

## LAMPIRAN

### KUESIONER PENELITIAN

Dengan Hormat,

Bersama ini saya memohon kesediaan Bpk/Ibu untuk mengisi daftar pernyataan di bawah ini, sebagai data agar dapat menyusun skripsi saya yang berjudul **“PENGARUH GAYA KEPEMIMPINAN, BUDAYA ORGANISASI, SKILL KARYAWAN DAN INSENTIF TERHADAP KINERJA KARYAWAN PADA PT. PERKEBUNAN NUSANTARA XII WONOSARI KABUPATEN MALANG”**

#### IDENTITAS RESPONDEN

1. Nama :
2. Umur :
3. Alamat :
4. Jenis Kelamin : ☐ Pria ☐ Wanita
5. Pendidikan Terakhir : ☐ SD ☐ SMP ☐ SMA ☐ S1
6. Masa Kerja : ☐ 1-5 Tahun ☐ 5-10 Tahun ☐ 10-15 Tahun
7. Status : ☐ Menikah ☐ Belum Menikah

#### TATA CARA PENGISIAN KUESIONER

- 1) Bapak/Ibu diminta untuk memberikan tanggapan terhadap pernyataan dibawah ini.
- 2) Pilihlah salah satu jawaban dengan memberikan tanda centang (√) pada masing-masing pertanyaan.
- 3) Berikut adalah skala pengukuran pilihan yang dipakai:
  - a) 5 untuk jawaban Sangat Setuju (SS)
  - b) 4 untuk jawaban Setuju (S)
  - c) 3 untuk jawaban Kurang Setuju (KS)
  - d) 2 untuk jawaban Tidak Setuju (TS)
  - e) 1 untuk jawaban Sangat Tidak Setuju (STS)

## KUESIONER PENELITIAN

### GAYA KEPIMPINAN (X1)

| No | Pertanyaan                                                                              | SS | S | KS | TS | STS |
|----|-----------------------------------------------------------------------------------------|----|---|----|----|-----|
| 1. | Pimpinan saya dengan senang hati menerima saran dan masukan dari karyawan.              |    |   |    |    |     |
| 2. | Pimpinan selalu melakukan pengawasan secara ketat terhadap bawahannya.                  |    |   |    |    |     |
| 3. | Pimpinan memberikan bonus jika saya melakukan pekerjaan dengan baik.                    |    |   |    |    |     |
| 4. | Pimpinan saya memberikan contoh yang baik terhadap bawahannya.                          |    |   |    |    |     |
| 5. | Pimpinan bertanggung jawab atas semua pekerjaan yang telah diberikan kepada bawahannya. |    |   |    |    |     |
| 6. | Pimpinan selalu peduli terhadap masalah yang menghambat pekerjaan karyawan.             |    |   |    |    |     |

### BUDAYA ORGANISASI (X2)

| No | Pertanyaan                                                                          | SS | S | KS | TS | STS |
|----|-------------------------------------------------------------------------------------|----|---|----|----|-----|
| 1. | Setiap karyawan diperkenankan membantu pekerjaan karyawan lain                      |    |   |    |    |     |
| 2. | setiap karyawan boleh menyelesaikan pekerjaannya dengan cara yang berbeda-beda      |    |   |    |    |     |
| 3. | Pemimpin mendorong setiap karyawan untuk memberi evaluasi mengenai sebuah kebijakan |    |   |    |    |     |
| 4. | Pemimpin bersedia mendengarkan saran dan masukan dari karyawan                      |    |   |    |    |     |
| 5. | Setiap karyawan dituntut untuk berkerja lebih keras                                 |    |   |    |    |     |
| 6. | Setiap karyawan harus saling menghargai dan berkerja sama dalam tim                 |    |   |    |    |     |

**SKILL/KEAHLIAN KARYAWAN (X3)**

| No | Pertanyaan                                                                                       | SS | S | KS | TS | STS |
|----|--------------------------------------------------------------------------------------------------|----|---|----|----|-----|
| 1. | Setiap karyawan harus memiliki <i>skill</i> /keahlian dalam menguasai pekerjaan                  |    |   |    |    |     |
| 2. | Setiap karyawan harus teliti dalam melakukan pekerjaan                                           |    |   |    |    |     |
| 3. | Setiap karyawan harus memiliki pengalaman dalam bekerja                                          |    |   |    |    |     |
| 4. | Setiap karyawan harus memiliki <i>skill</i> /keahlian tersendiri yang berbeda dari karyawan lain |    |   |    |    |     |

**INSENTIF (X4)**

| No | Pertanyaan                                                                                                                                          | SS | S | KS | TS | STS |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------|----|---|----|----|-----|
| 1. | Setujukah Bapak/Ibu bila seseorang pemimpin memberikan bonus kepada karyawan yang kinerjanya baik dan bisa meningkatkan kualitas dari perusahaan?   |    |   |    |    |     |
| 2. | Setujukah Bapak/Ibu bila seseorang karyawan mendapatkan bonus tapi kinerjanya kurang memuaskan?                                                     |    |   |    |    |     |
| 3. | Setujukah Bapak/Ibu bila seorang karyawan mendapatkan apresiasi berupa penghargaan apabila kinerjanya memuaskan?                                    |    |   |    |    |     |
| 4. | Setujukah Bapak/Ibu bila seorang karyawan yang kinerja kerjanya kurang memuaskan dan tidak mengikuti aturan dari perusahaan di turunkan pangkatnya? |    |   |    |    |     |
| 5. | Setujukah Bapak/Ibu jika setiap karyawan mendapatkan komisi sebagai marketing diluar gaji dan tunjangannya?                                         |    |   |    |    |     |

**KINERJA KARYAWAN X(5)**

| No | Pertanyaan                                                             | SS | S | KS | TS | STS |
|----|------------------------------------------------------------------------|----|---|----|----|-----|
| 1. | Saya bekerja sesuai standar yang diinginkan oleh perusahaan            |    |   |    |    |     |
| 2. | Saya mampu menyelesaikan pekerjaan sesuai target yang ditetapkan       |    |   |    |    |     |
| 3. | Saya selalu bisa mencapai target yang ditetapkan oleh perusahaan       |    |   |    |    |     |
| 4. | Saya mampu berkerja sama dengan rekan kerja lainnya                    |    |   |    |    |     |
| 5. | Saya selalu bersikap bositif dan sopan terhadap rekan kerja lainnya    |    |   |    |    |     |
| 6. | Saya bersedia membantu anggota tim kerja dalam menyelesaikan pekerjaan |    |   |    |    |     |



*Lampiran 2: Tabulasi Hasil Kuesioner*

| No | Gaya Kepemimpinan<br>(X1) |   |   |   |   |   |                | Budaya Organisasi<br>(X2) |   |   |   |   |   |                | Skill Karyawan<br>(X3) |   |   |   |                | Insentif<br>(X4) |   |   |   |   |                | Kinerja Karyawan<br>(Y) |   |   |   |   |   |               |
|----|---------------------------|---|---|---|---|---|----------------|---------------------------|---|---|---|---|---|----------------|------------------------|---|---|---|----------------|------------------|---|---|---|---|----------------|-------------------------|---|---|---|---|---|---------------|
|    | 1                         | 2 | 3 | 4 | 5 | 6 | $\Sigma$<br>X1 | 1                         | 2 | 3 | 4 | 5 | 6 | $\Sigma$<br>X2 | 1                      | 2 | 3 | 4 | $\Sigma$<br>X3 | 1                | 2 | 3 | 4 | 5 | $\Sigma$<br>X4 | 1                       | 2 | 3 | 4 | 5 | 6 | $\Sigma$<br>Y |
| 1  | 5                         | 3 | 5 | 5 | 5 | 5 | 28             | 4                         | 4 | 4 | 4 | 4 | 4 | 24             | 4                      | 4 | 4 | 4 | 16             | 5                | 2 | 5 | 4 | 4 | 20             | 4                       | 4 | 4 | 4 | 5 | 4 | 25            |
| 2  | 4                         | 4 | 4 | 4 | 4 | 4 | 24             | 4                         | 5 | 4 | 5 | 4 | 5 | 27             | 4                      | 4 | 4 | 4 | 16             | 4                | 1 | 4 | 4 | 4 | 17             | 4                       | 4 | 4 | 4 | 4 | 4 | 24            |
| 3  | 4                         | 3 | 3 | 4 | 4 | 4 | 22             | 4                         | 3 | 4 | 5 | 3 | 5 | 24             | 4                      | 4 | 4 | 4 | 16             | 4                | 3 | 2 | 4 | 4 | 17             | 4                       | 4 | 4 | 4 | 4 | 5 | 25            |
| 4  | 4                         | 4 | 3 | 4 | 4 | 4 | 23             | 4                         | 4 | 4 | 4 | 4 | 4 | 24             | 4                      | 4 | 4 | 4 | 16             | 4                | 2 | 4 | 4 | 3 | 17             | 4                       | 4 | 4 | 4 | 4 | 4 | 24            |
| 5  | 4                         | 4 | 4 | 4 | 4 | 4 | 24             | 4                         | 4 | 4 | 4 | 4 | 4 | 24             | 4                      | 4 | 4 | 4 | 16             | 4                | 2 | 4 | 4 | 3 | 17             | 4                       | 4 | 4 | 4 | 4 | 4 | 24            |
| 6  | 4                         | 3 | 4 | 1 | 4 | 2 | 18             | 5                         | 5 | 5 | 5 | 5 | 5 | 30             | 4                      | 4 | 4 | 4 | 16             | 5                | 1 | 5 | 4 | 4 | 19             | 5                       | 5 | 4 | 5 | 5 | 5 | 29            |
| 7  | 5                         | 5 | 5 | 5 | 5 | 5 | 30             | 3                         | 3 | 3 | 5 | 4 | 5 | 23             | 4                      | 4 | 4 | 5 | 17             | 4                | 2 | 5 | 5 | 4 | 20             | 4                       | 4 | 3 | 4 | 5 | 4 | 24            |
| 8  | 4                         | 4 | 4 | 4 | 4 | 5 | 25             | 4                         | 4 | 5 | 5 | 4 | 5 | 27             | 4                      | 4 | 4 | 5 | 17             | 5                | 2 | 5 | 4 | 4 | 20             | 4                       | 4 | 4 | 5 | 5 | 5 | 27            |
| 9  | 4                         | 4 | 4 | 4 | 5 | 4 | 25             | 4                         | 4 | 5 | 5 | 4 | 5 | 27             | 4                      | 4 | 3 | 4 | 15             | 5                | 1 | 5 | 4 | 4 | 19             | 4                       | 4 | 4 | 4 | 5 | 4 | 25            |
| 10 | 4                         | 4 | 4 | 4 | 5 | 4 | 25             | 4                         | 2 | 4 | 4 | 4 | 5 | 23             | 4                      | 4 | 3 | 4 | 15             | 5                | 2 | 4 | 4 | 3 | 18             | 4                       | 4 | 4 | 4 | 4 | 4 | 24            |
| 11 | 5                         | 5 | 5 | 5 | 5 | 5 | 30             | 4                         | 2 | 4 | 4 | 4 | 5 | 23             | 5                      | 4 | 4 | 4 | 17             | 5                | 2 | 4 | 4 | 3 | 18             | 4                       | 4 | 4 | 4 | 5 | 4 | 25            |
| 12 | 4                         | 4 | 4 | 4 | 4 | 4 | 24             | 4                         | 3 | 4 | 4 | 4 | 5 | 24             | 5                      | 4 | 5 | 4 | 18             | 4                | 2 | 5 | 5 | 4 | 20             | 4                       | 4 | 4 | 4 | 5 | 4 | 25            |
| 13 | 4                         | 5 | 4 | 5 | 4 | 4 | 26             | 4                         | 3 | 4 | 4 | 4 | 4 | 23             | 5                      | 4 | 5 | 4 | 18             | 3                | 2 | 4 | 4 | 4 | 17             | 4                       | 4 | 4 | 4 | 5 | 4 | 25            |
| 14 | 4                         | 4 | 4 | 5 | 4 | 5 | 26             | 4                         | 4 | 5 | 4 | 4 | 4 | 25             | 4                      | 5 | 4 | 5 | 18             | 5                | 3 | 5 | 4 | 4 | 21             | 4                       | 4 | 4 | 4 | 5 | 5 | 26            |
| 15 | 4                         | 4 | 4 | 4 | 4 | 4 | 24             | 5                         | 5 | 4 | 4 | 4 | 4 | 26             | 4                      | 5 | 4 | 5 | 18             | 5                | 1 | 5 | 4 | 4 | 19             | 5                       | 4 | 4 | 4 | 5 | 5 | 27            |
| 16 | 4                         | 4 | 4 | 4 | 4 | 4 | 24             | 5                         | 5 | 4 | 4 | 4 | 4 | 26             | 4                      | 5 | 4 | 4 | 17             | 5                | 3 | 5 | 4 | 4 | 21             | 5                       | 4 | 4 | 4 | 4 | 5 | 26            |
| 17 | 4                         | 4 | 4 | 4 | 4 | 4 | 24             | 4                         | 4 | 5 | 5 | 4 | 5 | 27             | 4                      | 5 | 4 | 4 | 17             | 5                | 3 | 5 | 4 | 5 | 22             | 4                       | 4 | 4 | 4 | 5 | 5 | 26            |
| 18 | 4                         | 3 | 3 | 4 | 4 | 4 | 22             | 4                         | 4 | 5 | 5 | 4 | 5 | 27             | 4                      | 4 | 3 | 4 | 15             | 4                | 2 | 5 | 4 | 3 | 18             | 4                       | 4 | 4 | 4 | 5 | 5 | 26            |
| 19 | 4                         | 5 | 4 | 5 | 5 | 4 | 27             | 4                         | 4 | 3 | 4 | 2 | 4 | 21             | 4                      | 4 | 4 | 4 | 16             | 4                | 2 | 5 | 4 | 3 | 18             | 4                       | 4 | 4 | 4 | 4 | 4 | 24            |
| 20 | 4                         | 5 | 4 | 5 | 5 | 4 | 27             | 3                         | 4 | 4 | 4 | 3 | 4 | 22             | 4                      | 4 | 4 | 3 | 15             | 4                | 2 | 5 | 4 | 3 | 18             | 4                       | 4 | 4 | 4 | 5 | 5 | 26            |
| 21 | 4                         | 5 | 4 | 4 | 5 | 4 | 26             | 4                         | 3 | 4 | 4 | 4 | 4 | 23             | 4                      | 4 | 4 | 3 | 15             | 4                | 1 | 4 | 4 | 4 | 17             | 4                       | 4 | 4 | 4 | 4 | 4 | 24            |
| 22 | 4                         | 5 | 4 | 4 | 5 | 4 | 26             | 4                         | 4 | 4 | 4 | 4 | 5 | 25             | 4                      | 5 | 4 | 4 | 17             | 4                | 1 | 4 | 4 | 4 | 17             | 4                       | 4 | 4 | 4 | 5 | 5 | 26            |
| 23 | 5                         | 3 | 4 | 4 | 4 | 4 | 24             | 4                         | 5 | 4 | 5 | 4 | 5 | 27             | 4                      | 5 | 4 | 4 | 17             | 5                | 4 | 5 | 4 | 4 | 22             | 4                       | 4 | 4 | 4 | 5 | 4 | 25            |
| 24 | 5                         | 3 | 4 | 4 | 4 | 4 | 24             | 4                         | 5 | 4 | 5 | 4 | 5 | 27             | 4                      | 4 | 4 | 4 | 16             | 5                | 3 | 5 | 3 | 5 | 21             | 4                       | 4 | 4 | 4 | 5 | 4 | 25            |
| 25 | 5                         | 4 | 4 | 4 | 4 | 4 | 25             | 3                         | 4 | 4 | 4 | 3 | 4 | 22             | 5                      | 4 | 4 | 5 | 18             | 5                | 3 | 4 | 4 | 4 | 20             | 4                       | 4 | 4 | 4 | 4 | 4 | 24            |
| 26 | 4                         | 4 | 2 | 4 | 4 | 4 | 22             | 4                         | 5 | 5 | 5 | 4 | 4 | 27             | 4                      | 5 | 3 | 4 | 16             | 5                | 1 | 5 | 5 | 4 | 20             | 4                       | 4 | 4 | 4 | 4 | 4 | 24            |

|    |   |   |   |   |   |   |    |   |   |   |   |   |   |    |   |   |   |   |    |   |   |   |   |   |    |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|----|---|---|---|---|---|---|----|---|---|---|---|----|---|---|---|---|---|----|---|---|---|---|---|---|----|
| 27 | 4 | 4 | 3 | 4 | 4 | 4 | 23 | 5 | 4 | 4 | 4 | 4 | 5 | 26 | 4 | 5 | 3 | 4 | 16 | 4 | 2 | 4 | 4 | 4 | 18 | 4 | 4 | 4 | 3 | 4 | 4 | 23 |
| 28 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 5 | 4 | 4 | 4 | 4 | 5 | 26 | 4 | 4 | 4 | 3 | 15 | 4 | 2 | 4 | 4 | 4 | 18 | 4 | 4 | 4 | 4 | 5 | 4 | 25 |
| 29 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 4 | 4 | 5 | 4 | 4 | 4 | 25 | 5 | 4 | 4 | 4 | 17 | 5 | 2 | 5 | 2 | 4 | 18 | 4 | 4 | 4 | 4 | 4 | 4 | 24 |
| 30 | 5 | 5 | 5 | 5 | 5 | 5 | 30 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | 4 | 5 | 4 | 4 | 17 | 5 | 2 | 5 | 5 | 3 | 20 | 4 | 4 | 3 | 3 | 4 | 4 | 22 |



*Lampiran 3: Deskripsi Hasil Tabulasi Kuesioner*

**Deskripsi Hasil Tabulasi Kuesioner**

**Frequencies**

**Frequency Table**

**X1.1**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 4.00  | 23        | 76.7    | 76.7          | 76.7               |
|       | 5.00  | 7         | 23.3    | 23.3          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X1.2**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 3.00  | 6         | 20.0    | 20.0          | 20.0               |
|       | 4.00  | 16        | 53.3    | 53.3          | 73.3               |
|       | 5.00  | 8         | 26.7    | 26.7          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X1.3**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 2.00  | 1         | 3.3     | 3.3           | 3.3                |
|       | 3.00  | 4         | 13.3    | 13.3          | 16.7               |
|       | 4.00  | 21        | 70.0    | 70.0          | 86.7               |
|       | 5.00  | 4         | 13.3    | 13.3          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X1.4**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 1         | 3.3     | 3.3           | 3.3                |
|       | 4.00  | 21        | 70.0    | 70.0          | 73.3               |
|       | 5.00  | 8         | 26.7    | 26.7          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X1.5**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 4.00  | 20        | 66.7    | 66.7          | 66.7               |
|       | 5.00  | 10        | 33.3    | 33.3          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X1.6**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 2.00  | 1         | 3.3     | 3.3           | 3.3                |
|       | 4.00  | 23        | 76.7    | 76.7          | 80.0               |
|       | 5.00  | 6         | 20.0    | 20.0          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X2.1**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 3.00  | 3         | 10.0    | 10.0          | 10.0               |
|       | 4.00  | 22        | 73.3    | 73.3          | 83.3               |
|       | 5.00  | 5         | 16.7    | 16.7          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X2.2**

|       |      | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------|-----------|---------|---------------|--------------------|
| Valid | 2.00 | 2         | 6.7     | 6.7           | 6.7                |
|       | 3.00 | 5         | 16.7    | 16.7          | 23.3               |

|       |    |       |       |       |
|-------|----|-------|-------|-------|
| 4.00  | 16 | 53.3  | 53.3  | 76.7  |
| 5.00  | 7  | 23.3  | 23.3  | 100.0 |
| Total | 30 | 100.0 | 100.0 |       |

**X2.3**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 3.00  | 2         | 6.7     | 6.7           | 6.7                |
|       | 4.00  | 20        | 66.7    | 66.7          | 73.3               |
|       | 5.00  | 8         | 26.7    | 26.7          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X2.4**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 4.00  | 19        | 63.3    | 63.3          | 63.3               |
|       | 5.00  | 11        | 36.7    | 36.7          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X2.5**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 2.00  | 1         | 3.3     | 3.3           | 3.3                |
|       | 3.00  | 3         | 10.0    | 10.0          | 13.3               |
|       | 4.00  | 25        | 83.3    | 83.3          | 96.7               |
|       | 5.00  | 1         | 3.3     | 3.3           | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X2.6**

|       |      | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------|-----------|---------|---------------|--------------------|
| Valid | 4.00 | 14        | 46.7    | 46.7          | 46.7               |
|       | 5.00 | 16        | 53.3    | 53.3          | 100.0              |

|       |    |       |       |
|-------|----|-------|-------|
| Total | 30 | 100.0 | 100.0 |
|-------|----|-------|-------|

**X3.1**

|            | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| Valid 4.00 | 25        | 83.3    | 83.3          | 83.3               |
| 5.00       | 5         | 16.7    | 16.7          | 100.0              |
| Total      | 30        | 100.0   | 100.0         |                    |

**X3.2**

|            | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| Valid 4.00 | 21        | 70.0    | 70.0          | 70.0               |
| 5.00       | 9         | 30.0    | 30.0          | 100.0              |
| Total      | 30        | 100.0   | 100.0         |                    |

**X3.3**

|            | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| Valid 3.00 | 5         | 16.7    | 16.7          | 16.7               |
| 4.00       | 23        | 76.7    | 76.7          | 93.3               |
| 5.00       | 2         | 6.7     | 6.7           | 100.0              |
| Total      | 30        | 100.0   | 100.0         |                    |

**X3.4**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 3.00  | 3         | 10.0    | 10.0          | 10.0               |
|       | 4.00  | 22        | 73.3    | 73.3          | 83.3               |
|       | 5.00  | 5         | 16.7    | 16.7          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X4.1**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 3.00  | 1         | 3.3     | 3.3           | 3.3                |
|       | 4.00  | 13        | 43.3    | 43.3          | 46.7               |
|       | 5.00  | 16        | 53.3    | 53.3          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X4.2**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1.00  | 7         | 23.3    | 23.3          | 23.3               |
|       | 2.00  | 16        | 53.3    | 53.3          | 76.7               |
|       | 3.00  | 6         | 20.0    | 20.0          | 96.7               |
|       | 4.00  | 1         | 3.3     | 3.3           | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X4.3**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 2.00  | 1         | 3.3     | 3.3           | 3.3                |
|       | 4.00  | 11        | 36.7    | 36.7          | 40.0               |
|       | 5.00  | 18        | 60.0    | 60.0          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X4.4**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 2.00  | 1         | 3.3     | 3.3           | 3.3                |
|       | 3.00  | 1         | 3.3     | 3.3           | 6.7                |
|       | 4.00  | 24        | 80.0    | 80.0          | 86.7               |
|       | 5.00  | 4         | 13.3    | 13.3          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**X4.5**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 3.00  | 8         | 26.7    | 26.7          | 26.7               |
|       | 4.00  | 20        | 66.7    | 66.7          | 93.3               |
|       | 5.00  | 2         | 6.7     | 6.7           | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**Y.1**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 4.00  | 27        | 90.0    | 90.0          | 90.0               |
|       | 5.00  | 3         | 10.0    | 10.0          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**Y.2**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 4.00  | 29        | 96.7    | 96.7          | 96.7               |
|       | 5.00  | 1         | 3.3     | 3.3           | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**Y.3**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 3.00  | 2         | 6.7     | 6.7           | 6.7                |
|       | 4.00  | 28        | 93.3    | 93.3          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**Y.4**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 3.00  | 2         | 6.7     | 6.7           | 6.7                |
|       | 4.00  | 26        | 86.7    | 86.7          | 93.3               |
|       | 5.00  | 2         | 6.7     | 6.7           | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

**Y.5**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 4.00  | 13        | 43.3    | 43.3          | 43.3               |
|       | 5.00  | 17        | 56.7    | 56.7          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

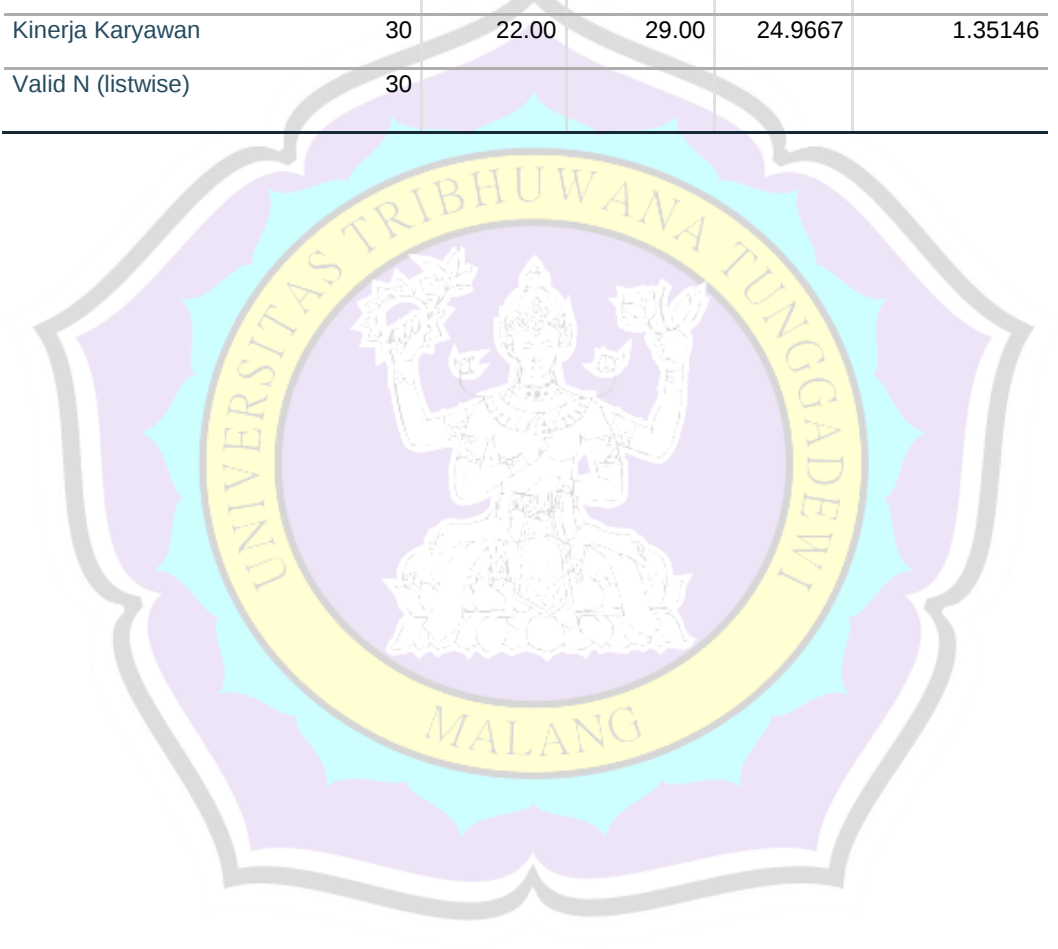
**Y.6**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 4.00  | 20        | 66.7    | 66.7          | 66.7               |
|       | 5.00  | 10        | 33.3    | 33.3          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

## Descriptives

### Descriptive Statistics

|                    | N  | Minimum | Maximum | Mean    | Std. Deviation |
|--------------------|----|---------|---------|---------|----------------|
| Gaya Kepemimpinan  | 30 | 18.00   | 30.00   | 24.8667 | 2.55604        |
| Budaya Organisasi  | 30 | 21.00   | 30.00   | 24.9667 | 2.04237        |
| Skill Karyawan     | 30 | 15.00   | 18.00   | 16.4333 | 1.00630        |
| Insentif           | 30 | 17.00   | 22.00   | 18.9000 | 1.58332        |
| Kinerja Karyawan   | 30 | 22.00   | 29.00   | 24.9667 | 1.35146        |
| Valid N (listwise) | 30 |         |         |         |                |



*Lampiran 4: Uji Validitas Kuesioner*

## Correlations

|      |                     | Correlations |        |        |        |        |        |        |
|------|---------------------|--------------|--------|--------|--------|--------|--------|--------|
|      |                     | X1.1         | X1.2   | X1.3   | X1.4   | X1.5   | X1.6   | X1     |
| X1.1 | Pearson Correlation | 1            | -.054  | .560** | .304   | .279   | .430*  | .531** |
|      | Sig. (2-tailed)     |              | .776   | .001   | .102   | .136   | .018   | .003   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     |
| X1.2 | Pearson Correlation | -.054        | 1      | .322   | .512** | .555** | .326   | .669** |
|      | Sig. (2-tailed)     | .776         |        | .082   | .004   | .001   | .079   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     |
| X1.3 | Pearson Correlation | .560**       | .322   | 1      | .313   | .525** | .403*  | .711** |
|      | Sig. (2-tailed)     | .001         | .082   |        | .092   | .003   | .027   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     |
| X1.4 | Pearson Correlation | .304         | .512** | .313   | 1      | .417*  | .835** | .825** |
|      | Sig. (2-tailed)     | .102         | .004   | .092   |        | .022   | .000   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     |
| X1.5 | Pearson Correlation | .279         | .555** | .525** | .417*  | 1      | .336   | .713** |
|      | Sig. (2-tailed)     | .136         | .001   | .003   | .022   |        | .070   | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     |
| X1.6 | Pearson Correlation | .430*        | .326   | .403*  | .835** | .336   | 1      | .792** |
|      | Sig. (2-tailed)     | .018         | .079   | .027   | .000   | .070   |        | .000   |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     |
| X1   | Pearson Correlation | .531**       | .669** | .711** | .825** | .713** | .792** | 1      |
|      | Sig. (2-tailed)     | .003         | .000   | .000   | .000   | .000   | .000   |        |
|      | N                   | 30           | 30     | 30     | 30     | 30     | 30     | 30     |

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

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

## Correlations

### Correlations

|      |                     | X2.1   | X2.2   | X2.3   | X2.4   | X2.5   | X2.6   | X2     |
|------|---------------------|--------|--------|--------|--------|--------|--------|--------|
| X2.1 | Pearson Correlation | 1      | .331   | .192   | -.099  | .426*  | .122   | .553** |
|      | Sig. (2-tailed)     |        | .074   | .309   | .603   | .019   | .521   | .002   |
|      | N                   | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| X2.2 | Pearson Correlation | .331   | 1      | .257   | .317   | .142   | -.159  | .631** |
|      | Sig. (2-tailed)     | .074   |        | .170   | .087   | .453   | .402   | .000   |
|      | N                   | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| X2.3 | Pearson Correlation | .192   | .257   | 1      | .358   | .469** | .099   | .650** |
|      | Sig. (2-tailed)     | .309   | .170   |        | .052   | .009   | .604   | .000   |
|      | N                   | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| X2.4 | Pearson Correlation | -.099  | .317   | .358   | 1      | .203   | .573** | .633** |
|      | Sig. (2-tailed)     | .603   | .087   | .052   |        | .281   | .001   | .000   |
|      | N                   | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| X2.5 | Pearson Correlation | .426*  | .142   | .469** | .203   | 1      | .286   | .661** |
|      | Sig. (2-tailed)     | .019   | .453   | .009   | .281   |        | .126   | .000   |
|      | N                   | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| X2.6 | Pearson Correlation | .122   | -.159  | .099   | .573** | .286   | 1      | .450*  |
|      | Sig. (2-tailed)     | .521   | .402   | .604   | .001   | .126   |        | .013   |
|      | N                   | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| X2   | Pearson Correlation | .553** | .631** | .650** | .633** | .661** | .450*  | 1      |
|      | Sig. (2-tailed)     | .002   | .000   | .000   | .000   | .000   | .013   |        |
|      | N                   | 30     | 30     | 30     | 30     | 30     | 30     | 30     |

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

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

## Correlations

### Correlations

|      |                     | X3.1   | X3.2  | X3.3   | X3.4   | X3     |
|------|---------------------|--------|-------|--------|--------|--------|
| X3.1 | Pearson Correlation | 1      | -.293 | .473** | .116   | .527** |
|      | Sig. (2-tailed)     |        | .116  | .008   | .540   | .003   |
|      | N                   | 30     | 30    | 30     | 30     | 30     |
| X3.2 | Pearson Correlation | -.293  | 1     | -.169  | .199   | .375*  |
|      | Sig. (2-tailed)     | .116   |       | .371   | .292   | .041   |
|      | N                   | 30     | 30    | 30     | 30     | 30     |
| X3.3 | Pearson Correlation | .473** | -.169 | 1      | .028   | .592** |
|      | Sig. (2-tailed)     | .008   | .371  |        | .885   | .001   |
|      | N                   | 30     | 30    | 30     | 30     | 30     |
| X3.4 | Pearson Correlation | .116   | .199  | .028   | 1      | .667** |
|      | Sig. (2-tailed)     | .540   | .292  | .885   |        | .000   |
|      | N                   | 30     | 30    | 30     | 30     | 30     |
| X3   | Pearson Correlation | .527** | .375* | .592** | .667** | 1      |
|      | Sig. (2-tailed)     | .003   | .041  | .001   | .000   |        |
|      | N                   | 30     | 30    | 30     | 30     | 30     |

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

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

## Correlations

### Correlations

|      |                     | X4.1  | X4.2  | X4.3  | X4.4  | X4.5 | X4     |
|------|---------------------|-------|-------|-------|-------|------|--------|
| X4.1 | Pearson Correlation | 1     | .197  | .442* | -.163 | .219 | .666** |
|      | Sig. (2-tailed)     |       | .297  | .014  | .391  | .246 | .000   |
|      | N                   | 30    | 30    | 30    | 30    | 30   | 30     |
| X4.2 | Pearson Correlation | .197  | 1     | -.035 | -.165 | .180 | .544** |
|      | Sig. (2-tailed)     | .297  |       | .853  | .384  | .341 | .002   |
|      | N                   | 30    | 30    | 30    | 30    | 30   | 30     |
| X4.3 | Pearson Correlation | .442* | -.035 | 1     | .042  | .110 | .626** |

|      |                     |        |        |        |       |        |        |
|------|---------------------|--------|--------|--------|-------|--------|--------|
|      | Sig. (2-tailed)     | .014   | .853   |        | .824  | .562   | .000   |
|      | N                   | 30     | 30     | 30     | 30    | 30     | 30     |
| X4.4 | Pearson Correlation | -.163  | -.165  | .042   | 1     | -.203  | .391*  |
|      | Sig. (2-tailed)     | .391   | .384   | .824   |       | .283   | .031   |
|      | N                   | 30     | 30     | 30     | 30    | 30     | 30     |
| X4.5 | Pearson Correlation | .219   | .180   | .110   | -.203 | 1      | .490** |
|      | Sig. (2-tailed)     | .246   | .341   | .562   | .283  |        | .006   |
|      | N                   | 30     | 30     | 30     | 30    | 30     | 30     |
| X4   | Pearson Correlation | .666** | .544** | .626** | .391* | .490** | 1      |
|      | Sig. (2-tailed)     | .000   | .002   | .000   | .031  | .006   |        |
|      | N                   | 30     | 30     | 30     | 30    | 30     | 30     |

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

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

## Correlations

|     |                     | Correlations |        |       |        |       |        |        |
|-----|---------------------|--------------|--------|-------|--------|-------|--------|--------|
|     |                     | Y.1          | Y.2    | Y.3   | Y.4    | Y.5   | Y.6    | Y      |
| Y.1 | Pearson Correlation | 1            | .557** | .089  | .304   | .067  | .471** | .594** |
|     | Sig. (2-tailed)     |              | .001   | .640  | .102   | .724  | .009   | .001   |
|     | N                   | 30           | 30     | 30    | 30     | 30    | 30     | 30     |
| Y.2 | Pearson Correlation | .557**       | 1      | .050  | .509** | .162  | .263   | .564** |
|     | Sig. (2-tailed)     | .001         |        | .795  | .004   | .391  | .161   | .001   |
|     | N                   | 30           | 30     | 30    | 30     | 30    | 30     | 30     |
| Y.3 | Pearson Correlation | .089         | .050   | 1     | .366*  | .036  | .189   | .396*  |
|     | Sig. (2-tailed)     | .640         | .795   |       | .047   | .850  | .317   | .030   |
|     | N                   | 30           | 30     | 30    | 30     | 30    | 30     | 30     |
| Y.4 | Pearson Correlation | .304         | .509** | .366* | 1      | .368* | .387*  | .756** |
|     | Sig. (2-tailed)     | .102         | .004   | .047  |        | .045  | .034   | .000   |
|     | N                   | 30           | 30     | 30    | 30     | 30    | 30     | 30     |
| Y.5 | Pearson Correlation | .067         | .162   | .036  | .368*  | 1     | .333   | .636** |
|     | Sig. (2-tailed)     | .724         | .391   | .850  | .045   |       | .072   | .000   |

|     |                     |        |        |       |        |        |        |
|-----|---------------------|--------|--------|-------|--------|--------|--------|
| N   | 30                  | 30     | 30     | 30    | 30     | 30     | 30     |
| Y.6 | Pearson Correlation | .471** | .263   | .189  | .387*  | .333   | 1      |
|     | Sig. (2-tailed)     | .009   | .161   | .317  | .034   | .072   | .000   |
| N   | 30                  | 30     | 30     | 30    | 30     | 30     | 30     |
| Y   | Pearson Correlation | .594** | .564** | .396* | .756** | .636** | .763** |
|     | Sig. (2-tailed)     | .001   | .001   | .030  | .000   | .000   | .000   |
| N   | 30                  | 30     | 30     | 30    | 30     | 30     | 30     |

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

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



*Lampiran 5: Uji Reliabilitas Kuesioner*

## Reliability

**Scale: ALL VARIABLES**

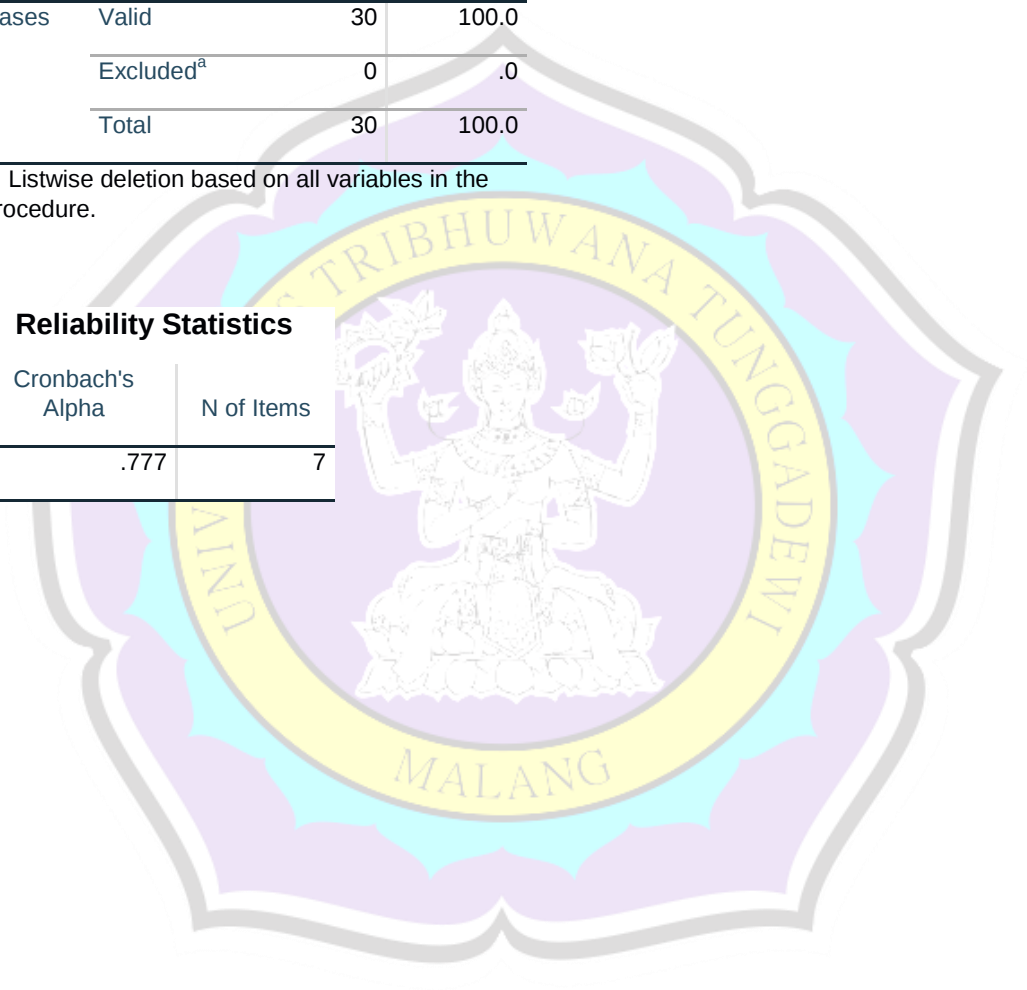
### Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 30 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 30 | 100.0 |

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

### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .777             | 7          |



### 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 | 45.5000                    | 23.983                         | .466                             | .773                             |
| X1.2 | 45.6667                    | 21.885                         | .583                             | .748                             |
| X1.3 | 45.8000                    | 21.890                         | .641                             | .744                             |
| X1.4 | 45.5667                    | 20.392                         | .769                             | .720                             |
| X1.5 | 45.4000                    | 22.869                         | .662                             | .755                             |
| X1.6 | 45.6000                    | 21.834                         | .744                             | .739                             |
| X1   | 24.8667                    | 6.533                          | 1.000                            | .798                             |

### Reliability

#### Scale: ALL VARIABLES

#### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .744             | 7          |

### 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 | 45.8667                    | 14.602                         | .455                             | .714                             |
| X2.2 | 46.0000                    | 13.103                         | .483                             | .696                             |
| X2.3 | 45.7333                    | 14.064                         | .561                             | .698                             |
| X2.4 | 45.5667                    | 14.392                         | .552                             | .704                             |
| X2.5 | 46.0667                    | 14.202                         | .582                             | .699                             |
| X2.6 | 45.4000                    | 15.076                         | .343                             | .728                             |
| X2   | 24.9667                    | 4.171                          | 1.000                            | .650                             |

## Reliability

Scale: ALL VARIABLES

### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .691             | 5          |

### 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 | 28.7000                    | 3.390                          | .371                             | .652                             |
| X3.2 | 28.5667                    | 3.564                          | .153                             | .713                             |
| X3.3 | 28.9667                    | 3.137                          | .401                             | .634                             |
| X3.4 | 28.8000                    | 2.924                          | .480                             | .702                             |
| X3   | 16.4333                    | 1.013                          | 1.000                            | .697                             |

## Reliability

Scale: ALL VARIABLES

### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .689             | 6          |

### Item-Total Statistics

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X4.1 | 33.3000                    | 7.941                          | .545                             | .694                             |
| X4.2 | 35.7667                    | 7.978                          | .339                             | .637                             |
| X4.3 | 33.2667                    | 7.789                          | .467                             | .703                             |

|      |         |       |       |      |
|------|---------|-------|-------|------|
| X4.4 | 33.7667 | 9.771 | -.015 | .714 |
| X4.5 | 34.0000 | 8.621 | .341  | .642 |
| X4   | 18.9000 | 2.507 | 1.000 | .658 |

## Reliability

### Scale: ALL VARIABLES

#### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .745             | 7          |

#### 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 | 45.8333                    | 6.420                          | .513                             | .724                             |
| Y.2 | 45.9000                    | 6.783                          | .515                             | .739                             |
| Y.3 | 46.0000                    | 6.828                          | .312                             | .747                             |
| Y.4 | 45.9333                    | 5.926                          | .687                             | .694                             |
| Y.5 | 45.3667                    | 5.826                          | .504                             | .709                             |
| Y.6 | 45.6000                    | 5.559                          | .671                             | .680                             |
| Y   | 24.9667                    | 1.826                          | 1.000                            | .666                             |

*Lampiran 6: Analisis Regresi Berganda, dan Pengujian Hipotesis*

## Regression

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

| Model | Variables Entered                                                           | Variables Removed | Method |
|-------|-----------------------------------------------------------------------------|-------------------|--------|
| 1     | Insentif, Gaya Kepemimpinan, Skill Karyawan, Budaya Organisasi <sup>b</sup> | .                 | Enter  |

a. Dependent Variable: Kinerja Karyawan

b. All requested variables entered.

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

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics |     |     | Sig. F Change | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            |                 | F Change          | df1 | df2 |               |               |
| 1     | .774 <sup>a</sup> | .599     | .359              | 1.21869                    | .599            | 6.033             | 4   | 25  | .000          | 1.414         |

a. Predictors: (Constant), Insentif, Gaya Kepemimpinan, Skill Karyawan, Budaya Organisasi

b. Dependent Variable: Kinerja Karyawan

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

| Model |            | Sum of Squares | Df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 35.837         | 4  | 8.959       | 6.033 | .000 <sup>b</sup> |
|       | Residual   | 37.130         | 25 | 1.485       |       |                   |
|       | Total      | 52.967         | 29 |             |       |                   |

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Insentif, Gaya Kepemimpinan, Skill Karyawan, Budaya Organisasi

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

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |     |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-----|
|       |            | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF |
| 1     | (Constant) | 17.301                      | 6.911      |                           | 2.503 | .019 |                         |     |

|                   |      |      |      |       |      |      |       |
|-------------------|------|------|------|-------|------|------|-------|
| Gaya Kepemimpinan | .322 | .127 | .211 | 2.533 | .017 | .488 | 2.048 |
| Budaya Organisasi | .458 | .170 | .377 | 2.697 | .006 | .423 | 2.365 |
| Skill Karyawan    | .950 | .254 | .887 | 3.741 | .000 | .787 | 1.271 |
| Insentif          | .439 | .161 | .305 | 2.726 | .008 | .625 | 1.599 |

a. Dependent Variable: Keputusan Konsumen

## NPar Tests

### One-Sample Kolmogorov-Smirnov Test

|                                  |                | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N                                |                | 30                      |
| Normal Parameters <sup>a,b</sup> | Mean           | .0000000                |
|                                  | Std. Deviation | 1.13152436              |
| Most Extreme Differences         | Absolute       | .099                    |
|                                  | Positive       | .054                    |
|                                  | Negative       | -.099                   |
| Test Statistic                   |                | .099                    |
| Asymp. Sig. (2-tailed)           |                | .200 <sup>c,d</sup>     |

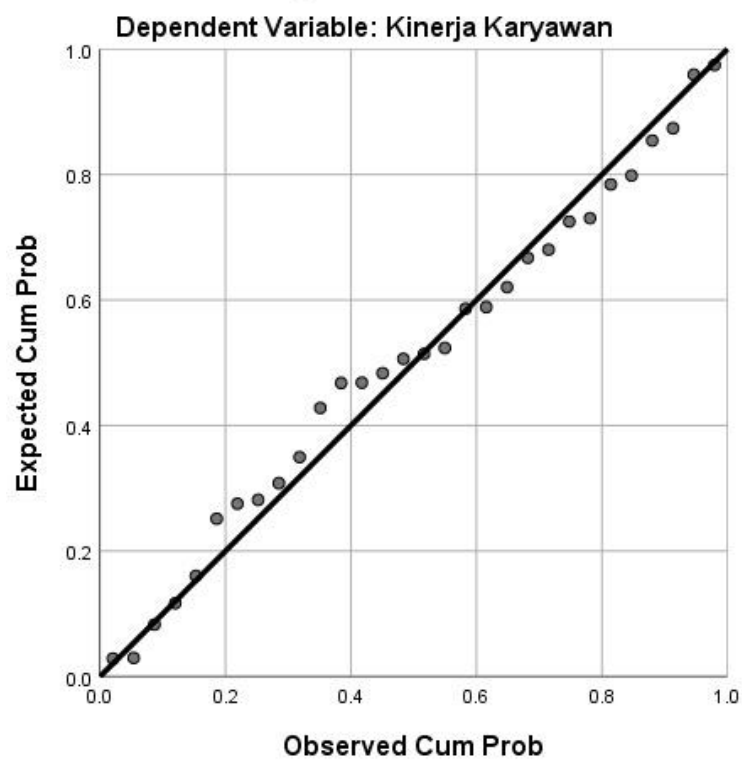
a. Test distribution is Normal.

b. Calculated from data.

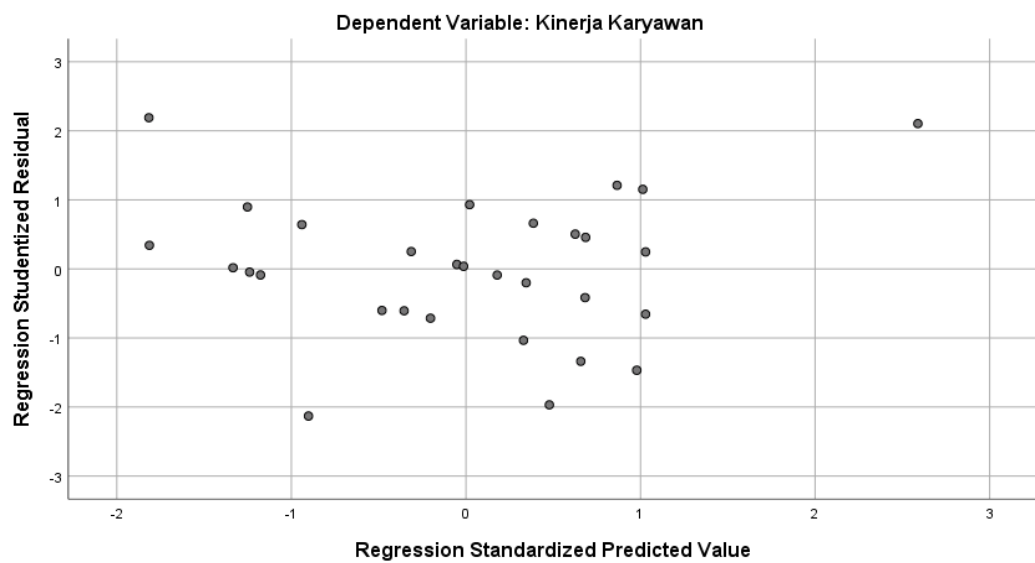
c. Lilliefors Significance Correction.

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

Normal P-P Plot of Regression Standardized Residual



Scatterplot



## Lampiran 7 Dokumentasi



Gambar 1.1 Observasi Tempat Penelitian



Gambar 1.2 Menyebarakan Kuesioner



Gambar 1.3 Dokumentasi di depan kantor



Gambar 1.4 Suasana yang ada di dalam kantor



## Lampiran 8 Surat Keterangan



### PT PERKEBUNAN NUSANTARA XII KEBUN WONOSARI

**SURAT KETERANGAN**  
**Nomor : 4.28/SRKT/149/III/2023**

Menerangkan Bahwa :

Nama : Elisabet Efming  
NIM : 2019120163  
Fakultas/ Program Studi : Ekonomi/Manajemen  
Universitas Tribhuwana Tungadewi Malang  
Judul Skripsi : PENGARUH GAYA KEPEMIMPINAN, BUDAYA  
ORGANISASI, SKILL KARYAWAN DAN INSENTIF  
TERHADAP KINERJA KARYAWAN PADA  
PT. PERKEBUNAN NUSANTARA XII WONOSARI,  
KABUPATEN MALANG

Telah melaksanakan penelitian di PT. Perkebunan Nusantara XII Wonosari dari tanggal 15 februari s/d 06 maret 20 maret 2023. Dengan menyebarkan kuesioner penelitian kepada 30 karyawan, tidak memenuhi keseluruhan karyawan (50 karyawan) dikarenakan beberapa alasan dari perusahaan.

Malang, 09 Maret 2023  
Kebun Wonosari



Imam Dwi Hartono, S.T.P.

Lawang (65208) - Malang

0822 3200 2012

www.ptpn12.com  
wonosari@ptpn12.co  
m

AKHLAK – Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif