
| KURANG SETUJU | 14 | 25.5 | 25.5 | 78.2 |
| SETUJU | 10 | 18.2 | 18.2 | 96.4 |
| SANGAT SETUJU | 2 | 3.6 | 3.6 | 100.0 |

| | | | |
|-------|----|-------|-------|
| Total | 55 | 100.0 | 100.0 |
|-------|----|-------|-------|

Indikator Orientasi Orang

Dalam kerja tetap mempertimbangkan keselamatan dan kesehatan karyawan

X2.10

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Valid TIDAK SETUJU | 15 | 27.3 | 27.3 | 27.3 |
| SETUJU | 24 | 43.6 | 43.6 | 70.9 |
| SANGAT SETUJU | 16 | 29.1 | 29.1 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Memberikan prioritas utama kepentingan lingkungan hidup demi kelangsungan yang lebih baik

X2.11

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 4 | 7.3 | 7.3 | 7.3 |
| TIDAK SETUJU | 8 | 14.5 | 14.5 | 21.8 |
| KURANG SETUJU | 3 | 5.5 | 5.5 | 27.3 |
| SETUJU | 32 | 58.2 | 58.2 | 85.5 |
| SANGAT SETUJU | 8 | 14.5 | 14.5 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Setiap karyawan diizinkan untuk menggunakan metode kerja sendiri

X2.12

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Valid TIDAK SETUJU | 15 | 27.3 | 27.3 | 27.3 |
| SETUJU | 24 | 43.6 | 43.6 | 70.9 |
| SANGAT SETUJU | 16 | 29.1 | 29.1 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Indikator Orientasi Tim

Karyawan organisasi dicapai bersama karyawan yang merupakan bagian dari tim

X2.13

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 8 | 14.5 | 14.5 | 14.5 |
| TIDAK SETUJU | 16 | 29.1 | 29.1 | 43.6 |
| KURANG SETUJU | 13 | 23.6 | 23.6 | 67.3 |
| SETUJU | 11 | 20.0 | 20.0 | 87.3 |
| SANGAT SETUJU | 7 | 12.7 | 12.7 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Keberhasilan tim adalah kontribusi semua karyawan lain yang merupakan bagian dari tim

X2.14

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 7 | 12.7 | 12.7 | 12.7 |
| | TIDAK SETUJU | 14 | 25.5 | 25.5 | 38.2 |
| | KURANG SETUJU | 12 | 21.8 | 21.8 | 60.0 |
| | SETUJU | 18 | 32.7 | 32.7 | 92.7 |
| | SANGAT SETUJU | 4 | 7.3 | 7.3 | 100.0 |
| | Total | 55 | 100.0 | 100.0 | |

Mudah bergaul dalam menjalankan hubungan kerja

X2.15

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 5 | 9.1 | 9.1 | 9.1 |
| | TIDAK SETUJU | 16 | 29.1 | 29.1 | 38.2 |
| | KURANG SETUJU | 15 | 27.3 | 27.3 | 65.5 |
| | SETUJU | 13 | 23.6 | 23.6 | 89.1 |
| | SANGAT SETUJU | 6 | 10.9 | 10.9 | 100.0 |
| | Total | 55 | 100.0 | 100.0 | |

Indikator Keagresifan

Selalu mencetuskan gagasan baru dalam mencapai target kerja

X2.16

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Valid TIDAK SETUJU | 15 | 27.3 | 27.3 | 27.3 |
| SETUJU | 24 | 43.6 | 43.6 | 70.9 |
| SANGAT SETUJU | 16 | 29.1 | 29.1 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Mengutamakan kemajuan organisasi dibandingkan kepentingan individu

X2.17

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 4 | 7.3 | 7.3 | 7.3 |
| TIDAK SETUJU | 8 | 14.5 | 14.5 | 21.8 |
| KURANG SETUJU | 3 | 5.5 | 5.5 | 27.3 |
| SETUJU | 32 | 58.2 | 58.2 | 85.5 |
| SANGAT SETUJU | 8 | 14.5 | 14.5 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Mendorong karyawan untuk berpikir ke masa depan yang baik

X2.18

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--|-----------|---------|---------------|--------------------|
|--|-----------|---------|---------------|--------------------|

| | | | | | |
|-------|---------------|----|-------|-------|-------|
| Valid | TIDAK SETUJU | 15 | 27.3 | 27.3 | 27.3 |
| | SETUJU | 24 | 43.6 | 43.6 | 70.9 |
| | SANGAT SETUJU | 16 | 29.1 | 29.1 | 100.0 |
| | Total | 55 | 100.0 | 100.0 | |

Indikator Stabilitas

Keberlangsungan dan intensitas kerja lebih di prioritaskan

X2.19

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 3 | 5.5 | 5.5 | 5.5 |
| | TIDAK SETUJU | 26 | 47.3 | 47.3 | 52.7 |
| | KURANG SETUJU | 14 | 25.5 | 25.5 | 78.2 |
| | SETUJU | 10 | 18.2 | 18.2 | 96.4 |
| | SANGAT SETUJU | 2 | 3.6 | 3.6 | 100.0 |
| | Total | 55 | 100.0 | 100.0 | |

X2.20

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 5 | 9.1 | 9.1 | 9.1 |
| | TIDAK SETUJU | 25 | 45.5 | 45.5 | 54.5 |
| | KURANG SETUJU | 11 | 20.0 | 20.0 | 74.5 |
| | SETUJU | 8 | 14.5 | 14.5 | 89.1 |

| | | | | |
|---------------|----|-------|-------|-------|
| SANGAT SETUJU | 6 | 10.9 | 10.9 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Menginginkan kondisi kerja yang nyaman

X2.21

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 4 | 7.3 | 7.3 | 7.3 |
| TIDAK SETUJU | 27 | 49.1 | 49.1 | 56.4 |
| KURANG SETUJU | 20 | 36.4 | 36.4 | 92.7 |
| SETUJU | 1 | 1.8 | 1.8 | 94.5 |
| SANGAT SETUJU | 3 | 5.5 | 5.5 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Variabel Komunikasi Asertif (X3)

Indikator Pemahan

Pemimpin menyampaikan informasi dan keputusan penting untuk diketahui dan dipahami oleh semua karyawan

X3.1

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 3 | 5.5 | 5.5 | 5.5 |
| TIDAK SETUJU | 26 | 47.3 | 47.3 | 52.7 |
| KURANG SETUJU | 14 | 25.5 | 25.5 | 78.2 |

| | | | | |
|---------------|----|-------|-------|-------|
| SETUJU | 10 | 18.2 | 18.2 | 96.4 |
| SANGAT SETUJU | 2 | 3.6 | 3.6 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Akan dengan mudah mengerti maksud yang disampaikan rekan kerja

X3.3

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 4 | 7.3 | 7.3 | 7.3 |
| TIDAK SETUJU | 27 | 49.1 | 49.1 | 56.4 |
| KURANG SETUJU | 20 | 36.4 | 36.4 | 92.7 |
| SETUJU | 1 | 1.8 | 1.8 | 94.5 |
| SANGAT SETUJU | 3 | 5.5 | 5.5 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Indikator Kesenangan

Ketika berkumpul dengan karyawan di tempat kerja, pimpinan sering ikut serta dalam percakapan mengenai masalah organisasi

X3.4

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 5 | 9.1 | 9.1 | 9.1 |
| TIDAK SETUJU | 16 | 29.1 | 29.1 | 38.2 |
| KURANG SETUJU | 15 | 27.3 | 27.3 | 65.5 |

| | | | | |
|---------------|----|-------|-------|-------|
| SETUJU | 13 | 23.6 | 23.6 | 89.1 |
| SANGAT SETUJU | 6 | 10.9 | 10.9 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Dengan rekan kerja, koordinasi dan kerjasama terhadap pekerjaan dapat dengan mudah terbentuk

X3.5

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 3 | 5.5 | 5.5 | 5.5 |
| TIDAK SETUJU | 26 | 47.3 | 47.3 | 52.7 |
| KURANG SETUJU | 14 | 25.5 | 25.5 | 78.2 |
| SETUJU | 10 | 18.2 | 18.2 | 96.4 |
| SANGAT SETUJU | 2 | 3.6 | 3.6 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Menyampaikan informasi dengan penuh sopan kepada rekan kerja

X3.6

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 5 | 9.1 | 9.1 | 9.1 |
| TIDAK SETUJU | 25 | 45.5 | 45.5 | 54.5 |
| KURANG SETUJU | 11 | 20.0 | 20.0 | 74.5 |
| SETUJU | 8 | 14.5 | 14.5 | 89.1 |

| | | | | |
|---------------|----|-------|-------|-------|
| SANGAT SETUJU | 6 | 10.9 | 10.9 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Indikator Pengaruh Pada Sikap

Terkadang karyawan merasa takut bila berkomunikasi dengan pimpinan yang cenderung mengabaikan saran dan masukan dari karyawan/orang lain

X3.7

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 3 | 5.5 | 5.5 | 5.5 |
| TIDAK SETUJU | 26 | 47.3 | 47.3 | 52.7 |
| KURANG SETUJU | 14 | 25.5 | 25.5 | 78.2 |
| SETUJU | 10 | 18.2 | 18.2 | 96.4 |
| SANGAT SETUJU | 2 | 3.6 | 3.6 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Pimpinan membantu mencerminkan cara untuk menyelesaikan masalah diintansi/kantor

X3.8

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 5 | 9.1 | 9.1 | 9.1 |
| TIDAK SETUJU | 25 | 45.5 | 45.5 | 54.5 |
| KURANG SETUJU | 11 | 20.0 | 20.0 | 74.5 |

| | | | | |
|---------------|----|-------|-------|-------|
| SETUJU | 8 | 14.5 | 14.5 | 89.1 |
| SANGAT SETUJU | 6 | 10.9 | 10.9 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Menjadi pendengar yang baik ketika ada rekan kerja yang mempunyai masalah pekerjaan

X3.9

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 4 | 7.3 | 7.3 | 7.3 |
| TIDAK SETUJU | 27 | 49.1 | 49.1 | 56.4 |
| KURANG SETUJU | 20 | 36.4 | 36.4 | 92.7 |
| SETUJU | 1 | 1.8 | 1.8 | 94.5 |
| SANGAT SETUJU | 3 | 5.5 | 5.5 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Indikator Hubungan Yang Baik

Memberikan nyaman ketika berkomunikasi ata bertukar pikiran dengan pimpinan tentang masalah pekerjaan

X3.10

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 8 | 14.5 | 14.5 | 14.5 |
| TIDAK SETUJU | 16 | 29.1 | 29.1 | 43.6 |
| KURANG SETUJU | 13 | 23.6 | 23.6 | 67.3 |

| | | | | |
|---------------|----|-------|-------|-------|
| SETUJU | 11 | 20.0 | 20.0 | 87.3 |
| SANGAT SETUJU | 7 | 12.7 | 12.7 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Komunikasi yang terjadi saat ini mampu menciptakan hubungan yang baik antar sesama karyawan

X3.11

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 7 | 12.7 | 12.7 | 12.7 |
| TIDAK SETUJU | 14 | 25.5 | 25.5 | 38.2 |
| KURANG SETUJU | 12 | 21.8 | 21.8 | 60.0 |
| SETUJU | 18 | 32.7 | 32.7 | 92.7 |
| SANGAT SETUJU | 4 | 7.3 | 7.3 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Mampu berkoordinasi dengan pihak instansi lain

X3.12

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 5 | 9.1 | 9.1 | 9.1 |
| TIDAK SETUJU | 16 | 29.1 | 29.1 | 38.2 |
| KURANG SETUJU | 15 | 27.3 | 27.3 | 65.5 |
| SETUJU | 13 | 23.6 | 23.6 | 89.1 |
| SANGAT SETUJU | 6 | 10.9 | 10.9 | 100.0 |

| | | | |
|-------|----|-------|-------|
| Total | 55 | 100.0 | 100.0 |
|-------|----|-------|-------|

Indikator Tindakan Komunikasi

Selalu memberikan yang terbaik untuk pelayanan di tempat saya bekerja

X3.13

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 3 | 5.5 | 5.5 | 5.5 |
| TIDAK SETUJU | 26 | 47.3 | 47.3 | 52.7 |
| KURANG SETUJU | 14 | 25.5 | 25.5 | 78.2 |
| SETUJU | 10 | 18.2 | 18.2 | 96.4 |
| SANGAT SETUJU | 2 | 3.6 | 3.6 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Bersedia ditegur pimpinan seandainya saya melakukan kesalahan di tempat kerja

X3.14

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 5 | 9.1 | 9.1 | 9.1 |
| TIDAK SETUJU | 25 | 45.5 | 45.5 | 54.5 |
| KURANG SETUJU | 11 | 20.0 | 20.0 | 74.5 |
| SETUJU | 8 | 14.5 | 14.5 | 89.1 |
| SANGAT SETUJU | 6 | 10.9 | 10.9 | 100.0 |

| | | | |
|-------|----|-------|-------|
| Total | 55 | 100.0 | 100.0 |
|-------|----|-------|-------|

Melakukan tugas yang diberikan atasan dengan baik

X3.15

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 4 | 7.3 | 7.3 | 7.3 |
| TIDAK SETUJU | 27 | 49.1 | 49.1 | 56.4 |
| KURANG SETUJU | 20 | 36.4 | 36.4 | 92.7 |
| SETUJU | 1 | 1.8 | 1.8 | 94.5 |
| SANGAT SETUJU | 3 | 5.5 | 5.5 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Variabel Komitme Organisasi (Y)

Indikator *Affective Commitment*

Karyawan akan merasakan sangat berbahagia menghabiskan sisa karir di organisasi ini

Y1.1

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Valid TIDAK SETUJU | 15 | 27.3 | 27.3 | 27.3 |
| SETUJU | 24 | 43.6 | 43.6 | 70.9 |
| SANGAT SETUJU | 16 | 29.1 | 29.1 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

Karyaan merasa menjadi bagian keluarga pada tempat kerjanya

Y1.2

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 4 | 7.3 | 7.3 | 7.3 |
| | TIDAK SETUJU | 8 | 14.5 | 14.5 | 21.8 |
| | KURANG SETUJU | 3 | 5.5 | 5.5 | 27.3 |
| | SETUJU | 32 | 58.2 | 58.2 | 85.5 |
| | SANGAT SETUJU | 8 | 14.5 | 14.5 | 100.0 |
| | Total | 55 | 100.0 | 100.0 | |

Permasalahan yang terjadi pada instansi menjadi permasalahan setiap karyawan

Y1.3

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | TIDAK SETUJU | 15 | 27.3 | 27.3 | 27.3 |
| | SETUJU | 24 | 43.6 | 43.6 | 70.9 |
| | SANGAT SETUJU | 16 | 29.1 | 29.1 | 100.0 |
| | Total | 55 | 100.0 | 100.0 | |

Indikator Cotinuanse Commitment

Karyawan akan sulit meninggalkan organisasi ini karena takut tidak endapatkan kesempatan kerja ditempat lain

Y1.4

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 5 | 9.1 | 9.1 | 9.1 |
| | TIDAK SETUJU | 16 | 29.1 | 29.1 | 38.2 |
| | KURANG SETUJU | 15 | 27.3 | 27.3 | 65.5 |
| | SETUJU | 13 | 23.6 | 23.6 | 89.1 |
| | SANGAT SETUJU | 6 | 10.9 | 10.9 | 100.0 |
| | Total | 55 | 100.0 | 100.0 | |

Akan terlalu merugikan bagi karyawan untuk meninggalkan organisasi ini

Y1.5

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 3 | 5.5 | 5.5 | 5.5 |
| | TIDAK SETUJU | 26 | 47.3 | 47.3 | 52.7 |
| | KURANG SETUJU | 14 | 25.5 | 25.5 | 78.2 |
| | SETUJU | 10 | 18.2 | 18.2 | 96.4 |
| | SANGAT SETUJU | 2 | 3.6 | 3.6 | 100.0 |
| | Total | 55 | 100.0 | 100.0 | |

Indikator Normative Comitment

Karyawan merasa organisasi ini telah banyak berjasa bagi kehidupan

Y1.7

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 3 | 5.5 | 5.5 | 5.5 |
| | TIDAK SETUJU | 26 | 47.3 | 47.3 | 52.7 |
| | KURANG SETUJU | 14 | 25.5 | 25.5 | 78.2 |
| | SETUJU | 10 | 18.2 | 18.2 | 96.4 |
| | SANGAT SETUJU | 2 | 3.6 | 3.6 | 100.0 |
| | Total | 55 | 100.0 | 100.0 | |

Karyawan merasa belum memberikan banyak kontribusi bagi organisasi ini

Y1.8

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | SANGAT TIDAK SETUJU | 5 | 9.1 | 9.1 | 9.1 |
| | TIDAK SETUJU | 25 | 45.5 | 45.5 | 54.5 |
| | KURANG SETUJU | 11 | 20.0 | 20.0 | 74.5 |
| | SETUJU | 8 | 14.5 | 14.5 | 89.1 |
| | SANGAT SETUJU | 6 | 10.9 | 10.9 | 100.0 |
| | Total | 55 | 100.0 | 100.0 | |

Instansi layak menadaptkan loyalitas dari setiap karyawan

Y1.9

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid SANGAT TIDAK SETUJU | 4 | 7.3 | 7.3 | 7.3 |
| TIDAK SETUJU | 27 | 49.1 | 49.1 | 56.4 |
| KURANG SETUJU | 20 | 36.4 | 36.4 | 92.7 |
| SETUJU | 1 | 1.8 | 1.8 | 94.5 |
| SANGAT SETUJU | 3 | 5.5 | 5.5 | 100.0 |
| Total | 55 | 100.0 | 100.0 | |

UJI RELIABILITAS X1

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .756 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X1.1 | 7.33 | 3.298 | .797 | .408 |
| X1.2 | 7.49 | 5.366 | .256 | 1.000 |
| X1.3 | 7.33 | 3.298 | .797 | .408 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .806 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X1.4 | 5.95 | 4.090 | .730 | .651 |
| X1.5 | 5.85 | 4.645 | .657 | .732 |

| | | | | |
|------|------|-------|------|------|
| X1.6 | 5.84 | 5.028 | .581 | .806 |
|------|------|-------|------|------|

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .696 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X1.7 | 5.22 | 3.211 | .450 | .677 |
| X1.8 | 5.16 | 2.065 | .682 | .353 |
| X1.9 | 5.40 | 3.467 | .443 | .686 |

UJI RELIABILITAS X2

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .806 | 3 |
| | |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X2.1 | 5.95 | 4.090 | .730 | .651 |
| X2.2 | 5.85 | 4.645 | .657 | .732 |
| X2.3 | 5.84 | 5.028 | .581 | .806 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .696 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X2.4 | 5.22 | 3.211 | .450 | .677 |
| X2.5 | 5.16 | 2.065 | .682 | .353 |
| X2.6 | 5.40 | 3.467 | .443 | .686 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .654 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X2.7 | 5.65 | 3.045 | .504 | .503 |
| X2.8 | 5.64 | 3.088 | .513 | .488 |
| X2.9 | 5.95 | 4.090 | .390 | .651 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .756 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X2.10 | 7.33 | 3.298 | .797 | .408 |
| X2.11 | 7.49 | 5.366 | .256 | 1.000 |
| X2.12 | 7.33 | 3.298 | .797 | .408 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| | |

| | |
|------|---|
| .806 | 3 |
|------|---|

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X2.13 | 5.95 | 4.090 | .730 | .651 |
| X2.14 | 5.85 | 4.645 | .657 | .732 |
| X2.15 | 5.84 | 5.028 | .581 | .806 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .756 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X2.16 | 7.33 | 3.298 | .797 | .408 |
| X2.17 | 7.49 | 5.366 | .256 | 1.000 |
| X2.18 | 7.33 | 3.298 | .797 | .408 |

Reliability Statistics

| | |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .696 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X2.19 | 5.22 | 3.211 | .450 | .677 |
| X2.20 | 5.16 | 2.065 | .682 | .353 |
| X2.21 | 5.40 | 3.467 | .443 | .686 |

UJI RELIABEL X3

Reliability Statistics

| | |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .700 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|--|----------------------------|--------------------------------|----------------------------------|----------------------------------|
|--|----------------------------|--------------------------------|----------------------------------|----------------------------------|

| | | | | |
|------|------|-------|------|------|
| X3.1 | 5.18 | 3.240 | .457 | .678 |
| X3.2 | 5.14 | 2.052 | .686 | .360 |
| X3.3 | 5.36 | 3.506 | .449 | .689 |

Reliability Statistics

| | |
|---------------------|------------|
| Cronbach's Alpha | N of Items |
| .602 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlatio n | Cronbach' s Alpha if Item Deleted |
|------|-------------------------------------|---|--|--|
| X3.4 | 5.38 | 3.439 | .284 | .689 |
| X3.5 | 5.70 | 3.124 | .571 | .296 |
| X3.6 | 5.64 | 2.997 | .412 | .501 |

Reliability Statistics

| | |
|---------------------|------------|
| Cronbach's Alpha | N of Items |
| .671 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X3.7 | 5.25 | 3.209 | .431 | .641 |
| X3.8 | 5.14 | 2.052 | .627 | .360 |
| X3.9 | 5.43 | 3.449 | .431 | .645 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .792 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X3.10 | 5.93 | 4.031 | .696 | .649 |
| X3.11 | 5.89 | 4.643 | .633 | .719 |
| X3.12 | 5.86 | 4.961 | .580 | .773 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .680 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlatio n | Cronbach' s Alpha if Item Deleted |
|-------|-------------------------------------|---|--|--|
| X3.13 | 5.21 | 3.153 | .423 | .674 |
| X3.14 | 5.20 | 2.088 | .677 | .304 |
| X3.15 | 5.45 | 3.524 | .421 | .675 |

UJI RELIABEL Y

Reliability Statistics

| Cronbach's Alpha | N of Items |
|---------------------|------------|
| .756 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlatio n | Cronbach' s Alpha if Item Deleted |
|------|-------------------------------------|---|--|--|
| Y1.1 | 7.33 | 3.298 | .797 | .408 |
| Y1.2 | 7.49 | 5.366 | .256 | 1.000 |
| Y1.3 | 7.33 | 3.298 | .797 | .408 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .601 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Y1.4 | 5.40 | 3.467 | .286 | .686 |
| Y1.5 | 5.71 | 3.173 | .569 | .297 |
| Y1.6 | 5.65 | 3.045 | .409 | .503 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .696 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Y1.7 | 5.22 | 3.211 | .450 | .677 |
| Y1.8 | 5.16 | 2.065 | .682 | .353 |
| Y1.9 | 5.40 | 3.467 | .443 | .686 |

UJI NORMALITAS DATA

One-Sample Kolmogorov-Smirnov Test

| | | Unstandardized Residual |
|---------------------------|----------------|-------------------------|
| N | | 55 |
| Normal | Mean | .0000000 |
| Parameters ^{a,b} | Std. Deviation | 1.51034388 |
| Most Extreme | Absolute | .080 |
| Differences | Positive | .080 |
| | Negative | -.066 |
| Test Statistic | | .080 |
| Asymp. Sig. (2-tailed) | | .200 ^{c,d} |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

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

UJI MULTIKOLINEARITAS

| Coefficients ^a | | | |
|---------------------------|------------|-------------------------|--------|
| Model | | Collinearity Statistics | |
| | | Tolerance | VIF |
| 1 | (Constant) | | |
| | X1 | .014 | 73.130 |
| | X2 | .012 | 82.716 |
| | X3 | .287 | 3.488 |

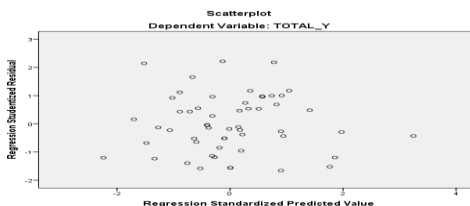
UJI AUTOKERELASI

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .966 ^a | .933 | .929 | 1.554 | 1.325 |

- a. Predictors: (Constant), TOTAL_X3, TOTAL_X1, TOTAL_X2
b. Dependent Variable: TOTAL_Y

UJI HETEROKEDASITAS



UJI DETERMINASI

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .966 ^a | .933 | .929 | 1.554 | 1.325 |

- a. Predictors: (Constant), TOTAL_X3, TOTAL_X1, TOTAL_X2

b. Dependent Variable: TOTAL_Y

UJI t

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.044 | 1.072 | | .974 | .335 |
| | TOTAL_X1 | 2.586 | .321 | 2.506 | 8.068 | .000 |
| | TOTAL_X2 | -.920 | .144 | -2.110 | -6.388 | .000 |
| | TOTAL_X3 | .330 | .037 | .610 | 8.992 | .000 |

a. Dependent Variable: TOTAL_Y

UJI F

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|---------|-------------------|
| 1 | Regression | 1707.255 | 3 | 569.085 | 235.614 | .000 ^b |
| | Residual | 123.181 | 51 | 2.415 | | |
| | Total | 1830.436 | 54 | | | |

a. Dependent Variable: TOTAL_Y

b. Predictors: (Constant), TOTAL_X3, TOTAL_X1, TOTAL_X2

