

## Lampiran 1. Kuesioner Penelitian

Dengan Hormat,

Dalam rangka penyusunan Skripsi sebagai salah satu syarat kelulusan program Sarjana S1 di Universitas Wijaya Kusuma Surabaya, saya akan melakukan penelitian dengan judul “Pengaruh Budaya Organisasi, Kepemimpinan dan Kompensasi Terhadap Kinerja Karyawan Di Forever Hope Digital Printing Surabaya dengan Kepuasan Kerja Sebagai Variabel Mediasi”.

Oleh karena itu, saya mohon kesediaan Saudara/i dalam meluangkan waktu untuk mengisi kuesioner yang dilampirkan. Jawaban yang Anda berikan akan sangat membantu saya dalam penelitian ini. Seluruh data dan informasi yang Saudara/i berikan akan dijaga kerahasiaannya dan hanya digunakan untuk kepentingan akademis penelitian semata.

Atas perhatian dan kerja samanya, saya ucapkan terima kasih.

Hormat saya,

Shafa Salsabilla Windarto

NPM 20420103

IDENTITAS RESPONDEN

No. Responden :

Jenis Kelamin : 

<input type="checkbox"/>	Laki - Laki
<input type="checkbox"/>	Perempuan

Umur : 

<input type="checkbox"/>	19 s/d 23 Tahun
<input type="checkbox"/>	24 s/d 28 Tahun
<input type="checkbox"/>	29 s/d 33 Tahun
<input type="checkbox"/>	34 Tahun ke atas

Pendidikan Terakhir : .....

Lama Bekerja : 

<input type="checkbox"/>	< 2 Tahun
<input type="checkbox"/>	2 – 5 Tahun
<input type="checkbox"/>	5 – 10 Tahun
<input type="checkbox"/>	10 Tahun ke atas

Gaji : 

<input type="checkbox"/>	< 3jt
<input type="checkbox"/>	3 – 4jt
<input type="checkbox"/>	4,5 – 5jt
<input type="checkbox"/>	> 5jt

Petunjuk Pengisian :

1. Pertanyaan yang diajukan hanya untuk keperluan penelitian. Diharap responden menjawab pertanyaan dengan jujur.
2. Baca dengan teliti dan pahami pertanyaan, serta pastikan tidak ada pertanyaan yang terlewat.
3. Pilihlah salah satu jawaban dengan nilai paling sesuai dan mewakili jawaban Anda, dengan cara memberi tanda (√) pada salah satu jawaban.

Keterangan :

Sangat Tidak Setuju (STS) = 1

Tidak Setuju (TS) = 2

Netral (N) = 3

Setuju (S) = 4

Sangat Setuju (SS) = 5

1. Budaya Organisasi (X<sub>1</sub>)

No.	Pernyataan	STS	TS	N	S	SS
	<b>Pelaksanaan Norma</b>					
1.	Saya selalu menjunjung tinggi norma hukum yang berlaku di perusahaan. Contoh : tidak melakukan tindakan kriminal seperti mencuri atau menipu.					
	<b>Pelaksanaan Nilai – Nilai</b>					
2.	Saya melaksanakan nilai-nilai di perusahaan dengan baik. Contoh : bertanggung jawab dengan tugas yang diberikan dan disiplin terhadap peraturan yang ada.					
	<b>Kepercayaan</b>					
3.	Saya percaya dengan SOP yang diterapkan oleh perusahaan. Contoh : untuk SOP pegawai (datang tidak boleh telat lebih dari 1 jam dan harus ada alasan yang jelas ketika masuk telat) untuk SOP produksi (wajib menggunakan sarung tangan jika menggunakan cairan keras)					
	<b>Pelaksanaan Kode Etik</b>					
4.	Saya menerapkan kode etik yang telah ditentukan perusahaan. Contoh : memenuhi kebutuhan <i>customer</i> sesuai dengan yang diinginkan (misalnya <i>request</i> desain)					

2. Kepemimpinan (X<sub>2</sub>)

No.	Pernyataan	STS	TS	N	S	SS
	<b>Kecerdasan</b>					
5.	Pimpinan saya memiliki kemampuan memahami karyawan dengan baik serta mempunyai ide atau pendapat yang cemerlang.					
	<b>Kedewasaan dan Keluasan Hubungan Sosial</b>					
6.	Pimpinan saya dapat menjadi panutan dan selalu memperlakukan bawahan dengan baik serta membuat bawahan merasa aman dengan sifat tolong menolong.					
	<b>Motivasi Diri dan Dorongan Berprestasi</b>					
7.	Pimpinan saya mampu membangkitkan semangat bawahannya untuk dapat bekerja lebih baik dan mampu mendorong bawahannya menciptakan ide-ide kreatif dalam media cetak.					
	<b>Sikap Hubungan Kemanusiaan</b>					
8.	Pimpinan saya mampu menjaga hubungan baik dengan bawahan.					

### 3. Kompensasi (X<sub>3</sub>)

No.	Pernyataan	STS	TS	N	S	SS
	<b>Upah dan Gaji</b>					
9.	Gaji yang saya terima sesuai dengan beban tugas yang diberikan.					
	<b>Insentif</b>					
10.	Bonus yang saya terima sesuai dengan prestasi kerja.					
	<b>Tunjangan</b>					
11.	Tunjangan yang diberikan sesuai dengan jabatan yang saya tempati.					
	<b>Fasilitas</b>					
12.	Perusahaan menyediakan fasilitas jaminan kesehatan untuk seluruh karyawan.					
13.	Perusahaan menyediakan fasilitas tempat tinggal, cuti tahunan, hiburan (rekreasi).					

### 4. Kinerja Karyawan (Y)

No.	Pernyataan	STS	TS	N	S	SS
	<b>Kualitas Kerja</b>					
14.	Saya dapat menyelesaikan pekerjaan sesuai standar yang ditetapkan pemimpin.					
	<b>Kuantitas</b>					
15.	Saya diberikan kesempatan berinisiatif sendiri untuk mencapai target kerja yang ditetapkan pemimpin.					
	<b>Pelaksanaan Tugas</b>					
16.	Saya menguasai bidang pekerjaan yang saya kerjakan saat ini.					

	<b>Tanggung Jawab</b>					
17.	Saya siap menerima konsekuensi jika terjadi kesalahan atas pekerjaan yang saya lakukan.					

5. Kepuasan Kerja (Z)

No.	Pernyataan	STS	TS	N	S	SS
	<b>Pekerjaan</b>					
18.	Saya merasa puas dengan pekerjaan saat ini karena sesuai dengan kemampuan saya.					
	<b>Upah</b>					
19.	Saya merasa puas dengan gaji yang diberikan kepada saya sesuai dengan standar yang berlaku.					
	<b>Promosi</b>					
20.	Saya merasa puas dengan sistem promosi kerja dengan berdasarkan standarisasi yang digunakan oleh perusahaan.					
	<b>Pengawas</b>					
21.	Saya merasa puas dengan <i>supervisor</i> yang mau mendengarkan saran, kritik dan pendapat bawahannya.					
	<b>Rekan Kerja</b>					
22.	Saya merasa puas dengan rekan kerja yang bertanggung jawab atas pekerjaannya.					

Lampiran 2. TABULASI DATA

**Budaya Organisasi (X<sub>1</sub>)**

No.	X1.1	X1.2	X1.3	X1.4	Total X <sub>1</sub>
1.	5	4	4	4	17
2.	3	3	3	3	12
3.	3	3	3	3	12
4.	2	3	3	4	12
5.	3	3	4	3	13
6.	4	4	3	3	15
7.	5	5	5	5	20
8.	5	5	5	4	19
9.	3	3	3	2	12
10.	3	4	3	3	12
11.	4	3	4	4	16
12.	3	5	4	4	16
13.	5	4	5	5	20
14.	4	3	4	3	13
15.	3	3	2	4	12
16.	4	4	4	5	17
17.	4	3	3	3	13
18.	5	5	5	4	19
19.	5	5	5	5	20
20.	5	4	3	5	17
21.	3	4	3	2	12
22.	5	5	5	4	19
23.	4	2	4	4	14
24.	5	4	5	4	18
25.	3	3	3	3	12
26.	5	5	5	4	19
27.	4	3	3	3	13
28.	3	5	3	3	12
29.	4	3	4	4	17
30.	5	3	5	3	17
31.	3	5	3	3	12
32.	3	3	3	3	12
33.	5	4	5	5	19
34.	4	4	4	4	16
35.	5	5	5	5	20
36.	4	3	3	4	14
37.	3	3	3	3	12
38.	4	4	3	3	14
39.	3	4	5	4	16
40.	4	4	4	4	16
41.	4	4	4	3	15
42.	4	5	5	4	18

43.	5	5	5	4	19
44.	5	4	5	5	19
45.	3	3	3	3	12
46.	5	3	4	5	17
47.	3	3	3	3	12
48.	5	5	4	4	18
49.	4	3	3	3	13
50.	5	5	5	4	19
51.	5	4	3	5	17
52.	4	3	3	3	13
53.	5	5	5	5	20
54.	3	4	5	5	17
55.	4	4	3	3	14
56.	5	4	4	4	17
57.	4	4	3	3	14
58.	4	2	3	4	13
59.	5	4	4	4	17
60.	5	5	5	4	19
61.	5	4	4	5	18
62.	5	5	5	4	19
63.	5	5	5	4	19
64.	5	5	5	5	20

### Kepemimpinan (X<sub>2</sub>)

No.	X <sub>2.1</sub>	X <sub>2.2</sub>	X <sub>2.3</sub>	X <sub>2.4</sub>	Total X <sub>2</sub>
1.	3	5	5	5	18
2.	4	3	5	3	15
3.	4	4	3	3	14
4.	4	2	4	4	14
5.	4	4	4	3	15
6.	4	3	4	5	16
7.	5	5	5	4	19
8.	5	5	5	5	20
9.	4	4	4	3	15
10.	4	4	3	3	14
11.	3	3	5	3	14
12.	5	4	4	4	17
13.	5	5	5	4	19
14.	4	4	4	3	15
15.	4	4	4	3	15
16.	5	5	4	4	18
17.	4	4	4	3	15
18.	5	5	4	4	18
19.	5	5	5	4	19
20.	5	5	5	4	19
21.	4	3	4	3	14
22.	5	5	4	4	18

23.	4	4	4	4	16
24.	5	5	4	4	18
25.	4	4	3	3	14
26.	5	5	4	4	18
27.	4	4	4	3	15
28.	4	4	3	3	14
29.	5	5	4	4	18
30.	5	5	4	4	18
31.	4	4	3	3	14
32.	4	4	3	3	14
33.	5	4	4	4	17
34.	4	4	3	3	14
35.	5	5	5	4	19
36.	4	4	4	4	16
37.	4	4	3	3	14
38.	4	4	3	4	15
39.	4	4	3	3	14
40.	5	4	4	4	17
41.	5	4	4	4	17
42.	5	5	4	4	18
43.	5	5	4	4	18
44.	5	4	4	4	17
45.	4	4	4	3	15
46.	5	4	4	4	17
47.	4	4	3	3	14
48.	5	5	4	4	18
49.	4	4	4	3	15
50.	5	5	4	4	18
51.	4	4	4	4	16
52.	4	4	4	3	15
53.	5	5	5	4	19
54.	5	5	4	4	18
55.	4	4	4	3	15
56.	5	5	4	4	18
57.	4	4	4	3	15
58.	4	4	4	3	15
59.	5	5	4	4	18
60.	5	5	5	4	19
61.	5	5	5	4	19
62.	5	5	5	4	19
63.	5	5	5	5	20
64.	5	4	5	5	19



**Kompensasi (X3)**

No.	X3.1	X3.2	X3.3	X3.4	X3.5	Total X3
1.	5	5	4	5	4	23
2.	4	5	4	3	3	18
3.	4	5	4	3	4	17
4.	4	5	3	3	3	17
5.	4	2	3	3	5	20
6.	5	5	3	5	4	21
7.	5	4	5	5	4	24
8.	4	5	4	4	5	20
9.	4	4	4	2	3	18
10.	4	5	3	3	3	17
11.	4	4	3	3	3	17
12.	5	4	4	4	4	22
13.	5	5	5	5	4	24
14.	4	5	4	3	3	18
15.	4	4	4	4	3	19
16.	5	5	5	5	4	24
17.	3	4	5	4	3	19
18.	5	4	5	5	4	24
19.	5	5	5	5	4	24
20.	5	5	5	4	5	24
21.	4	5	3	3	3	17
22.	5	5	5	5	5	25
23.	5	4	3	4	5	21
24.	5	5	5	5	4	24
25.	4	5	3	3	3	17
26.	5	5	5	5	4	24
27.	4	5	4	3	3	18
28.	3	5	3	3	3	17
29.	5	2	5	4	4	23
30.	5	5	5	5	5	23
31.	4	4	3	3	3	17
32.	3	5	3	5	3	17
33.	5	4	5	5	4	24
34.	4	5	3	3	3	17
35.	5	4	5	5	4	24
36.	4	4	4	4	4	20
37.	4	5	4	3	3	18
38.	3	5	4	3	5	18
39.	4	4	3	3	3	17
40.	5	5	4	4	4	22
41.	3	4	5	5	4	22
42.	5	4	5	5	4	24
43.	5	5	5	5	5	25
44.	5	5	5	5	4	24
45.	4	5	5	5	3	19
46.	5	5	3	4	5	22

47.	4	4	3	2	4	17
48.	5	5	5	5	4	24
49.	4	5	4	4	2	18
50.	5	5	5	5	5	25
51.	5	5	4	3	5	21
52.	4	5	3	5	4	20
53.	5	2	5	5	4	24
54.	5	5	5	3	5	23
55.	4	4	4	3	3	18
56.	5	5	5	4	4	23
57.	4	4	4	4	4	20
58.	4	5	4	3	3	18
59.	5	4	5	4	4	23
60.	5	4	5	5	4	24
61.	5	5	5	5	4	24
62.	5	5	5	5	4	24
63.	4	4		4	4	20
64.	5	5		5	4	24

### Kinerja Karyawan (Y)

No.	Y.1	Y.2	Y.3	Y.4	Total Y
1.	3	5	5	5	18
2.	4	3	2	4	13
3.	4	3	4	5	16
4.	3	3	3	3	12
5.	4	4	3	3	14
6.	4	4	4	4	16
7.	5	5	5	5	20
8.	5	5	5	4	19
9.	4	5	3	3	15
10.	3	3	3	3	12
11.	3	4	2	3	12
12.	5	4	3	5	17
13.	5	5	3	5	18
14.	4	3	3	3	13
15.	4	4	3	3	14
16.	5	5	4	4	18
17.	4	4	3	3	14
18.	5	5	5	4	19
19.	5	5	4	4	18
20.	4	4	4	4	16
21.	3	3	3	3	12
22.	5	5	5	4	19
23.	4	4	4	4	16
24.	5	5	5	4	19

25.	3	3	3	3	12
26.	5	5	5	4	19
27.	4	3	3	3	13
28.	5	5	5	5	20
29.	5	5	4	4	18
30.	5	5	4	4	18
31.	3	3	3	3	12
32.	4	4	4	4	16
33.	5	5	5	5	20
34.	3	3	3	3	12
35.	5	5	4	4	18
36.	4	4	4	3	15
37.	4	3	3	3	13
38.	4	3	3	3	13
39.	3	3	3	3	12
40.	5	4	4	4	17
41.	4	4	4	4	16
42.	5	5	4	4	18
43.	5	5	5	4	19
44.	5	5	5	5	20
45.	4	4	3	3	14
46.	5	5	4	4	18
47.	3	3	3	3	12
48.	5	5	4	4	18
49.	4	3	3	3	13
50.	5	5	5	4	19
51.	4	4	4	4	16
52.	4	4	3	3	14
53.	5	5	5	5	20
54.	5	5	4	4	18
55.	4	3	3	3	13
56.	5	5	4	4	18
57.	4	4	4	3	15
58.	4	3	3	3	13
59.	5	5	4	4	18
60.	5	5	5	5	20
61.	5	5	5	5	20
62.	5	5	5	5	20
63.	5	5	5	4	19
64.	5	5	5	5	20

**Kepuasan Kerja (Z)**

No.	Z.1	Z.2	Z.3	Z.4	Z.5	Total Z
1.	5	5	4	4	4	22
2.	2	3	4	4	3	16
3.	4	5	3	3	3	18
4.	3	3	3	3	3	15
5.	4	4	3	3	3	17
6.	4	4	4	3	3	18
7.	5	5	5	5	4	24
8.	5	5	5	4	4	23
9.	5	5	4	4	4	22
10.	4	4	3	3	3	17
11.	4	3	3	4	3	17
12.	5	4	4	4	4	21
13.	5	5	4	4	4	22
14.	4	3	3	3	3	16
15.	4	4	4	3	3	18
16.	5	5	3	4	5	22
17.	4	4	3	3	3	17
18.	5	5	5	4	4	23
19.	5	3	4	5	4	21
20.	5	5	5	5	4	24
21.	4	4	3	4	2	17
22.	5	5	5	4	4	23
23.	4	4	4	3	3	18
24.	5	3	5	5	5	23
25.	4	3	3	3	3	16
26.	5	5	5	4	4	23
27.	4	3	3	3	3	16
28.	5	5	5	4	5	24
29.	5	5	4	4	4	22
30.	5	3	5	4	5	22
31.	4	3	3	3	3	16
32.	4	5	5	2	3	19
33.	5	5	5	5	4	24
34.	4	3	3	4	2	16
35.	5	5	4	4	4	22
36.	4	4	3	3	3	17
37.	4	3	3	3	3	16
38.	4	3	3	3	3	16
39.	3	3	3	3	3	15
40.	5	4	3	5	4	21
41.	4	4	4	3	3	18
42.	5	5	4	4	4	22
43.	5	5	5	4	4	23
44.	5	5	5	5	4	24

45.	4	4	3	3	3	17
46.	5	5	3	5	4	22
47.	2	4	3	3	3	15
48.	5	5	4	3	5	22
49.	4	3	3	3	3	16
50.	5	5	5	4	4	23
51.	3	4	5	3	3	18
52.	4	4	3	3	3	17
53.	5	5	5	5	4	24
54.	5	5	4	5	3	22
55.	4	4	4	3	3	18
56.	5	5	4	4	4	22
57.	4	4	3	3	3	17
58.	4	3	3	3	3	16
59.	5	5	4	4	4	22
60.	5	5	5	5	4	24
61.	5	5	5	5	4	24
62.	5	5	5	5	4	24
63.	5	4	5	4	5	23
64.	5	5	4	4	4	22

Lampiran 3. HASIL UJI STATISTIK DESKRIPTIF

**Hasil Statistik Deskriptif Budaya Organisasi (X<sub>1</sub>)**

		<b>Statistics</b>				
		X1.1	X1.2	X1.3	X1.4	Total X1
N	Valid	64	64	64	64	64
	Missing	1	1	1	1	1
Mean		4.13	3.92	3.92	3.81	15.78
Mode		5	4	3	4	12
Std. Deviation		.864	.896	.896	.814	2.892
Minimum		2	2	2	2	12
Maximum		5	5	5	5	20

		<b>X1.1</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	1.5	1.6	1.6
	3	17	26.2	26.6	28.1
	4	19	29.2	29.7	57.8
	5	27	41.5	42.2	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

		<b>X1.2</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	4.6	4.7	4.7
	3	19	29.2	29.7	34.4
	4	22	33.8	34.4	68.8
	5	20	30.8	31.3	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

**X1.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	1.5	1.6	1.6
	3	25	38.5	39.1	40.6
	4	16	24.6	25.0	65.6
	5	22	33.8	34.4	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

**X1.4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	3.1	3.1	3.1
	3	22	33.8	34.4	37.5
	4	26	40.0	40.6	78.1
	5	14	21.5	21.9	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

**Total X1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	12	14	21.5	21.9	21.9
	13	7	10.8	10.9	32.8
	14	5	7.7	7.8	40.6
	15	2	3.1	3.1	43.8
	16	5	7.7	7.8	51.6
	17	10	15.4	15.6	67.2
	18	4	6.2	6.3	73.4
	19	11	16.9	17.2	90.6
	20	6	9.2	9.4	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

**Hasil Statistik Deskriptif Kepemimpinan (X<sub>2</sub>)****Statistics**

		X2.1	X2.2	X2.3	X2.4	Total X2
N	Valid	64	64	64	64	64
	Missing	1	1	1	1	1
Mean		4.47	4.31	4.06	3.69	16.53
Mode		5	4	4	4	18
Std. Deviation		.563	.664	.639	.614	1.935
Minimum		3	2	3	3	14
Maximum		5	5	5	5	20

### X2.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	2	3.1	3.1	3.1
	4	30	46.2	46.9	50.0
	5	32	49.2	50.0	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### X2.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	11	16.9	17.2	17.2
	4	38	58.5	59.4	76.6
	5	15	23.1	23.4	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### X2.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	25	38.5	39.1	39.1
	4	34	52.3	53.1	92.2
	5	5	7.7	7.8	100.0
	Total	64	98.5	100.0	



Missing	System	1	1.5		
Total		65	100.0		

**Total X2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	14	13	20.0	20.3	20.3
	15	14	21.5	21.9	42.2
	16	4	6.2	6.3	48.4
	17	6	9.2	9.4	57.8
	18	15	23.1	23.4	81.3
	19	10	15.4	15.6	96.9
	20	2	3.1	3.1	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### Hasil Statistik Deskriptif Kompensasi (X<sub>3</sub>)

**Statistics**

		X3.1	X3.2	X3.3	X3.4	X3.5	Total X3
N	Valid	64	64	64	64	64	64
	Missing	1	1	1	1	1	1
Mean		4.44	4.39	4.20	4.05	3.84	20.92
Mode		5	5	5	5	4	24
Std. Deviation		.639	.748	.820	.933	.739	2.897
Minimum		3	2	3	2	2	17
Maximum		5	5	5	5	5	25

**X3.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	5	7.7	7.8	7.8
	4	26	40.0	40.6	48.4
	5	33	50.8	51.6	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		

Total		65	100.0		
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### X3.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	3.1	3.1	3.1
	3	4	6.2	6.3	9.4
	4	25	38.5	39.1	48.4
	5	33	50.8	51.6	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### X3.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	16	24.6	25.0	25.0
	4	19	29.2	29.7	54.7
	5	29	44.6	45.3	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### X3.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	3.1	3.1	3.1
	3	20	30.8	31.3	34.4
	4	15	23.1	23.4	57.8
	5	27	41.5	42.2	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### X3.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	1.5	1.6	1.6
	3	20	30.8	31.3	32.8
	4	31	47.7	48.4	81.3
	5	12	18.5	18.8	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### Total X3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	17	12	18.5	18.8	18.8
	18	9	13.8	14.1	32.8
	19	3	4.6	4.7	37.5
	20	6	9.2	9.4	46.9
	21	3	4.6	4.7	51.6
	22	4	6.2	6.3	57.8
	23	6	9.2	9.4	67.2
	24	18	27.7	28.1	95.3
	25	3	4.6	4.7	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### Hasil Statistik Deskriptif Kinerja Karyawan (Y)

#### Statistics

		Y.1	Y.2	Y.3	Y.4	Total Y
N	Valid	64	64	64	64	64
	Missing	1	1	1	1	1
Mean		4.33	4.22	3.86	3.83	16.23
Mode		5	5	3	4	18
Std. Deviation		.736	.845	.870	.747	2.833
Minimum		3	3	2	3	12
Maximum		5	5	5	5	20

#### Y.1

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	3	10	15.4	15.6	15.6
	4	23	35.4	35.9	51.6
	5	31	47.7	48.4	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### Y.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	17	26.2	26.6	26.6
	4	16	24.6	25.0	51.6
	5	31	47.7	48.4	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### Y.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	3.1	3.1	3.1
	3	23	35.4	35.9	39.1
	4	21	32.3	32.8	71.9
	5	18	27.7	28.1	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### Y.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	24	36.9	37.5	37.5
	4	27	41.5	42.2	79.7
	5	13	20.0	20.3	100.0
	Total	64	98.5	100.0	

Missing	System	1	1.5		
Total		65	100.0		

		Total Y			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	12	9	13.8	14.1	14.1
	13	8	12.3	12.5	26.6
	14	5	7.7	7.8	34.4
	15	3	4.6	4.7	39.1
	16	7	10.8	10.9	50.0
	17	2	3.1	3.1	53.1
	18	13	20.0	20.3	73.4
	19	8	12.3	12.5	85.9
	20	9	13.8	14.1	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### Hasil Statistik Deskriptif Kepuasan Kerja (Z)

		Statistics					
		Z.1	Z.2	Z.3	Z.4	Z.5	Total Z
N	Valid	64	64	64	64	64	64
	Missing	1	1	1	1	1	1
Mean		4.42	4.22	3.92	3.77	3.58	19.91
Mode		5	5	3	3	3	22
Std. Deviation		.730	.826	.841	.792	.708	3.136
Minimum		2	3	3	2	2	15
Maximum		5	5	5	5	5	24

		Z.1			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	3.1	3.1	3.1
	3	3	4.6	4.7	7.8
	4	25	38.5	39.1	46.9
	5	34	52.3	53.1	100.0

	Total	64	98.5	100.0
Missing	System	1	1.5	
Total		65	100.0	

### Z.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	16	24.6	25.0	25.0
	4	18	27.7	28.1	53.1
	5	30	46.2	46.9	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### Z.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	25	38.5	39.1	39.1
	4	19	29.2	29.7	68.8
	5	20	30.8	31.3	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### Z.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	1.5	1.6	1.6
	3	26	40.0	40.6	42.2
	4	24	36.9	37.5	79.7
	5	13	20.0	20.3	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

### Z.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	3.1	3.1	3.1
	3	29	44.6	45.3	48.4
	4	27	41.5	42.2	90.6
	5	6	9.2	9.4	100.0
	Total	64	98.5	100.0	
Missing	System	1	1.5		
Total		65	100.0		

**Total Z**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15	3	4.6	4.7	4.7
	16	10	15.4	15.6	20.3
	17	9	13.8	14.1	34.4
	18	7	10.8	10.9	45.3
	19	1	1.5	1.6	46.9
	21	3	4.6	4.7	51.6
	22	14	21.5	21.9	73.4
	23	8	12.3	12.5	85.9
	24	9	13.8	14.1	100.0
	Total		64	98.5	100.0
Missing	System	1	1.5		
Total		65	100.0		

Lampiran 4. HASIL UJI VALIDITAS DAN RELIABILITAS

**Hasil Uji Validitas Budaya Organisasi (X<sub>1</sub>)**

		<b>Correlations</b>				
		X1.1	X1.2	X1.3	X1.4	Total X1
X1.1	Pearson Correlation	1	.587**	.648**	.598**	.850**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	64	64	64	64	64
X1.2	Pearson Correlation	.587**	1	.684**	.436**	.820**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	64	64	64	64	64
X1.3	Pearson Correlation	.648**	.684**	1	.589**	.881**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	64	64	64	64	64
X1.4	Pearson Correlation	.598**	.436**	.589**	1	.778**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	64	64	64	64	64
Total X1	Pearson Correlation	.850**	.820**	.881**	.778**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	64	64	64	64	64

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

**Hasil Uji Validitas Kepemimpinan (X<sub>2</sub>)**

		<b>Correlations</b>				
		X2.1	X2.2	X2.3	X2.4	Total X2
X2.1	Pearson Correlation	1	.664**	.359**	.569**	.817**
	Sig. (2-tailed)		.000	.004	.000	.000
	N	64	64	64	64	64
X2.2	Pearson Correlation	.664**	1	.327**	.438**	.783**
	Sig. (2-tailed)	.000		.008	.000	.000
	N	64	64	64	64	64
X2.3	Pearson Correlation	.359**	.327**	1	.536**	.717**
	Sig. (2-tailed)	.004	.008		.000	.000
	N	64	64	64	64	64
X2.4	Pearson Correlation	.569**	.438**	.536**	1	.810**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	64	64	64	64	64
Total X2	Pearson Correlation	.817**	.783**	.717**	.810**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	64	64	64	64	64

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



### Hasil Uji Validitas Kompensasi (X<sub>3</sub>)

#### Correlations

		X3.1	X3.2	X3.3	X3.4	X3.5	Total X3
X3.1	Pearson Correlation	1	.566**	.524**	.524**	.516**	.816**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	64	64	64	64	64	64
X3.2	Pearson Correlation	.566**	1	.412**	.337**	.256*	.674**
	Sig. (2-tailed)	.000		.001	.006	.041	.000
	N	64	64	64	64	64	64
X3.3	Pearson Correlation	.524**	.412**	1	.630**	.341**	.795**
	Sig. (2-tailed)	.000	.001		.000	.006	.000
	N	64	64	64	64	64	64
X3.4	Pearson Correlation	.524**	.337**	.630**	1	.356**	.794**
	Sig. (2-tailed)	.000	.006	.000		.004	.000
	N	64	64	64	64	64	64
X3.5	Pearson Correlation	.516**	.256*	.341**	.356**	1	.646**
	Sig. (2-tailed)	.000	.041	.006	.004		.000
	N	64	64	64	64	64	64
Total X3	Pearson Correlation	.816**	.674**	.795**	.794**	.646**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	64	64	64	64	64	64

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

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

### Hasil Uji Validitas Kinerja Karyawan (Y)

#### Correlations

		Y.1	Y.2	Y.3	Y.4	Total Y
Y.1	Pearson Correlation	1	.802**	.668**	.653**	.876**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	64	64	64	64	64
Y.2	Pearson Correlation	.802**	1	.755**	.665**	.914**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	64	64	64	64	64
Y.3	Pearson Correlation	.668**	.755**	1	.719**	.896**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	64	64	64	64	64
Y.4	Pearson Correlation	.653**	.665**	.719**	1	.853**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	64	64	64	64	64
Total Y	Pearson Correlation	.876**	.914**	.896**	.853**	1

Sig. (2-tailed)	.000	.000	.000	.000	
N	64	64	64	64	64

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

### Hasil Uji Validitas Kepuasan Kerja (Z)

#### Correlations

		Z.1	Z.2	Z.3	Z.4	Z.5	Total Z
Z.1	Pearson Correlation	1	.608**	.519**	.640**	.718**	.856**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	64	64	64	64	64	64
Z.2	Pearson Correlation	.608**	1	.551**	.420**	.486**	.768**
	Sig. (2-tailed)	.000		.000	.001	.000	.000
	N	64	64	64	64	64	64
Z.3	Pearson Correlation	.519**	.551**	1	.520**	.610**	.803**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	64	64	64	64	64	64
Z.4	Pearson Correlation	.640**	.420**	.520**	1	.557**	.777**
	Sig. (2-tailed)	.000	.001	.000		.000	.000
	N	64	64	64	64	64	64
Z.5	Pearson Correlation	.718**	.486**	.610**	.557**	1	.825**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	64	64	64	64	64	64
Total Z	Pearson Correlation	.856**	.768**	.803**	.777**	.825**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	64	64	64	64	64	64

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

### Hasil Uji Reliabilitas Budaya Organisasi (X<sub>1</sub>)

#### Case Processing Summary

		N	%
Cases	Valid	64	98.5
	Excluded <sup>a</sup>	1	1.5
	Total	65	100.0

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

### Reliability Statistics

Cronbach's Alpha	N of Items
.853	4

### Item Statistics

	Mean	Std. Deviation	N
X1.1	4.13	.864	64
X1.2	3.92	.896	64
X1.3	3.92	.896	64
X1.4	3.81	.814	64

### 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	11.66	4.864	.723	.800
X1.2	11.86	4.916	.665	.825
X1.3	11.86	4.599	.770	.779
X1.4	11.97	5.364	.620	.842

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.78	8.364	2.892	4

### Hasil Uji Reliabilitas Kepemimpinan (X<sub>2</sub>)

### Case Processing Summary

		N	%
Cases	Valid	64	98.5
	Excluded <sup>a</sup>	1	1.5
	Total	65	100.0

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

### Reliability Statistics

Cronbach's Alpha	N of Items
.784	4

### Item Statistics

	Mean	Std. Deviation	N
X2.1	4.47	.563	64
X2.2	4.31	.664	64
X2.3	4.06	.639	64
X2.4	3.69	.614	64

### 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	12.06	2.282	.675	.694
X2.2	12.22	2.174	.578	.739
X2.3	12.47	2.380	.485	.785
X2.4	12.84	2.197	.643	.704

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.53	3.745	1.935	4

### Hasil Uji Reliabilitas Kompensasi (X<sub>3</sub>)

#### Case Processing Summary

		N	%
Cases	Valid	64	98.5
	Excluded <sup>a</sup>	1	1.5
	Total	65	100.0

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

### Reliability Statistics

Cronbach's Alpha	N of Items
.794	5

### Item Statistics

	Mean	Std. Deviation	N
X3.1	4.44	.639	64
X3.2	4.39	.748	64
X3.3	4.20	.820	64
X3.4	4.05	.933	64
X3.5	3.84	.739	64

### 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	16.48	5.778	.717	.722
X3.2	16.53	6.031	.490	.781
X3.3	16.72	5.285	.645	.731
X3.4	16.88	4.968	.613	.746
X3.5	17.08	6.168	.456	.791

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.92	8.391	2.897	5

## Hasil Uji Reliabilitas Kinerja Karyawan (Y)

### Case Processing Summary

		N	%
Cases	Valid	64	98.5
	Excluded <sup>a</sup>	1	1.5
	Total	65	100.0

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

### Reliability Statistics

Cronbach's Alpha	N of Items
.906	4

### Item Statistics

	Mean	Std. Deviation	N
Y.1	4.33	.736	64
Y.2	4.22	.845	64
Y.3	3.86	.870	64
Y.4	3.83	.747	64

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y.1	11.91	4.912	.788	.881
Y.2	12.02	4.365	.835	.862
Y.3	12.38	4.365	.798	.877
Y.4	12.41	4.975	.748	.893

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.23	8.024	2.833	4

## Hasil Uji Reliabilitas Kepuasan Kerja (Z)

### Case Processing Summary

		N	%
Cases	Valid	64	98.5
	Excluded <sup>a</sup>	1	1.5
	Total	65	100.0

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

### Reliability Statistics

Cronbach's Alpha	N of Items
.862	5

### Item Statistics

	Mean	Std. Deviation	N
Z.1	4.42	.730	64
Z.2	4.22	.826	64

Z.3	3.92	.841	64
Z.4	3.77	.792	64
Z.5	3.58	.708	64

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Z.1	15.48	6.444	.770	.812
Z.2	15.69	6.536	.620	.850
Z.3	15.98	6.301	.668	.837
Z.4	16.14	6.599	.641	.843
Z.5	16.33	6.668	.728	.823

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.91	9.832	3.136	5

Lampiran 5. HASIL UJI PERSAMAAN SUBSTRUKTUR I DAN II

**Hasil Uji Persamaan Substruktur I**

**REGRESSION**

**Descriptive Statistics**

	Mean	Std. Deviation	N
Total Z	19.91	3.136	64
Total X1	15.78	2.892	64
Total X2	16.53	1.935	64
Total X3	20.92	2.897	64

**Correlations**

		Total Z	Total X1	Total X2	Total X3
Pearson Correlation	Total Z	1.000	.792	.840	.821
	Total X1	.792	1.000	.895	.866
	Total X2	.840	.895	1.000	.888
	Total X3	.821	.866	.888	1.000
Sig. (1-tailed)	Total Z	.	.000	.000	.000
	Total X1	.000	.	.000	.000
	Total X2	.000	.000	.	.000
	Total X3	.000	.000	.000	.
N	Total Z	64	64	64	64
	Total X1	64	64	64	64
	Total X2	64	64	64	64
	Total X3	64	64	64	64

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Total X3, Total X1, Total X2 <sup>b</sup>	.	Enter

a. Dependent Variable: Total Z

b. All requested variables entered.



### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.856 <sup>a</sup>	.733	.720	1.659	.733	55.030	3	60	.000	1.973

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

b. Dependent Variable: Total Z

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	454.321	3	151.440	55.030	.000 <sup>b</sup>
	Residual	165.117	60	2.752		
	Total	619.438	63			

a. Dependent Variable: Total Z

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

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Correlations		Collinearity Statistics		
		B	Std. Error				Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-1.619	2.077		-.779	.439					
	Total X1	.097	.172	.089	.561	.577	.792	.072	.037	.176	5.692
	Total X2	.769	.281	.474	2.739	.008	.840	.333	.183	.148	6.752
	Total X3	.349	.167	.322	2.082	.042	.821	.260	.139	.186	5.382

a. Dependent Variable: Total Z

### Collinearity Diagnostics<sup>a</sup>

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Total X1	Total X2	Total X3
1	1	3.979	1.000	.00	.00	.00	.00
	2	.017	15.389	.37	.12	.00	.01
	3	.003	36.531	.24	.63	.00	.68
	4	.001	52.051	.39	.25	1.00	.32

a. Dependent Variable: Total Z

### Residuals Statistics<sup>a</sup>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	16.23	23.28	19.91	2.685	64
Residual	-2.567	7.772	.000	1.619	64
Std. Predicted Value	-1.370	1.258	.000	1.000	64
Std. Residual	-1.547	4.685	.000	.976	64

a. Dependent Variable: Total Z

## Hasil Uji Persamaan Substruktur II

### REGRESSION

#### Descriptive Statistics

	Mean	Std. Deviation	N
Total Y	16.23	2.833	64
Total X1	15.78	2.892	64
Total X2	16.53	1.935	64
Total X3	20.92	2.897	64
Total Z	19.91	3.136	64

#### Correlations

		Total Y	Total X1	Total X2	Total X3	Total Z
Pearson Correlation	Total Y	1.000	.810	.849	.850	.943
	Total X1	.810	1.000	.895	.866	.792
	Total X2	.849	.895	1.000	.888	.840
	Total X3	.850	.866	.888	1.000	.821
	Total Z	.943	.792	.840	.821	1.000
Sig. (1-tailed)	Total Y	.	.000	.000	.000	.000
	Total X1	.000	.	.000	.000	.000
	Total X2	.000	.000	.	.000	.000
	Total X3	.000	.000	.000	.	.000
	Total Z	.000	.000	.000	.000	.
N	Total Y	64	64	64	64	64
	Total X1	64	64	64	64	64
	Total X2	64	64	64	64	64
	Total X3	64	64	64	64	64
	Total Z	64	64	64	64	64

#### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
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1	Total Z, Total X1, Total X3, Total X2 <sup>b</sup>	. Enter
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- a. Dependent Variable: Total Y  
b. All requested variables entered.

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.952 <sup>a</sup>	.907	.901	.892	.907	143.974	4	59	.000	1.577

- a. Predictors: (Constant), Total Z, Total X1, Total X3, Total X2  
b. Dependent Variable: Total Y

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	458.510	4	114.628	143.974	.000 <sup>b</sup>
	Residual	46.974	59	.796		
	Total	505.484	63			

- a. Dependent Variable: Total Y  
b. Predictors: (Constant), Total Z, Total X1, Total X3, Total X2

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error				Beta	Zero-order	Partial	Part	Tolerance
		1	(Constant)	-2.131	1.123		-1.897	.063			
	Total X1	.042	.093	.043	.456	.650	.810	.059	.018	.175	5.722
	Total X2	.051	.160	.035	.319	.751	.849	.042	.013	.132	7.596
	Total X3	.179	.093	.184	1.925	.059	.850	.243	.076	.173	5.771
	Total Z	.658	.069	.728	9.475	.000	.943	.777	.376	.267	3.752

- a. Dependent Variable: Total Y

### Collinearity Diagnostics<sup>a</sup>

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	Total X1	Total X2	Total X3	Total Z
1	1	4.973	1.000	.00	.00	.00	.00	.00
	2	.017	16.859	.38	.08	.00	.00	.02
	3	.006	29.796	.03	.29	.00	.00	.77
	4	.003	42.534	.16	.38	.00	.83	.14
	5	.001	59.843	.43	.24	1.00	.17	.08

a. Dependent Variable: Total Y

### Residuals Statistics<sup>a</sup>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	12.01	19.79	16.23	2.698	64
Residual	-3.658	2.066	.000	.863	64
Std. Predicted Value	-1.565	1.316	.000	1.000	64
Std. Residual	-4.100	2.315	.000	.968	64

a. Dependent Variable: Total Y