

Lampiran 1 Angket Penelitian

ANGKET PENELITIAN

Pengaruh Gaya Kepemimpinan Terhadap Motivasi dan Kinerja

Kepada Yth.

Bapak/Ibu Pegawai CV. Jade Indopratama Malang

Dengan hormat,

Dalam rangka penyusunan skripsi sebagai salah satu syarat kelulusan untuk meraih gelar Sarjana (S1) di Fakultas Ilmu Administrasi Universitas Brawijaya Malang, maka pada kesempatan ini saya selaku peneliti mohon bantuan dan kesediaan Bapak/ Ibu/ Saudara/ i untuk mengisi seluruh pertanyaan dan pernyataan yang ada pada angket penelitian berikut ini sesuai dengan kondisi dan pengalaman Bapak/ Ibu/ Saudara/ i selama bekerja di CV Jade Indopratama.

Untuk menjaga hal-hal yang tidak diinginkan, maka jawaban yang telah Bapak/ Ibu/ Saudara/ i berikan akan dijamin kerahasiaannya. Atas bantuan dan kerjasama yang baik dari Bapak/ Ibu/ Saudara/ i, peneliti mengucapkan banyak terimakasih.

Hormat Saya

Faris Bayu Septyan

Mahasiswa Jurusan Bisnis FIA-UB

A. Petunjuk Pengisian

Berilah tanda silang (X) pada setiap jawaban yang Bapak/ Ibu/ Saudara/ I anggap paling sesuai, dengan ketentuan sebagai berikut:

SS = Sangat Setuju

S = Setuju

R = Ragu-Ragu

TS = Tidak Setuju

STS = Sangat Tidak Setuju

B. Identitas Responden

1. **Nama** : (boleh tidak di isi)

2. **Jenis Kelamin** :

- a. Laki-laki
- b. Perempuan

3. **Usia** :

- a. Di bawah 20 tahun
- b. 21 tahun – 30 tahun
- c. 31 tahun – 40 tahun
- d. 41 tahun – 50 tahun
- e. Diatas 50 tahun

4. **Departemen** :

5. **Pendidikan Terakhir** :

- a. SMP
- b. SMA
- c. Diploma
- d. Sarjana (S1)
- e. Magister (S2)

6. **Masa Kerja di CV. Jade Indoprata**

- a. Kurang dari 2 tahun
- b. 2 tahun – 5 tahun
- c. 5,1 tahun – 10 tahun
- d. Lebih dari 10 Tahun

No.	Item Pertanyaan	Jawaban				
		SS	S	R	TS	STS
A. Gaya Kepemimpinan Transformasional (X)						
1.	Saya mempercayai atasan saya					
2.	Saya menghormati atasan saya					
3.	Saya loyal terhadap atasan saya					
4.	Saya merasa termotivasi oleh atasan saya					
5.	Saya menjadikan atasan sebagai teladan bagi saya					
6.	Saya mendapatkan ide baru dari atasan saya					
7.	Saya mampu mengembangkan kreatifitas karena atasan saya					
8.	Saya merasa dihargai oleh atasan saya					
9.	Saya mendapatkan perhatian dari atasan saya					
B. Motivasi Kerja (Z)						
1.	Saya aman bekerja di perusahaan ini					
2.	Saya mendapatkan gaji yang mencukupi kebutuhan saya					
3.	Saya memiliki komunikasi yang baik dengan atasan					
4.	Saya memiliki komunikasi yang baik dengan rekan kerja					
5.	Saya memiliki kesempatan untuk meningkatkan karir saya					
6.	Saya mendapatkan tugas yang menantang di perusahaan ini					
C. Kinerja Karyawan (Y)						
1.	Saya mampu menyelesaikan tugas sesuai dengan target yang ditentukan perusahaan					
2.	Saya mampu bekerja dengan teliti					
3.	Saya mampu bekerja dengan rapi					

4.	Saya menyelesaikan tugas sesuai dengan jumlah target yang ditentukan perusahaan					
5.	Saya menyelesaikan tugas melebihi jumlah target yang ditentukan perusahaan					
6.	Saya menyelesaikan tugas sesuai dengan target waktu yang ditentukan perusahaan					
7.	Saya menyelesaikan tugas lebih cepat dari target waktu yang ditentukan perusahaan					

Lampiran 2 Frekuensi Jawaban Variabel X

X1.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	1.3	1.3	1.3
	3	5	6.5	6.5	7.8
	4	54	70.1	70.1	77.9
	5	17	22.1	22.1	100.0
	Total	77	100.0	100.0	

X1.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	1.3	1.3	1.3
	3	10	13.0	13.0	14.3
	4	51	66.2	66.2	80.5
	5	15	19.5	19.5	100.0
	Total	77	100.0	100.0	

X1.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	3.9	3.9	3.9
	3	6	7.8	7.8	11.7
	4	50	64.9	64.9	76.6
	5	18	23.4	23.4	100.0
	Total	77	100.0	100.0	

X1.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	20	26.0	26.0	26.0
	4	46	59.7	59.7	85.7
	5	11	14.3	14.3	100.0
	Total	77	100.0	100.0	

X1.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	21	27.3	27.3	27.3
	4	45	58.4	58.4	85.7
	5	11	14.3	14.3	100.0
	Total	77	100.0	100.0	

X1.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	2.6	2.6	2.6
	3	9	11.7	11.7	14.3
	4	51	66.2	66.2	80.5
	5	15	19.5	19.5	100.0
	Total	77	100.0	100.0	

X1.7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	16	20.8	20.8	20.8
	4	50	64.9	64.9	85.7
	5	11	14.3	14.3	100.0
	Total	77	100.0	100.0	

X1.8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	6	7.8	7.8	7.8
	4	35	45.5	45.5	53.2
	5	36	46.8	46.8	100.0
	Total	77	100.0	100.0	

X1.9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	3.9	3.9	3.9
	3	7	9.1	9.1	13.0
	4	50	64.9	64.9	77.9
	5	17	22.1	22.1	100.0
	Total	77	100.0	100.0	

Lampiran 3 Frekuensi Jawaban Variabel Z

Z1.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	3.9	3.9	3.9
	3	16	20.8	20.8	24.7
	4	44	57.1	57.1	81.8
	5	14	18.2	18.2	100.0
	Total	77	100.0	100.0	

Z1.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	2.6	2.6	2.6
	3	22	28.6	28.6	31.2
	4	42	54.5	54.5	85.7
	5	11	14.3	14.3	100.0
	Total	77	100.0	100.0	

Z1.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	1.3	1.3	1.3
	3	18	23.4	23.4	24.7
	4	44	57.1	57.1	81.8
	5	14	18.2	18.2	100.0
	Total	77	100.0	100.0	

Z1.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	1.3	1.3	1.3
	2	4	5.2	5.2	6.5
	3	26	33.8	33.8	40.3
	4	38	49.4	49.4	89.6
	5	8	10.4	10.4	100.0
	Total	77	100.0	100.0	

Z1.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	2.6	2.6	2.6
	3	13	16.9	16.9	19.5
	4	50	64.9	64.9	84.4
	5	12	15.6	15.6	100.0
	Total	77	100.0	100.0	

Z1.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	11	14.3	14.3	14.3
	4	45	58.4	58.4	72.7
	5	21	27.3	27.3	100.0
	Total	77	100.0	100.0	

Lampiran 4 Frekuensi Jawaban Variabel Y

Y1.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	1.3	1.3	1.3
	3	15	19.5	19.5	20.8
	4	47	61.0	61.0	81.8
	5	14	18.2	18.2	100.0
	Total	77	100.0	100.0	

Y1.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	1.3	1.3	1.3
	3	15	19.5	19.5	20.8
	4	51	66.2	66.2	87.0
	5	10	13.0	13.0	100.0
	Total	77	100.0	100.0	

Y1.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	4	5.2	5.2	5.2
	4	54	70.1	70.1	75.3
	5	19	24.7	24.7	100.0
	Total	77	100.0	100.0	

Y1.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	20	26.0	26.0	26.0
	4	41	53.2	53.2	79.2
	5	16	20.8	20.8	100.0
	Total	77	100.0	100.0	

Y1.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	4	5.2	5.2	5.2
	4	52	67.5	67.5	72.7
	5	21	27.3	27.3	100.0
	Total	77	100.0	100.0	

Y1.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	1.3	1.3	1.3
	3	11	14.3	14.3	15.6
	4	48	62.3	62.3	77.9
	5	17	22.1	22.1	100.0
	Total	77	100.0	100.0	

Y1.7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	4	5.2	5.2	5.2
	4	50	64.9	64.9	70.1
	5	23	29.9	29.9	100.0
	Total	77	100.0	100.0	

Lampiran 5 Hasil Uji Validitas Variabel X

Correlations

		X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	X1.8	X1.9	X
X1.1	Pearson Correlation Sig. (2-tailed) N	1 .001 77	.371** .001 77	.345** .002 77	.374** .001 77	.447** .000 77	.347** .002 77	.103 .372 77	.260* .023 77	.050 .667 77	.612** .000 77
X1.2	Pearson Correlation Sig. (2-tailed) N	.371** .001 77	1 .001 77	.197 .086 77	.352** .002 77	.194 .091 77	.363** .001 77	.038 .746 77	.194 .091 77	.255* .025 77	.570** .000 77
X1.3	Pearson Correlation Sig. (2-tailed) N	.345** .002 77	.197 .086 77	1 .039 77	.236* .039 77	.236* .039 77	.441** .000 77	.305** .007 77	.294** .009 77	.216 .060 77	.628** .000 77
X1.4	Pearson Correlation Sig. (2-tailed) N	.374** .001 77	.352** .002 77	.236* .039 77	1 .000 77	.456** .000 77	.396** .000 77	.227* .047 77	.183 .112 77	.442** .000 77	.695** .000 77
X1.5	Pearson Correlation Sig. (2-tailed) N	.447** .000 77	.194 .091 77	.236* .039 77	.456** .000 77	1 .081 77	.200 .002 77	.257* .024 77	.029 .800 77	.227* .047 77	.572** .000 77
X1.6	Pearson Correlation Sig. (2-tailed) N	.347** .002 77	.363** .001 77	.441** .000 77	.396** .000 77	.200 .081 77	1 .002 77	.347** .002 77	.232* .042 77	.293** .010 77	.690** .000 77
X1.7	Pearson Correlation Sig. (2-tailed) N	.103 .372 77	.038 .746 77	.305** .007 77	.227* .047 77	.257* .024 77	.347** .002 77	1 .554 77	.069 .008 77	.300** .008 77	.495** .000 77
X1.8	Pearson Correlation Sig. (2-tailed) N	.260* .023 77	.194 .091 77	.294** .009 77	.183 .112 77	.029 .800 77	.232* .042 77	.069 .554 77	1 .522 77	.074 .522 77	.442** .000 77
X1.9	Pearson Correlation Sig. (2-tailed) N	.050 .667 77	.255* .025 77	.216 .060 77	.442** .000 77	.227* .047 77	.293** .010 77	.300** .008 77	.074 .522 77	1 .000 77	.556** .000 77
X	Pearson Correlation Sig. (2-tailed) N	.612** .000 77	.570** .000 77	.628** .000 77	.695** .000 77	.572** .000 77	.690** .000 77	.495** .000 77	.442** .000 77	.556** .000 77	1 .000 77

Lampiran 6 Hasil Uji Validitas Variabel Z

Correlations

		Z1.1	Z1.2	Z1.3	Z1.4	Z1.5	Z1.6	Z
Z1.1	Pearson Correlation	1	.693**	.595**	.517**	.558**	.507**	.855**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	77	77	77	77	77	77	77
Z1.2	Pearson Correlation	.693**	1	.526**	.569**	.398**	.408**	.797**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	77	77	77	77	77	77	77
Z1.3	Pearson Correlation	.595**	.526**	1	.667**	.401**	.395**	.800**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	77	77	77	77	77	77	77
Z1.4	Pearson Correlation	.517**	.569**	.667**	1	.230*	.332**	.752**
	Sig. (2-tailed)	.000	.000	.000		.044	.003	.000
	N	77	77	77	77	77	77	77
Z1.5	Pearson Correlation	.558**	.398**	.401**	.230*	1	.463**	.656**
	Sig. (2-tailed)	.000	.000	.000	.044		.000	.000
	N	77	77	77	77	77	77	77
Z1.6	Pearson Correlation	.507**	.408**	.395**	.332**	.463**	1	.667**
	Sig. (2-tailed)	.000	.000	.000	.003	.000		.000
	N	77	77	77	77	77	77	77
Z	Pearson Correlation	.855**	.797**	.800**	.752**	.656**	.667**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	77	77	77	77	77	77	77

Lampiran 7 Hasil Uji Validitas Variabel Y

Correlations

		Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y1.6	Y1.7	Y
Y1.1	Pearson Correlation	1	.679**	.490**	.433**	.328**	.345**	.360**	.774**
	Sig. (2-tailed)		.000	.000	.000	.004	.002	.001	.000
	N	77	77	77	77	77	77	77	77
Y1.2	Pearson Correlation	.679**	1	.518**	.554**	.267*	.212	.228*	.736**
	Sig. (2-tailed)	.000		.000	.000	.019	.064	.046	.000
	N	77	77	77	77	77	77	77	77
Y1.3	Pearson Correlation	.490**	.518**	1	.626**	.130	.088	.345**	.663**
	Sig. (2-tailed)	.000	.000		.000	.259	.447	.002	.000
	N	77	77	77	77	77	77	77	77
Y1.4	Pearson Correlation	.433**	.554**	.626**	1	.141	.273*	.318**	.718**
	Sig. (2-tailed)	.000	.000	.000		.222	.016	.005	.000
	N	77	77	77	77	77	77	77	77
Y1.5	Pearson Correlation	.328**	.267*	.130	.141	1	.505**	.450**	.574**
	Sig. (2-tailed)	.004	.019	.259	.222		.000	.000	.000
	N	77	77	77	77	77	77	77	77
Y1.6	Pearson Correlation	.345**	.212	.088	.273*	.505**	1	.526**	.625**
	Sig. (2-tailed)	.002	.064	.447	.016	.000		.000	.000
	N	77	77	77	77	77	77	77	77
Y1.7	Pearson Correlation	.360**	.228*	.345**	.318**	.450**	.526**	1	.662**
	Sig. (2-tailed)	.001	.046	.002	.005	.000	.000		.000
	N	77	77	77	77	77	77	77	77
Y	Pearson Correlation	.774**	.736**	.663**	.718**	.574**	.625**	.662**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	77	77	77	77	77	77	77	77

Lampiran 8 Hasil Uji Reliabilitas Variabel X

Case Processing Summary

		N	%
Cases	Valid	77	100.0
	Excluded ^a	0	.0
	Total	77	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.759	9

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	32.26	9.274	.488	.730
X1.2	32.36	9.182	.411	.741
X1.3	32.31	8.875	.479	.729
X1.4	32.51	8.753	.578	.714
X1.5	32.52	9.253	.423	.738
X1.6	32.36	8.708	.566	.715
X1.7	32.45	9.672	.345	.750
X1.8	32.00	9.816	.273	.761
X1.9	32.34	9.200	.390	.744

Lampiran 9 Hasil Uji Reliabilitas Variabel Z

Case Processing Summary

		N	%
Cases	Valid	77	100.0
	Excluded ^a	0	.0
	Total	77	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.850	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Z1.1	19.40	6.902	.770	.797
Z1.2	19.49	7.280	.692	.814
Z1.3	19.39	7.188	.692	.814
Z1.4	19.68	7.196	.608	.832
Z1.5	19.36	8.077	.514	.846
Z1.6	19.17	8.090	.534	.843

Lampiran 10 Hasil Uji Reliabilitas Variabel Y

Case Processing Summary

		N	%
Cases	Valid	77	100.0
	Excluded ^a	0	.0
	Total	77	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.805	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y1.1	24.57	5.695	.651	.758
Y1.2	24.62	5.975	.611	.766
Y1.3	24.34	6.490	.542	.781
Y1.4	24.58	5.825	.567	.775
Y1.5	24.31	6.717	.429	.798
Y1.6	24.48	6.279	.455	.796
Y1.7	24.29	6.417	.533	.781

Lampiran 11 Uji Analisis Jalur

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Kepemimpinan Transformasional		. Enter

a. All requested variables entered.

b. Dependent Variable: Motivasi Kerja

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.588 ^a	.346	.337	2.628

a. Predictors: (Constant), Kepemimpinan Transformasional

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	274.099	1	274.099	39.684	.000 ^a
	Residual	518.030	75	6.907		
	Total	792.130	76			

a. Predictors: (Constant), Kepemimpinan Transformasional

b. Dependent Variable: Motivasi Kerja

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.735	3.278		.834	.407
	Kepemimpinan Transformasional	.565	.090	.588	6.300	.000

a. Dependent Variable: Motivasi Kerja

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Motivasi Kerja, Kepemimpinan Transformasional		. Enter

a. All requested variables entered.

b. Dependent Variable: Kinerja Karyawan

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671 ^a	.450	.435	2.148

a. Predictors: (Constant), Motivasi Kerja, Kepemimpinan Transformasional

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	279.608	2	139.804	30.289	.000 ^a
	Residual	341.560	74	4.616		
	Total	621.169	76			

a. Predictors: (Constant), Motivasi Kerja, Kepemimpinan Transformatif

b. Dependent Variable: Kinerja Karyawan

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.620	2.692		3.573	.001
	Kepemimpinan Transformatif	.281	.091	.330	3.097	.003
	Motivasi Kerja	.373	.094	.421	3.952	.000

a. Dependent Variable: Kinerja Karyawan