

LAMPIRAN

Lampiran 1. Koesioner Penelitian

KUESIONER PENELITIAN

Kepada Yth :

Karyawan PT. SAMI

Ditempat

Nama saya Muhammad Khoirul Annam dari Universitas Wahid Hasyim Semarang. Bersama ini saya mengajukan permohonan kepada teman-teman karyawan **PT. SEMARANG AUTOCOMP MAUFACTURING INDONESIA** untuk bersedia meluangkan waktu dan mengisi daftar pertanyaan berikut secara sukarela, jujur, dan benar. Adapun tujuan dari pengisian daftar pernyataan ini adalah untuk mengetahui sejauh mana “**ANALISIS PENGARUH GAYA KEPEMIMPINAN DAN LINGKUNGAN KERJA TERHADAP KINERJA PT. SEMARANG AUTOCOMP MAUFACTURING INDONESIA**”. Dalam rangka menyusun skripsi, data penelitian ini bersifat rahasia dan akan di publikasikan dengan nama yang disamarkan.

Besar harapan saya dan kiranya teman-teman karyawan berkenan mengisi semua pernyataan dalam bentuk kuesioner ini. Atas perhatian dan kesediaan teman-teman, saya ucapkan terima kasih.

Identitas Responden

Nama :

Jenis Kelamin : ☐ Pria ☐ Wanita

Umur : Tahun

Pendidikan Terakhir : ☐ SMA/MA/SMK

Jabatan :

Masa Bekerja : Tahun.

Petunjuk :

Berilah tanda Checklist ($\sqrt{}$) pada masing-masing kotak yang sudah tersedia sesuai dengan jawaban anda.

Ada lima (5) alternatif jawaban, yaitu:

Sangat Setuju (SS) = 5

Setuju (S) = 4

Netral (N) = 3

Tidak Setuju (TS) = 2

Sangat Tidak Setuju (STS) = 1

ANGKET GAYA KEPEMIMPINAN

GAYA KEPEMIMPINAN PERTISIPATIF

NO	Pernyataan	SS	S	N	TS	STS
	Konsultasi					
1.	Pimpinan akan meminta pendapat kerja untuk hadapi setiap permasalahan yang dihadapi organisasi					
2.	Pimpinan akan meminta pendapat pada bawahan agar cara kerja dapat dilakukan dengan lebih mudah					
3.	Pimpinan akan meminta pendapat atau gagasan bawahan untuk mengambil keputusan akhir.					
	Keputusan bersama					
1	Pimpinan melibatkan bawahannya dalam pengambilan keputusan					

2	Dalam pengambilan keputusan, pimpinan menghargai pendapat dan saran bawahan sebagai bahan pertimbangan					
3	Karyawan merasa puas terhadap pengambilan keputusan yang telah disepakati bersama.					
	Pendelegasian					
1.	Pimpinan memberi wewenang dan tanggung jawab kepada bawahannya ketika tidak ikut lembur					
2.	Pimpinan meminta bawahannya untuk dapat mengisi kekosongan karyawan jika ada yang tidak masuk					
3	Pimpinan meminta bawahannya untuk adapat menyelesaikan tugas yang bukan tugasnya, tetapi masih dalam kemampuannya.					

ANGKET LINGKUNGAN KERJA

NO	Pernyataan	SS	S	N	TS	STS
	Suasana kerja					
1	Suasana kerja cukup nyaman karena tersedia pendingin ruangan yang cukup					
2	Pencahayaan cukup terang dan tidak membuat silau saat kerja					
3	Suara mesin yang tidak bising membuat suasana kerja cukup nyaman					
	Hubungan dengan rekan kerja					
1	Karyawan menciptakan hubungan yang harmonis dengan sesama karyawan					

2	Atasan menciptakan hubungan yang harmonis dengan semua karyawan					
3	Saling mengingatkan sesama karyawan apabila melihat rekan kerjanya melakukan kesalahan					
	Tersedianya Fasilitas					
1	Fasilitas kerja cukup mendukung untuk berlangsungnya proses kerja					
2	Tersedianya tempat pelayanan kesehatan (klinik) untuk semua karyawan					
3	Tersedianya tempat ibadah karyawan					

ANGKET KINERJA KARYAWAN

NO	Pernyataan	SS	S	N	TS	STS
	Efektivitas dan Efisiensi					
1	Karyawan menyelesaikan pekerjaannya dengan benar sesuai standar waktu yang telah ditentukan					
2	Karyawan menyelesaikan pekerjaannya sesuai dengan standar operasional					
3	Karyawan dapat menyelesaikan target output yang ditentukan dengan baik					
	Orientasi Tanggung jawab					
1	Karyawan mempunyai rasa tanggung jawab dalam menyelesaikan pekerjaannya					
2	Karyawan akan merasa bersalah apabila tidak dapat menyelesaikan pekerjaannya dengan maksimal					

3	Karyawan mampu menyelesaikan tugas yang diperintahkan atasan					
	Disiplin					
1	Karyawan datang tepat waktu dilokasi kerja					
2	Karyawan bekerja dengan menggunakan alat pelindung diri yang telah ditentukan untuk menjaga keselamatan kerja					
3	Karyawan selalu menjaga kebersihan ruangan dan peralatan yang digunakan					
	Inisiatif					
1	Karyawan mampu mencari solusi dari permasalahan yang dihadapinya selama bekerja					
2	Karyawan akan berinisiatif dengan sendirinya untuk membantu rekan kerjanya yang kesusahan					
3	Karyawan akan mencari tambahan pengetahuan yang berkaitan dengan tugas dan tanggung jawab pekerjaanya					

Lampiran 2. Hasil Uji Validitas

Hasil Uji Validitas Instrumen Gaya Kepemimpinan

Correlations										
	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	X1.8	X1.9	JML X1
X1.1 Pearson Correlation	1	.589**	.507**	.390**	.473**	.583**	.484**	.357**	.345**	.717**
Sig. (2-tailed)		.000	.000	.003	.000	.000	.000	.006	.009	.000
N	57	57	57	57	57	57	57	57	57	57
X1.2 Pearson Correlation	.589**	1	.637**	.436**	.409**	.490**	.536**	.370**	.387**	.739**
Sig. (2-tailed)	.000		.000	.001	.002	.000	.000	.005	.003	.000
N	57	57	57	57	57	57	57	57	57	57
X1.3 Pearson Correlation	.507**	.637**	1	.482**	.322*	.499**	.635**	.513**	.343**	.758**
Sig. (2-tailed)	.000	.000		.000	.015	.000	.000	.000	.009	.000
N	57	57	57	57	57	57	57	57	57	57
X1.4 Pearson Correlation	.390**	.436**	.482**	1	.339**	.422**	.448**	.370**	.387**	.650**
Sig. (2-tailed)	.003	.001	.000		.010	.001	.000	.005	.003	.000
N	57	57	57	57	57	57	57	57	57	57
X1.5 Pearson Correlation	.473**	.409**	.322*	.339**	1	.568**	.568**	.409**	.491**	.691**
Sig. (2-tailed)	.000	.002	.015	.010		.000	.000	.002	.000	.000
N	57	57	57	57	57	57	57	57	57	57
X1.6 Pearson Correlation	.583**	.490**	.499**	.422**	.568**	1	.656**	.490**	.534**	.796**
Sig. (2-tailed)	.000	.000	.000	.001	.000		.000	.000	.000	.000
N	57	57	57	57	57	57	57	57	57	57
X1.7 Pearson Correlation	.484**	.536**	.635**	.448**	.568**	.656**	1	.683**	.572**	.857**
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000
N	57	57	57	57	57	57	57	57	57	57
X1.8 Pearson Correlation	.357**	.370**	.513**	.370**	.409**	.490**	.683**	1	.292*	.685**
Sig. (2-tailed)	.006	.005	.000	.005	.002	.000	.000		.027	.000
N	57	57	57	57	57	57	57	57	57	57
X1.9 Pearson Correlation	.345**	.387**	.343**	.387**	.491**	.534**	.572**	.292*	1	.665**
Sig. (2-tailed)	.009	.003	.009	.003	.000	.000	.000	.027		.000
N	57	57	57	57	57	57	57	57	57	57
JML_X1 Pearson Correlation	.717**	.739**	.758**	.650**	.691**	.796**	.857**	.685**	.665**	1
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	
N	57	57	57	57	57	57	57	57	57	57

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

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

Hasil Uji Validitas Instrumen Lingkungan Kerja

Correlations

	X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	X2.8	X2.9	JML X2
X2.1 Pearson Correlation	1	.732**	.561**	.632**	.692**	.584**	.609**	.534**	.369**	.814**
Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.005	.000
N	57	57	57	57	57	57	57	57	57	57
X2.2 Pearson Correlation	.732**	1	.607**	.526**	.536**	.471**	.544**	.426**	.259	.733**
Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.001	.051	.000
N	57	57	57	57	57	57	57	57	57	57
X2.3 Pearson Correlation	.561**	.607**	1	.531**	.639**	.602**	.643**	.551**	.483**	.801**
Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000
N	57	57	57	57	57	57	57	57	57	57
X2.4 Pearson Correlation	.632**	.526**	.531**	1	.638**	.593**	.656**	.496**	.465**	.780**
Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000
N	57	57	57	57	57	57	57	57	57	57
X2.5 Pearson Correlation	.692**	.536**	.639**	.638**	1	.792**	.666**	.432**	.540**	.845**
Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.001	.000	.000
N	57	57	57	57	57	57	57	57	57	57
X2.6 Pearson Correlation	.584**	.471**	.602**	.593**	.792**	1	.726**	.570**	.495**	.829**
Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000
N	57	57	57	57	57	57	57	57	57	57
X2.7 Pearson Correlation	.609**	.544**	.643**	.656**	.666**	.726**	1	.659**	.491**	.856**
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000
N	57	57	57	57	57	57	57	57	57	57
X2.8 Pearson Correlation	.534**	.426**	.551**	.496**	.432**	.570**	.659**	1	.474**	.731**
Sig. (2-tailed)	.000	.001	.000	.000	.001	.000	.000		.000	.000
N	57	57	57	57	57	57	57	57	57	57
X2.9 Pearson Correlation	.369**	.259	.483**	.465**	.540**	.495**	.491**	.474**	1	.642**
Sig. (2-tailed)	.005	.051	.000	.000	.000	.000	.000	.000		.000
N	57	57	57	57	57	57	57	57	57	57
JML_X2 Pearson Correlation	.814**	.733**	.801**	.780**	.845**	.829**	.856**	.731**	.642**	1
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	
N	57	57	57	57	57	57	57	57	57	57

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

Hasil Uji Validitas Instrumen Kinerja Karyawan

Correlations													
	Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y1.6	Y1.7	Y1.8	Y1.9	Y1.10	Y1.11	Y1.12	JML Y
Y1.1 Pearson Correlation	1	.420**	.518**	.435**	.508**	.317*	.209	.293*	.288*	.296*	.400**	.273*	.592**
Sig. (2-tailed)		.001	.000	.001	.000	.016	.119	.027	.030	.025	.002	.040	.000
N	57	57	57	57	57	57	57	57	57	57	57	57	57
Y1.2 Pearson Correlation	.420**	1	.580**	.228	.499**	.551**	.276*	.286*	.507**	.383**	.458**	.356**	.666**
Sig. (2-tailed)	.001		.000	.087	.000	.000	.038	.031	.000	.003	.000	.007	.000
N	57	57	57	57	57	57	57	57	57	57	57	57	57
Y1.3 Pearson Correlation	.518**	.580**	1	.521**	.528**	.524**	.369**	.345**	.482**	.363**	.435**	.311*	.720**
Sig. (2-tailed)	.000	.000		.000	.000	.000	.005	.009	.000	.006	.001	.018	.000
N	57	57	57	57	57	57	57	57	57	57	57	57	57
Y1.4 Pearson Correlation	.435**	.228	.521**	1	.438**	.243	.430**	.166	.251	.320*	.291*	.316*	.570**
Sig. (2-tailed)	.001	.087	.000		.001	.069	.001	.216	.060	.015	.028	.017	.000
N	57	57	57	57	57	57	57	57	57	57	57	57	57
Y1.5 Pearson Correlation	.508**	.499**	.528**	.438**	1	.531**	.355**	.144	.443**	.513**	.418**	.436**	.705**
Sig. (2-tailed)	.000	.000	.000	.001		.000	.007	.285	.001	.000	.001	.001	.000
N	57	57	57	57	57	57	57	57	57	57	57	57	57
Y1.6 Pearson Correlation	.317*	.551**	.524**	.243	.531**	1	.320*	.535**	.647**	.565**	.592**	.357**	.760**
Sig. (2-tailed)	.016	.000	.000	.069	.000		.015	.000	.000	.000	.000	.006	.000
N	57	57	57	57	57	57	57	57	57	57	57	57	57
Y1.7 Pearson Correlation	.209	.276*	.369**	.430**	.355**	.320*	1	.443**	.476**	.618**	.475**	.507**	.671**
Sig. (2-tailed)	.119	.038	.005	.001	.007	.015		.001	.000	.000	.000	.000	.000
N	57	57	57	57	57	57	57	57	57	57	57	57	57
Y1.8 Pearson Correlation	.293*	.286*	.345**	.166	.144	.535**	.443**	1	.638**	.415**	.386**	.206	.590**
Sig. (2-tailed)	.027	.031	.009	.216	.285	.000	.001		.000	.001	.003	.125	.000
N	57	57	57	57	57	57	57	57	57	57	57	57	57
Y1.9 Pearson Correlation	.288*	.507**	.482**	.251	.443**	.647**	.476**	.638**	1	.659**	.547**	.471**	.781**
Sig. (2-tailed)	.030	.000	.000	.060	.001	.000	.000	.000		.000	.000	.000	.000
N	57	57	57	57	57	57	57	57	57	57	57	57	57
Y1.10 Pearson Correlation	.296*	.383**	.363**	.320*	.513**	.565**	.618**	.415**	.659**	1	.566**	.488**	.761**
Sig. (2-tailed)	.025	.003	.006	.015	.000	.000	.000	.001	.000		.000	.000	.000
N	57	57	57	57	57	57	57	57	57	57	57	57	57
Y1.11 Pearson Correlation	.400**	.458**	.435**	.291*	.418**	.592**	.475**	.386**	.547**	.566**	1	.536**	.745**
Sig. (2-tailed)	.002	.000	.001	.028	.001	.000	.000	.003	.000	.000		.000	.000
N	57	57	57	57	57	57	57	57	57	57	57	57	57
Y1.12 Pearson Correlation	.273*	.356**	.311*	.316*	.436**	.357**	.507**	.206	.471**	.488**	.536**	1	.647**
Sig. (2-tailed)	.040	.007	.018	.017	.001	.006	.000	.125	.000	.000	.000		.000
N	57	57	57	57	57	57	57	57	57	57	57	57	57
JML_Y Pearson Correlation	.592**	.666**	.720**	.570**	.705**	.760**	.671**	.590**	.781**	.761**	.745**	.647**	1
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
N	57	57	57	57	57	57	57	57	57	57	57	57	57

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

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

Lampiran 3. Uji Reliabilitas

Hasil Uji Reliabilitas Instrumen Gaya Kepemimpinan

Case Processing Summary

		N	%
Cases	Valid	57	100.0
	Excluded ^a	0	.0
	Total	57	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.890	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
X1.1	31.0877	19.546	.631	.486	.879
X1.2	31.0351	19.392	.659	.525	.877
X1.3	30.9649	18.927	.676	.577	.875
X1.4	31.0351	20.034	.551	.321	.885
X1.5	30.9649	19.963	.606	.448	.881
X1.6	31.0000	19.107	.732	.572	.871
X1.7	31.1579	17.885	.800	.716	.864
X1.8	31.0351	19.784	.592	.505	.882
X1.9	31.0175	19.732	.563	.435	.885

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
34.9123	24.189	4.91819	9

Hasil Uji Reliabilitas Instrumen Lingkungan Kerja

Case Processing Summary

		N	%
Cases	Valid	57	100.0
	Excluded ^a	0	.0
	Total	57	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.920	.920	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
X2.1	30.8421	22.064	.759	.706	.908
X2.2	30.9649	22.177	.648	.611	.916
X2.3	30.9825	22.018	.740	.588	.909
X2.4	30.8070	22.837	.724	.549	.911
X2.5	30.7895	21.205	.791	.771	.906
X2.6	31.0175	22.053	.779	.719	.907
X2.7	30.9298	21.066	.804	.685	.905
X2.8	30.8947	22.524	.652	.562	.915
X2.9	30.9474	23.622	.555	.405	.921

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
34.7719	27.786	5.27128	9

Hasil Uji Reliabilitas Instrumen Kinerja Karyawan

Case Processing Summary

		N	%
Cases	Valid	57	100.0
	Excluded ^a	0	.0
	Total	57	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.895	.897	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Y1.1	42.1930	32.194	.513	.479	.892
Y1.2	42.2105	31.526	.597	.490	.888
Y1.3	42.3158	31.077	.659	.577	.885
Y1.4	42.2632	31.519	.467	.423	.895
Y1.5	42.1404	31.159	.641	.581	.885
Y1.6	42.2456	29.224	.687	.660	.883
Y1.7	42.1754	31.112	.596	.583	.888
Y1.8	42.1754	31.969	.506	.602	.892
Y1.9	42.2105	30.383	.729	.687	.881
Y1.10	42.3684	29.844	.696	.631	.882
Y1.11	42.3684	30.523	.684	.544	.883
Y1.12	42.4912	30.897	.560	.444	.890

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
46.1053	36.489	6.04059	12

Lampiran 4. Uji Asumsi Klasik

1. Uji Normalitas

One-Sample Kolmogorov-Smirnov Test

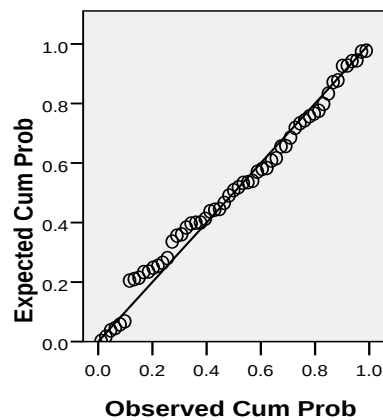
		Unstandardized Residual
N		57
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.05522700
Most Extreme Differences	Absolute	.095
	Positive	.049
	Negative	-.095
Kolmogorov-Smirnov Z		.720
Asymp. Sig. (2-tailed)		.677

a. Test distribution is Normal.

b. Calculated from data.

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Kinerja Karyawan



2. Uji Multikolinieritas

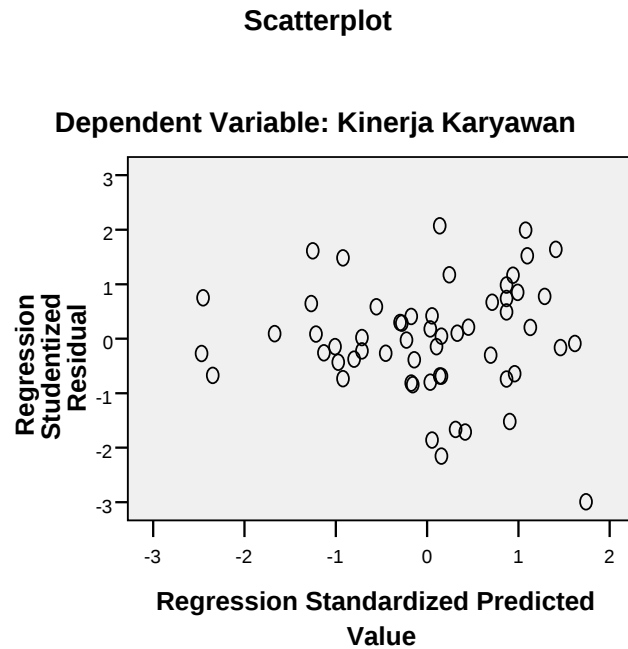
Coefficients^a

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	Gaya Kepemimpinan	.668	.304	.214	.457	2.188
	Lingkungan Kerja	.710	.433	.322	.457	2.188

a. Dependent Variable: Kinerja Karyawan

3. Uji Heteroskedastisitas

a. Scatterplot



b. Uji Glejser

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.813	2.565		-1.097	.278
Gaya Kepemimpinan	.060	.104	.111	.579	.565
Lingkungan Kerja	.108	.097	.214	1.117	.269

a. Dependent Variable: ABRes

4. Uji Linearitas

Kinerja Karyawan Gaya Kepemimpinan

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Kinerja Karyawan * Gaya Kepemimpinan	Between Groups	(Combined)	1242.823	18	69.046	3.277	.001
		Linearity	910.456	1	910.456	43.22	.000
		Deviation from Linearity	332.367	17	19.551	.928	.550
	Within Groups		800.545	38	21.067		
	Total		2043.368	56			

Kinerja Karyawan Lingkungan Kerja

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Kinerja Karyawan * Lingkungan Kerja	Between Groups	(Combined)	1489.845	20	74.492	4.845	.000
		Linearity	1028.998	1	1028.998	66.924	.000
		Deviation from Linearity	460.846	19	24.255	1.577	.117
	Within Groups		553.524	36	15.376		
	Total		2043.368	56			

5. Uji Autokorelasi

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.741 ^a	.549	.533	4,130	1,889

a. Predictors: (Constant), Lingkungan Kerja, Gaya Kepemimpinan

b. Dependent Variable: Kinerja Karyawan

6. Hasil Analisis Regresi Linier Berganda

Descriptive Statistics

	Mean	Std. Deviation	N
Kinerja Karyawan	46.1053	6.04059	57
Gaya Kepemimpinan	34.9123	4.91819	57
Lingkungan Kerja	34.7719	5.27128	57

Correlations

		Kinerja Karyawan	Gaya Kepemimpinan	Lingkungan Kerja
Pearson Correlation	Kinerja Karyawan	1.000	.668	.710
	Gaya Kepemimpinan	.668	1.000	.737
	Lingkungan Kerja	.710	.737	1.000
Sig. (1-tailed)	Kinerja Karyawan	.	.000	.000
	Gaya Kepemimpinan	.000	.	.000
	Lingkungan Kerja	.000	.000	.
N	Kinerja Karyawan	57	57	57
	Gaya Kepemimpinan	57	57	57
	Lingkungan Kerja	57	57	57

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Lingkungan Kerja, Gaya Kepemimpinan	.	Enter

a. All requested variables entered.

b. Dependent Variable: Kinerja Karyawan

Lampiran 5. Pengujian Hipotesis

1. Uji Hipotesis Secara Simultan (Uji f)

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1122.456	2	561.228	32.909	.000 ^a
	Residual	920.912	54	17.054		
	Total	2043.368	56			

a. Predictors: (Constant), Lingkungan Kerja, Gaya Kepemimpinan

b. Dependent Variable: Kinerja Karyawan

2. Uji Hipotesis Secara Parsial (Uji t)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.553	4.109		3.298	.002
	Gaya Kepemimpinan	.389	.166	.316	2.341	.023
	Lingkungan Kerja	.546	.155	.476	3.526	.001

a. Dependent Variable: Kinerja Karyawan

3. Uji Koefisien Determinansi (R^2)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741 ^a	.549	.533	4.12964

a. Predictors: (Constant), Lingkungan Kerja, Gaya Kepemimpinan

b. Dependent Variable: Kinerja Karyawan

Lampiran 6. Tabulasi
Tabulasi Gaya Kepemimpinan

NO	Pendidikan	Konsultasi			Keputusan Bersama			pendelegasian			JUMLAH
		X1 .1	X1 .2	X1 .3	X1 .4	X1 .5	X1 .6	X1 .7	X1 .8	X1 .9	
1	SMA	4	5	4	4	4	4	4	4	4	37
2	SMA	4	4	4	4	4	5	4	4	4	37
3	SMA	4	4	4	4	4	4	4	4	3	35
4	SMA	3	3	4	4	3	3	4	4	3	31
5	SMA	3	4	5	5	4	4	4	4	4	37
6	SMA	4	4	4	4	3	4	4	4	4	35
7	SMA	3	3	4	4	3	3	3	4	4	31
8	SMA	3	4	4	4	5	5	5	4	5	39
9	SMA	4	3	4	3	3	3	4	4	4	32
10	SMA	4	5	5	5	4	4	4	5	3	39
11	SMA	3	2	2	3	3	3	2	2	3	23
12	SMA	4	5	5	4	3	3	3	4	3	34
13	SMA	3	4	4	3	3	3	3	3	3	29
14	SMA	3	3	3	4	4	3	3	3	4	30
15	SMA	4	4	5	4	5	5	5	5	5	42
16	SMA	4	4	5	4	3	4	4	3	4	35
17	SMA	3	4	3	4	3	4	3	4	4	32
18	SMA	3	4	4	4	4	4	4	4	3	34
19	SMA	3	3	3	4	3	3	2	3	4	28
20	SMA	4	3	3	4	4	4	3	3	4	32
21	SMA	3	4	4	3	3	4	4	4	5	34
22	SMA	3	4	4	4	4	4	4	4	4	35
23	SMA	4	3	4	4	4	4	4	4	4	35
24	SMA	5	5	4	5	5	4	5	4	5	42
25	SMA	4	5	5	5	4	4	5	3	5	40
26	SMA	4	4	4	4	4	4	4	4	4	36
27	SMA	4	5	4	5	4	4	4	5	4	39
28	SMA	3	3	2	4	3	3	2	3	3	26
29	SMA	4	4	5	5	4	4	4	4	5	39
30	SMA	5	4	4	4	4	4	5	5	4	39
31	SMA	3	3	2	2	3	3	2	2	3	23
32	SMA	5	5	5	4	4	4	5	5	3	40
33	SMA	4	4	5	5	5	4	4	5	5	41
34	SMA	3	4	4	2	4	3	3	3	3	29

NO	Pendidikan	Konsultasi			Keputusan Bersama			pendelegasian			JUMLAH
		X1 .1	X1 .2	X1 .3	X1 .4	X1 .5	X1 .6	X1 .7	X1 .8	X1 .9	
35	SMA	5	4	5	4	5	5	5	5	5	43
36	SMA	5	5	5	3	5	5	4	4	5	41
37	SMA	5	5	4	4	5	5	4	4	4	40
38	SMA	5	4	4	5	4	5	4	4	4	39
39	SMA	4	4	4	4	4	4	4	4	5	37
40	SMA	5	5	4	4	4	5	4	4	4	39
41	SMA	4	4	4	4	4	4	4	4	4	36
42	SMA	4	4	4	5	5	4	4	4	4	38
43	SMA	4	3	4	3	4	3	3	4	2	30
44	SMA	4	4	4	4	5	4	5	4	4	38
45	SMA	4	3	4	3	3	4	3	4	3	31
46	SMA	4	4	4	4	5	5	5	5	5	41
47	SMA	4	4	3	3	4	3	3	3	4	31
48	SMA	3	3	4	3	3	4	4	4	3	31
49	SMA	4	4	4	4	4	3	3	3	4	33
50	SMA	2	3	3	3	4	3	3	3	3	27
51	SMA	5	5	5	4	5	5	4	4	5	42
52	SMA	4	4	3	3	4	3	3	3	4	31
53	SMA	4	4	4	4	4	5	5	5	5	40
54	SMA	5	4	5	5	4	5	3	3	3	37
55	SMA	4	3	3	4	5	4	4	4	4	35
56	SMA	3	3	3	3	4	3	3	5	3	30
57	SMA	3	3	3	3	4	4	3	4	3	30

Tabulasi Lingkungan Kerja

NO	Pendidikan	Suasana Kerja			Hubungan Rekan Kerja			Ketersediaan Fasilitas Kerja			JUMLAH
		X2 .1	X2 .2	X2 .3	X2 .4	X2 .5	X2 .6	X2 .7	X1 .8	X1 .9	
1	SMA	4	5	4	4	4	4	4	4	4	37
2	SMA	5	5	4	4	5	4	4	4	4	39
3	SMA	4	4	4	4	4	4	4	4	4	36
4	SMA	4	3	3	3	3	3	3	4	4	30
5	SMA	4	4	3	4	3	3	4	4	3	32
6	SMA	4	4	3	4	4	4	4	4	4	35
7	SMA	4	4	5	4	4	4	5	4	4	38
8	SMA	4	4	5	5	5	4	5	4	4	40

NO	Pendidikan	Suasana Kerja			Hubungan Rekan Kerja			Ketersediaan Fasilitas Kerja			JUMLAH
		X2 .1	X2 .2	X2 .3	X2 .4	X2 .5	X2 .6	X2 .7	X1 .8	X1 .9	
9	SMA	3	3	3	4	3	3	4	4	4	31
10	SMA	4	4	3	4	4	3	4	3	4	33
11	SMA	3	3	2	3	2	2	3	3	3	24
12	SMA	3	3	4	4	4	4	3	3	5	33
13	SMA	3	3	3	4	3	3	3	3	4	29
14	SMA	3	3	4	4	3	3	3	3	4	30
15	SMA	5	5	5	5	5	5	5	5	4	44
16	SMA	3	3	4	4	4	3	3	3	4	31
17	SMA	3	4	4	3	4	3	4	3	3	31
18	SMA	4	3	3	4	4	4	4	4	4	34
19	SMA	3	2	3	3	4	3	2	3	3	26
20	SMA	4	4	4	4	4	3	3	4	5	35
21	SMA	4	4	4	4	4	4	4	3	3	34
22	SMA	4	4	4	4	4	4	4	4	4	36
23	SMA	4	3	4	4	4	4	4	4	4	35
24	SMA	5	5	4	5	5	5	5	5	4	43
25	SMA	4	4	5	4	5	4	5	4	5	40
26	SMA	4	4	4	4	4	4	4	4	4	36
27	SMA	5	4	4	4	5	4	5	4	4	39
28	SMA	3	3	2	3	2	2	2	2	2	21
29	SMA	4	4	4	4	4	4	3	3	3	33
30	SMA	5	4	4	5	5	5	4	3	4	39
31	SMA	3	3	2	2	3	3	2	2	3	23
32	SMA	4	4	4	4	4	4	4	5	4	37
33	SMA	5	4	4	5	5	4	4	5	5	41
34	SMA	3	4	4	3	4	4	3	3	3	31
35	SMA	4	4	4	4	5	5	5	5	5	41
36	SMA	5	5	4	5	5	4	5	4	5	42
37	SMA	4	3	3	4	3	3	3	4	3	30
38	SMA	5	5	5	4	4	4	4	5	3	39
39	SMA	4	5	4	5	4	5	5	5	4	41
40	SMA	5	5	4	5	5	4	4	4	3	39
41	SMA	5	5	5	5	5	4	4	5	5	43
42	SMA	4	3	4	4	4	4	4	5	4	36
43	SMA	4	3	3	3	3	3	3	3	3	28
44	SMA	5	4	5	4	4	4	5	5	4	40
45	SMA	3	3	4	4	3	3	4	4	3	31

[illegible]

Tabulasi Kinerja Karyawan

[illegible]

NO	Pendidikan	Efektivitas dan efisien			Orientasi tanggung jawab			Kedisiplinan			Inisiatif			Jumlah
		Y1 .1	Y1 .2	Y1 .3	Y1 .4	Y1 .5	Y1 .6	Y1 .7	Y1 .8	Y1 .9	Y1 .10	Y1 .11	Y1 .12	
19	SMA	5	3	3	2	4	3	3	4	3	3	3	3	39
20	SMA	4	4	4	4	4	4	3	4	3	3	4	4	45
21	SMA	4	3	4	4	4	4	3	3	4	3	3	3	42
22	SMA	3	4	3	3	3	3	3	4	4	3	3	2	38
23	SMA	4	4	4	4	4	4	4	4	4	4	4	3	47
24	SMA	4	5	4	5	5	4	4	4	5	4	4	5	53
25	SMA	5	5	5	5	5	5	5	5	5	5	5	4	59
26	SMA	4	5	4	4	4	4	5	5	5	4	4	4	52
27	SMA	5	4	4	5	5	5	4	5	4	4	4	3	52
28	SMA	4	3	3	4	3	3	3	4	3	3	2	3	38
29	SMA	5	5	4	5	5	5	4	4	4	5	5	4	55
30	SMA	4	4	5	5	4	5	4	5	5	5	4	4	54
31	SMA	3	3	3	2	2	3	3	5	3	3	2	2	34
32	SMA	4	4	4	5	4	5	5	4	4	4	5	4	52
33	SMA	5	4	5	5	5	5	4	5	5	4	4	4	55
34	SMA	3	4	4	3	4	4	3	3	3	3	3	3	40
35	SMA	4	4	4	4	4	5	5	4	4	5	5	4	52
36	SMA	5	5	5	5	5	5	5	5	5	5	4	5	59
37	SMA	4	4	3	4	3	4	4	4	3	3	4	4	44
38	SMA	4	4	4	4	4	5	4	5	5	4	5	5	53
39	SMA	5	4	5	4	5	5	5	5	5	4	4	4	55
40	SMA	4	5	4	4	4	4	4	4	4	3	4	3	47
41	SMA	5	5	4	4	5	5	4	5	5	5	5	5	57
42	SMA	4	3	4	5	4	2	3	3	3	3	4	3	41
43	SMA	3	4	3	3	5	5	4	3	4	5	4	4	47
44	SMA	4	4	3	3	3	4	3	4	4	4	4	4	44
45	SMA	4	3	3	3	3	3	4	4	4	3	4	3	41
46	SMA	4	4	4	4	4	3	3	3	3	3	3	3	41
47	SMA	4	4	4	4	4	3	3	3	3	2	3	2	39
48	SMA	4	4	3	3	4	4	4	4	4	3	4	5	46
49	SMA	4	5	5	3	4	4	4	4	4	3	4	4	48
50	SMA	3	4	4	4	3	4	4	4	4	3	3	3	43
51	SMA	4	4	4	3	4	4	5	5	5	5	5	4	52
52	SMA	3	4	4	4	4	5	4	4	4	5	4	3	48
53	SMA	4	3	4	4	4	4	4	4	4	4	4	3	46
54	SMA	4	4	5	5	4	3	5	4	3	3	4	4	48

NO	Pendidikan	Efektivitas dan efisien			Orientasi tanggung jawab			Kedisiplinan			Inisiatif			Jumlah
		Y1 .1	Y1 .2	Y1 .3	Y1 .4	Y1 .5	Y1 .6	Y1 .7	Y1 .8	Y1 .9	Y1 .10	Y1 .11	Y1 .12	
55	SMA	5	5	4	3	4	4	3	3	3	3	4	3	44
56	SMA	3	3	3	3	4	4	4	4	3	3	3	3	40
57	SMA	5	4	4	4	4	4	3	3	4	4	4	3	46

T Tabel

Tabel Nilai t

d.f	$t_{0.10}$	$t_{0.05}$	$t_{0.025}$	$t_{0.01}$	$t_{0.005}$	d.f
40	1,303	1,684	2,021	2,423	2,704	40
41	1,303	1,683	2,020	2,421	2,701	41
42	1,302	1,682	2,018	2,418	2,698	42
43	1,302	1,681	2,017	2,416	2,695	43
44	1,301	1,680	2,015	2,414	2,692	44
45	1,301	1,679	2,014	2,412	2,690	45
46	1,300	1,679	2,013	2,410	2,687	46
47	1,300	1,678	2,012	2,408	2,685	47
48	1,299	1,677	2,011	2,407	2,682	48
49	1,299	1,677	2,010	2,405	2,680	49
50	1,299	1,676	2,009	2,403	2,678	50
51	1,298	1,675	2,008	2,402	2,676	51
52	1,298	1,675	2,007	2,400	2,674	52
53	1,298	1,674	2,006	2,399	2,672	53
54	1,297	1,674	2,005	2,397	2,670	54
55	1,297	1,673	2,004	2,396	2,668	55
56	1,297	1,673	2,003	2,395	2,667	56
57	1,297	1,672	2,002	2,394	2,665	57
58	1,296	1,672	2,002	2,392	2,663	58
59	1,296	1,671	2,001	2,391	2,662	59
60	1,296	1,671	2,000	2,390	2,660	60
61	1,296	1,670	2,000	2,389	2,659	61
62	1,295	1,670	1,999	2,388	2,657	62
63	1,295	1,669	1,998	2,387	2,656	63
64	1,295	1,669	1,998	2,386	2,655	64
65	1,295	1,669	1,997	2,385	2,654	65
66	1,295	1,668	1,997	2,384	2,652	66
67	1,294	1,668	1,996	2,383	2,651	67
68	1,294	1,668	1,995	2,382	2,650	68
69	1,294	1,667	1,995	2,382	2,649	69
70	1,294	1,667	1,994	2,381	2,648	70
71	1,294	1,667	1,994	2,380	2,647	71
72	1,293	1,666	1,993	2,379	2,646	72
73	1,293	1,666	1,993	2,379	2,645	73
74	1,293	1,666	1,993	2,378	2,644	74

75	1,293	1,665	1,992	2,377	2,643	75
76	1,293	1,665	1,992	2,376	2,642	76
77	1,293	1,665	1,991	2,376	2,641	77
78	1,292	1,665	1,991	2,375	2,640	78

Sumber: *Aplikasi Analisis Multivariate Dengan Program SPSS* (Dr. Imam Ghozali)

F Tabel

F-tabel

df2\df1	1	2	3	4	5	6	7	8	10
1	161,448	199,500	215,707	224,583	230,162	233,986	236,768	238,883	241,882
2	18,513	19,000	19,164	19,247	19,296	19,330	19,353	19,371	19,396
3	10,128	9,552	9,277	9,117	9,013	8,941	8,887	8,845	8,786
4	7,709	6,944	6,591	6,388	6,256	6,163	6,094	6,041	5,964
5	6,608	5,786	5,409	5,192	5,050	4,950	4,876	4,818	4,735
6	5,987	5,143	4,757	4,534	4,387	4,284	4,207	4,147	4,060
7	5,591	4,737	4,347	4,120	3,972	3,866	3,787	3,726	3,637
8	5,318	4,459	4,066	3,838	3,687	3,581	3,500	3,438	3,347
9	5,117	4,256	3,863	3,633	3,482	3,374	3,293	3,230	3,137
10	4,965	4,103	3,708	3,478	3,326	3,217	3,135	3,072	2,978
11	4,844	3,982	3,587	3,357	3,204	3,095	3,012	2,948	2,854
12	4,747	3,885	3,490	3,259	3,106	2,996	2,913	2,849	2,753
13	4,667	3,806	3,411	3,179	3,025	2,915	2,832	2,767	2,671
14	4,600	3,739	3,344	3,112	2,958	2,848	2,764	2,699	2,602
15	4,543	3,682	3,287	3,056	2,901	2,790	2,707	2,641	2,544
16	4,494	3,634	3,239	3,007	2,852	2,741	2,657	2,591	2,494
17	4,451	3,592	3,197	2,965	2,810	2,699	2,614	2,548	2,450
18	4,414	3,555	3,160	2,928	2,773	2,661	2,577	2,510	2,412
19	4,381	3,522	3,127	2,895	2,740	2,628	2,544	2,477	2,378
20	4,351	3,493	3,098	2,866	2,711	2,599	2,514	2,447	2,348
21	4,325	3,467	3,072	2,840	2,685	2,573	2,488	2,420	2,321
22	4,301	3,443	3,049	2,817	2,661	2,549	2,464	2,397	2,297
23	4,279	3,422	3,028	2,796	2,640	2,528	2,442	2,375	2,275
24	4,260	3,403	3,009	2,776	2,621	2,508	2,423	2,355	2,255
25	4,242	3,385	2,991	2,759	2,603	2,490	2,405	2,337	2,236
26	4,225	3,369	2,975	2,743	2,587	2,474	2,388	2,321	2,220
27	4,210	3,354	2,960	2,728	2,572	2,459	2,373	2,305	2,204
28	4,196	3,340	2,947	2,714	2,558	2,445	2,359	2,291	2,190
29	4,183	3,328	2,934	2,701	2,545	2,432	2,346	2,278	2,177
30	4,171	3,316	2,922	2,690	2,534	2,421	2,334	2,266	2,165
35	4,121	3,267	2,874	2,641	2,485	2,372	2,285	2,217	2,114
40	4,085	3,232	2,839	2,606	2,449	2,336	2,249	2,180	2,077
45	4,057	3,204	2,812	2,579	2,422	2,308	2,221	2,152	2,049
50	4,034	3,183	2,790	2,557	2,400	2,286	2,199	2,130	2,026
55	4,016	3,165	2,773	2,540	2,383	2,269	2,181	2,112	2,008
60	4,001	3,150	2,758	2,525	2,368	2,254	2,167	2,097	1,993
70	3,978	3,128	2,736	2,503	2,346	2,231	2,143	2,074	1,969
80	3,960	3,111	2,719	2,486	2,329	2,214	2,126	2,056	1,951
90	3,947	3,098	2,706	2,473	2,316	2,201	2,113	2,043	1,938
100	3,936	3,087	2,696	2,463	2,305	2,191	2,103	2,032	1,927
110	3,927	3,079	2,687	2,454	2,297	2,182	2,094	2,024	1,918
120	3,920	3,072	2,680	2,447	2,290	2,175	2,087	2,016	1,910
130	3,914	3,066	2,674	2,441	2,284	2,169	2,081	2,010	1,904
140	3,909	3,061	2,669	2,436	2,279	2,164	2,076	2,005	1,899
150	3,904	3,056	2,665	2,432	2,274	2,160	2,071	2,001	1,894
160	3,900	3,053	2,661	2,428	2,271	2,156	2,067	1,997	1,890
180	3,894	3,046	2,655	2,422	2,264	2,149	2,061	1,990	1,884
200	3,888	3,041	2,650	2,417	2,259	2,144	2,056	1,985	1,878
220	3,884	3,037	2,646	2,413	2,255	2,140	2,051	1,981	1,874
240	3,880	3,033	2,642	2,409	2,252	2,136	2,048	1,977	1,870
260	3,877	3,031	2,639	2,406	2,249	2,134	2,045	1,974	1,867
280	3,875	3,028	2,637	2,404	2,246	2,131	2,042	1,972	1,865
300	3,873	3,026	2,635	2,402	2,244	2,129	2,040	1,969	1,862
400	3,865	3,018	2,627	2,394	2,237	2,121	2,032	1,962	1,854
500	3,860	3,014	2,623	2,390	2,232	2,117	2,028	1,957	1,850
600	3,857	3,011	2,620	2,387	2,229	2,114	2,025	1,954	1,846
700	3,855	3,009	2,618	2,385	2,227	2,112	2,023	1,952	1,844
800	3,853	3,007	2,616	2,383	2,225	2,110	2,021	1,950	1,843
900	3,852	3,006	2,615	2,382	2,224	2,109	2,020	1,949	1,841
1000	3,851	3,005	2,614	2,381	2,223	2,108	2,019	1,948	1,840
∞	3,841	2,996	2,605	2,372	2,214	2,099	2,010	1,938	1,831