# LAMPIRAN

**LAMPIRAN 1**

**Kuesioner Penelitian**

**Kuesioner Penelitian**

**Pengaruh Gaya Kepemimpinan Terhadap Kinerja Manajerial Pemerintah Desa Dengan Motivasi Kerja Sebagai Mediasi**

**(Studi Empiris pada Pemerintah Desa di Kabupaten Sleman)**


**Disusun Oleh:**

**Muhamad Akhid Abdillah**
**20160420059**

**Dosen Pembimbing:**
**Drs. Afrizal Tahar, S.H., S.E., M.Acc., CA., Ak.**

**FAKULTAS EKONOMI DAN BISNIS**
**UNIVERSITAS MUHAMMADIYAH YOGYAKARTA**

**2019**

*Assalamu'alaikum wr wb*

Kepada Yth:
Bapak/ibu/saudara/i responden
Di Tempat

Hal : **Permohonan Mengisi Kuesioner Penelitian**

Dengan hormat,

Dalam rangka penyusunan skripsi guna memenuhi syarat menyelesaikan studi program S1 di Fakultas Ekonomi dan Bisnis Universitas Muhammadiyah Yogyakarta, peneliti :

| | | |
|---|---|---|
| Nama | : | Muhammad Akhid Abdillah |
| NIM | : | 20160420059 |
| Program Studi | : | Akuntansi |
| Alamat | : | Jarakan 006/026, Sendangrejo, Minggir, Sleman, Yogyakarta |

bermaksud melakukan penelitian ilmiah untuk penyusunan skripsi yang berjudul *"**Pengaruh Gaya Kepemimpinan Terhadap Kinerja Manajerial Pemerintah Desa Dengan Motivasi Sebagai Mediasi."***

Dengan ini, peneliti memohon partisipasi bapak/ibu/saudara/i untuk memberikan jawaban atas pernyataan-pernyataan yang tersedia dalam kuesioner penelitian ini. Semua jawaban yang dipilih adalah benar. Maka dari itu, peneliti sangat menghargai partisipasi bapak/ibu/saudara/i sebagai responden dalam penelitian ini. Informasi yang bapak/ibu/saudara/i berikan akan dijaga kerahasiaannya dan hanya digunakan untuk kepentingan akademik. Apabila kiranya Bapak/ibu/saudara/i menginginkan hasil penelitian ini di kemudian hari, peneliti dengan senang hati berbagi dengan mengirimkan hasil penelitian ini melalui alamat instansi atau dapat menghubungi melalui email: akhidabdillah017@gmail.com.

Mengingat keberhasilan penelitian ini akan sangat bergantung kepada kelengkapan jawaban, dimohon dengan sangat agar bapak/ibu/saudara/i dapat memberikan jawaban dengan lengkap. Terima kasih atas kesedian bapak/ibu/saudara/i yang telah mengisi kuesioner ini.

Wasalamu'alaikum wr wb.

Yogyakarta, 05 November 2019

| | |
|---|---|
| **Mengetahui,** | |
| **Dosen Pembimbing** | **Peneliti** |
| **Drs. Afrizal Tahar, S.H., S.E., M.Acc., CA., Ak.** | **Muhammad Akhid Abdillah** |
| **NIK. 19690415199702 143 055** | **NIM. 20160420059** |

**KUESIONER PENELITIAN**

1. **Identitas Responden**

| | | |
|---|---|---|
| Nama | : | …… (boleh tidak diisi) |
| Jenis Kelamin | : | ☐ Laki-laki ☐ Perempuan |
| Usia | : | ..... tahun |
| Pendidikan Terakhir | : | ☐ SD ☐ SMP ☐ SMA ☐ S1 |
| Desa | : | …… |
| Lama berada di pemdes | : | ☐ < 1 thn ☐ 1-5 thn ☐ 6-10 thn ☐ >10 thn |
| Jabatan | : | …… |
| Lama bekerja di posisi saat ini | : | ☐ < 1 thn ☐ 1-5 thn ☐ 6-10 thn ☐ >10 thn |

2. **Petunjuk Pengisian Kuesioner**

Peneliti mengharapkan Bapak dan Ibu menjawab pertanyaan dibawah ini sesuai dengan kondisi tempat Bapak atau Ibu bekerja dengan memberi tanda silang (X) pada tabel yang sudah tersedia.

## 1. GAYA KEPEMIMPINAN TRANSAKSIONAL

Keterangan :
1 = Sangat jarang 4 = Sering
2 = Jarang 5 = Sangat sering
3 = Lumayan sering

| No | Pernyataan | Nilai | | | | |
|---|---|---|---|---|---|---|
| | **Imbalan Kontingen** | | | | | |
| 1 | Pemimpin menggunakan tunjangan untuk meningkatkan kedisiplinan bawahan | **1** | **2** | **3** | **4** | **5** |
| 2 | Pemimpin menjanjikan imbalan dengan memberikan penjelasan cara mendapatkannya | **1** | **2** | **3** | **4** | **5** |
| | **Manajemen Eksepsi Aktif** | | | | | |
| 3 | Pemimpin melakukan pengawasan secara menyeluruh terhadap pekerjaan bawahan | **1** | **2** | **3** | **4** | **5** |
| 4 | Pemimpin melakukan tindakan untuk memastikan pelaksanaan pekerjaan | **1** | **2** | **3** | **4** | **5** |
| | **Manajemen Eksepsi Pasif** | | | | | |
| 5 | Pemimpin memberikan teguran terhadap bawahan yang menyalahi aturan yang berlaku | **1** | **2** | **3** | **4** | **5** |
| 6 | Pemimpin memberikan pembinaan kepada bawahan sehingga tindakannya sesuai dengan aturan yang berlaku | **1** | **2** | **3** | **4** | **5** |

## 2. GAYA KEPEMIMPINAN TRANSFORMASIONAL

Keterangan :
1 = Sangat tidak setuju
2 = Tidak setuju
3 = Netral
4 = Setuju
5 = Sangat setuju

| No | Pernyataan | Nilai | | | | |
|---|---|---|---|---|---|---|
| | **Pengaruh Idealis (*Idealized Influence*)** | | | | | |
| 1 | Pimpinan saya sangat memperhatikan dan menghargai pekerjaan bawahannya. | **1** | **2** | **3** | **4** | **5** |
| 2 | Pimpinan saya mampu membuat saya bangga akan dia. | **1** | **2** | **3** | **4** | **5** |
| | **Motivasi Inspirasional (*Inspiration Motivation*)** | | | | | |
| 3 | Pimpinan saya sering memberikan saran-saran ketika saya membutuhkannya. | **1** | **2** | **3** | **4** | **5** |
| 4 | Pimpinan saya memberikan dorongan bahwa saya dapat menyelesaikan pekerjaan saya. | **1** | **2** | **3** | **4** | **5** |
| 5 | Pimpinan saya memotivasi saya untuk dapat melakukan lebih banyak dari pada apa yang saya pikirkan sebelumnya | **1** | **2** | **3** | **4** | **5** |
| | **Stimulasi Intelektual (*Intelectual Stimulation*)** | | | | | |
| 6 | Pimpinan saya mengajarkan solusi yang kreatif terhadap permasalahan yang dihadapi anggota. | **1** | **2** | **3** | **4** | **5** |
| 7 | Pimpinan saya mampu membuat saya melihat masalah sebagai kesempatan untuk belajar. | **1** | **2** | **3** | **4** | **5** |
| 8 | Pimpinan saya membuat saya mampu berpikir tentang masalah lama dengan cara pandang yang baru. | **1** | **2** | **3** | **4** | **5** |
| | **Konsiderasi Individual (*Individual Consideraton*)** | | | | | |
| 9 | Pimpinan saya mendengarkan dengan penuh perhatian masukan dari anggota. | **1** | **2** | **3** | **4** | **5** |
| 10 | Pimpinan saya membimbing, membina, dan menasehati anggota dengan arif dan bijaksana. | **1** | **2** | **3** | **4** | **5** |

## 3. MOTIVASI

Keterangan :
1 = Sangat tidak setuju
2 = Tidak setuju
3 = Netral
4 = Setuju
5 = Sangat setuju

| No | Pernyataan | Nilai | | | | |
|---|---|---|---|---|---|---|
| | **Kebutuhan Berprestasi** | | | | | |
| 1 | Saya menikmati tantangan yang sulit atas pekerjaan yang menjadi tanggungjawab saya. | **1** | **2** | **3** | **4** | **5** |
| 2 | Saya ingin tahu bagaimana kemajuan yang saya capai ketika sedang menyelesaikan tugas. | **1** | **2** | **3** | **4** | **5** |
| 3 | Saya suka menetapkan tujuan dan mencapai tujuan yang realistis. | **1** | **2** | **3** | **4** | **5** |
| 4 | Saya menikmati kepuasan dari penyelesaian tugas yang sulit. | **1** | **2** | **3** | **4** | **5** |
| | **Kebutuhan Kekuasaan** | | | | | |
| 5 | Saya menikmati persaingan dan kemenangan | **1** | **2** | **3** | **4** | **5** |
| 6 | Saya menikmati tanggungjawab atas pekerjaan saya | **1** | **2** | **3** | **4** | **5** |
| 7 | Saya suka mempengaruhi orang lain agar mengikuti cara saya dalam melakukan sesuatu | **1** | **2** | **3** | **4** | **5** |
| | **Kebutuhan Afiliasi** | | | | | |
| 8 | Saya cenderung membangun hubungan yang erat dengan para rekan kerja. | **1** | **2** | **3** | **4** | **5** |
| 9 | Saya menikmati hubungan menjadi bagian dalam organisasi. | **1** | **2** | **3** | **4** | **5** |
| 10 | Saya lebih menikmati bekerjasama dengan orang lain dari pada bekerja sendiri. | **1** | **2** | **3** | **4** | **5** |

## 4. KINERJA MANAJERIAL

1. Keterkaitan antara Rencana Pembangunan Jangka Menengah Desa (RPJMDes) dengan Rencana Kerja Pemerintah Desa (RKPDes) yang saya rumuskan

| Sangat Tidak Terkait | Tidak Terkait | Ragu-ragu | Terkait | Sangat Terkait |
|---|---|---|---|---|
| **1** | **2** | **3** | **4** | **5** |

2. Perumusan Rencana Pembangunan Jangka Menengah Desa (RPJMDesa) dan Rencana Kerja Pemerintah Desa (RKPDesa) dapat saya selesaikan tepat waktu.

| Sangat Tidak Setuju | Tidak Setuju | Netral | Setuju | Sangat Setuju |
|---|---|---|---|---|
| **1** | **2** | **3** | **4** | **5** |

3. Saya melakukan analisis jabatan dan analisis kompetensi dalam memilih staf desa

| Sangat Tidak Setuju | Tidak Setuju | Netral | Setuju | Sangat Setuju |
|---|---|---|---|---|
| **1** | **2** | **3** | **4** | **5** |

4. Saya selalu mengadakan rapat koordinasi terkait penyelenggaran pemerintahan dan pembangunan desa

| Sangat Tidak Setuju | Tidak Setuju | Netral | Setuju | Sangat Setuju |
|---|---|---|---|---|
| **1** | **2** | **3** | **4** | **5** |

5. Saya selalu berkonsultasi dengan pihak luar seperti Pemerintah Kecamatan atau Pemerintah Kabupaten terkait program-program desa

| Sangat Tidak Setuju | Tidak Setuju | Netral | Setuju | Sangat Setuju |
|---|---|---|---|---|
| **1** | **2** | **3** | **4** | **5** |

6. Saya melakukan negosiasi (tawar-menawar) dalam pengadaan barang dan jasa untuk memperoleh harga yang lebih murah.

| Sangat Tidak Setuju | Tidak Setuju | Netral | Setuju | Sangat Setuju |
|---|---|---|---|---|
| **1** | **2** | **3** | **4** | **5** |

7. Saya mendokumentasikan dan mengumpulkan data kinerja dan data pendukung lainnya dengan baik, akurat dan valid

| Sangat Tidak Setuju | Tidak Setuju | Netral | Setuju | Sangat Setuju |
|---|---|---|---|---|
| **1** | **2** | **3** | **4** | **5** |

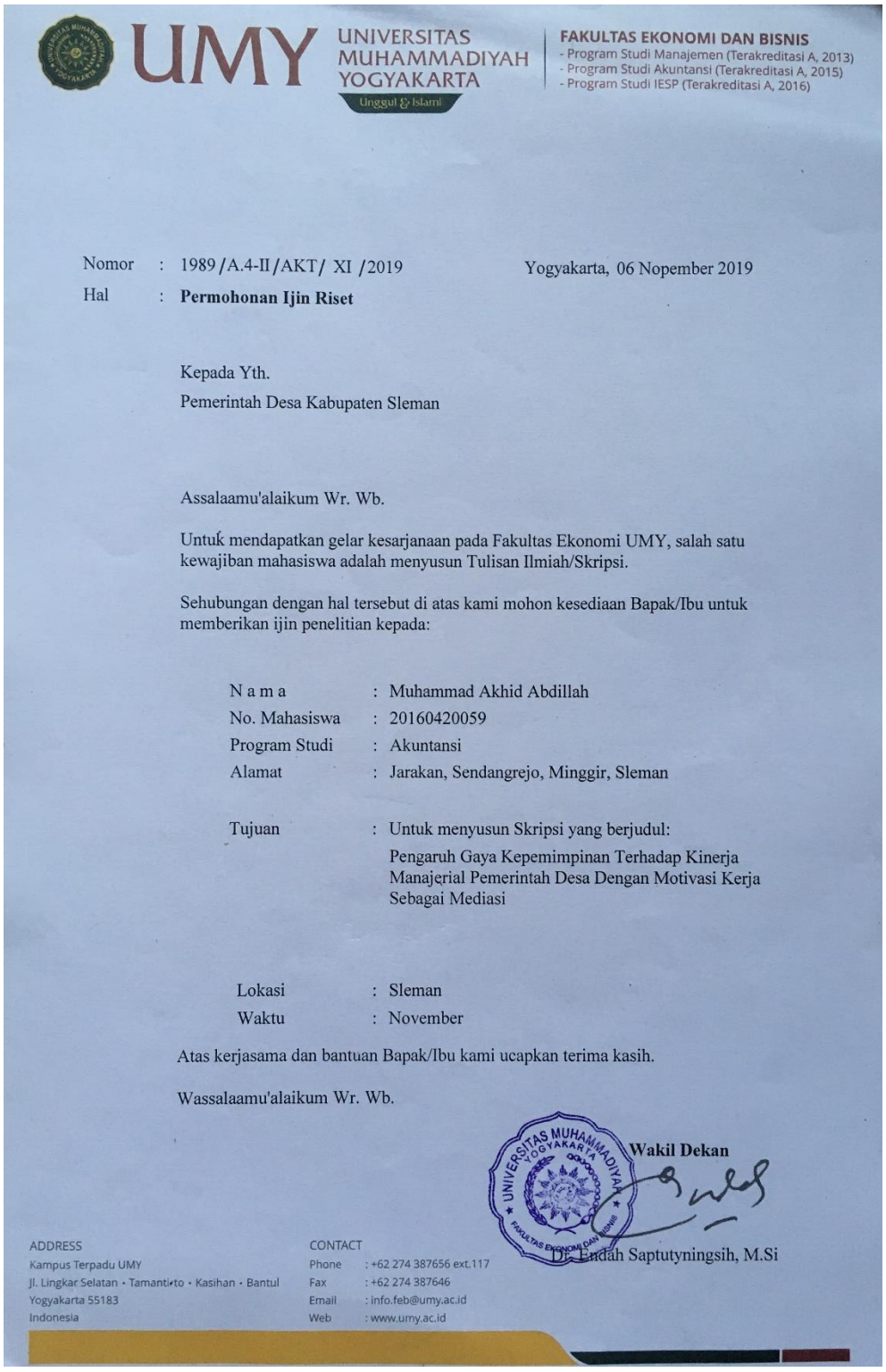
8. Saya melakukan monitoring dan evaluasi capaian kinerja bawahan secara berkala dalam pelaksanaan program dan kegiatan

| Sangat Tidak Setuju | Tidak Setuju | Netral | Setuju | Sangat Setuju |
|---|---|---|---|---|
| **1** | **2** | **3** | **4** | **5** |

9. Memberikan penghargaan atau hukuman kepada bawahan atas kinerja yang mereka capai.

| Sangat Tidak Setuju | Tidak Setuju | Netral | Setuju | Sangat Setuju |
|---|---|---|---|---|
| **1** | **2** | **3** | **4** | **5** |

**LAMPIRAN 2**
**Surat Perizinan Riset Kampus ke Pemerintah Desa**



UMY UNIVERSITAS MUHAMMADIYAH YOGYAKARTA
Unggul & Islami

FAKULTAS EKONOMI DAN BISNIS
- Program Studi Manajemen (Terakreditasi A, 2013)
- Program Studi Akuntansi (Terakreditasi A, 2015)
- Program Studi IESP (Terakreditasi A, 2016)

Nomor : 1989/A.4-II/AKT/ XI /2019 Yogyakarta, 06 Nopember 2019
Hal : **Permohonan Ijin Riset**

Kepada Yth.
Pemerintah Desa Kabupaten Sleman

Assalaamu'alaikum Wr. Wb.

Untuk mendapatkan gelar kesarjanaan pada Fakultas Ekonomi UMY, salah satu kewajiban mahasiswa adalah menyusun Tulisan Ilmiah/Skripsi.

Sehubungan dengan hal tersebut di atas kami mohon kesediaan Bapak/Ibu untuk memberikan ijin penelitian kepada:

| | | |
|---|---|---|
| N a m a | : | Muhammad Akhid Abdillah |
| No. Mahasiswa | : | 20160420059 |
| Program Studi | : | Akuntansi |
| Alamat | : | Jarakan, Sendangrejo, Minggir, Sleman |
| Tujuan | : | Untuk menyusun Skripsi yang berjudul: Pengaruh Gaya Kepemimpinan Terhadap Kinerja Manajerial Pemerintah Desa Dengan Motivasi Kerja Sebagai Mediasi |
| Lokasi | : | Sleman |
| Waktu | : | November |

Atas kerjasama dan bantuan Bapak/Ibu kami ucapkan terima kasih.

Wassalaamu'alaikum Wr. Wb.

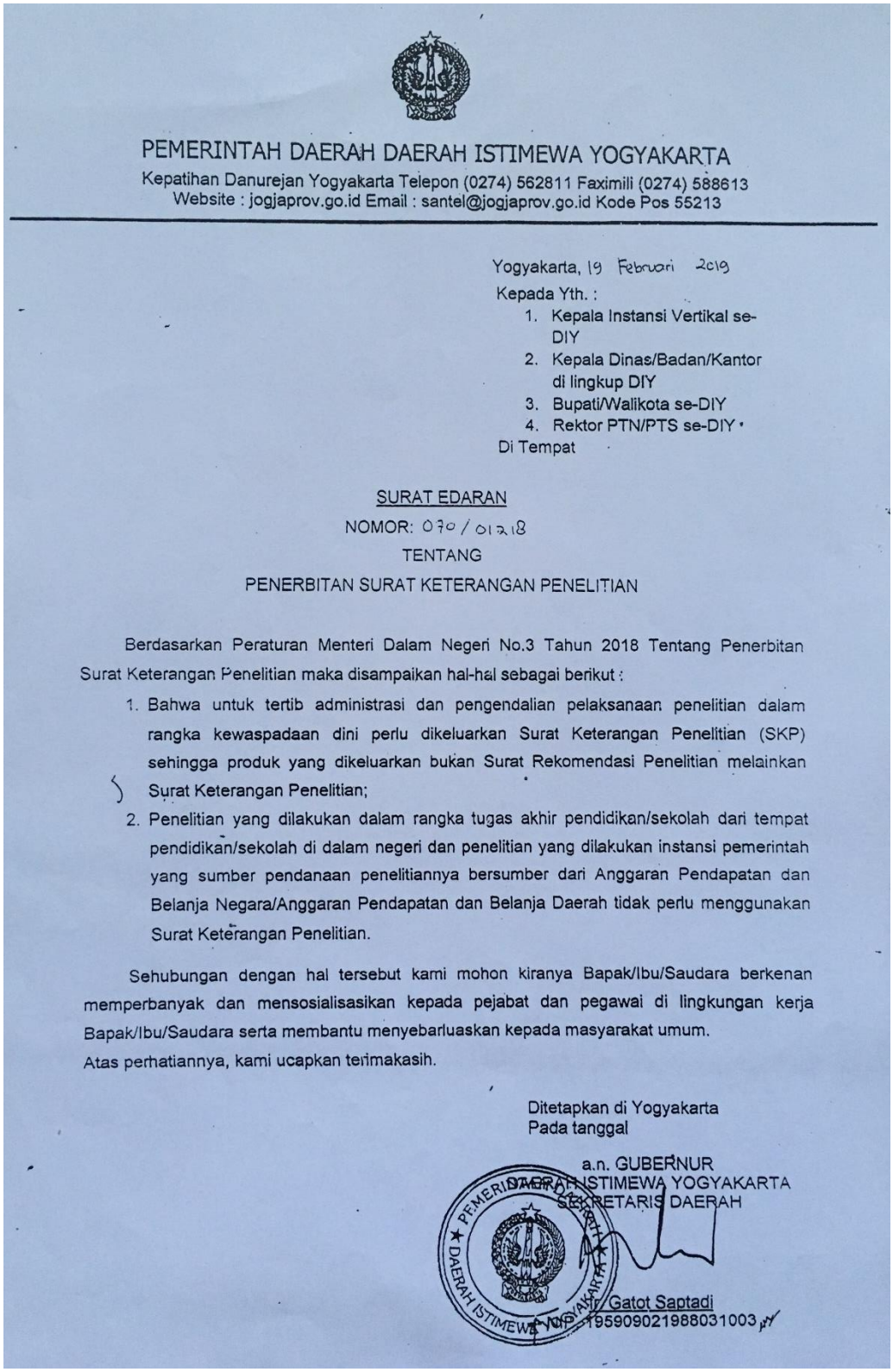
**Wakil Dekan**

Dr. Endah Saptutyningsih, M.Si

ADDRESS
Kampus Terpadu UMY
Jl. Lingkar Selatan • Tamantirto • Kasihan • Bantul
Yogyakarta 55183
Indonesia

CONTACT
Phone : +62 274 387656 ext.117
Fax : +62 274 387646
Email : info.feb@umy.ac.id
Web : www.umy.ac.id

**LAMPIRAN 3**
**Surat Keterangan Izin Penelitian**



PEMERINTAH DAERAH DAERAH ISTIMEWA YOGYAKARTA

Kepatihan Danurejan Yogyakarta Telepon (0274) 562811 Faximili (0274) 588613
Website : jogjaprov.go.id Email : santel@jogjaprov.go.id Kode Pos 55213

Yogyakarta, 19 Februari 2019

Kepada Yth. :
1. Kepala Instansi Vertikal se-DIY
2. Kepala Dinas/Badan/Kantor di lingkup DIY
3. Bupati/Walikota se-DIY
4. Rektor PTN/PTS se-DIY

Di Tempat

SURAT EDARAN

NOMOR: 070 / 0128

TENTANG

PENERBITAN SURAT KETERANGAN PENELITIAN

Berdasarkan Peraturan Menteri Dalam Negeri No.3 Tahun 2018 Tentang Penerbitan Surat Keterangan Penelitian maka disampaikan hal-hal sebagai berikut :

1. Bahwa untuk tertib administrasi dan pengendalian pelaksanaan penelitian dalam rangka kewaspadaan dini perlu dikeluarkan Surat Keterangan Penelitian (SKP) sehingga produk yang dikeluarkan bukan Surat Rekomendasi Penelitian melainkan Surat Keterangan Penelitian;
2. Penelitian yang dilakukan dalam rangka tugas akhir pendidikan/sekolah dari tempat pendidikan/sekolah di dalam negeri dan penelitian yang dilakukan instansi pemerintah yang sumber pendanaan penelitiannya bersumber dari Anggaran Pendapatan dan Belanja Negara/Anggaran Pendapatan dan Belanja Daerah tidak perlu menggunakan Surat Keterangan Penelitian.

Sehubungan dengan hal tersebut kami mohon kiranya Bapak/Ibu/Saudara berkenan memperbanyak dan mensosialisasikan kepada pejabat dan pegawai di lingkungan kerja Bapak/Ibu/Saudara serta membantu menyebarluaskan kepada masyarakat umum.
Atas perhatiannya, kami ucapkan terimakasih.

Ditetapkan di Yogyakarta
Pada tanggal

a.n. GUBERNUR
DAERAH ISTIMEWA YOGYAKARTA
SEKRETARIS DAERAH

Ir. Gatot Saptadi
NIP. 195909021988031003

**LAMPIRAN 4**

**Tabulasi Data Variabel Gaya Kepemimpinan Transaksional**

| TSK1 | TSK2 | TSK3 | TSK4 | TSK5 | TSK6 |
|---|---|---|---|---|---|
| 2 | 2 | 4 | 4 | 4 | 4 |
| 2 | 4 | 2 | 4 | 4 | 4 |
| 2 | 4 | 3 | 4 | 4 | 4 |
| 2 | 3 | 4 | 4 | 4 | 5 |
| 2 | 2 | 4 | 4 | 4 | 4 |
| 1 | 1 | 4 | 4 | 2 | 2 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 2 | 5 | 4 | 4 | 4 |
| 3 | 2 | 4 | 3 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 |
| 2 | 2 | 5 | 5 | 5 | 5 |
| 2 | 1 | 4 | 4 | 4 | 4 |
| 2 | 2 | 2 | 2 | 2 | 2 |
| 1 | 1 | 2 | 3 | 3 | 2 |
| 1 | 1 | 2 | 3 | 3 | 2 |
| 2 | 1 | 4 | 3 | 2 | 5 |
| 4 | 3 | 5 | 4 | 4 | 3 |
| 2 | 3 | 3 | 3 | 2 | 4 |
| 4 | 1 | 4 | 4 | 5 | 4 |
| 5 | 1 | 5 | 5 | 5 | 5 |
| 2 | 1 | 3 | 3 | 4 | 4 |
| 2 | 1 | 4 | 4 | 3 | 4 |
| 4 | 2 | 5 | 5 | 5 | 5 |
| 3 | 3 | 4 | 4 | 4 | 4 |
| 3 | 3 | 5 | 5 | 4 | 4 |
| 3 | 2 | 5 | 5 | 5 | 5 |
| 3 | 2 | 5 | 5 | 5 | 5 |
| 4 | 3 | 4 | 4 | 4 | 4 |
| 4 | 3 | 4 | 5 | 4 | 4 |
| 2 | 2 | 4 | 4 | 3 | 3 |
| 2 | 1 | 3 | 4 | 4 | 4 |
| 2 | 2 | 3 | 3 | 3 | 3 |
| 2 | 1 | 5 | 5 | 5 | 5 |
| 1 | 1 | 2 | 2 | 2 | 2 |
| 1 | 1 | 2 | 3 | 4 | 4 |

| TSK1 | TSK2 | TSK3 | TSK4 | TSK5 | TSK6 |
|---|---|---|---|---|---|
| 2 | 2 | 3 | 3 | 4 | 4 |
| 3 | 3 | 4 | 4 | 4 | 4 |
| 5 | 4 | 3 | 4 | 4 | 4 |
| 2 | 2 | 5 | 4 | 4 | 4 |
| 2 | 2 | 5 | 4 | 4 | 4 |
| 4 | 4 | 4 | 3 | 4 | 4 |
| 2 | 1 | 3 | 3 | 2 | 3 |
| 4 | 2 | 4 | 4 | 4 | 4 |
| 4 | 1 | 4 | 4 | 4 | 4 |
| 4 | 4 | 5 | 5 | 4 | 4 |
| 4 | 1 | 4 | 4 | 1 | 4 |
| 4 | 3 | 4 | 4 | 4 | 4 |
| 2 | 2 | 4 | 4 | 4 | 4 |
| 1 | 2 | 4 | 4 | 4 | 4 |
| 2 | 1 | 4 | 4 | 3 | 2 |
| 4 | 2 | 4 | 4 | 4 | 4 |
| 2 | 1 | 4 | 4 | 3 | 2 |
| 3 | 3 | 3 | 3 | 3 | 3 |
| 4 | 4 | 4 | 3 | 3 | 3 |
| 4 | 3 | 3 | 4 | 3 | 3 |
| 4 | 4 | 4 | 3 | 3 | 3 |
| 4 | 2 | 2 | 2 | 3 | 3 |
| 4 | 3 | 5 | 5 | 5 | 5 |
| 3 | 1 | 5 | 5 | 4 | 5 |
| 2 | 1 | 4 | 4 | 3 | 2 |
| 1 | 2 | 4 | 3 | 3 | 4 |
| 5 | 4 | 4 | 5 | 3 | 3 |
| 3 | 3 | 3 | 3 | 4 | 3 |
| 4 | 4 | 3 | 4 | 4 | 3 |
| 2 | 2 | 4 | 3 | 3 | 4 |
| 3 | 3 | 3 | 3 | 3 | 3 |
| 2 | 1 | 2 | 2 | 2 | 2 |
| 3 | 2 | 3 | 2 | 3 | 3 |
| 2 | 1 | 2 | 2 | 3 | 2 |
| 2 | 2 | 4 | 4 | 2 | 3 |
| 2 | 2 | 4 | 4 | 2 | 3 |
| 3 | 1 | 4 | 4 | 1 | 4 |
| 3 | 2 | 4 | 4 | 1 | 4 |

| TSK1 | TSK2 | TSK3 | TSK4 | TSK5 | TSK6 |
|---|---|---|---|---|---|
| 2 | 3 | 3 | 3 | 3 | 4 |
| 3 | 3 | 3 | 3 | 4 | 3 |
| 3 | 3 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 4 |
| 3 | 2 | 3 | 3 | 4 | 3 |
| 3 | 2 | 5 | 5 | 4 | 5 |
| 3 | 2 | 4 | 4 | 4 | 4 |
| 2 | 3 | 3 | 3 | 3 | 4 |
| 3 | 3 | 4 | 4 | 4 | 4 |
| 2 | 2 | 4 | 4 | 4 | 4 |
| 3 | 3 | 3 | 3 | 4 | 3 |
| 3 | 3 | 5 | 5 | 5 | 5 |
| 4 | 4 | 5 | 5 | 4 | 4 |
| 3 | 3 | 3 | 4 | 4 | 4 |
| 3 | 3 | 3 | 4 | 4 | 3 |
| 2 | 3 | 3 | 3 | 3 | 4 |
| 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | 3 | 3 | 3 | 3 | 3 |

**Tabulasi Data Variabel Gaya Kepemimpinan Transformasional**

| TRF 1 | TRF 2 | TRF 3 | TRF 4 | TRF 5 | TRF 6 | TRF 7 | TRF 8 | TRF 9 | TRF 10 |
|---|---|---|---|---|---|---|---|---|---|
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 |
| 4 | 3 | 4 | 4 | 3 | 3 | 4 | 5 | 5 | 5 |
| 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 3 |
| 5 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 3 | 3 | 2 | 2 | 3 | 3 | 3 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 3 | 4 |
| 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 |
| 4 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 3 |

| TRF 1 | TRF 2 | TRF 3 | TRF 4 | TRF 5 | TRF 6 | TRF 7 | TRF 8 | TRF 9 | TRF 10 |
|---|---|---|---|---|---|---|---|---|---|
| 4 | 3 | 5 | 4 | 4 | 3 | 5 | 4 | 5 | 4 |
| 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 |
| 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 |
| 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 |
| 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 |
| 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 3 |
| 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 |
| 4 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 |
| 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 3 |
| 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 4 |
| 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 |
| 5 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 |
| 5 | 5 | 3 | 3 | 4 | 3 | 4 | 4 | 3 | 4 |
| 2 | 3 | 3 | 3 | 4 | 4 | 2 | 2 | 2 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 |
| 4 | 3 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 4 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 |
| 4 | 3 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 |
| 4 | 3 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 |

| TRF 1 | TRF 2 | TRF 3 | TRF 4 | TRF 5 | TRF 6 | TRF 7 | TRF 8 | TRF 9 | TRF 10 |
|---|---|---|---|---|---|---|---|---|---|
| 4 | 3 | 4 | 4 | 3 | 2 | 4 | 3 | 3 | 3 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
| 1 | 1 | 2 | 1 | 2 | 1 | 1 | 1 | 1 | 1 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 |
| 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 3 | 4 |
| 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | 2 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 |
| 3 | 2 | 4 | 4 | 3 | 4 | 3 | 3 | 3 | 4 |
| 4 | 3 | 4 | 3 | 3 | 2 | 2 | 2 | 2 | 2 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 4 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 4 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 4 | 3 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 4 | 3 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 3 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 |
| 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 4 | 4 | 3 | 2 | 4 | 3 | 3 | 4 |
| 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 |

| TRF 1 | TRF 2 | TRF 3 | TRF 4 | TRF 5 | TRF 6 | TRF 7 | TRF 8 | TRF 9 | TRF 10 |
|---|---|---|---|---|---|---|---|---|---|
| 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | 3 | 3 |

**Tabulasi Data Variabel Motivasi**

| MO1 | MO2 | MO3 | MO4 | MO5 | MO6 | MO7 | MO8 | MO9 | MO10 |
|---|---|---|---|---|---|---|---|---|---|
| 3 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 |
| 4 | 4 | 4 | 5 | 3 | 4 | 3 | 5 | 5 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 |
| 4 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 4 |
| 5 | 4 | 4 | 4 | 3 | 4 | 1 | 4 | 4 | 4 |
| 4 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 3 |
| 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 4 | 4 | 2 | 2 | 4 | 4 | 5 | 4 | 4 |
| 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 4 |
| 3 | 4 | 5 | 5 | 2 | 4 | 2 | 4 | 4 | 5 |
| 4 | 4 | 4 | 2 | 2 | 4 | 4 | 4 | 4 | 4 |
| 3 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 2 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 |
| 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 |
| 4 | 4 | 5 | 5 | 3 | 4 | 3 | 5 | 5 | 5 |
| 4 | 4 | 4 | 5 | 3 | 4 | 2 | 5 | 5 | 3 |
| 4 | 4 | 4 | 4 | 2 | 4 | 2 | 4 | 4 | 4 |
| 5 | 4 | 4 | 5 | 3 | 4 | 3 | 4 | 4 | 5 |
| 4 | 4 | 4 | 4 | 3 | 4 | 3 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 3 | 5 | 3 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 3 | 5 | 3 | 5 | 5 | 5 |
| 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 5 |
| 4 | 5 | 5 | 5 | 2 | 4 | 4 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |

| MO1 | MO2 | MO3 | MO4 | MO5 | MO6 | MO7 | MO8 | MO9 | MO10 |
|---|---|---|---|---|---|---|---|---|---|
| 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 |
| 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 5 |
| 4 | 5 | 4 | 4 | 4 | 5 | 1 | 4 | 4 | 5 |
| 4 | 5 | 4 | 4 | 4 | 5 | 1 | 4 | 4 | 5 |
| 4 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 4 |
| 4 | 4 | 5 | 5 | 3 | 3 | 3 | 4 | 4 | 3 |
| 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 5 | 5 |
| 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 5 |
| 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 3 |
| 4 | 4 | 3 | 4 | 3 | 4 | 3 | 5 | 5 | 5 |
| 5 | 5 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 5 | 5 | 5 | 3 | 5 | 3 | 5 | 5 | 5 |
| 4 | 5 | 5 | 5 | 3 | 5 | 3 | 5 | 5 | 5 |
| 3 | 4 | 4 | 3 | 2 | 4 | 3 | 4 | 4 | 4 |
| 4 | 5 | 5 | 5 | 3 | 5 | 3 | 5 | 5 | 5 |
| 3 | 4 | 4 | 3 | 2 | 4 | 2 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 |
| 4 | 4 | 4 | 5 | 3 | 3 | 3 | 4 | 4 | 3 |
| 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 |
| 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 2 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 3 | 2 | 4 | 2 | 4 | 4 | 4 |
| 5 | 4 | 4 | 4 | 3 | 4 | 1 | 4 | 4 | 4 |
| 5 | 5 | 5 | 4 | 3 | 4 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 3 | 4 | 3 | 5 | 4 | 4 |
| 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 |
| 4 | 5 | 5 | 5 | 3 | 5 | 3 | 5 | 5 | 5 |
| 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 3 |
| 4 | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 4 |
| 4 | 4 | 4 | 4 | 3 | 4 | 2 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 2 | 2 | 2 | 4 | 3 | 3 |

| MO1 | MO2 | MO3 | MO4 | MO5 | MO6 | MO7 | MO8 | MO9 | MO10 |
|---|---|---|---|---|---|---|---|---|---|
| 5 | 4 | 4 | 4 | 4 | 4 | 2 | 5 | 5 | 5 |
| 5 | 4 | 4 | 4 | 4 | 4 | 3 | 5 | 5 | 5 |
| 4 | 4 | 3 | 4 | 3 | 4 | 3 | 5 | 5 | 5 |
| 4 | 4 | 3 | 4 | 3 | 4 | 3 | 5 | 5 | 5 |
| 3 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 3 | 4 | 3 | 5 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 |
| 4 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 4 |
| 4 | 4 | 4 | 4 | 3 | 4 | 3 | 5 | 4 | 4 |
| 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 |
| 3 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 5 | 5 |
| 4 | 5 | 5 | 5 | 3 | 5 | 3 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 3 | 4 | 3 | 5 | 4 | 4 |
| 5 | 5 | 5 | 5 | 3 | 5 | 3 | 5 | 5 | 5 |
| 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |

**Tabulasi Data Variabel Kinerja Manajerial**

| KM1 | KM2 | KM3 | KM4 | KM5 | KM6 | KM7 | KM8 | KM9 |
|---|---|---|---|---|---|---|---|---|
| 4 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 |
| 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 |
| 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 |
| 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 3 |

| KM1 | KM2 | KM3 | KM4 | KM5 | KM6 | KM7 | KM8 | KM9 |
|---|---|---|---|---|---|---|---|---|
| 4 | 4 | 4 | 3 | 4 | 2 | 3 | 2 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 |
| 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 |
| 5 | 4 | 2 | 5 | 4 | 5 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 2 |
| 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 |
| 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 |
| 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 5 | 4 | 4 | 4 | 4 | 2 | 3 | 4 | 4 |
| 5 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3 |
| 4 | 4 | 4 | 4 | 3 | 4 | 5 | 4 | 3 |
| 5 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 3 |
| 5 | 5 | 3 | 4 | 3 | 3 | 5 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| 5 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 5 |
| 5 | 4 | 3 | 5 | 3 | 3 | 3 | 3 | 3 |
| 5 | 4 | 3 | 5 | 3 | 3 | 3 | 3 | 3 |
| 4 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 |
| 3 | 2 | 3 | 3 | 4 | 5 | 3 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3 |
| 5 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3 |
| 5 | 4 | 3 | 4 | 4 | 2 | 3 | 3 | 3 |
| 5 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 5 |
| 5 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |

| KM1 | KM2 | KM3 | KM4 | KM5 | KM6 | KM7 | KM8 | KM9 |
|---|---|---|---|---|---|---|---|---|
| 5 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 |
| 5 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 |
| 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 |
| 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |
| 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 3 |
| 5 | 3 | 4 | 5 | 5 | 4 | 4 | 5 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 2 |
| 4 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 |
| 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 |
| 4 | 3 | 3 | 3 | 4 | 5 | 3 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3 |
| 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 |
| 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 |
| 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 |
| 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3 |
| 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 2 |
| 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 2 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3 |
| 5 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 2 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 |
| 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |

| KM1 | KM2 | KM3 | KM4 | KM5 | KM6 | KM7 | KM8 | KM9 |
|---|---|---|---|---|---|---|---|---|
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |

## LAMPIRAN 5

## *Output* SPSS

### A. Statistik Deskriptif

**Descriptive Statistics**

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| TOT_TSK | 91 | 10,00 | 27,00 | 19,7802 | 3,78242 |
| TOT_TRF | 91 | 12,00 | 50,00 | 37,2637 | 5,96254 |
| TOT_MO | 91 | 31,00 | 47,00 | 39,6813 | 3,68745 |
| TOT_KM | 91 | 29,00 | 45,00 | 36,2747 | 3,52473 |
| Valid N (listwise) | 91 | | | | |

### B. Hasil Uji Vaiditas

#### a. Variabel Gaya Kepemimpinan Transaksional

**Correlations**

| | | TSK1 | TSK2 | TSK3 | TSK4 | TSK5 | TSK6 | TOT_TSK |
|---|---|---|---|---|---|---|---|---|
| TSK1 | Pearson Correlation | 1 | ,470** | ,345** | ,340** | ,288** | ,242* | ,674** |
| | Sig. (2-tailed) | | ,000 | ,001 | ,001 | ,006 | ,021 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TSK2 | Pearson Correlation | ,470** | 1 | ,049 | ,127 | ,235* | ,128 | ,519** |
| | Sig. (2-tailed) | ,000 | | ,642 | ,232 | ,025 | ,225 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TSK3 | Pearson Correlation | ,345** | ,049 | 1 | ,787** | ,412** | ,602** | ,744** |
| | Sig. (2-tailed) | ,001 | ,642 | | ,000 | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TSK4 | Pearson Correlation | ,340** | ,127 | ,787** | 1 | ,521** | ,602** | ,786** |
| | Sig. (2-tailed) | ,001 | ,232 | ,000 | | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TSK5 | Pearson Correlation | ,288** | ,235* | ,412** | ,521** | 1 | ,546** | ,715** |
| | Sig. (2-tailed) | ,006 | ,025 | ,000 | ,000 | | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TSK6 | Pearson Correlation | ,242* | ,128 | ,602** | ,602** | ,546** | 1 | ,726** |
| | Sig. (2-tailed) | ,021 | ,225 | ,000 | ,000 | ,000 | | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TOT_TSK | Pearson Correlation | ,674** | ,519** | ,744** | ,786** | ,715** | ,726** | 1 |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 |

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

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

## b. Variabel Gaya Kepemimpinan Transformasional

**Correlations**

| | | TRF1 | TRF2 | TRF3 | TRF4 | TRF5 | TRF6 | TRF7 | TRF8 | TRF9 | TRF10 | TOT_TRF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| TRF1 | Pearson Correlation | 1 | ,611** | ,750** | ,766** | ,634** | ,581** | ,832** | ,720** | ,661** | ,657** | ,868** |
| | Sig. (2-tailed) | | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TRF2 | Pearson Correlation | ,611** | 1 | ,558** | ,487** | ,458** | ,451** | ,490** | ,575** | ,568** | ,556** | ,698** |
| | Sig. (2-tailed) | ,000 | | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TRF3 | Pearson Correlation | ,750** | ,558** | 1 | ,847** | ,659** | ,615** | ,733** | ,642** | ,671** | ,659** | ,855** |
| | Sig. (2-tailed) | ,000 | ,000 | | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TRF4 | Pearson Correlation | ,766** | ,487** | ,847** | 1 | ,797** | ,657** | ,756** | ,675** | ,658** | ,663** | ,878** |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TRF5 | Pearson Correlation | ,634** | ,458** | ,659** | ,797** | 1 | ,700** | ,657** | ,609** | ,552** | ,588** | ,802** |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TRF6 | Pearson Correlation | ,581** | ,451** | ,615** | ,657** | ,700** | 1 | ,675** | ,679** | ,593** | ,693** | ,805** |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | | ,000 | ,000 | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TRF7 | Pearson Correlation | ,832** | ,490** | ,733** | ,756** | ,657** | ,675** | 1 | ,766** | ,671** | ,642** | ,870** |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | | ,000 | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TRF8 | Pearson Correlation | ,720** | ,575** | ,642** | ,675** | ,609** | ,679** | ,766** | 1 | ,672** | ,638** | ,844** |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TRF9 | Pearson Correlation | ,661** | ,568** | ,671** | ,658** | ,552** | ,593** | ,671** | ,672** | 1 | ,831** | ,831** |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TRF10 | Pearson Correlation | ,657** | ,556** | ,659** | ,663** | ,588** | ,693** | ,642** | ,638** | ,831** | 1 | ,837** |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TOT_TRF | Pearson Correlation | ,868** | ,698** | ,855** | ,878** | ,802** | ,805** | ,870** | ,844** | ,831** | ,837** | 1 |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |

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

## c. Variabel Motivasi

**Correlations**

| | | MO1 | MO2 | MO3 | MO4 | MO5 | MO6 | MO7 | MO8 | MO9 | MO10 | TOT_MO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MO1 | Pearson Correlation | 1 | ,506** | ,350** | ,246* | ,188 | ,250* | ,046 | ,262* | ,296** | ,262* | ,549** |
| | Sig. (2-tailed) | | ,000 | ,001 | ,019 | ,074 | ,017 | ,662 | ,012 | ,004 | ,012 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| MO2 | Pearson Correlation | ,506** | 1 | ,730** | ,354** | ,059 | ,514** | ,095 | ,443** | ,547** | ,436** | ,751** |
| | Sig. (2-tailed) | ,000 | | ,000 | ,001 | ,578 | ,000 | ,370 | ,000 | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| MO3 | Pearson Correlation | ,350** | ,730** | 1 | ,511** | ,023 | ,462** | ,205 | ,457** | ,409** | ,319** | ,732** |
| | Sig. (2-tailed) | ,001 | ,000 | | ,000 | ,829 | ,000 | ,052 | ,000 | ,000 | ,002 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| MO4 | Pearson Correlation | ,246* | ,354** | ,511** | 1 | ,208* | ,386** | ,049 | ,311** | ,305** | ,092 | ,575** |
| | Sig. (2-tailed) | ,019 | ,001 | ,000 | | ,048 | ,000 | ,642 | ,003 | ,003 | ,386 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| MO5 | Pearson Correlation | ,188 | ,059 | ,023 | ,208* | 1 | ,145 | ,404** | -,005 | ,051 | ,012 | ,382** |
| | Sig. (2-tailed) | ,074 | ,578 | ,829 | ,048 | | ,171 | ,000 | ,966 | ,632 | ,911 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| MO6 | Pearson Correlation | ,250* | ,514** | ,462** | ,386** | ,145 | 1 | ,060 | ,468** | ,450** | ,412** | ,666** |
| | Sig. (2-tailed) | ,017 | ,000 | ,000 | ,000 | ,171 | | ,573 | ,000 | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| MO7 | Pearson Correlation | ,046 | ,095 | ,205 | ,049 | ,404** | ,060 | 1 | ,143 | ,099 | -,015 | ,407** |
| | Sig. (2-tailed) | ,662 | ,370 | ,052 | ,642 | ,000 | ,573 | | ,177 | ,350 | ,885 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| MO8 | Pearson Correlation | ,262* | ,443** | ,457** | ,311** | -,005 | ,468** | ,143 | 1 | ,707** | ,493** | ,687** |
| | Sig. (2-tailed) | ,012 | ,000 | ,000 | ,003 | ,966 | ,000 | ,177 | | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| MO9 | Pearson Correlation | ,296** | ,547** | ,409** | ,305** | ,051 | ,450** | ,099 | ,707** | 1 | ,613** | ,715** |
| | Sig. (2-tailed) | ,004 | ,000 | ,000 | ,003 | ,632 | ,000 | ,350 | ,000 | | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| MO10 | Pearson Correlation | ,262* | ,436** | ,319** | ,092 | ,012 | ,412** | -,015 | ,493** | ,613** | 1 | ,580** |
| | Sig. (2-tailed) | ,012 | ,000 | ,002 | ,386 | ,911 | ,000 | ,885 | ,000 | ,000 | | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TOT_MO | Pearson Correlation | ,549** | ,751** | ,732** | ,575** | ,382** | ,666** | ,407** | ,687** | ,715** | ,580** | 1 |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |

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

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

### d. Variabel Kinerja Manajerial

**Correlations**

| | | KM1 | KM2 | KM3 | KM4 | KM5 | KM6 | KM7 | KM8 | KM9 | TOT_KM |
|---|---|---|---|---|---|---|---|---|---|---|---|
| KM1 | Pearson Correlation | 1 | ,439** | ,272** | ,671** | ,333** | ,043 | ,180 | ,302** | ,282** | ,546** |
| | Sig. (2-tailed) | | ,000 | ,009 | ,000 | ,001 | ,688 | ,088 | ,004 | ,007 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| KM2 | Pearson Correlation | ,439** | 1 | ,415** | ,452** | ,265* | ,093 | ,538** | ,438** | ,222* | ,595** |
| | Sig. (2-tailed) | ,000 | | ,000 | ,000 | ,011 | ,380 | ,000 | ,000 | ,034 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| KM3 | Pearson Correlation | ,272** | ,415** | 1 | ,405** | ,582** | ,309** | ,371** | ,432** | ,402** | ,687** |
| | Sig. (2-tailed) | ,009 | ,000 | | ,000 | ,000 | ,003 | ,000 | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| KM4 | Pearson Correlation | ,671** | ,452** | ,405** | 1 | ,495** | ,299** | ,355** | ,579** | ,414** | ,758** |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | | ,000 | ,004 | ,001 | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| KM5 | Pearson Correlation | ,333** | ,265* | ,582** | ,495** | 1 | ,431** | ,342** | ,482** | ,305** | ,696** |
| | Sig. (2-tailed) | ,001 | ,011 | ,000 | ,000 | | ,000 | ,001 | ,000 | ,003 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| KM6 | Pearson Correlation | ,043 | ,093 | ,309** | ,299** | ,431** | 1 | ,415** | ,398** | ,384** | ,608** |
| | Sig. (2-tailed) | ,688 | ,380 | ,003 | ,004 | ,000 | | ,000 | ,000 | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| KM7 | Pearson Correlation | ,180 | ,538** | ,371** | ,355** | ,342** | ,415** | 1 | ,649** | ,307** | ,678** |
| | Sig. (2-tailed) | ,088 | ,000 | ,000 | ,001 | ,001 | ,000 | | ,000 | ,003 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| KM8 | Pearson Correlation | ,302** | ,438** | ,432** | ,579** | ,482** | ,398** | ,649** | 1 | ,490** | ,791** |
| | Sig. (2-tailed) | ,004 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | | ,000 | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| KM9 | Pearson Correlation | ,282** | ,222* | ,402** | ,414** | ,305** | ,384** | ,307** | ,490** | 1 | ,669** |
| | Sig. (2-tailed) | ,007 | ,034 | ,000 | ,000 | ,003 | ,000 | ,003 | ,000 | | ,000 |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |
| TOT_KM | Pearson Correlation | ,546** | ,595** | ,687** | ,758** | ,696** | ,608** | ,678** | ,791** | ,669** | 1 |
| | Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | |
| | N | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 |

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

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

## C. Hasil Uji Reliabilitas

### a. Variabel Gaya Kepemimpinan Transaksional

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 91 | 100,0 |
| | Excluded[a] | 0 | ,0 |
| | Total | 91 | 100,0 |

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

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| ,774 | 6 |

**Item Statistics**

| | Mean | Std. Deviation | N |
|---|---|---|---|
| TSK1 | 2,80 | 1,024 | 91 |
| TSK2 | 2,32 | 1,010 | 91 |
| TSK3 | 3,73 | ,883 | 91 |
| TSK4 | 3,75 | ,811 | 91 |
| TSK5 | 3,53 | ,923 | 91 |
| TSK6 | 3,66 | ,846 | 91 |

**Item-Total Statistics**

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|
| TSK1 | 16,98 | 10,133 | ,479 | ,754 |
| TSK2 | 17,46 | 11,362 | ,283 | ,804 |
| TSK3 | 16,05 | 10,119 | ,607 | ,720 |
| TSK4 | 16,03 | 10,143 | ,679 | ,706 |
| TSK5 | 16,25 | 10,169 | ,558 | ,731 |
| TSK6 | 16,12 | 10,374 | ,590 | ,725 |

**Scale Statistics**

| Mean | Variance | Std. Deviation | N of Items |
|---|---|---|---|
| 19,78 | 14,307 | 3,782 | 6 |

## b. Variabel Gaya Kepemimpinan Transformasional

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 91 | 100,0 |
| | Excluded[a] | 0 | ,0 |
| | Total | 91 | 100,0 |

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

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| ,948 | 10 |

**Item Statistics**

| | Mean | Std. Deviation | N |
|---|---|---|---|
| TRF1 | 3,86 | ,692 | 91 |
| TRF2 | 3,47 | ,765 | 91 |
| TRF3 | 3,88 | ,630 | 91 |
| TRF4 | 3,91 | ,709 | 91 |
| TRF5 | 3,78 | ,712 | 91 |
| TRF6 | 3,52 | ,765 | 91 |
| TRF7 | 3,71 | ,719 | 91 |
| TRF8 | 3,66 | ,749 | 91 |
| TRF9 | 3,67 | ,746 | 91 |
| TRF10 | 3,80 | ,718 | 91 |

**Item-Total Statistics**

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|
| TRF1 | 33,41 | 28,866 | ,834 | ,941 |
| TRF2 | 33,79 | 29,767 | ,623 | ,950 |
| TRF3 | 33,38 | 29,528 | ,822 | ,942 |
| TRF4 | 33,35 | 28,631 | ,845 | ,940 |
| TRF5 | 33,48 | 29,253 | ,752 | ,944 |
| TRF6 | 33,75 | 28,791 | ,752 | ,944 |
| TRF7 | 33,55 | 28,606 | ,835 | ,941 |
| TRF8 | 33,60 | 28,575 | ,802 | ,942 |
| TRF9 | 33,59 | 28,711 | ,786 | ,943 |
| TRF10 | 33,46 | 28,896 | ,795 | ,942 |

**Scale Statistics**

| Mean | Variance | Std. Deviation | N of Items |
|---|---|---|---|
| 37,26 | 35,552 | 5,963 | 10 |

## c. Variabel Motivasi

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 91 | 100,0 |
| | Excluded[a] | 0 | ,0 |
| | Total | 91 | 100,0 |

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

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| ,787 | 10 |

**Item Statistics**

| | Mean | Std. Deviation | N |
|---|---|---|---|
| MO1 | 3,95 | ,584 | 91 |
| MO2 | 4,11 | ,547 | 91 |
| MO3 | 4,08 | ,619 | 91 |
| MO4 | 4,13 | ,670 | 91 |
| MO5 | 3,31 | ,662 | 91 |
| MO6 | 4,08 | ,562 | 91 |
| MO7 | 3,21 | ,837 | 91 |
| MO8 | 4,36 | ,568 | 91 |
| MO9 | 4,26 | ,534 | 91 |
| MO10 | 4,20 | ,654 | 91 |

**Item-Total Statistics**

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|
| MO1 | 35,74 | 11,574 | ,423 | ,773 |
| MO2 | 35,57 | 10,870 | ,674 | ,746 |
| MO3 | 35,60 | 10,642 | ,637 | ,747 |
| MO4 | 35,55 | 11,206 | ,433 | ,772 |
| MO5 | 36,37 | 12,170 | ,214 | ,799 |
| MO6 | 35,60 | 11,153 | ,567 | ,757 |
| MO7 | 36,47 | 11,785 | ,193 | ,814 |
| MO8 | 35,32 | 11,042 | ,592 | ,754 |
| MO9 | 35,42 | 11,068 | ,631 | ,751 |
| MO10 | 35,48 | 11,230 | ,443 | ,771 |

**Scale Statistics**

| Mean | Variance | Std. Deviation | N of Items |
|---|---|---|---|
| 39,68 | 13,597 | 3,687 | 10 |

## d. Variabel Kinerja Manajerial

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 91 | 100,0 |
| | Excluded[a] | 0 | ,0 |
| | Total | 91 | 100,0 |

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

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| ,840 | 9 |

**Item Statistics**

| | Mean | Std. Deviation | N |
|---|---|---|---|
| KM1 | 4,30 | ,483 | 91 |
| KM2 | 4,00 | ,471 | 91 |
| KM3 | 4,01 | ,568 | 91 |
| KM4 | 4,12 | ,574 | 91 |
| KM5 | 4,12 | ,534 | 91 |
| KM6 | 4,02 | ,760 | 91 |
| KM7 | 4,03 | ,526 | 91 |
| KM8 | 3,93 | ,593 | 91 |
| KM9 | 3,74 | ,743 | 91 |

**Item-Total Statistics**

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|
| KM1 | 31,98 | 10,800 | ,438 | ,834 |
| KM2 | 32,27 | 10,668 | ,498 | ,829 |
| KM3 | 32,26 | 9,996 | ,587 | ,820 |
| KM4 | 32,15 | 9,687 | ,673 | ,810 |
| KM5 | 32,15 | 10,087 | ,605 | ,818 |
| KM6 | 32,25 | 9,747 | ,443 | ,841 |
| KM7 | 32,24 | 10,185 | ,584 | ,821 |
| KM8 | 32,34 | 9,472 | ,713 | ,805 |
| KM9 | 32,54 | 9,474 | ,524 | ,829 |

**Scale Statistics**

| Mean | Variance | Std. Deviation | N of Items |
|---|---|---|---|
| 36,27 | 12,424 | 3,525 | 9 |

## D. Hasil Uji Normalitas

### a. Regresi Pertama

**One-Sample Kolmogorov-Smirnov Test**

| | | Unstandardized Residual |
|---|---|---|
| N | | 91 |
| Normal Parameters[a,b] | Mean | ,0000000 |
| | Std. Deviation | 3,35131253 |
| Most Extreme Differences | Absolute | ,092 |
| | Positive | ,092 |
| | Negative | -,079 |
| Kolmogorov-Smirnov Z | | ,879 |
| Asymp. Sig. (2-tailed) | | ,422 |

a. Test distribution is Normal.

b. Calculated from data.

### b. Regresi Kedua

**One-Sample Kolmogorov-Smirnov Test**

| | | Unstandardized Residual |
|---|---|---|
| N | | 91 |
| Normal Parameters[a,b] | Mean | ,0000000 |
| | Std. Deviation | 2,69930156 |
| Most Extreme Differences | Absolute | ,077 |
| | Positive | ,056 |
| | Negative | -,077 |
| Kolmogorov-Smirnov Z | | ,734 |
| Asymp. Sig. (2-tailed) | | ,654 |

a. Test distribution is Normal.

b. Calculated from data.

### c. Regresi Ketiga

**One-Sample Kolmogorov-Smirnov Test**

| | | Unstandardized Residual |
|---|---|---|
| N | | 91 |
| Normal Parameters[a,b] | Mean | ,0000000 |
| | Std. Deviation | 3,35793456 |
| Most Extreme Differences | Absolute | ,085 |
| | Positive | ,085 |
| | Negative | -,062 |
| Kolmogorov-Smirnov Z | | ,808 |
| Asymp. Sig. (2-tailed) | | ,531 |

a. Test distribution is Normal.

b. Calculated from data.

### d. Regresi Keempat

**One-Sample Kolmogorov-Smirnov Test**

| | | Unstandardized Residual |
|---|---|---|
| N | | 91 |
| Normal Parameters[a,b] | Mean | ,0000000 |
| | Std. Deviation | 2,64197554 |
| Most Extreme Differences | Absolute | ,049 |
| | Positive | ,049 |
| | Negative | -,045 |
| Kolmogorov-Smirnov Z | | ,471 |
| Asymp. Sig. (2-tailed) | | ,980 |

a. Test distribution is Normal.

b. Calculated from data.

## E. Hasil Uji Multikolinearitas

### a. Uji Multikolinearitas pada Regresi Kedua

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. | Tolerance | VIF |
| 1 | (Constant) | 12,643 | 3,119 | | 4,054 | ,000 | | |
| | TOT_TSK | ,218 | ,084 | ,234 | 2,603 | ,011 | ,826 | 1,211 |
| | TOT_MO | ,487 | ,086 | ,509 | 5,671 | ,000 | ,826 | 1,211 |

a. Dependent Variable: TOT_KM

### b. Uji Multikolinearitas pada Regresi Keempat

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 11,410 | 3,094 | | 3,687 | ,000 | | |
| | TOT_TRF | ,171 | ,052 | ,290 | 3,306 | ,001 | ,829 | 1,206 |
| | TOT_MO | ,466 | ,084 | ,487 | 5,551 | ,000 | ,829 | 1,206 |

a. Dependent Variable: TOT_KM

## F. Hasil Uji Heteroskedastisitas

### a. Uji Heteroskedastisitas pada Regresi Kedua

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1,583 | 1,806 | | ,877 | ,383 |
| | TOT_TSK | ,042 | ,048 | ,102 | ,873 | ,385 |
| | TOT_MO | -,006 | ,050 | -,014 | -,120 | ,905 |

a. Dependent Variable: ABS_RES2

### b. Uji Heteroskedastisitas pada Regresi Keempat

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1,928 | 1,809 | | 1,066 | ,289 |
| | TOT_TRF | ,035 | ,030 | ,133 | 1,141 | ,257 |
| | TOT_MO | -,028 | ,049 | -,065 | -,562 | ,576 |

a. Dependent Variable: ABS_RES4

## G. Hasil Uji Koefisien Determinan

### a. Uji Koefisien Determinan pada Regresi Pertama

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,417[a] | ,174 | ,165 | 3,37009 |

a. Predictors: (Constant), TOT_TSK

b. Dependent Variable: TOT_MO

### b. Uji Koefisien Determinan pada Regresi Kedua

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,643[a] | ,414 | ,400 | 2,72980 |

a. Predictors: (Constant), TOT_MO, TOT_TSK

b. Dependent Variable: TOT_KM

### c. Uji Koefisien Determinan pada Regresi Ketiga

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,413[a] | ,171 | ,161 | 3,37675 |

a. Predictors: (Constant), TOT_TRF

b. Dependent Variable: TOT_MO

### d. Uji Koefisien Determinan pada Regresi Kemepat

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,662[a] | ,438 | ,425 | 2,67183 |

a. Predictors: (Constant), TOT_MO, TOT_TRF

b. Dependent Variable: TOT_KM

## H. Hasil Uji Signifikansi Simultan

### a. Uji Simultan pada Regresi Kedua

**ANOVA[b]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 462,371 | 2 | 231,186 | 31,024 | ,000[a] |
| | Residual | 655,761 | 88 | 7,452 | | |
| | Total | 1118,132 | 90 | | | |

a. Predictors: (Constant), TOT_MO, TOT_TSK

b. Dependent Variable: TOT_KM

### b. Uji Simultan pada Regresi Keempat

**ANOVA[b]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 489,929 | 2 | 244,964 | 34,315 | ,000[a] |
| | Residual | 628,203 | 88 | 7,139 | | |
| | Total | 1118,132 | 90 | | | |

a. Predictors: (Constant), TOT_MO, TOT_TRF

b. Dependent Variable: TOT_KM

## I. Hasil Uji Signifikansi Parsial

### a. Uji Signifikansi Parsial pada Regresi Pertama

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,417[a] | ,174 | ,165 | 3,37009 |

a. Predictors: (Constant), TOT_TSK

b. Dependent Variable: TOT_MO

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 31,637 | 1,891 | | 16,730 | ,000 | | |
| | TOT_TSK | ,407 | ,094 | ,417 | 4,330 | ,000 | 1,000 | 1,000 |

a. Dependent Variable: TOT_MO

### b. Uji Signifikansi Parsial pada Regresi Kedua

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,643[a] | ,414 | ,400 | 2,72980 |

a. Predictors: (Constant), TOT_MO, TOT_TSK

b. Dependent Variable: TOT_KM

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 12,643 | 3,119 | | 4,054 | ,000 | | |
| | TOT_TSK | ,218 | ,084 | ,234 | 2,603 | ,011 | ,826 | 1,211 |
| | TOT_MO | ,487 | ,086 | ,509 | 5,671 | ,000 | ,826 | 1,211 |

a. Dependent Variable: TOT_KM

## c. Uji Signifikansi Parsial pada Regresi Ketiga

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,413[a] | ,171 | ,161 | 3,37675 |

a. Predictors: (Constant), TOT_TRF

b. Dependent Variable: TOT_MO

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 30,159 | 2,252 | | 13,389 | ,000 | | |
| | TOT_TRF | ,256 | ,060 | ,413 | 4,281 | ,000 | 1,000 | 1,000 |

a. Dependent Variable: TOT_MO

## d. Uji Signifikansi Parsial pada Regresi Keempat

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,662[a] | ,438 | ,425 | 2,67183 |

a. Predictors: (Constant), TOT_MO, TOT_TRF

b. Dependent Variable: TOT_KM

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 11,410 | 3,094 | | 3,687 | ,000 | | |
| | TOT_TRF | ,171 | ,052 | ,290 | 3,306 | ,001 | ,829 | 1,206 |
| | TOT_MO | ,466 | ,084 | ,487 | 5,551 | ,000 | ,829 | 1,206 |

a. Dependent Variable: TOT_KM

# MUHAMMAD AKHID ABDILLAH_PENGARUH GAYA KEPEMIMPINAN TERHADAP KINERJA MANAJERIAL PEMERINTAH DESA DENGAN MOTIVASI SEBAGAI MEDIASI

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