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**Nuhasfina Nurhasfina**

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# **LAMPIRAN-LAMPIRAN**

## Lampiran 1 Kuesioner Penelitian

Kepada Yth.

Bapak/Ibu/Saudara/i

Di Tempat

Assalamu'alaikum Warrahmatullahi Wabarakatuh.

Dengan hormat,

Saya yang bertanda tangan di bawah ini:

Nama : Nurhasfina

NIM : 201820011

Program Studi : Manajemen

Kampus : Universitas Muhammadiyah Palopo

Bermaksud akan mengadakan penelitian dengan judul **Pengaruh gaya kepemimpinan, Motivasi dan disiplin kerja terhadap Kinerja karyawan pad PT. PLN (Persero) ULP Kota Palopo**. Kali ini, saya selaku peneliti meminta kesediaan Bapak/Ibu untuk membantu penelitian ini dengan mengisi kuesioner. Berikut kuesioner yang saya ajukan, mohon kepada Bapak/Ibu untuk memberikan jawaban yang sejujur-jujurnya dan sesuai dengan keadaan yang sebenarnya. Adapun jawaban yang Bapak/Ibu berikan tidak akan berpengaruh pada diri Bapak/Ibu karena penelitian ini dilakukan semata-mata untuk pengembangan ilmu pengetahuan. Atas kesediaannya saya ucapkan terima kasih.

Wassalamu'alaikum Warrahmatullahi Wabarakatuh

Hormat Saya,

Nurhasfina

**I. Identitas Responden**

- Nama :  
Alamat :  
Jenis Kelamin\* :  Perempuan  Laki - laki  
Umur :  
Pendidikan Terakhir :  SMP  
 SMA/SMK  
 D3  
 S1  
 S2  
No. Telepon/Wa :

**II. Identitas Organisasi Perangkat Daerah (OPD) Kota Palopo**

- Nama OPD :  
Bidang Urusan :  
Lama Bekerja :   $\leq$  1 Tahun  
 1 – 5 tahun  
 5 – 10 Tahun  
  $\geq$  10 Tahun  
Upah Perbulan :   $\leq$  Rp. 1.000.000,00  
 Rp. 1.000.000,00 – Rp. 5.000.000,00  
 Rp. 5.000.000,00 – Rp. 10.000.000,00  
  $\geq$  Rp. 10.000.000,00

### III. Petunjuk Pengisian

Jawablah pertanyaan dengan memilih salah satu dari 5 (lima) alternatif jawaban yang tersedia. Berilah tanda (  $\checkmark$  ) pada kolom yang sudah tersedia sesuai dengan pendapat saudara.

Keterangan :

**5 = Sangat Setuju (SS)**

**4 = Setuju (S)**

**3 = Kurang Setuju (KS)**

**2 = Tidak Setuju (TS)**

**1 = Sangat Tidak Setuju (STS)**

<b>Gaya Kepemimpinan</b>	<b>SS</b>	<b>S</b>	<b>KS</b>	<b>TS</b>	<b>STS</b>
<b><u>Rasa kebanggaan dan loyalitas</u></b>					
1) Saya mempunyai rasa memiliki yang kuat terhadap organisasi ini					
2) Saya merasa nyaman terhadap organisasi ini					
3) organisasi ini memiliki arti yang sangat besar bagi saya					
4) Saya akan sangat bahagia menghabiskan sisa karir saya di organisasi ini					
<b><u>Kerja keras, perhatian dan sistem nilai</u></b>					
5) Jika saya memperoleh tawaran pekerjaan yang lebih baik di organisasi lain, saya tidak merasa bahwa tawaran tersebut merupakan alasan yang tepat untuk meninggalkan organisasi saya					
6) Masih ada tanggung jawab jika saya ingin keluar dari organisasi ini					
7) Berpindah dari organisasi satu ke organisasi lain tampaknya tidak etis bagi saya					
8) Sistem nilai dalam organisasi dapat saya jadikan acuan					

perilaku hasil kinerja yang ditetapkan					
9) Salah satu alasan utama untuk melanjutkan bekerja pada organisasi ini adalah bahwa saya percaya loyalitas adalah penting dan oleh sebab itu saya merasa tetap bekerja di perusahaan merupakan kewajiban moral					
10) Saya di didik untuk percaya terhadap nilai tetap setia pada suatu organisasi					
<b>Motivasi</b>	<b>SS</b>	<b>S</b>	<b>KS</b>	<b>TS</b>	<b>STS</b>
1) Persaingan dunia yang semakin ketat menuntut organisasi atau instansi untuk selalu siap dan mampu mengantisipasi segala tantangan yang ada					
2) Dalam organisasi seringkali di hadapkan Tingkat ketidakpastian informasi yang bermuara pada sikap pegawai yang resisten terhadap organisasi					
3) Saya tahu pasti mengenai penyesuaian yang harus dilakukan untuk mengatasi perubahan-perubahan yang terjadi instansi ini					
4) Kebijakan yang dikeluarkan pemerintah daerah maupun pusat mempengaruhi anggaran					
5) Saya yakin dalam melaksanakan pekerjaan dapat membuat keputusan yang benar					
6) Kepedulian saya terhadap masa depan instansi tempat saya bekerja sangat besar					
7) Saat terjadi bencana alam di daerah dapat mempengaruhi besarnya realisasi/ketepatan sasaran anggaran yang dapat dicapai di instansi ini					
8) Saya mampu menangani setiap perubahan yang terjadi dalam menyesuaikan anggaran					
9) Keputusan-keputusan yang saya ambil dalam organisasi dipengaruhi oleh faktor-faktor yang berada					

di luar kendali saya.					
10) Saya sering menghadapi masalah baru atau masalah yang tidak biasa berkenaan dengan anggaran saya.					
<b>Disiplin Kerja</b>	<b>SS</b>	<b>S</b>	<b>KS</b>	<b>TS</b>	<b>STS</b>
1) Kepala OPD berpartisipasi atau memberikan masukan dalam penyusunan anggaran					
2) Staf OPD selain kepala dan bendahara diberikan kesempatan untuk menyampaikan saran atau pendapat dalam proses penyusunan anggaran					
3) Saya yakin bahwa metode penyusunan anggaran yang digunakan di instansi saya adalah metode yang terbaik					
4) Pendapat dari staf sangat membantu bendahara dalam menyusun anggaran.					
5) Jika ada perubahan pada anggaran kepala atau yang terkait memberikan alasan yang jelas atas perubahan anggaran yang terjadi.					
<b><u>Kepuasan dengan metode dan partisipasi kontribusi dan frekuensi</u></b>					
6) Saya ikut dan terlibat dalam penyusunan semua anggaran.					
7) Saya mempunyai pengaruh yang besar dalam menentukan target anggaran					
8) Ketika saya menentukan target anggaran sulit untuk mengukur apakah saya membuat keputusan yang benar					
9) Anggaran pada instansi saya tidak akan diputuskan sampai saya merasa yakin					
10) Saya sering memberikan pendapat atau usulan tentang anggaran tanpa diminta.					
<b>Karyawan</b>	<b>SS</b>	<b>S</b>	<b>KS</b>	<b>TS</b>	<b>STS</b>
<b><u>Standar Anggaran dan ketatnya target anggaran</u></b>					
1) Standar yang digunakan dalam anggaran mendorong					

produktivitas yang tinggi di bidang tanggung jawab saya					
2) Target anggaran dalam instansi saya mudah dicapai					
3) Anggaran di organisasi saya telah di monitor					
4) Anggaran yang menjadi tanggung jawab saya, tidak begitu tinggi tuntutananya					
5) Target anggaran yang harus saya capai berpengaruh terhadap efisien kerja					
6) Saya yakin tentang penyesuaian yang harus saya lakukan untuk mengatasi perubahan yang terjadi.					
7) Sasaran yang dijabarkan dalam anggaran sangat susah untuk dicapai atau direalisasikan					
8) Dalam instansi saya mengikuti standar yang berlaku dalam menyusun anggaran.					
9) Tujuan yang jelas dapat mempermudah dalam mencapai ketepatan sasaran anggaran					
10) Anggaran dalam instansi saya dapat dipastikan terlaksana					





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N O	Disiplin Kerja										
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37	5	5	5	5	5	4	4	4	4	4	45
38	4	4	4	5	4	4	4	4	5	5	43
39	5	5	5	5	5	4	4	4	4	4	45
40	5	5	4	4	4	3	5	4	4	4	42
41	4	4	5	5	4	5	5	5	4	4	45
42	5	5	5	5	5	4	4	3	4	4	44
43	4	4	4	4	4	4	4	4	3	4	39
44	4	4	4	4	4	4	4	4	3	4	39
45	5	5	5	5	5	4	4	5	4	5	47
46	5	5	5	5	4	4	5	5	4	5	47
47	4	4	4	3	4	3	3	3	4	3	35
48	4	4	4	4	4	4	4	4	4	4	40
49	5	4	4	4	4	4	3	3	3	3	37
50	5	5	5	5	5	5	5	3	5	5	48
51	5	4	4	4	4	5	5	4	5	5	45
52	5	5	5	5	5	4	3	4	4	4	44
53	5	5	5	5	5	4	4	4	4	4	45
54	4	4	4	5	4	5	4	4	5	5	44
55	5	5	4	3	4	3	3	3	4	4	38
56	5	5	5	4	4	4	3	3	3	3	39
57	5	4	4	4	4	3	3	3	2	3	35

58	5	5	5	2	5	2	2	4	1	1	32
59	5	5	5	5	5	4	3	4	3	4	43
60	5	4	4	4	4	5	5	5	4	4	44
61	5	5	5	5	5	4	4	4	4	4	45
62	4	4	5	4	5	4	4	5	5	4	44
63	5	5	4	4	4	4	4	3	4	4	41
64	5	4	4	4	4	5	5	4	4	5	44
65	5	5	4	4	4	4	5	5	5	4	45
66	5	5	4	4	4	4	5	5	5	4	45
67	4	4	4	5	4	4	4	4	5	4	42
68	5	5	5	5	5	4	4	4	4	4	45
69	5	5	4	4	4	5	5	4	4	5	45
70	5	5	5	5	5	4	4	4	4	4	45
71	5	5	5	5	5	4	4	3	4	4	44
72	4	4	4	4	4	5	5	5	4	4	43
73	4	4	4	4	4	4	3	3	3	3	36
74	5	5	4	4	4	4	4	3	3	3	39
75	5	4	4	4	5	4	3	3	3	3	38
76	5	5	4	5	5	5	4	3	3	3	42
77	5	5	4	4	4	5	5	5	4	4	45
78	5	5	5	5	5	4	4	4	4	4	45
79	4	4	4	4	4	4	3	3	4	4	38
80	5	5	5	5	4	5	5	1	1	5	41
81	5	5	5	4	4	5	5	5	5	4	47
82	5	5	5	5	5	5	4	4	4	4	46
83	5	4	4	4	4	4	4	4	4	4	41
84	5	4	4	4	4	4	4	4	4	4	41
85	5	5	4	3	4	4	3	3	3	3	37
86	5	5	5	5	5	5	4	3	2	1	40
87	5	4	4	4	4	4	4	3	4	4	40

88	5	3	4	4	4	4	4	3	4	4	39
89	4	4	4	4	4	4	4	4	4	4	40
90	4	4	4	4	4	4	4	4	4	4	40
91	5	4	4	4	4	3	3	3	3	3	36
92	5	4	4	4	4	3	3	3	3	3	36
93	5	4	4	5	4	4	3	3	3	3	38
94	5	4	4	4	4	3	3	3	3	3	36
95	5	5	4	3	4	4	3	3	3	3	37
96	5	5	4	3	4	4	3	3	3	3	37
97	4	4	4	4	4	4	4	4	4	4	40
98	4	4	4	4	4	4	4	4	4	4	40
99	5	5	5	5	5	5	4	3	2	1	40
100	5	5	5	5	5	5	4	3	2	1	40

N O	Karyawan										
	KA 1	KA 2	KA 3	KA 4	KA 5	KA 6	KA 7	KA 8	KA 9	KA1 0	TOTA L
1	5	4	5	5	4	4	4	4	5	4	44
2	4	4	3	3	4	4	3	4	4	4	37
3	5	5	5	5	4	4	4	4	4	4	44
4	4	5	4	4	4	4	4	5	4	3	41
5	5	5	5	5	5	5	4	4	4	4	46
6	4	4	5	3	4	4	5	4	4	4	41
7	5	4	4	4	5	4	5	5	5	5	46
8	4	4	4	4	4	4	4	4	5	5	42
9	5	4	4	4	5	4	5	5	5	5	46
10	4	4	4	4	4	4	4	4	5	5	42
11	4	4	4	3	4	4	3	4	5	5	40
12	4	4	4	3	4	4	3	5	4	5	40

13	4	4	4	4	4	4	3	4	4	4	39
14	4	4	4	3	4	4	2	4	4	4	37
15	4	4	4	4	4	4	5	5	4	5	43
16	5	5	5	5	5	5	5	5	5	4	49
17	3	4	4	4	3	3	3	4	4	5	37
18	4	4	4	3	4	4	2	4	4	4	37
19	4	4	4	3	4	4	3	2	5	5	38
20	4	4	4	3	4	4	3	2	5	5	38
21	5	5	4	4	5	5	4	4	5	4	45
22	5	4	5	4	5	4	5	4	5	4	45
23	4	4	4	3	4	4	4	4	4	3	38
24	5	5	5	4	4	4	3	5	5	3	43
25	4	5	5	4	5	5	5	5	5	4	47
26	5	5	5	5	4	4	4	4	4	4	44
27	4	3	3	3	4	4	3	4	4	4	36
28	4	3	3	3	4	4	3	4	4	4	36
29	4	5	4	4	4	4	5	5	4	4	43
30	5	5	5	5	5	5	5	4	4	4	47
31	5	5	5	5	5	5	4	4	4	4	46
32	5	5	4	4	5	4	4	5	4	5	45
33	4	4	5	5	5	4	4	4	4	4	43
34	4	5	5	3	3	4	3	4	5	4	40
35	5	5	5	5	5	4	3	5	5	4	46
36	5	4	4	4	4	4	5	5	4	5	44
37	5	5	5	5	5	5	5	5	5	5	50
38	4	4	4	5	5	5	5	4	5	4	45
39	5	5	5	5	5	4	4	4	4	4	45
40	4	5	5	5	4	5	5	4	5	5	47
41	5	5	5	5	4	4	4	5	4	4	45
42	5	5	5	3	3	4	4	5	5	4	43

43	4	3	4	4	4	4	3	4	4	3	37
44	4	3	4	4	4	4	3	4	4	3	37
45	5	5	5	4	4	4	5	5	5	4	46
46	5	5	5	5	4	4	5	5	5	5	48
47	4	4	3	3	4	4	3	4	4	4	37
48	4	4	4	4	4	4	4	4	4	4	40
49	4	4	4	3	4	4	4	4	4	3	38
50	5	5	5	4	4	4	3	5	5	3	43
51	4	4	5	5	5	4	4	5	5	5	46
52	5	5	5	5	4	4	4	4	5	4	45
53	5	5	5	5	5	5	4	4	4	4	46
54	4	5	5	4	4	4	4	5	4	4	43
55	3	3	3	3	4	5	5	5	5	4	40
56	3	4	4	3	4	4	3	4	5	4	38
57	4	4	4	3	4	4	2	4	5	3	37
58	4	3	4	3	4	4	3	4	4	4	37
59	5	5	5	3	4	4	4	4	4	4	42
60	4	4	5	4	4	4	4	5	4	5	43
61	5	5	5	5	5	5	5	5	5	5	50
62	5	5	4	4	4	4	5	5	4	4	44
63	4	4	4	3	4	4	3	4	4	4	38
64	5	4	4	2	4	4	4	5	5	4	41
65	4	4	5	5	4	4	4	5	4	4	43
66	4	4	5	5	4	4	4	5	4	4	43
67	5	4	4	4	5	4	4	5	5	5	45
68	5	5	5	5	5	5	5	5	4	4	48
69	4	4	4	5	5	5	5	4	5	5	46
70	5	5	5	4	4	4	5	5	5	4	46
71	5	5	4	5	4	5	4	4	4	4	44
72	5	5	4	4	5	4	4	4	4	4	43

73	3	3	4	3	5	4	4	4	4	3	37
74	5	3	4	3	4	4	3	4	5	4	39
75	4	2	3	3	4	4	3	4	5	4	36
76	5	4	4	3	5	5	3	5	5	5	44
77	4	4	4	5	5	5	5	5	4	4	45
78	5	4	5	5	5	3	5	4	4	4	44
79	4	4	4	3	4	4	3	4	4	4	38
80	5	5	5	1	5	5	1	5	5	5	42
81	4	5	5	5	4	4	5	5	4	5	46
82	5	4	5	4	5	5	4	4	5	4	45
83	4	4	4	4	4	4	4	4	4	4	40
84	4	4	4	4	4	4	4	4	4	4	40
85	4	4	5	3	4	4	3	5	4	4	40
86	5	4	5	2	5	5	1	5	5	4	41
87	3	3	3	2	5	5	2	4	5	4	36
88	4	4	4	3	5	4	2	4	4	4	38
89	4	4	4	3	4	4	3	4	4	4	38
90	4	4	4	3	4	4	3	4	4	4	38
91	4	3	3	3	4	4	4	4	4	3	36
92	4	3	3	3	4	4	4	4	4	3	36
93	4	4	4	3	4	3	3	4	4	3	36
94	4	3	3	3	4	4	4	4	4	3	36
95	4	4	5	3	4	4	3	5	4	4	40
96	4	4	5	3	4	4	3	5	4	4	40
97	4	4	4	3	4	4	3	4	4	4	38
98	4	4	4	3	4	4	3	4	4	4	38
99	5	4	5	2	5	5	1	5	5	4	41
100	5	4	5	2	5	5	1	5	5	4	41

## LAMPIRAN 3

## Uji Gaya Kepemimpinan (X1)

## Correlations

		GK 1	GK2	GK3	GK4	GK5	GK6	GK7	GK8	GK9	GK10	TOTAL
GK1	Pearson Correlation	1	,571*	,356*	,254*	,231*	,052	-	,186	-	,327**	,445**
	Sig. (2-tailed)		,000	,000	,011	,021	,610	,622	,064	,814	,001	,000
	N	100	100	100	100	100	100	100	100	100	100	100
GK2	Pearson Correlation	,571**	1	,545*	,359*	,244*	,109	,107	,254*	,045	,149	,544**
	Sig. (2-tailed)	,000		,000	,000	,014	,281	,290	,011	,660	,140	,000
	N	100	100	100	100	100	100	100	100	100	100	100
GK3	Pearson Correlation	,356**	,545*	1	,571*	,305*	,210*	,258*	,285*	,124	,182	,657**
	Sig. (2-tailed)	,000	,000		,000	,002	,036	,009	,004	,220	,069	,000
	N	100	100	100	100	100	100	100	100	100	100	100
GK4	Pearson Correlation	,254*	,359*	,571*	1	,255*	,244*	,261*	,211*	,136	,340**	,640**
	Sig. (2-tailed)	,011	,000	,000		,010	,014	,009	,035	,178	,001	,000
	N	100	100	100	100	100	100	100	100	100	100	100
GK5	Pearson Correlation	,231*	,244*	,305*	,255*	1	,365*	,476*	,365*	-	,442**	,713**
	Sig. (2-tailed)	,021	,014	,002	,010		,000	,000	,000	,558	,000	,000
	N	100	100	100	100	100	100	100	100	100	100	100
GK6	Pearson Correlation	,052	,109	,210*	,244*	,365*	1	,286*	,366*	,229*	,236*	,571**
	Sig. (2-tailed)	,610	,281	,036	,014	,000		,004	,000	,022	,018	,000
	N	100	100	100	100	100	100	100	100	100	100	100
GK7	Pearson Correlation	-	,107	,258*	,261*	,476*	,286*	1	,158	-	,088	,572**
	Sig. (2-tailed)	,050	,290	,009	,009	,000	,004		,116	,899	,385	,000
	N	100	100	100	100	100	100	100	100	100	100	100
GK8	Pearson Correlation	,186	,254*	,285*	,211*	,365*	,366*	,158	1	,140	,334**	,558**
	Sig. (2-tailed)	,064	,011	,004	,035	,000	,000	,116		,166	,001	,000

	N	100	100	100	100	100	100	100	100	100	100	100
GK9	Pearson	-	,045	,124	,136	-	,229*	-	,140	1	,164	,272**
	Correlation	,024				,059		,013				
	Sig. (2-tailed)	,814	,660	,220	,178	,558	,022	,899	,166		,103	,006
	N	100	100	100	100	100	100	100	100	100	100	100
GK10	Pearson	,327	,149	,182	,340*	,442*	,236*	,088	,334*		1	,562**
	Correlation	**			*	*			*			
	Sig. (2-tailed)	,001	,140	,069	,001	,000	,018	,385	,001	,103		,000
	N	100	100	100	100	100	100	100	100	100	100	100
TOTAL	Pearson	,445	,544*	,657*	,640*	,713*	,571*	,572*	,558*	,272*		1
	Correlation	**	*	*	*	*	*	*	*	*		
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000	,006	,000	
	N	100	100	100	100	100	100	100	100	100	100	100

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

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

### Uji Validitas Motivasi (X2)

#### Correlations

	MO	MO	MO	MO	MO	MO	MO	MO	MO	MO	MO	TOTAL
	1	MO2	MO3	MO4	MO5	MO6	MO7	MO8	MO9	0		
MO1	Pearson	1	,321*	,315*	,228*	,227*	-	-	,107	,025	,360**	
	Correlation		*	*			,088	,065				
	Sig. (2-tailed)		,001	,001	,022	,023	,384	,522	,291	,803	,000	
	N	100	100	100	100	100	100	100	100	100	100	
MO2	Pearson	,321	1	,335*	,285*	,282*	,122	,137	,217*	,403*	,440**	,644**
	Correlation	**		*	*	*			*	*		
	Sig. (2-tailed)	,001		,001	,004	,004	,226	,175	,030	,000	,000	,000
	N	100	100	100	100	100	100	100	100	100	100	100
MO3	Pearson	,169	,335*	1	,336*	,376*	-	,099	,236*	,217*	,378**	,590**
	Correlation		*		*	*	,017		*	*		
	Sig. (2-tailed)	,092	,001		,001	,000	,869	,327	,018	,030	,000	,000
	N	100	100	100	100	100	100	100	100	100	100	100
MO4	Pearson	,315	,285*	,336*	1	,470*	,258*	,018	,187	,163	,203*	,570**
	Correlation	**	*	*		*	*					



	Sig. (2-tailed)	,001	,004	,001		,000	,009	,857	,062	,105	,043	,000
	N	100	100	100	100	100	100	100	100	100	100	100
MO5	Pearson Correlation	,228*	,282*	,376*	,470*	1	,352*	,194	,167	,275*	,336**	,658**
	Sig. (2-tailed)	,022	,004	,000	,000		,000	,053	,097	,006	,001	,000
	N	100	100	100	100	100	100	100	100	100	100	100
MO6	Pearson Correlation	,227*	,122	-,017	,258*	,352*	1	,338*	,080	,101	,075	,420**
	Sig. (2-tailed)	,023	,226	,869	,009	,000		,001	,428	,318	,459	,000
	N	100	100	100	100	100	100	100	100	100	100	100
MO7	Pearson Correlation	-,088	,137	,099	,018	,194	,338*	1	,275*	,308*	,219*	,458**
	Sig. (2-tailed)	,384	,175	,327	,857	,053	,001		,006	,002	,028	,000
	N	100	100	100	100	100	100	100	100	100	100	100
MO8	Pearson Correlation	-,065	,217*	,236*	,187	,167	,080	,275*	1	,173	,370**	,484**
	Sig. (2-tailed)	,522	,030	,018	,062	,097	,428	,006		,085	,000	,000
	N	100	100	100	100	100	100	100	100	100	100	100
MO9	Pearson Correlation	,107	,403*	,217*	,163	,275*	,101	,308*	,173	1	,463**	,618**
	Sig. (2-tailed)	,291	,000	,030	,105	,006	,318	,002	,085		,000	,000
	N	100	100	100	100	100	100	100	100	100	100	100
MO10	Pearson Correlation	,025	,440*	,378*	,203*	,336*	,075	,219*	,370*	,463*	1	,679**
	Sig. (2-tailed)	,803	,000	,000	,043	,001	,459	,028	,000	,000		,000
	N	100	100	100	100	100	100	100	100	100	100	100
TOTAL	Pearson Correlation	,360**	,644*	,590*	,570*	,658*	,420*	,458*	,484*	,618*	,679**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	
	N	100	100	100	100	100	100	100	100	100	100	100

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

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

### Uji Validitas Disiplin Kerja (X3)

		Correlations										
		DK1	DK2	DK3	DK4	DK5	DK6	DK7	DK8	DK9	DK10	TOTAL
DK1	Pearson Correlation	1	,601*	,423*	,247*	,355*	,027	,038	-	-	-,008	,298**
	Sig. (2-tailed)		,000	,000	,013	,000	,789	,709	,244	,141	,939	,003
	N	100	100	100	100	100	100	100	100	100	100	100
DK2	Pearson Correlation	,601**	1	,580*	,383*	,507*	,145	,169	,034	-	,041	,483**
	Sig. (2-tailed)	,000		,000	,000	,000	,151	,092	,739	,887	,684	,000
	N	100	100	100	100	100	100	100	100	100	100	100
DK3	Pearson Correlation	,423**	,580*	1	,553*	,700*	,125	,067	,094	-	,068	,495**
	Sig. (2-tailed)	,000	,000		,000	,000	,214	,511	,350	,580	,503	,000
	N	100	100	100	100	100	100	100	100	100	100	100
DK4	Pearson Correlation	,247*	,383*	,553*	1	,549*	,405*	,358*	,089	,152	,308**	,650**
	Sig. (2-tailed)	,013	,000	,000		,000	,000	,000	,378	,132	,002	,000
	N	100	100	100	100	100	100	100	100	100	100	100
DK5	Pearson Correlation	,355**	,507*	,700*	,549*	1	,105	,062	,107	-	,004	,461**
	Sig. (2-tailed)	,000	,000	,000	,000		,299	,538	,290	,623	,969	,000
	N	100	100	100	100	100	100	100	100	100	100	100
DK6	Pearson Correlation	,027	,145	,125	,405*	,105	1	,631*	,289*	,323*	,312**	,614**
	Sig. (2-tailed)	,789	,151	,214	,000	,299		,000	,004	,001	,002	,000
	N	100	100	100	100	100	100	100	100	100	100	100
DK7	Pearson Correlation	,038	,169	,067	,358*	,062	,631*	1	,509*	,543*	,588**	,762**
	Sig. (2-tailed)	,709	,092	,511	,000	,538	,000		,000	,000	,000	,000
	N	100	100	100	100	100	100	100	100	100	100	100
DK8	Pearson Correlation	-,118	,034	,094	,089	,107	,289*	,509*	1	,555*	,394**	,589**
	Sig. (2-tailed)	,244	,739	,350	,378	,290	,004	,000		,000	,000	,000



KA5	Pearson Correlation	,375**	,142	,211*	,229*	1	,574*	,108	,169	,223*	,163	,496**
	Sig. (2-tailed)	,000	,159	,035	,022		,000	,283	,093	,026	,106	,000
	N	100	100	100	100	100	100	100	100	100	100	100
KA6	Pearson Correlation	,252*	,220*	,177	,109	,574*	1	,059	,173	,338*	,144	,449**
	Sig. (2-tailed)	,011	,028	,077	,281	,000		,560	,085	,001	,152	,000
	N	100	100	100	100	100	100	100	100	100	100	100
KA7	Pearson Correlation	,179	,303*	,161	,684*	,108	,059	1	,191	-	,182	,627**
	Sig. (2-tailed)	,074	,002	,110	,000	,283	,560		,057	,826	,070	,000
	N	100	100	100	100	100	100	100	100	100	100	100
KA8	Pearson Correlation	,295**	,294*	,342*	,119	,169	,173	,191	1	,111	,126	,474**
	Sig. (2-tailed)	,003	,003	,001	,237	,093	,085	,057		,270	,213	,000
	N	100	100	100	100	100	100	100	100	100	100	100
KA9	Pearson Correlation	,256*	,084	,171	-	,223*	,338*	-	,111	1	,306**	,330**
	Sig. (2-tailed)	,010	,406	,088	,499	,026	,001	,826	,270		,002	,001
	N	100	100	100	100	100	100	100	100	100	100	100
KA10	Pearson Correlation	,129	,199*	,148	,169	,163	,144	,182	,126	,306*	1	,429**
	Sig. (2-tailed)	,199	,047	,140	,093	,106	,152	,070	,213	,002		,000
	N	100	100	100	100	100	100	100	100	100	100	100
TOTAL	Pearson Correlation	,650**	,714*	,670*	,719*	,496*	,449*	,627*	,474*	,330*	,429**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000	,001	,000	
	N	100	100	100	100	100	100	100	100	100	100	100

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

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

## Lampiran 4

### Uji Reabilitas Gaya kepemimpinan (X1)

**Case Processing Summary**

		N	%
Cases	Valid	100	100,0
	Excluded <sup>a</sup>	0	,0
	Total	100	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
,742	10

### Uji Reabilitas Motivasi (X2)

**Case Processing Summary**

		N	%
Cases	Valid	100	100,0
	Excluded <sup>a</sup>	0	,0
	Total	100	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items

,748	10
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### Uji Reabilitas Disiplin Kerja (X3)

#### Case Processing Summary

		N	%
Cases	Valid	100	100,0
	Excluded <sup>a</sup>	0	,0
	Total	100	100,0

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

#### Reliability Statistics

Cronbach's Alpha	N of Items
,777	10

### Uji Reabilitas Karyawan (Y)

#### Case Processing Summary

		N	%
Cases	Valid	100	100,0
	Excluded <sup>a</sup>	0	,0
	Total	100	100,0

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

#### Reliability Statistics

Cronbach's Alpha	N of Items
,755	10

## Hasil uji Deskriptif

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gaya Kepemimpinan	100	34	49	41,59	3,690
Motivasi	100	34	50	41,66	3,523
Disiplin Kerja	100	31	48	41,39	3,811
Karyawan	100	36	50	41,73	3,787
Valid N (listwise)	100				

### Frequency Table

#### X1.1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid S	56	56,0	56,0	56,0
SS	44	44,0	44,0	100,0
Total	100	100,0	100,0	

#### X1.2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid KS	1	1,0	1,0	1,0
S	54	54,0	54,0	55,0
SS	45	45,0	45,0	100,0
Total	100	100,0	100,0	

#### X1.3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid KS	1	1,0	1,0	1,0

	KS	2	2,0	2,0	3,0
	S	57	57,0	57,0	60,0
	SS	40	40,0	40,0	100,0
	Total	100	100,0	100,0	

**X1.4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	2	2,0	2,0	2,0
	KS	13	13,0	13,0	15,0
	S	60	60,0	60,0	75,0
	SS	25	25,0	25,0	100,0
	Total	100	100,0	100,0	

**X1.5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	6	6,0	6,0	6,0
	KS	34	34,0	34,0	40,0
	S	33	33,0	33,0	73,0
	SS	27	27,0	27,0	100,0
	Total	100	100,0	100,0	

**X1.6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	2	2,0	2,0	2,0
	KS	14	14,0	14,0	16,0
	S	63	63,0	63,0	79,0
	SS	21	21,0	21,0	100,0
	Total	100	100,0	100,0	



**X1.7**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STS	6	6,0	6,0	6,0
	KS	7	7,0	7,0	13,0
	KS	39	39,0	39,0	52,0
	S	35	35,0	35,0	87,0
	SS	13	13,0	13,0	100,0
	Total	100	100,0	100,0	

**X1.8**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	5	5,0	5,0	5,0
	S	69	69,0	69,0	74,0
	SS	26	26,0	26,0	100,0
	Total	100	100,0	100,0	

**X1.9**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	1	1,0	1,0	1,0
	KS	1	1,0	1,0	2,0
	S	48	48,0	48,0	50,0
	SS	50	50,0	50,0	100,0
	Total	100	100,0	100,0	

**X1.10**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	6	6,0	6,0	6,0
	S	55	55,0	55,0	61,0
	SS	39	39,0	39,0	100,0
	Total	100	100,0	100,0	

**TOTALX1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	34	3	3,0	3,0	3,0
	35	2	2,0	2,0	5,0
	36	4	4,0	4,0	9,0
	37	4	4,0	4,0	13,0
	38	6	6,0	6,0	19,0
	39	16	16,0	16,0	35,0
	40	9	9,0	9,0	44,0
	41	5	5,0	5,0	49,0
	42	7	7,0	7,0	56,0
	43	7	7,0	7,0	63,0
	44	12	12,0	12,0	75,0
	45	12	12,0	12,0	87,0
	46	5	5,0	5,0	92,0
	47	3	3,0	3,0	95,0
	48	1	1,0	1,0	96,0
	49	4	4,0	4,0	100,0
	Total	100	100,0	100,0	

**X2.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S	41	41,0	41,0	41,0
	SS	59	59,0	59,0	100,0

Total	100	100,0	100,0
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**X2.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	1	1,0	1,0	1,0
	KS	6	6,0	6,0	7,0
	S	62	62,0	62,0	69,0
	SS	31	31,0	31,0	100,0
	Total	100	100,0	100,0	

**X2.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	20	20,0	20,0	20,0
	S	48	48,0	48,0	68,0
	SS	32	32,0	32,0	100,0
	Total	100	100,0	100,0	

**X2.4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	14	14,0	14,0	14,0
	S	61	61,0	61,0	75,0
	SS	25	25,0	25,0	100,0
	Total	100	100,0	100,0	

**X2.5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	8	8,0	8,0	8,0
	S	58	58,0	58,0	66,0
	SS	34	34,0	34,0	100,0
	Total	100	100,0	100,0	

**X2.6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	1	1,0	1,0	1,0
	KS	3	3,0	3,0	4,0
	S	69	69,0	69,0	73,0
	SS	27	27,0	27,0	100,0
	Total	100	100,0	100,0	

**X2.7**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	1	1,0	1,0	1,0
	KS	6	6,0	6,0	7,0
	S	55	55,0	55,0	62,0
	SS	38	38,0	38,0	100,0
	Total	100	100,0	100,0	

**X2.8**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	1	1,0	1,0	1,0
	KS	18	18,0	18,0	19,0
	S	68	68,0	68,0	87,0
	SS	13	13,0	13,0	100,0
	Total	100	100,0	100,0	

**X2.9**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STS	1	1,0	1,0	1,0
	KS	1	1,0	1,0	2,0
	KS	22	22,0	22,0	24,0
	S	54	54,0	54,0	78,0
	SS	22	22,0	22,0	100,0
	Total	100	100,0	100,0	

**X2.10**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	2	2,0	2,0	2,0
	KS	26	26,0	26,0	28,0
	S	47	47,0	47,0	75,0
	SS	25	25,0	25,0	100,0
	Total	100	100,0	100,0	

**TOTALX2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	34	1	1,0	1,0	1,0
	35	4	4,0	4,0	5,0
	36	3	3,0	3,0	8,0
	37	5	5,0	5,0	13,0
	38	9	9,0	9,0	22,0
	39	12	12,0	12,0	34,0
	40	4	4,0	4,0	38,0
	41	7	7,0	7,0	45,0
	42	5	5,0	5,0	50,0
	43	14	14,0	14,0	64,0
	44	11	11,0	11,0	75,0
	45	13	13,0	13,0	88,0

46	9	9,0	9,0	97,0
47	1	1,0	1,0	98,0
50	2	2,0	2,0	100,0
Total	100	100,0	100,0	

**X3.1**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid S	30	30,0	30,0	30,0
SS	70	70,0	70,0	100,0
Total	100	100,0	100,0	

**X3.2**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid KS	1	1,0	1,0	1,0
S	47	47,0	47,0	48,0
SS	52	52,0	52,0	100,0
Total	100	100,0	100,0	

**X3.3**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid S	62	62,0	62,0	62,0
SS	38	38,0	38,0	100,0
Total	100	100,0	100,0	

**X3.4**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid KS	1	1,0	1,0	1,0

	KS	6	6,0	6,0	7,0
	S	51	51,0	51,0	58,0
	SS	42	42,0	42,0	100,0
	Total	100	100,0	100,0	

**X3.5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S	64	64,0	64,0	64,0
	SS	36	36,0	36,0	100,0
	Total	100	100,0	100,0	

**X3.6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	2	2,0	2,0	2,0
	KS	8	8,0	8,0	10,0
	S	62	62,0	62,0	72,0
	SS	28	28,0	28,0	100,0
	Total	100	100,0	100,0	

**X3.7**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	2	2,0	2,0	2,0
	KS	27	27,0	27,0	29,0
	S	49	49,0	49,0	78,0
	SS	22	22,0	22,0	100,0
	Total	100	100,0	100,0	

**X3.8**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STS	1	1,0	1,0	1,0
	KS	1	1,0	1,0	2,0
	KS	38	38,0	38,0	40,0
	S	47	47,0	47,0	87,0
	SS	13	13,0	13,0	100,0
	Total	100	100,0	100,0	

**X3.9**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STS	2	2,0	2,0	2,0
	KS	6	6,0	6,0	8,0
	KS	31	31,0	31,0	39,0
	S	48	48,0	48,0	87,0
	SS	13	13,0	13,0	100,0
	Total	100	100,0	100,0	

**X3.10**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STS	4	4,0	4,0	4,0
	KS	1	1,0	1,0	5,0
	KS	29	29,0	29,0	34,0
	S	54	54,0	54,0	88,0
	SS	12	12,0	12,0	100,0
	Total	100	100,0	100,0	

**TOTALX3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31	1	1,0	1,0	1,0



32	1	1,0	1,0	2,0
35	3	3,0	3,0	5,0
36	7	7,0	7,0	12,0
37	8	8,0	8,0	20,0
38	6	6,0	6,0	26,0
39	7	7,0	7,0	33,0
40	9	9,0	9,0	42,0
41	7	7,0	7,0	49,0
42	5	5,0	5,0	54,0
43	5	5,0	5,0	59,0
44	12	12,0	12,0	71,0
45	20	20,0	20,0	91,0
46	3	3,0	3,0	94,0
47	4	4,0	4,0	98,0
48	2	2,0	2,0	100,0
Total	100	100,0	100,0	

## Y1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	5	5,0	5,0	5,0
	S	54	54,0	54,0	59,0
	SS	41	41,0	41,0	100,0
	Total	100	100,0	100,0	

## Y2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	1	1,0	1,0	1,0
	KS	12	12,0	12,0	13,0
	S	53	53,0	53,0	66,0
	SS	34	34,0	34,0	100,0
	Total	100	100,0	100,0	

**Y3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	10	10,0	10,0	10,0
	S	47	47,0	47,0	57,0
	SS	43	43,0	43,0	100,0
	Total	100	100,0	100,0	

**Y4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STS	1	1,0	1,0	1,0
	KS	5	5,0	5,0	6,0
	KS	38	38,0	38,0	44,0
	S	29	29,0	29,0	73,0
	SS	27	27,0	27,0	100,0
	Total	100	100,0	100,0	

**Y5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	3	3,0	3,0	3,0
	S	64	64,0	64,0	67,0
	SS	33	33,0	33,0	100,0
	Total	100	100,0	100,0	

**Y6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	3	3,0	3,0	3,0
	S	74	74,0	74,0	77,0
	SS	23	23,0	23,0	100,0
	Total	100	100,0	100,0	

**Y7**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STS	4	4,0	4,0	4,0
	KS	5	5,0	5,0	9,0
	KS	31	31,0	31,0	40,0
	S	36	36,0	36,0	76,0
	SS	24	24,0	24,0	100,0
	Total	100	100,0	100,0	

**Y8**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	2	2,0	2,0	2,0
	S	58	58,0	58,0	60,0
	SS	40	40,0	40,0	100,0
	Total	100	100,0	100,0	

**Y9**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S	59	59,0	59,0	59,0
	SS	41	41,0	41,0	100,0
	Total	100	100,0	100,0	

**Y10**

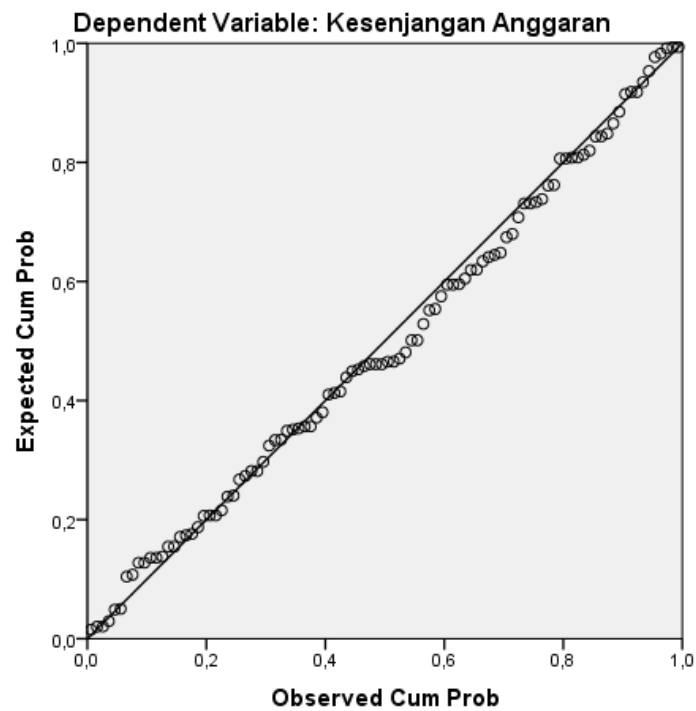
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KS	13	13,0	13,0	13,0
	S	64	64,0	64,0	77,0
	SS	23	23,0	23,0	100,0
	Total	100	100,0	100,0	

**TOTALY**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	36	8	8,0	8,0	8,0
	37	10	10,0	10,0	18,0
	38	12	12,0	12,0	30,0
	39	2	2,0	2,0	32,0
	40	10	10,0	10,0	42,0
	41	6	6,0	6,0	48,0
	42	4	4,0	4,0	52,0
	43	11	11,0	11,0	63,0
	44	8	8,0	8,0	71,0
	45	10	10,0	10,0	81,0
	46	11	11,0	11,0	92,0
	47	3	3,0	3,0	95,0
	48	2	2,0	2,0	97,0
	49	1	1,0	1,0	98,0
	50	2	2,0	2,0	100,0
Total		100	100,0	100,0	

### Grafik P-Plot Uji Normalitas

Normal P-P Plot of Regression Standardized Residual



Hasil One Sample Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	2,16728520
Most Extreme Differences	Absolute	,060
	Positive	,060
	Negative	-,044
Test Statistic		,060
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data

Coefficients<sup>a</sup>

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Komitmen	,937	1,067
Ketidakpastian Lingkungan	,515	1,943

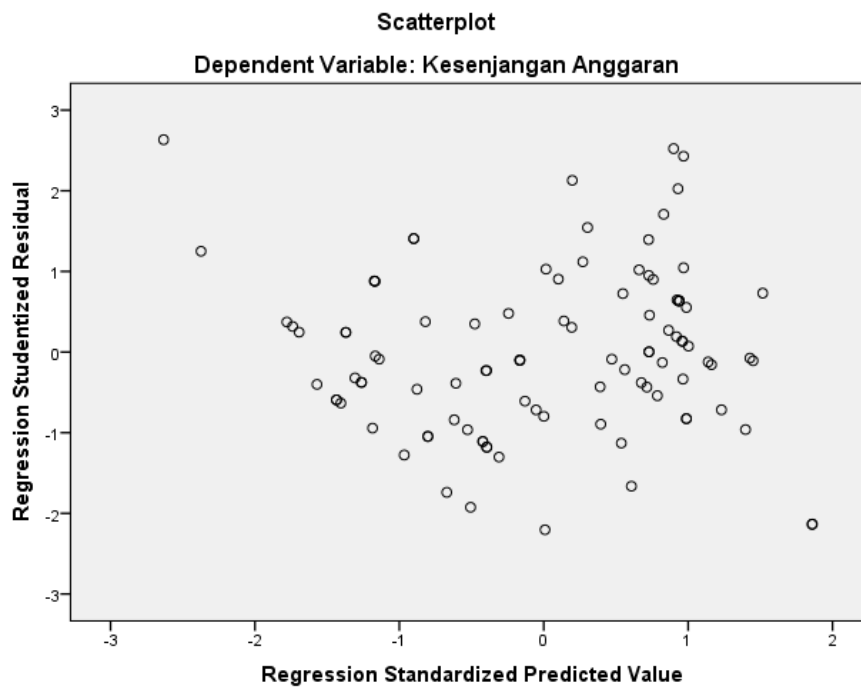
Partisipasi Anggaran

,537

1,861

a. Dependent Variable: Kesenjangan Anggaran

### Uji Heteroskedastistas



### Analisis Linear Berganda

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	6,035	3,372		1,790	,077
Komitmen	,012	,062	,012	,199	,843
Ketidakpastian Lingkungan	,107	,088	,099	1,220	,226
Partisipasi Anggaran	,743	,079	,747	9,378	,000

a. Dependent Variable: Kesenjangan Anggaran

### Uji Statistik t (Uji Varsial)

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6,035	3,372		1,790	,077		
	Gaya Kepemimpinan	,012	,062	,012	,199	,843	,937	1,067
	Motivasi	,107	,088	,099	1,220	,226	,515	1,943
	Disiplin Kerja	,743	,079	,747	9,378	,000	,537	1,861

a. Dependent Variable: Kesenjangan Anggaran

### Uji Kelayakan Model

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	954,695	3	318,232	65,697	,000 <sup>b</sup>
	Residual	465,015	96	4,844		
	Total	1419,710	99			

a. Dependent Variable: Kesenjangan Anggaran

b. Predictors: (Constant), Partisipasi Anggaran, Komitmen, Ketidakpastian Lingkungan

### Koefisien Determinasi (R<sup>2</sup>)

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,820 <sup>a</sup>	,672	,662	2,201

a. Predictors: (Constant), Partisipasi Anggaran, Komitmen, Ketidakpastian Lingkungan