



# **LAMPIRAN 1:**

## **Pengantar Kuesioner**



## KUESIONER PENELITIAN

Kepada Yth,

Bapak/Ibu

Karyawan PT. Akses Komunikasi Indonesia Cabang Jember  
di Jember

Dengan Hormat,

Dalam rangka melaksanakan tugas skripsi di Fakultas Ekonomi Manajemen Universitas Muhammadiyah Jember, peneliti bermaksud mengadakan penelitian untuk menyusun skripsi yang berjudul **“Pengaruh Gaya Kepemimpinan Dan mOtivasi Terhadap Kinerja Karyawan” (Studi Pada PT. Akses Komunikasi Indonesia Cabang Jember).**

Berkenaan dengan penelitian tersebut, dengan segenap kerendahan hati, peneliti mengharap peran serta dan bantuan Bapak/Ibu untuk menjawab kuesioner yang telah tersusun dalam lembar daftar dengan sejujurnya. Keterangan yang Bapak/Ibu berikan akan dijamin kerahasiaannya dan hanya digunakan untuk kepentingan akademik untuk memberikan originalitas data dari penelitian ini.

Akhirnya atas bantuan dan partisipasi yang Bapak/Ibu berikan dalam mengisi kuesioner, peneliti mengucapkan terima kasih.

Hormat Peneliti

**Butros Butros Gali**

**NIM. 1310411108**



**LAMPIRAN 2:**  
**Petunjuk Pengisian**  
**Kuesioner**

### 1. Identitas Peneliti

Nama : Butros Butros Gali  
NIM : 1310411108  
Status : Mahasiswa Fakultas Ekonomi Manajemen  
Universitas Muhammadiyah Jember.

### 2. Identitas Responden

1. Jenis kelamin :
2. Usia :
3. Pendidikan terakhir :

### 3. Petunjuk Pengisian Angket

1. Daftar kuesioner ini hanya semata-mata untuk data penelitian dalam rangka menyelesaikan studi S1 di Universitas Muhammadiyah Jember Fakultas Ekonomi Manajemen.
2. Jawablah sesuai dengan pendapat Bapak/Ibu dan sesuai dengan keadaan yang dialami.
3. Berilah tanda **check list** (✓) pada kolom yang tersedia dan pilih sesuai dengan keadaan yang dialami.
4. Petunjuk pengisian kuesioner:  
Ada lima (5) alternatif jawaban yang dapat dipilih, dan pilih salah satu jawaban yang menurut anda sesuai dengan kenyataan dengan memberi tanda **check list** (✓) yaitu:
  - a. Sangat Tidak Setuju (STS) Skor: 1
  - b. Tidak Setuju (TS) Skor: 2
  - c. Kurang Setuju (KS) Skor: 3
  - d. Setuju (S) Skor: 4
  - e. Sangat Setuju (SS) Skor: 5



# **LAMPIRAN 3:**

## **Kuesioner Penelitian**

### Gaya Kepemimpinan

|     | Nilai/Skor                                                                                                           | 1   | 2  | 3  | 4 | 5  |
|-----|----------------------------------------------------------------------------------------------------------------------|-----|----|----|---|----|
| No. | Pernyataan                                                                                                           | STS | TS | KS | S | SS |
| 1.  | Atasan selama ini memberikan intruksi yang jelas dan detail kepada bawahannya dalam melaksanakan tugas dan pekerjaan |     |    |    |   |    |
| 2.  | Atasan memberika kesempatan kepada bawahannya untuk mendiskusikan masalah yang terkait dengan pekerjaan              |     |    |    |   |    |
| 3.  | Atasan memberikan kelonggaran kepada bawahannya dalam menentukan cara atau teknis pelaksanaan pekerjaan              |     |    |    |   |    |
| 4.  | Atasan menyerahkan semua keputusan dan kebijaksanaan menyangkut pekerjaan kepada bawahan                             |     |    |    |   |    |

### Motivasi Kerja

|     | Nilai/Skor                                                                            | 1   | 2  | 3  | 4 | 5  |
|-----|---------------------------------------------------------------------------------------|-----|----|----|---|----|
| No. | Pernyataan                                                                            | STS | TS | KS | S | SS |
| 1.  | Saya termotivasi karena perusahaan sudah memberikan insentif yang layak pada karyawan |     |    |    |   |    |
| 2.  | Saya termotivasi karena perusahaan telah memberikan asuransi pada karyawan            |     |    |    |   |    |
| 3.  | Saya termotivasi karena terjalin hubungan yang baik antar karyawan                    |     |    |    |   |    |
| 4.  | Saya termotivasi karena perusahaan sudah menerapkan penilaian karyawan terbaik        |     |    |    |   |    |

### Kinerja Karyawan

|     | Nilai/Skor                                                                                              | 1   | 2  | 3  | 4 | 5  |
|-----|---------------------------------------------------------------------------------------------------------|-----|----|----|---|----|
| No. | Pernyataan                                                                                              | STS | TS | KS | S | SS |
| 1.  | Apakah karyawan sudah memberi pelayanan yang optimal kepada pelanggan                                   |     |    |    |   |    |
| 2.  | Karyawan merawat fasilitas penunjang pekerjaan                                                          |     |    |    |   |    |
| 3.  | Karyawan telah menunjukkan perhatian pada aspek detail, akurasi,kecermatan dan ketelitian dalam bekerja |     |    |    |   |    |
| 4.  | Karyawan mampu memelihara hubungan kerja yang efektif                                                   |     |    |    |   |    |





# **LAMPIRAN 4:**

## **Uji Validitas**

## **Instrumen**

# **UJI INSTRUMEN PENELITIAN** **VALIDITAS INSTRUMEN EXEL**

| No                | X1 <sub>1</sub> | X1 <sub>2</sub> | X1 <sub>3</sub> | X1 <sub>4</sub> | X1 Total  | X2 <sub>2</sub> | X2 <sub>3</sub> | X2 <sub>4</sub> | X2 <sub>5</sub> | X2 Total   | X3 <sub>3</sub> | Y1 <sub>1</sub> | Y1 <sub>2</sub> | Y1 <sub>3</sub> | Y1 Total   |
|-------------------|-----------------|-----------------|-----------------|-----------------|-----------|-----------------|-----------------|-----------------|-----------------|------------|-----------------|-----------------|-----------------|-----------------|------------|
| 1                 | 5               | 5               | 5               | 5               | 20        | 5               | 5               | 5               | 5               | 20         | 5               | 5               | 4               | 5               | 19         |
| 2                 | 5               | 5               | 5               | 5               | 20        | 4               | 4               | 4               | 4               | 16         | 5               | 3               | 2               | 4               | 14         |
| 3                 | 4               | 5               | 4               | 5               | 18        | 4               | 4               | 4               | 4               | 16         | 2               | 3               | 2               | 2               | 9          |
| 4                 | 5               | 5               | 4               | 4               | 18        | 3               | 4               | 5               | 4               | 16         | 4               | 5               | 5               | 4               | 18         |
| 5                 | 4               | 4               | 3               | 5               | 16        | 4               | 2               | 4               | 3               | 13         | 2               | 3               | 3               | 3               | 11         |
| 6                 | 5               | 4               | 5               | 5               | 19        | 5               | 4               | 2               | 4               | 15         | 3               | 2               | 3               | 3               | 11         |
| 7                 | 5               | 3               | 5               | 5               | 18        | 3               | 4               | 3               | 5               | 15         | 3               | 2               | 2               | 3               | 10         |
| 8                 | 4               | 5               | 5               | 5               | 19        | 4               | 4               | 3               | 4               | 15         | 2               | 2               | 3               | 3               | 10         |
| 9                 | 5               | 4               | 5               | 3               | 17        | 4               | 2               | 5               | 4               | 15         | 3               | 3               | 2               | 3               | 11         |
| 10                | 3               | 5               | 4               | 4               | 16        | 4               | 3               | 3               | 5               | 15         | 5               | 4               | 5               | 5               | 19         |
| 11                | 4               | 4               | 4               | 5               | 17        | 3               | 3               | 5               | 3               | 14         | 3               | 2               | 2               | 2               | 9          |
| 12                | 5               | 4               | 5               | 3               | 17        | 3               | 4               | 2               | 3               | 12         | 4               | 3               | 3               | 3               | 13         |
| 13                | 4               | 3               | 5               | 4               | 16        | 4               | 4               | 3               | 3               | 14         | 2               | 2               | 3               | 2               | 9          |
| 14                | 3               | 4               | 2               | 3               | 12        | 3               | 4               | 3               | 4               | 14         | 3               | 3               | 3               | 3               | 12         |
| 15                | 4               | 5               | 5               | 4               | 18        | 4               | 3               | 4               | 3               | 14         | 4               | 2               | 2               | 2               | 10         |
| 16                | 4               | 4               | 3               | 5               | 16        | 3               | 3               | 4               | 4               | 14         | 2               | 3               | 4               | 3               | 12         |
| 17                | 5               | 5               | 5               | 4               | 19        | 5               | 3               | 3               | 3               | 14         | 5               | 3               | 4               | 4               | 16         |
| 18                | 5               | 4               | 5               | 5               | 19        | 3               | 4               | 3               | 4               | 14         | 2               | 3               | 2               | 3               | 10         |
| 19                | 4               | 4               | 3               | 5               | 16        | 5               | 2               | 4               | 2               | 13         | 4               | 4               | 4               | 4               | 16         |
| 20                | 4               | 5               | 4               | 2               | 15        | 3               | 4               | 3               | 3               | 13         | 3               | 3               | 5               | 5               | 16         |
| 21                | 5               | 5               | 5               | 4               | 19        | 2               | 3               | 4               | 4               | 13         | 2               | 3               | 3               | 2               | 10         |
| 22                | 4               | 5               | 3               | 4               | 16        | 4               | 3               | 2               | 3               | 12         | 4               | 2               | 2               | 4               | 12         |
| 23                | 4               | 5               | 5               | 4               | 18        | 3               | 4               | 3               | 3               | 13         | 3               | 3               | 2               | 4               | 12         |
| 24                | 5               | 4               | 3               | 4               | 16        | 4               | 3               | 4               | 3               | 14         | 4               | 3               | 3               | 2               | 12         |
| 25                | 5               | 3               | 5               | 5               | 18        | 4               | 4               | 3               | 4               | 15         | 4               | 2               | 3               | 3               | 12         |
| 26                | 4               | 3               | 4               | 4               | 15        | 3               | 3               | 3               | 2               | 11         | 3               | 3               | 4               | 4               | 14         |
| 27                | 4               | 4               | 4               | 3               | 15        | 3               | 3               | 3               | 3               | 12         | 4               | 4               | 4               | 4               | 16         |
| 28                | 4               | 4               | 3               | 3               | 14        | 3               | 2               | 3               | 3               | 11         | 5               | 5               | 4               | 5               | 19         |
| 29                | 4               | 5               | 4               | 4               | 17        | 4               | 3               | 4               | 4               | 15         | 3               | 3               | 2               | 3               | 11         |
| 30                | 4               | 4               | 4               | 5               | 17        | 3               | 3               | 3               | 3               | 12         | 5               | 4               | 5               | 4               | 18         |
| 31                | 3               | 4               | 3               | 4               | 14        | 5               | 5               | 5               | 5               | 20         | 5               | 3               | 4               | 3               | 15         |
| 32                | 5               | 3               | 3               | 4               | 15        | 5               | 5               | 4               | 5               | 19         | 4               | 4               | 4               | 4               | 16         |
| 33                | 3               | 4               | 4               | 3               | 14        | 5               | 4               | 5               | 5               | 19         | 3               | 3               | 2               | 5               | 13         |
| 34                | 3               | 4               | 4               | 3               | 14        | 5               | 4               | 5               | 5               | 19         | 4               | 4               | 4               | 4               | 16         |
| 35                | 4               | 3               | 5               | 3               | 15        | 5               | 5               | 5               | 4               | 19         | 3               | 5               | 3               | 4               | 15         |
| 36                | 4               | 4               | 3               | 3               | 14        | 4               | 4               | 5               | 5               | 18         | 4               | 5               | 5               | 4               | 18         |
| 37                | 4               | 2               | 3               | 4               | 13        | 4               | 5               | 4               | 5               | 18         | 5               | 4               | 4               | 5               | 18         |
| 38                | 3               | 4               | 3               | 3               | 13        | 4               | 5               | 5               | 4               | 18         | 4               | 5               | 2               | 3               | 14         |
| 39                | 3               | 4               | 3               | 2               | 12        | 5               | 5               | 4               | 4               | 18         | 4               | 4               | 4               | 2               | 14         |
| 40                | 2               | 4               | 4               | 4               | 14        | 4               | 4               | 5               | 5               | 18         | 4               | 5               | 4               | 5               | 18         |
| 41                | 2               | 3               | 4               | 3               | 12        | 4               | 4               | 4               | 5               | 17         | 2               | 4               | 4               | 5               | 15         |
| 42                | 5               | 5               | 2               | 2               | 14        | 4               | 5               | 4               | 4               | 17         | 5               | 5               | 2               | 5               | 17         |
| 43                | 3               | 2               | 3               | 4               | 12        | 4               | 5               | 4               | 4               | 17         | 4               | 3               | 4               | 4               | 15         |
| 44                | 4               | 3               | 2               | 3               | 12        | 4               | 4               | 5               | 4               | 17         | 3               | 5               | 5               | 4               | 17         |
| 45                | 3               | 4               | 2               | 3               | 12        | 5               | 4               | 4               | 4               | 17         | 4               | 3               | 4               | 3               | 14         |
| 46                | 3               | 4               | 4               | 2               | 13        | 5               | 4               | 5               | 3               | 17         | 3               | 5               | 4               | 2               | 14         |
| 47                | 3               | 4               | 2               | 3               | 12        | 5               | 3               | 5               | 4               | 17         | 3               | 4               | 3               | 3               | 13         |
| 48                | 3               | 4               | 2               | 4               | 13        | 4               | 5               | 4               | 4               | 17         | 4               | 4               | 4               | 5               | 17         |
| 49                | 3               | 2               | 2               | 4               | 11        | 4               | 5               | 3               | 4               | 16         | 4               | 5               | 4               | 4               | 17         |
| 50                | 4               | 4               | 3               | 2               | 13        | 4               | 3               | 5               | 4               | 16         | 2               | 3               | 3               | 5               | 13         |
| 51                | 2               | 3               | 3               | 3               | 11        | 4               | 3               | 4               | 5               | 16         | 3               | 3               | 3               | 4               | 13         |
| 52                | 3               | 2               | 3               | 4               | 12        | 5               | 4               | 3               | 4               | 16         | 2               | 5               | 4               | 2               | 13         |
| 53                | 2               | 4               | 4               | 2               | 12        | 4               | 3               | 5               | 4               | 16         | 3               | 3               | 4               | 3               | 13         |
| <b>SUM</b>        | <b>23</b>       | <b>27</b>       | <b>23</b>       | <b>24</b>       | <b>97</b> | <b>35</b>       | <b>30</b>       | <b>34</b>       | <b>32</b>       | <b>131</b> | <b>24</b>       | <b>32</b>       | <b>29</b>       | <b>28</b>       | <b>113</b> |
| <b>rhitung</b>    | <b>0,73</b>     | <b>0,46</b>     | <b>0,67</b>     | <b>0,35</b>     |           | <b>0,56</b>     | <b>0,53</b>     | <b>0,6</b>      | <b>0,55</b>     |            | <b>0,66</b>     | <b>0,51</b>     | <b>0,53</b>     | <b>0,57</b>     |            |
| <b>rtabel</b>     | <b>0,26</b>     | <b>0,26</b>     | <b>0,26</b>     | <b>0,26</b>     |           | <b>0,26</b>     | <b>0,26</b>     | <b>0,26</b>     | <b>0,26</b>     |            | <b>0,26</b>     | <b>0,26</b>     | <b>0,26</b>     | <b>0,26</b>     |            |
| <b>Kesimpulan</b> | <b>Sah</b>      | <b>Sah</b>      | <b>Sah</b>      | <b>Sah</b>      |           | <b>Sah</b>      | <b>Sah</b>      | <b>Sah</b>      | <b>Sah</b>      |            | <b>Sah</b>      | <b>Sah</b>      | <b>Sah</b>      | <b>Sah</b>      |            |

### NILAI-NILAI $r$ PRODUCT MOMENT

| N  | Taraf Signifikan |       | N  | Taraf Signifikan |       | N    | Taraf Signifikan |       |
|----|------------------|-------|----|------------------|-------|------|------------------|-------|
|    | 5%               | 1%    |    | 5%               | 1%    |      | 5%               | 1%    |
| 3  | 0,997            | 0,999 | 27 | 0,381            | 0,487 | 55   | 0,266            | 0,345 |
| 4  | 0,950            | 0,990 | 28 | 0,374            | 0,478 | 60   | 0,254            | 0,330 |
| 5  | 0,878            | 0,959 | 29 | 0,367            | 0,470 | 65   | 0,244            | 0,317 |
| 6  | 0,811            | 0,917 | 30 | 0,361            | 0,463 | 70   | 0,235            | 0,306 |
| 7  | 0,754            | 0,874 | 31 | 0,355            | 0,456 | 75   | 0,227            | 0,296 |
| 8  | 0,707            | 0,834 | 32 | 0,349            | 0,449 | 80   | 0,220            | 0,286 |
| 9  | 0,666            | 0,798 | 33 | 0,344            | 0,442 | 85   | 0,213            | 0,278 |
| 10 | 0,632            | 0,765 | 34 | 0,339            | 0,436 | 90   | 0,207            | 0,270 |
| 11 | 0,602            | 0,735 | 35 | 0,334            | 0,430 | 95   | 0,202            | 0,263 |
| 12 | 0,576            | 0,708 | 36 | 0,329            | 0,424 | 100  | 0,195            | 0,256 |
| 13 | 0,553            | 0,684 | 37 | 0,325            | 0,418 | 125  | 0,176            | 0,230 |
| 14 | 0,532            | 0,661 | 38 | 0,320            | 0,413 | 150  | 0,159            | 0,210 |
| 15 | 0,514            | 0,641 | 39 | 0,316            | 0,408 | 175  | 0,148            | 0,194 |
| 16 | 0,497            | 0,623 | 40 | 0,312            | 0,403 | 200  | 0,138            | 0,181 |
| 17 | 0,482            | 0,606 | 41 | 0,308            | 0,398 | 300  | 0,113            | 0,148 |
| 18 | 0,468            | 0,590 | 42 | 0,304            | 0,393 | 400  | 0,098            | 0,128 |
| 19 | 0,456            | 0,575 | 43 | 0,301            | 0,389 | 500  | 0,088            | 0,115 |
| 20 | 0,444            | 0,561 | 44 | 0,297            | 0,384 | 600  | 0,080            | 0,105 |
| 21 | 0,433            | 0,549 | 45 | 0,294            | 0,380 | 700  | 0,074            | 0,097 |
| 22 | 0,423            | 0,537 | 46 | 0,291            | 0,376 | 800  | 0,070            | 0,091 |
| 23 | 0,413            | 0,526 | 47 | 0,288            | 0,372 | 900  | 0,065            | 0,086 |
| 24 | 0,404            | 0,515 | 48 | 0,284            | 0,368 | 1000 | 0,062            | 0,081 |
| 25 | 0,396            | 0,505 | 49 | 0,281            | 0,364 |      |                  |       |
| 26 | 0,388            | 0,496 | 50 | 0,279            | 0,361 |      |                  |       |

Sumber: Sugiyono.2008. *Statistika untuk Penelitian*. Bandung: Alfabeta. Hal. 373



# **LAMPIRAN 5:**

## **Uji Reliabilitas**

### **Instrumen**

## ➔ Reliability

[DataSet1]

### Scale: ALL VARIABLES

#### Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 53 | 100,0 |
|       | Excluded <sup>a</sup> | 0  | ,0    |
|       | Total                 | 53 | 100,0 |

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

#### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| ,757             | 6          |

## Reliability

[DataSet1]

### Scale: ALL VARIABLES

#### Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 53 | 100,0 |
|       | Excluded <sup>a</sup> | 0  | ,0    |
|       | Total                 | 53 | 100,0 |

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

#### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| ,788             | 4          |

## Reliability

[DataSet1]

### Scale: ALL VARIABLES

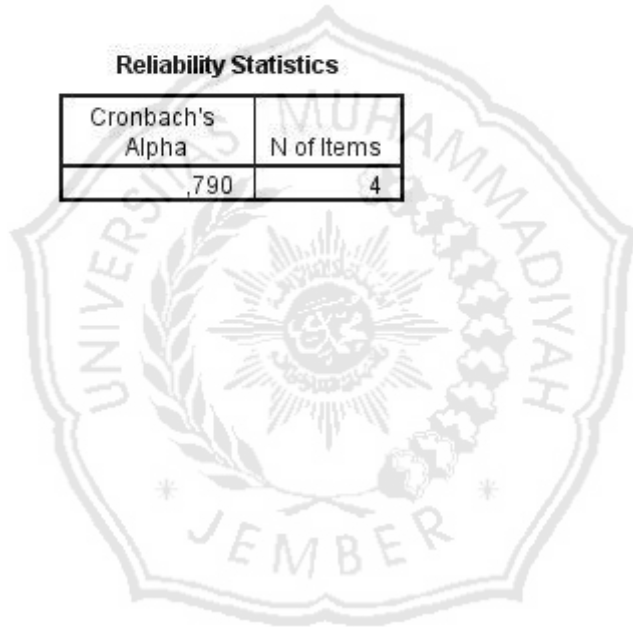
#### Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 53 | 100,0 |
|       | Excluded <sup>a</sup> | 0  | ,0    |
|       | Total                 | 53 | 100,0 |

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

#### Reliability Statistics

|                  |            |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| ,790             | 4          |





# **LAMPIRAN 6:**

## **Rekapitulasi Kuesioner**

## TABULASI JAWABAN KUESIONER

| No | X1 <sub>1</sub> | X1 <sub>2</sub> | X1 <sub>3</sub> | X1 <sub>4</sub> | X1 Total | X2 <sub>1</sub> | X2 <sub>2</sub> | X2 <sub>3</sub> | X2 <sub>4</sub> | X2 Total | Y <sub>1</sub> | Y <sub>2</sub> | Y <sub>3</sub> | Y <sub>4</sub> | Y Total |
|----|-----------------|-----------------|-----------------|-----------------|----------|-----------------|-----------------|-----------------|-----------------|----------|----------------|----------------|----------------|----------------|---------|
| 1  | 5               | 5               | 5               | 5               | 20       | 5               | 5               | 5               | 5               | 20       | 5              | 5              | 4              | 5              | 19      |
| 2  | 5               | 5               | 5               | 5               | 20       | 4               | 4               | 4               | 4               | 16       | 5              | 3              | 2              | 4              | 14      |
| 3  | 4               | 5               | 4               | 5               | 18       | 4               | 4               | 4               | 4               | 16       | 2              | 3              | 2              | 2              | 9       |
| 4  | 5               | 5               | 4               | 4               | 18       | 3               | 4               | 5               | 4               | 16       | 4              | 5              | 5              | 4              | 18      |
| 5  | 4               | 4               | 3               | 5               | 16       | 4               | 2               | 4               | 3               | 13       | 2              | 3              | 3              | 3              | 11      |
| 6  | 5               | 4               | 5               | 5               | 19       | 5               | 4               | 2               | 4               | 15       | 3              | 2              | 3              | 3              | 11      |
| 7  | 5               | 3               | 5               | 5               | 18       | 3               | 4               | 3               | 5               | 15       | 3              | 2              | 2              | 3              | 10      |
| 8  | 4               | 5               | 5               | 5               | 19       | 4               | 4               | 3               | 4               | 15       | 2              | 2              | 3              | 3              | 10      |
| 9  | 5               | 4               | 5               | 3               | 17       | 4               | 2               | 5               | 4               | 15       | 3              | 3              | 2              | 3              | 11      |
| 10 | 3               | 5               | 4               | 4               | 16       | 4               | 3               | 3               | 5               | 15       | 5              | 4              | 5              | 5              | 19      |
| 11 | 4               | 4               | 4               | 5               | 17       | 3               | 3               | 5               | 3               | 14       | 3              | 2              | 2              | 2              | 9       |
| 12 | 5               | 4               | 5               | 3               | 17       | 3               | 4               | 2               | 3               | 12       | 4              | 3              | 3              | 3              | 13      |
| 13 | 4               | 3               | 5               | 4               | 16       | 4               | 4               | 3               | 3               | 14       | 2              | 2              | 3              | 2              | 9       |
| 14 | 3               | 4               | 2               | 3               | 12       | 3               | 4               | 3               | 4               | 14       | 3              | 3              | 3              | 3              | 12      |
| 15 | 4               | 5               | 5               | 4               | 18       | 4               | 3               | 4               | 3               | 14       | 4              | 2              | 2              | 2              | 10      |
| 16 | 4               | 4               | 3               | 5               | 16       | 3               | 3               | 4               | 4               | 14       | 2              | 3              | 4              | 3              | 12      |
| 17 | 5               | 5               | 5               | 4               | 19       | 5               | 3               | 3               | 3               | 14       | 5              | 3              | 4              | 4              | 16      |
| 18 | 5               | 4               | 5               | 5               | 19       | 3               | 4               | 3               | 4               | 14       | 2              | 3              | 2              | 3              | 10      |
| 19 | 4               | 4               | 3               | 5               | 16       | 5               | 2               | 4               | 2               | 13       | 4              | 4              | 4              | 4              | 16      |
| 20 | 4               | 5               | 4               | 2               | 15       | 3               | 4               | 3               | 3               | 13       | 3              | 3              | 5              | 5              | 16      |
| 21 | 5               | 5               | 5               | 4               | 19       | 2               | 3               | 4               | 4               | 13       | 2              | 3              | 3              | 2              | 10      |
| 22 | 4               | 5               | 3               | 4               | 16       | 4               | 3               | 2               | 3               | 12       | 4              | 2              | 2              | 4              | 12      |
| 23 | 4               | 5               | 5               | 4               | 18       | 3               | 4               | 3               | 3               | 13       | 3              | 3              | 2              | 4              | 12      |
| 24 | 5               | 4               | 3               | 4               | 16       | 4               | 3               | 4               | 3               | 14       | 4              | 3              | 3              | 2              | 12      |
| 25 | 5               | 3               | 5               | 5               | 18       | 4               | 4               | 3               | 4               | 15       | 4              | 2              | 3              | 3              | 12      |
| 26 | 4               | 3               | 4               | 4               | 15       | 3               | 3               | 3               | 2               | 11       | 3              | 3              | 4              | 4              | 14      |
| 27 | 4               | 4               | 4               | 3               | 15       | 3               | 3               | 3               | 3               | 12       | 4              | 4              | 4              | 4              | 16      |
| 28 | 4               | 4               | 3               | 3               | 14       | 3               | 2               | 3               | 3               | 11       | 5              | 5              | 4              | 5              | 19      |
| 29 | 4               | 5               | 4               | 4               | 17       | 4               | 3               | 4               | 4               | 15       | 3              | 3              | 2              | 3              | 11      |
| 30 | 4               | 4               | 4               | 5               | 17       | 3               | 3               | 3               | 3               | 12       | 5              | 4              | 5              | 4              | 18      |
| 31 | 3               | 4               | 3               | 4               | 14       | 5               | 5               | 5               | 5               | 20       | 5              | 3              | 4              | 3              | 15      |
| 32 | 5               | 3               | 3               | 4               | 15       | 5               | 5               | 4               | 5               | 19       | 4              | 4              | 4              | 4              | 16      |
| 33 | 3               | 4               | 4               | 3               | 14       | 5               | 4               | 5               | 5               | 19       | 3              | 3              | 2              | 5              | 13      |
| 34 | 3               | 4               | 4               | 3               | 14       | 5               | 4               | 5               | 5               | 19       | 4              | 4              | 4              | 4              | 16      |
| 35 | 4               | 3               | 5               | 3               | 15       | 5               | 5               | 5               | 4               | 19       | 3              | 5              | 3              | 4              | 15      |
| 36 | 4               | 4               | 3               | 3               | 14       | 4               | 4               | 5               | 5               | 18       | 4              | 5              | 5              | 4              | 18      |
| 37 | 4               | 2               | 3               | 4               | 13       | 4               | 5               | 4               | 5               | 18       | 5              | 4              | 4              | 5              | 18      |
| 38 | 3               | 4               | 3               | 3               | 13       | 4               | 5               | 5               | 4               | 18       | 4              | 5              | 2              | 3              | 14      |
| 39 | 3               | 4               | 3               | 2               | 12       | 5               | 5               | 4               | 4               | 18       | 4              | 4              | 4              | 2              | 14      |
| 40 | 2               | 4               | 4               | 4               | 14       | 4               | 4               | 5               | 5               | 18       | 4              | 5              | 4              | 5              | 18      |
| 41 | 2               | 3               | 4               | 3               | 12       | 4               | 4               | 4               | 5               | 17       | 2              | 4              | 4              | 5              | 15      |
| 42 | 5               | 5               | 2               | 2               | 14       | 4               | 5               | 4               | 4               | 17       | 5              | 5              | 2              | 5              | 17      |
| 43 | 3               | 2               | 3               | 4               | 12       | 4               | 5               | 4               | 4               | 17       | 4              | 3              | 4              | 4              | 15      |
| 44 | 4               | 3               | 2               | 3               | 12       | 4               | 4               | 5               | 4               | 17       | 3              | 5              | 5              | 4              | 17      |
| 45 | 3               | 4               | 2               | 3               | 12       | 5               | 4               | 4               | 4               | 17       | 4              | 3              | 4              | 3              | 14      |
| 46 | 3               | 4               | 4               | 2               | 13       | 5               | 4               | 5               | 3               | 17       | 3              | 5              | 4              | 2              | 14      |
| 47 | 3               | 4               | 2               | 3               | 12       | 5               | 3               | 5               | 4               | 17       | 3              | 4              | 3              | 3              | 13      |
| 48 | 3               | 4               | 2               | 4               | 13       | 4               | 5               | 4               | 4               | 17       | 4              | 4              | 4              | 5              | 17      |
| 49 | 3               | 2               | 2               | 4               | 11       | 4               | 5               | 3               | 4               | 16       | 4              | 5              | 4              | 4              | 17      |
| 50 | 4               | 4               | 3               | 2               | 13       | 4               | 3               | 5               | 4               | 16       | 2              | 3              | 3              | 5              | 13      |
| 51 | 2               | 3               | 3               | 3               | 11       | 4               | 3               | 4               | 5               | 16       | 3              | 3              | 3              | 4              | 13      |
| 52 | 3               | 2               | 3               | 4               | 12       | 5               | 4               | 3               | 4               | 16       | 2              | 5              | 4              | 2              | 13      |
| 53 | 2               | 4               | 4               | 2               | 12       | 4               | 3               | 5               | 4               | 16       | 3              | 3              | 4              | 3              | 13      |





**LAMPIRAN 7:**  
**Hasil Uji**  
**Statistik Deskriptif**

## DESCRIPTIVE STATISTIC

**Statistics**

|         |         | X1Total | X2Total         | YTotal |
|---------|---------|---------|-----------------|--------|
| N       | Valid   | 53      | 53              | 53     |
|         | Missing | 0       | 0               | 0      |
| Mean    |         | 15,25   | 15,51           | 13,94  |
| Median  |         | 15,00   | 16,00           | 14,00  |
| Mode    |         | 12      | 14 <sup>a</sup> | 13     |
| Range   |         | 9       | 9               | 10     |
| Minimum |         | 11      | 11              | 9      |
| Maximum |         | 20      | 20              | 19     |
| Sum     |         | 808     | 822             | 739    |

a. Multiple modes exist. The smallest value is shown

**X1Total**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 11    | 2         | 3,8     | 3,8           | 3,8                |
|       | 12    | 9         | 17,0    | 17,0          | 20,8               |
|       | 13    | 5         | 9,4     | 9,4           | 30,2               |
|       | 14    | 7         | 13,2    | 13,2          | 43,4               |
|       | 15    | 5         | 9,4     | 9,4           | 52,8               |
|       | 16    | 7         | 13,2    | 13,2          | 66,0               |
|       | 17    | 5         | 9,4     | 9,4           | 75,5               |
|       | 18    | 6         | 11,3    | 11,3          | 86,8               |
|       | 19    | 5         | 9,4     | 9,4           | 96,2               |
|       | 20    | 2         | 3,8     | 3,8           | 100,0              |
|       | Total | 53        | 100,0   | 100,0         |                    |

**X2Total**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 11    | 2         | 3,8     | 3,8           | 3,8                |
|       | 12    | 4         | 7,5     | 7,5           | 11,3               |
|       | 13    | 5         | 9,4     | 9,4           | 20,8               |
|       | 14    | 8         | 15,1    | 15,1          | 35,8               |
|       | 15    | 7         | 13,2    | 13,2          | 49,1               |
|       | 16    | 8         | 15,1    | 15,1          | 64,2               |
|       | 17    | 8         | 15,1    | 15,1          | 79,2               |
|       | 18    | 5         | 9,4     | 9,4           | 88,7               |
|       | 19    | 4         | 7,5     | 7,5           | 96,2               |
|       | 20    | 2         | 3,8     | 3,8           | 100,0              |
|       | Total | 53        | 100,0   | 100,0         |                    |

**YTotal**

|       |    | Frequenc<br>y | Percent | Valid<br>Percent | Cumulati<br>ve<br>Percent |
|-------|----|---------------|---------|------------------|---------------------------|
| Valid | 9  | 3             | 5,7     | 5,7              | 5,7                       |
|       | 10 | 5             | 9,4     | 9,4              | 15,1                      |
|       | 11 | 4             | 7,5     | 7,5              | 22,6                      |
|       | 12 | 6             | 11,3    | 11,3             | 34,0                      |
|       | 13 | 7             | 13,2    | 13,2             | 47,2                      |
|       | 14 | 6             | 11,3    | 11,3             | 58,5                      |
|       | 15 | 4             | 7,5     | 7,5              | 66,0                      |
|       | 16 | 6             | 11,3    | 11,3             | 77,4                      |
|       | 17 | 4             | 7,5     | 7,5              | 84,9                      |
|       | 18 | 5             | 9,4     | 9,4              | 94,3                      |
|       | 19 | 3             | 5,7     | 5,7              | 100,0                     |
| Total |    | 53            | 100,0   | 100,0            |                           |





**LAMPIRAN 8:**  
**Hasil Uji**  
**Asumsi Klasik**

## UJI MULTIKOLINEARITAS

### Descriptive Statistics

|         | Mean  | Std. Deviation | N  |
|---------|-------|----------------|----|
| YTotal  | 13,94 | 2,912          | 53 |
| X1Total | 15,25 | 2,586          | 53 |
| X2Total | 15,51 | 2,326          | 53 |

### Correlations

|                     |         | YTotal | X1Total | X2Total |
|---------------------|---------|--------|---------|---------|
| Pearson Correlation | YTotal  | 1,000  | ,322    | ,297    |
|                     | X1Total | ,322   | 1,000   | ,347    |
|                     | X2Total | ,297   | ,347    | 1,000   |
| Sig. (1-tailed)     | YTotal  | .      | ,009    | ,015    |
|                     | X1Total | ,009   | .       | ,005    |
|                     | X2Total | ,015   | ,005    | .       |
| N                   | YTotal  | 53     | 53      | 53      |
|                     | X1Total | 53     | 53      | 53      |
|                     | X2Total | 53     | 53      | 53      |

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

| Model | Variables Entered                | Variables Removed | Method |
|-------|----------------------------------|-------------------|--------|
| 1     | X2Total,<br>X1Total <sup>b</sup> | .                 | Enter  |

a. Dependent Variable: YTotal

b. All requested variables entered.

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

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 62,970         | 2  | 31,485      | 4,166 | ,021 <sup>b</sup> |
|       | Residual   | 377,860        | 50 | 7,557       |       |                   |
|       | Total      | 440,830        | 52 |             |       |                   |

a. Dependent Variable: YTotal

b. Predictors: (Constant), X2Total, X1Total

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

| Model        | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Correlations |         |      | Collinearity Statistics |       |
|--------------|-----------------------------|------------|---------------------------|-------|------|--------------|---------|------|-------------------------|-------|
|              | B                           | Std. Error | Beta                      |       |      | Zero-order   | Partial | Part | Tolerance               | VIF   |
| 1 (Constant) | 14,143                      | 4,213      |                           | 3,357 | ,002 |              |         |      |                         |       |
| X1Total      | ,281                        | ,157       | ,249                      | 1,787 | ,080 | ,322         | ,245    | ,234 | ,879                    | 1,137 |
| X2Total      | ,263                        | ,175       | ,210                      | 1,506 | ,138 | ,297         | ,208    | ,197 | ,879                    | 1,137 |

a. Dependent Variable: YTotal

**Collinearity Diagnostics<sup>a</sup>**

| Model | Dimension | Eigenvalue | Condition Index | Variance Proportions |         |         |
|-------|-----------|------------|-----------------|----------------------|---------|---------|
|       |           |            |                 | (Constant)           | X1Total | X2Total |
| 1     | 1         | 2,962      | 1,000           | ,00                  | ,00     | ,00     |
|       | 2         | ,033       | 9,461           | ,00                  | ,39     | ,27     |
|       | 3         | ,005       | 23,596          | 1,00                 | ,61     | ,73     |

a. Dependent Variable: YTotal

## UJI HETEROSKEDASTISITAS

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

| Model | Variables Entered                | Variables Removed | Method |
|-------|----------------------------------|-------------------|--------|
| 1     | X2Total,<br>X1Total <sup>b</sup> | .                 | Enter  |

a. Dependent Variable:  
Unstandardized Residual

b. All requested variables entered.

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |                   |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|-------------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change     |
| 1     | .920 <sup>a</sup> | .847     | .829              | 1,360350                   | .111              | 4,166    | 2   | 50  | .021 <sup>b</sup> |

a. Predictors: (Constant), X2Total, X1Total

b. Dependent Variable: Unstandardized Residual

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

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 11,603         | 2  | 5,801       | 4,166 | .021 <sup>b</sup> |
|       | Residual   | 92,528         | 50 | 1,851       |       |                   |
|       | Total      | 104,130        | 52 |             |       |                   |

a. Dependent Variable: Unstandardized Residual

b. Predictors: (Constant), X2Total, X1Total

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

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | Correlations |         |       | Collinearity Statistics |       |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|--------------|---------|-------|-------------------------|-------|
|       |            | B                           | Std. Error | Beta                      |        |      | Zero-order   | Partial | Part  | Tolerance               | VIF   |
| 1     | (Constant) | 1,504                       | 2,085      |                           | ,721   | ,474 |              |         |       |                         |       |
|       | X1Total    | ,140                        | ,078       | ,255                      | 1,795  | ,079 | ,305         | ,246    | ,239  | ,879                    | 1,137 |
|       | X2Total    | -,088                       | ,087       | -,144                     | -1,014 | ,316 | -,233        | -,142   | -,135 | ,879                    | 1,137 |

a. Dependent Variable: Unstandardized Residual

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

| Model | Dimension | Eigenvalue | Condition Index | Variance Proportions |         |         |
|-------|-----------|------------|-----------------|----------------------|---------|---------|
|       |           |            |                 | (Constant)           | X1Total | X2Total |
| 1     | 1         | 2,962      | 1,000           | ,00                  | ,00     | ,00     |
|       | 2         | ,033       | 9,461           | ,00                  | ,39     | ,27     |
|       | 3         | ,005       | 23,596          | 1,00                 | ,61     | ,73     |

a. Dependent Variable: Unstandardized Residual

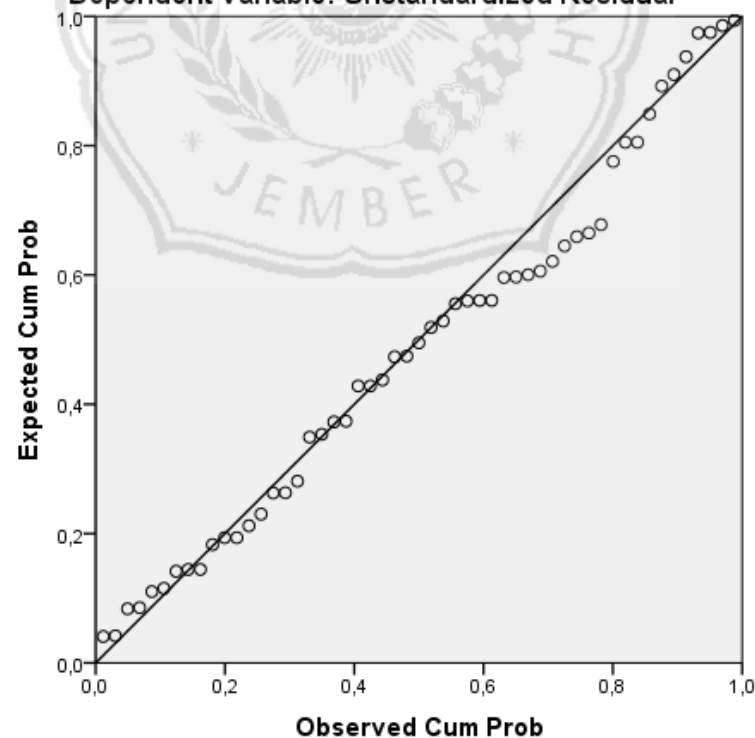
### Residuals Statistics<sup>a</sup>

|                                   | Minimum  | Maximum  | Mean     | Std. Deviation | N  |
|-----------------------------------|----------|----------|----------|----------------|----|
| Predicted Value                   | 1,601095 | 3,016889 | 2,272600 | ,4723645       | 53 |
| Std. Predicted Value              | -1,422   | 1,576    | ,000     | 1,000          | 53 |
| Standard Error of Predicted Value | ,196     | ,650     | ,315     | ,074           | 53 |
| Adjusted Predicted Value          | 1,587017 | 3,073953 | 2,263070 | ,4884714       | 53 |
| Residual                          | -2,36795 | 3,399670 | 0E-8     | 1,333933       | 53 |
| Std. Residual                     | -1,741   | 2,499    | ,000     | ,981           | 53 |
| Stud. Residual                    | -1,787   | 2,665    | ,003     | 1,021          | 53 |
| Deleted Residual                  | -2,51089 | 3,864757 | ,0095294 | 1,448860       | 53 |
| Stud. Deleted Residual            | -1,829   | 2,848    | ,010     | 1,045          | 53 |
| Mahal. Distance                   | ,101     | 10,887   | 1,962    | 1,633          | 53 |
| Cook's Distance                   | ,000     | ,491     | ,030     | ,080           | 53 |
| Centered Leverage Value           | ,002     | ,209     | ,038     | ,031           | 53 |

a. Dependent Variable: Unstandardized Residual

### Normal P-P Plot of Regression Standardized Residual

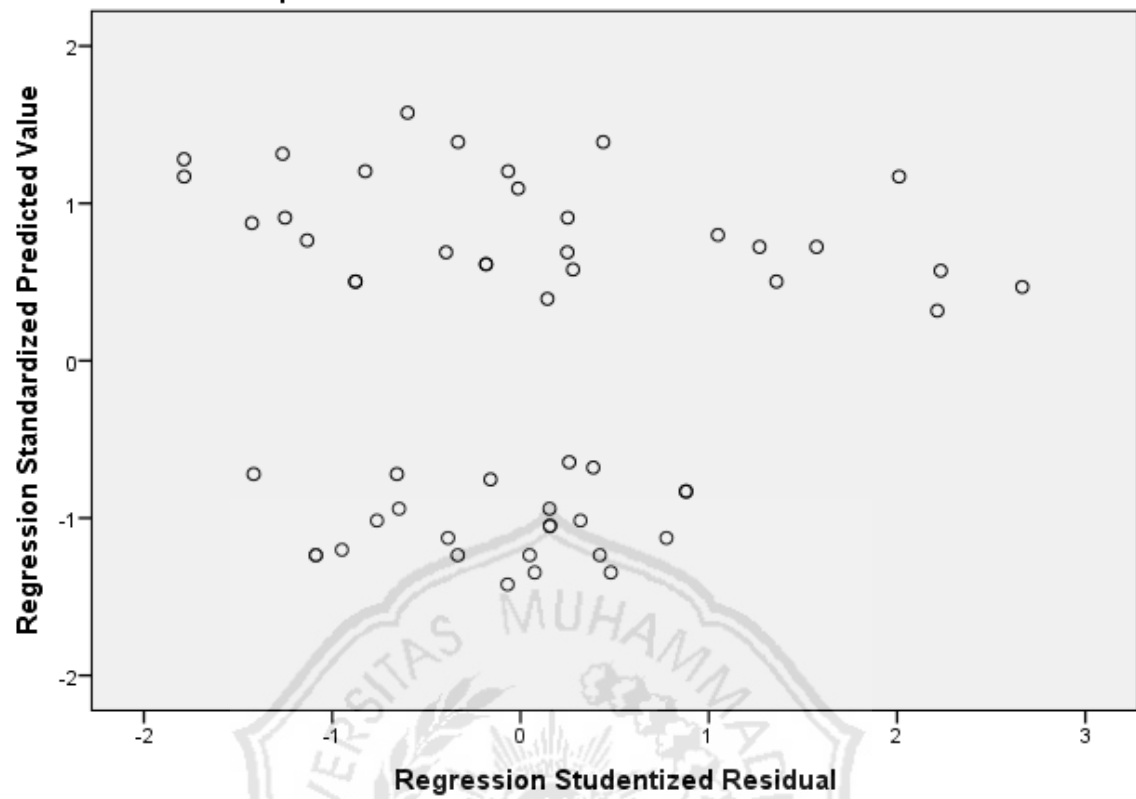
Dependent Variable: Unstandardized Residual





### Scatterplot

Dependent Variable: Unstandardized Residual



## UJI NORMALITAS

### Case Processing Summary

|         | Cases |         |         |         |       |         |
|---------|-------|---------|---------|---------|-------|---------|
|         | Valid |         | Missing |         | Total |         |
|         | N     | Percent | N       | Percent | N     | Percent |
| X1Total | 53    | 100,0%  | 0       | 0,0%    | 53    | 100,0%  |
| X2Total | 53    | 100,0%  | 0       | 0,0%    | 53    | 100,0%  |
| YTotal  | 53    | 100,0%  | 0       | 0,0%    | 53    | 100,0%  |

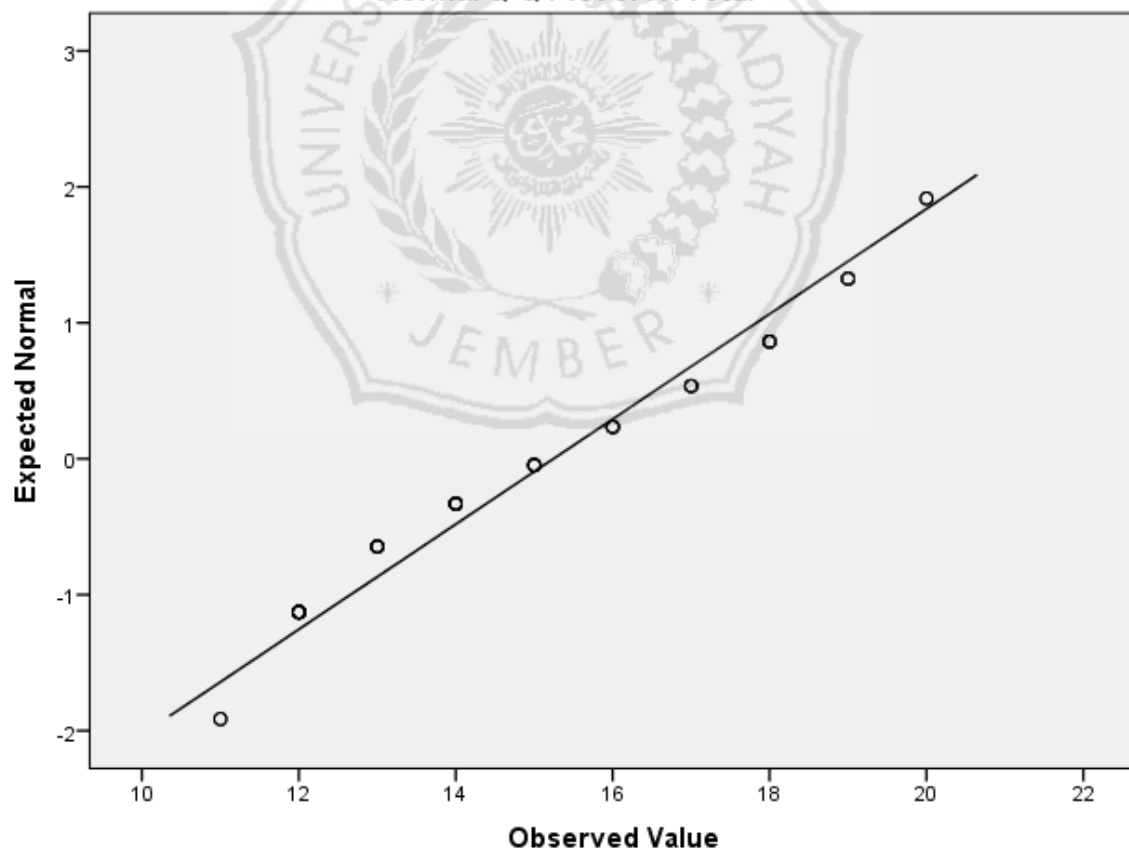
### Tests of Normality

|         | Kolmogorov-Smirnov <sup>a</sup> |    |       | Shapiro-Wilk |    |      |
|---------|---------------------------------|----|-------|--------------|----|------|
|         | Statistic                       | df | Sig.  | Statistic    | df | Sig. |
| X1Total | ,119                            | 53 | ,059  | ,943         | 53 | ,014 |
| X2Total | ,100                            | 53 | ,200* | ,971         | 53 | ,217 |
| YTotal  | ,100                            | 53 | ,200* | ,956         | 53 | ,050 |

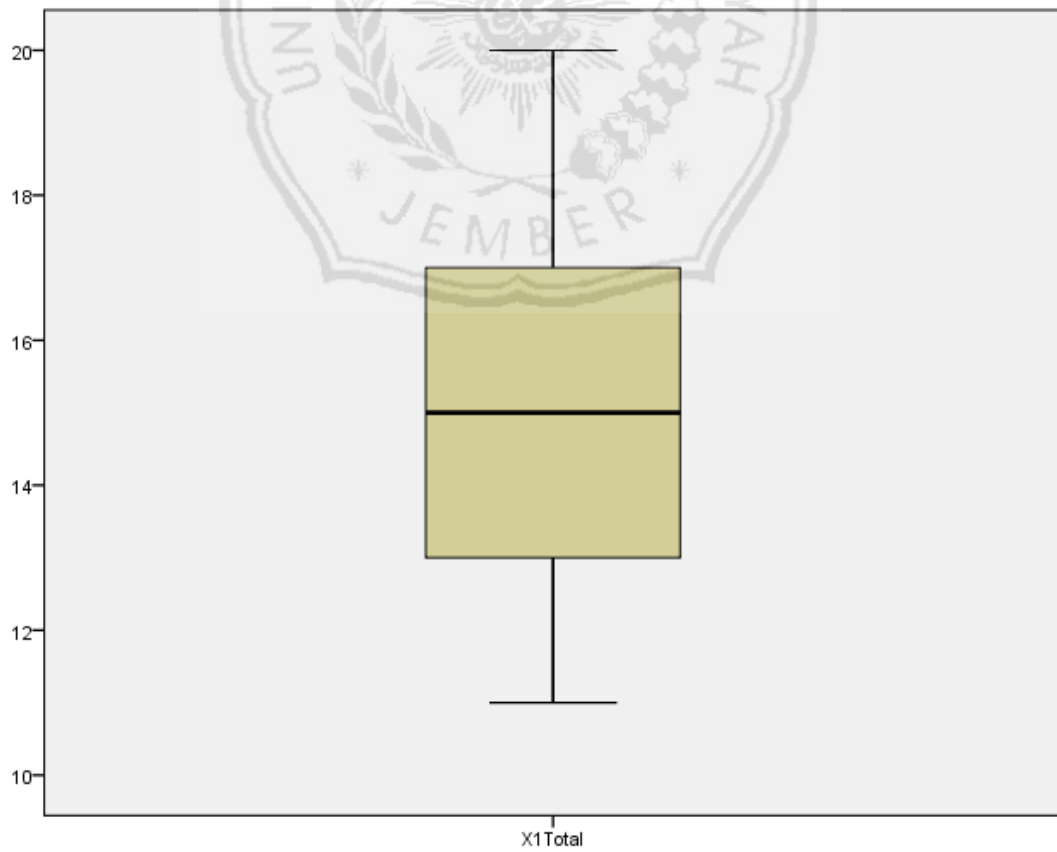
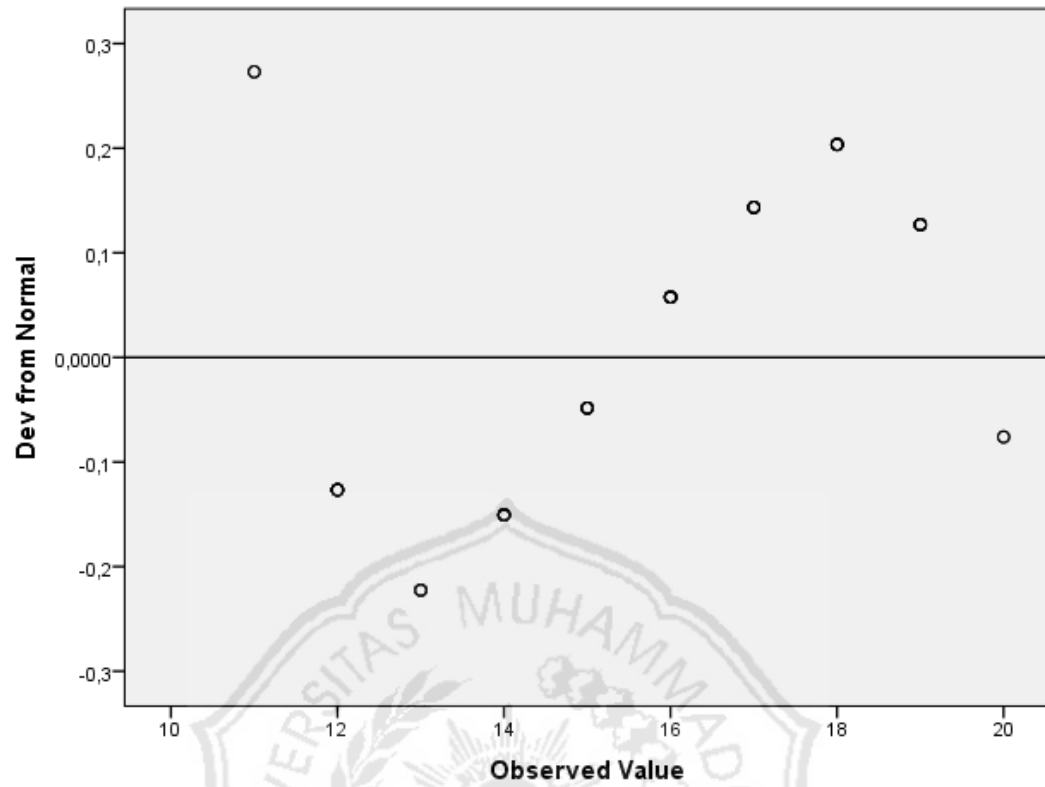
\*. This is a lower bound of the true significance.

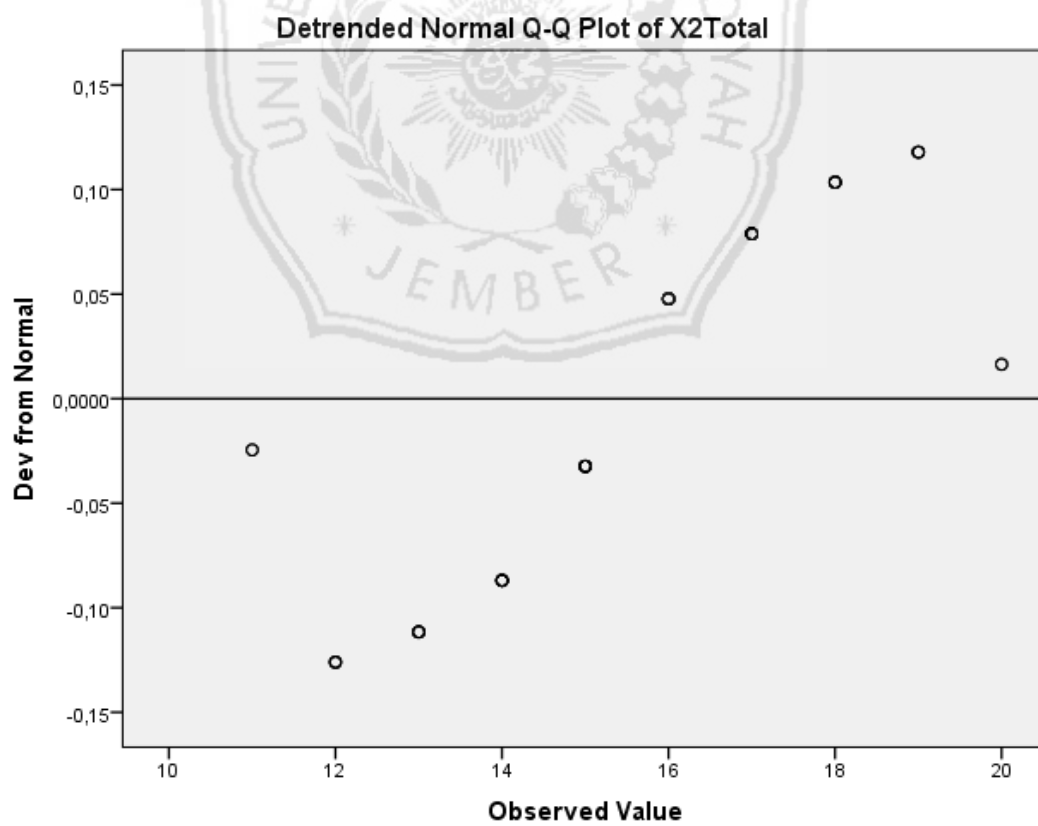
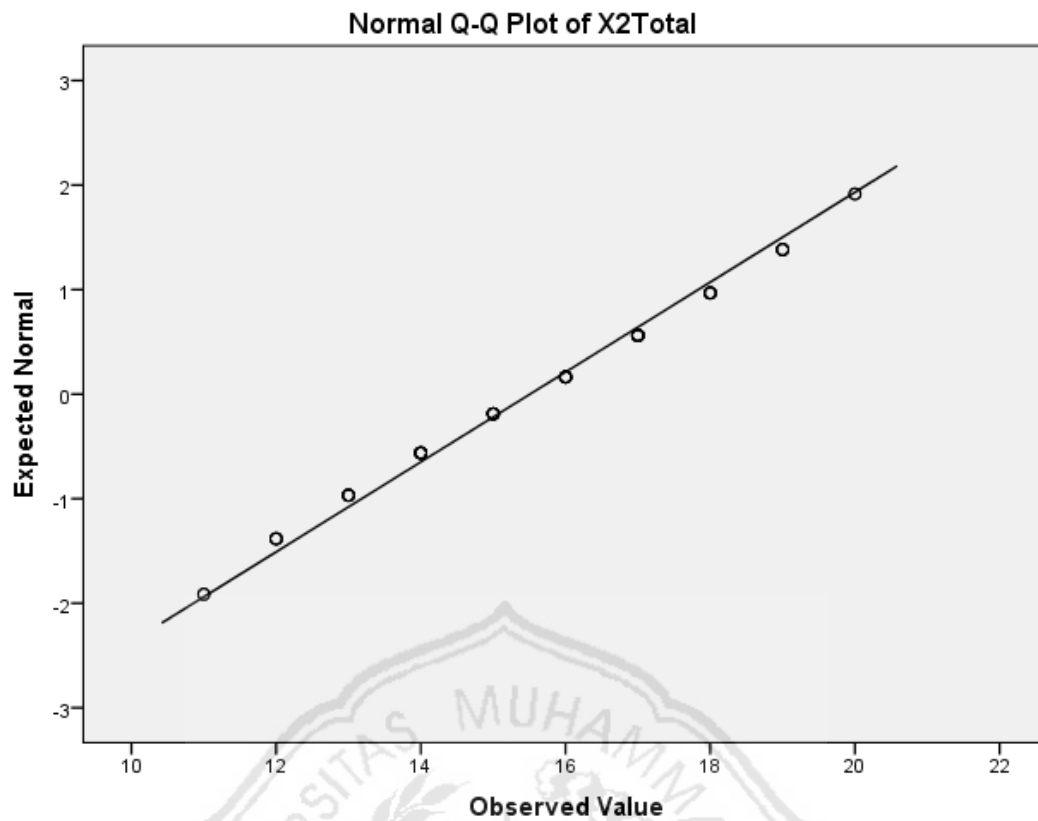
a. Lilliefors Significance Correction

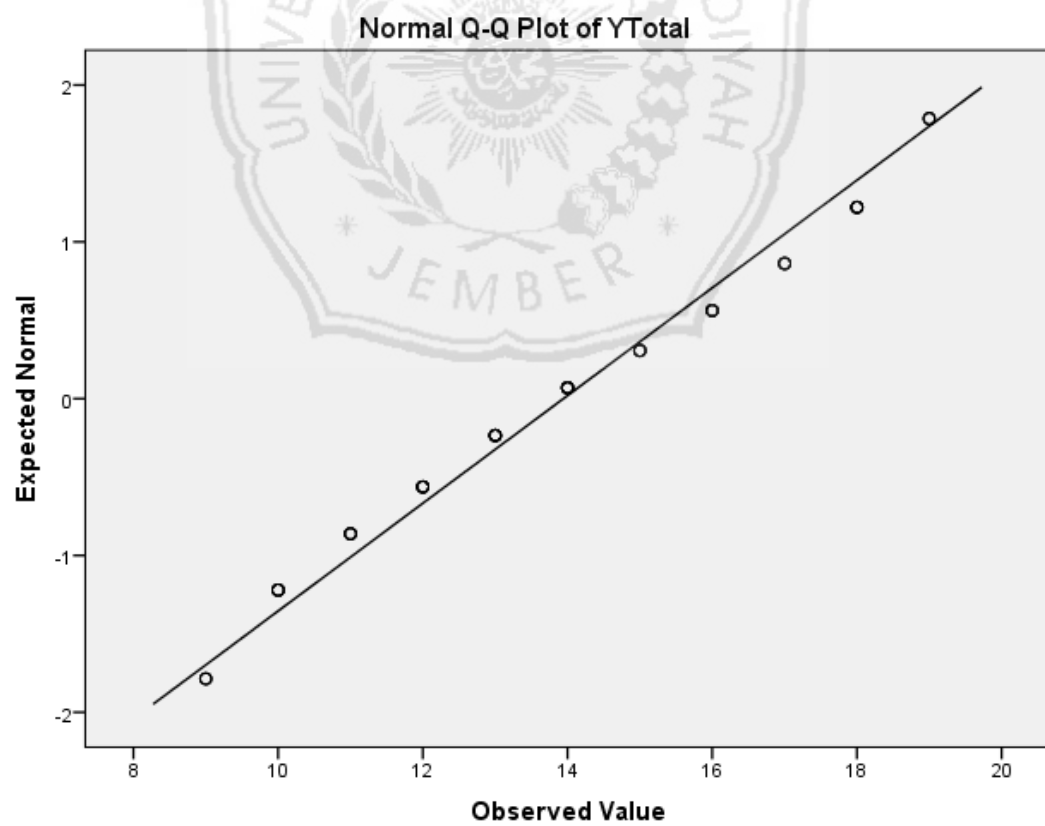
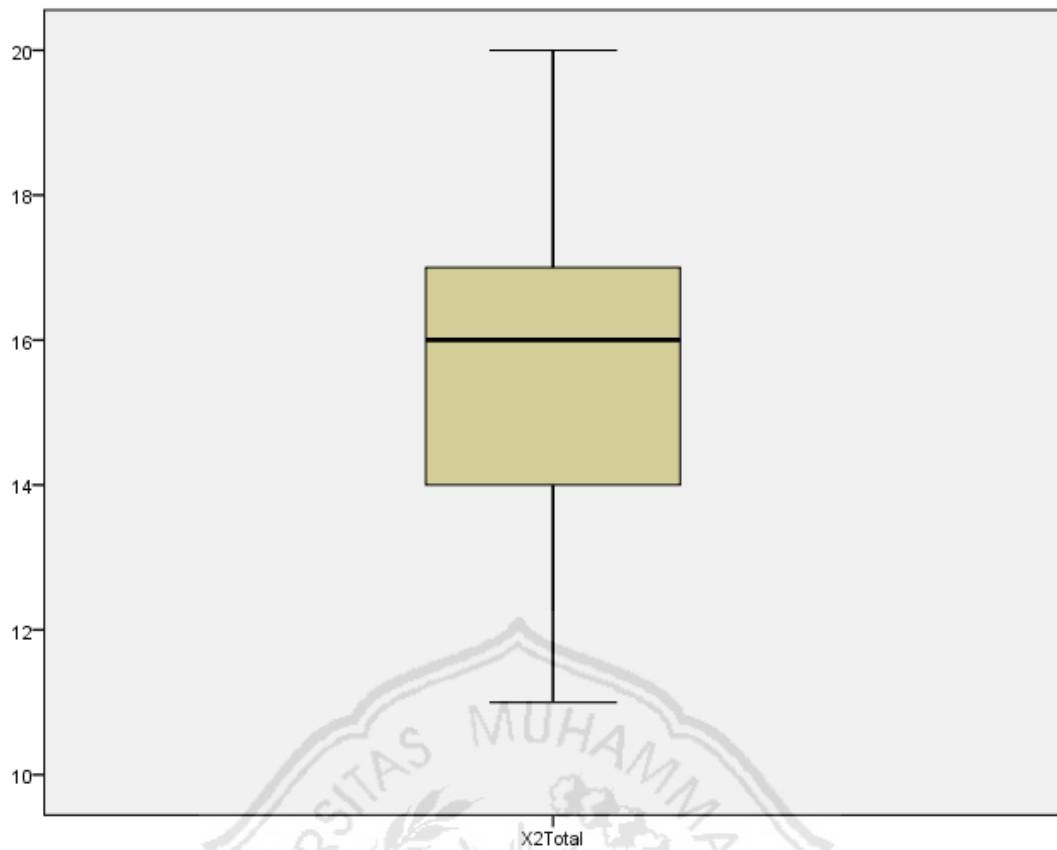
Normal Q-Q Plot of X1Total

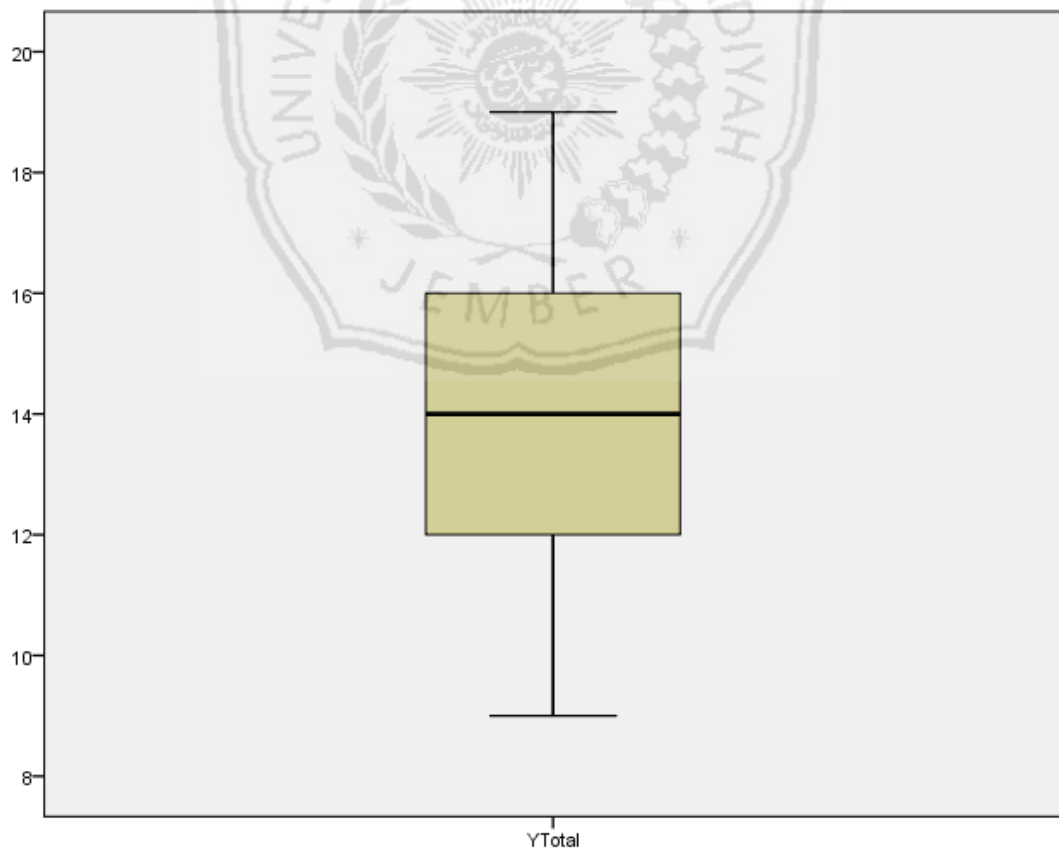
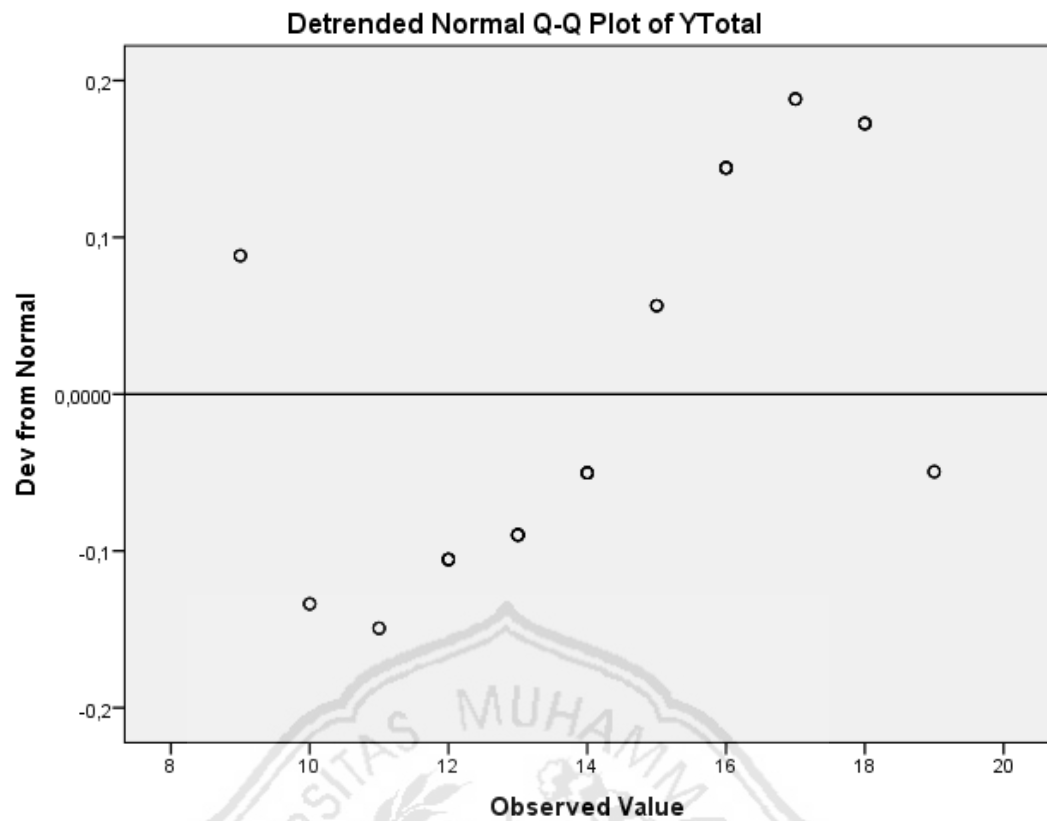


Detrended Normal Q-Q Plot of X1Total











# **LAMPIRAN 9:**

## **Hasil Uji**

## **Hipotesis**

## UJI PAIRED SAMPLE t-test

**Paired Samples Statistics**

|        |         | Mean  | N  | Std. Deviation | Std. Error Mean |
|--------|---------|-------|----|----------------|-----------------|
| Pair 1 | X1Total | 15,25 | 53 | 2,586          | ,355            |
|        | YTotal  | 13,94 | 53 | 2,912          | ,400            |
| Pair 2 | X2Total | 15,51 | 53 | 2,326          | ,319            |
|        | YTotal  | 13,94 | 53 | 2,912          | ,400            |

**Paired Samples Correlations**

|        |                  | N  | Correlation | Sig. |
|--------|------------------|----|-------------|------|
| Pair 1 | X1Total & YTotal | 53 | ,322        | ,019 |
| Pair 2 | X2Total & YTotal | 53 | ,297        | ,031 |

**Paired Samples Test**

|        |                  | Paired Differences |                |                 |                                           | t     | df    | Sig. (2-tailed) |       |
|--------|------------------|--------------------|----------------|-----------------|-------------------------------------------|-------|-------|-----------------|-------|
|        |                  | Mean               | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference |       |       |                 |       |
|        |                  |                    |                |                 | Lower                                     |       |       |                 | Upper |
| Pair 1 | X1Total - YTotal | 1,302              | 4,475          | ,615            | ,069                                      | 2,535 | 2,118 | 52              | ,039  |
| Pair 2 | X2Total - YTotal | 1,566              | 3,141          | ,431            | ,700                                      | 2,432 | 3,630 | 52              | ,001  |





# **LAMPIRAN 10:**

## **Dokumentasi**





**SURAT KETERANGAN**  
No. 137/HRD-JBR/SK/PT.AKI/XI/2017

No : -  
Sifat : Biasa  
Lampiran : -  
Perihal : Balasan Permohonan Izin Penelitian

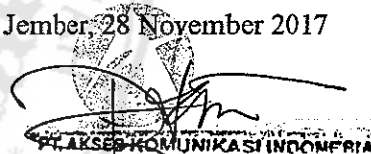
Menanggapi surat permohonan izin penelitian dengan nomor surat 605/II.3.AU/FE/F2018 tanggal 25 November 2017, dari mahasiswa berikut :

Nama Mahasiswa : Butros-Butros Galeh  
Nim : 1310411108  
Jurusan / Prodi : Manajemen  
Judul : Pengaruh Gaya Kepemimpinan dan Motivasi Terhadap Kinerja Karyawan

Dengan ini saya selaku HRD & GA PT. Akses Komunikasi Indonesia Jember mengizinkan mahasiswa tersebut untuk melakukan penelitian di perusahaan kami pada tanggal 1 Desember 2017.

Demikian surat keterangan ini dibuat untuk dapat dipergunakan sesuai dengan keperluannya.

Jember, 28 November 2017

  
PT AKSES KOMUNIKASI INDONESIA  
Beny Dwi Hariyanto