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LAMPIRAN I

KUISIONER PENELITIAN

ANALISIS ORGANIZATIONAL CITIZENSHIP BEHAVIOR MELALUI KEPEMIMPINAN DAN KOMPETENSI TERHADAP EFEKTIVITAS ORGANISASI PADA SEKTOR PUBLIK PADA OPD PEMERINTAH PROVINSI SULAWESI SELATAN

DAFTAR PERTANYAAN

A. Pendahuluan

Sebelumnya saya sampaikan terima kasih atas kesediaan Bapak/Ibu/Saudara untuk menjawab pertanyaan berikut ini. Daftar pertanyaan ini dibuat dengan maksud mengumpulkan data dalam rangka penyusunan Disertasi yang berjudul : **ANALISIS**

ORGANIZATIONAL CITIZENSHIP BEHAVIOR MELALUI KEPEMIMPINAN DAN KOMPETENSI TERHADAP EFEKTIVITAS ORGANISASI PADA SEKTOR PUBLIK, dengan melakukan studi tentang efektivitas organisasi pada Provinsi Sulawesi Selatan.

B. Identitas Responden

- Nama Responden   :____   (Boleh dirahasiakan)

- Alamat   :____

- Jenis Kelamin   :☐   Laki-laki   ☐   Perempuan

- Usia   :____

- Pendidikan Terakhir: ………………………………….

- Lama Bekerja   : …………………………….…

C. Pertanyaan

Lingkarilah salah satu pilihan yang dianggap paling tepat, dengan bobot penilaian sebagai berikut:

1. **Sangat tidak setuju 2.Tidak setuju 3. Agak tidak setuju 4. Netral**

5.Agak setuju 6.Setuju   7.Sangat setuju

Isilah kuisioner dibawah ini !

I. KEPEMIMPINAN (KEPEMIMPINAN TRANSFORMATIF) : (X1)

a. *Idealized influence* **(pengaruh ideal)**

1.a	Saya percaya bahwa ketika pemimpin berprilaku baik, maka bawahan akan menghormati pemimpin tersebut.	1 2 3 4 5 6 7
1.b	Saya yakin bawahan selalu mengagumi setiap hasil karya atau kerja saya yang baik, meskipun mereka tidak menyatakannya.	1 2 3 4 5 6 7
1.c	Saya dipercaya mempunyai kemampuan mengatasi masalah yang sering muncul	1 2 3 4 5 6 7

b. *Inspiration Motivasi* **(Motivasi Inspirasi)**

2.a	Saya dapat memotivasi bawahan dengan memberikan penghargaan sesuai kemampuan kerjanya.	1 2 3 4 5 6 7

2.b	Saya memiliki komitmen yang tinggi terhadap seluruh tujuan organisasi/instansi.	1 2 3 4 5 6 7
2.c	Saya mampu menggugah spirit tim dalam organisasi/instansi melalui penumbuhan antusiasme dan optimisme.	1 2 3 4 5 6 7

c. *Intelectual Stimulation* (Stimulasi Intelektual)

3.a	Saya mampu mendorong tumbuhnya ide-ide baru.	1 2 3 4 5 6 7
3.b	Saya memberikan kebebasan berinovasi kepada bawahan untuk melakukan pendekatan-pendekatan yang baru dalam melaksanakan tugas organisasi.	1 2 3 4 5 6 7

d. *Individualized Consideration* (Konsiderasi Individu)

4.a	Saya selalu mendengarkan dengan penuh perhatian masukan-masukan bawahan sehingga mampu menumbuhkan ide-ide baru.	1 2 3 4 5 6 7
4.b	Saya mampu memberikan solusi yang kreatif terhadap permasalahan yang dihadapi bawahan.	1234567

II. KOMPETENSI

1. *Behavior Tools*
   a. *Knowledge*

1.a	Saya mengetahui bagaimana membedakan antara pegawai senior dan junior.	1 2 3 4 5 6 7
1.b	Saya mengetahui dimana, dan kepada siapa bersikap menghormati (menghargai) individu dalam organisasi.	1 2 3 4 5 6 7

1.c	Saya mengetahui bagaimana menempatkan diri dalam situasi yang berbeda kepada pegawai senior dan junior.	1 2 3 4 5 6 7

b. *Skill*

2.a	Saya mempunyai kemampuan berdiskusi dengan bawahan secara baik.	1 2 3 4 5 6 7
2.b	Saya sangat selektif dalam menerima dan memilih staf/pegawai sesuai kemampuannya.	1 2 3 4 5 6 7
2.c	Saya mempunyai kemampuan menghasilkan / menunjukkan karya yang mampu berkompetensi.	1 2 3 4 5 6 7

2. *Image Attribute*

a. *Social role*

1.a	Saya mampu memberikan tauladan yang baik sehingga bawahan mau mengikuti aturan organisasi/instansi yang ditetapkan.	1 2 3 4 5 6 7
1.b	Saya dapat menjadi perantara perubahan organisasi/instansi kearah yang lebih baik.	1 2 3 4 5 6 7

b. *Self image*

2.a	Bawahan menilai saya mampu menyelesaikan pekerjaan dengan cepat (*fast track*).	1 2 3 4 5 6 7
2.b	Bawahan menilai saya mampu menjadi pemimpin yang mampu mengembangkan diri dan organisasi dengan baik.	1 2 3 4 5 6 7

3. *Personal Characteristic*

a. *Traits*

1.a	Saya dapat menjadi pendengar yang baik untuk setiap keluhan orang lain.	1 2 3 4 5 6 7
1.b	Saya mendengarkan keluhan bawahan dengan penuh perhatian walaupun tidak tertarik dengan topik apa yang sedang didengar.	1 2 3 4 5 6 7

b. *Motive*

2.a	Saya dapat mempengaruhi perilaku bawahan untuk kebaikan organisasi.	1 2 3 4 5 6 7
2.b	Saya mampu memberikan dorongan kepada bawahan agar lebih berprestasi dalam bekerja.	1 2 3 4 5 6 7

III. *ORGANIZATIONAL CITIZENSHIP BEHAVIOR* a. *Altruism*

1.a	Saya membantu memberikan orientasi terhadap pegawai baru	1 2 3 4 5 6 7

	walaupun sebenarnya tidak diharuskan.	
1.b	Saya bersedia menggantikan tugas pegawai yang tidak hadir secara sukarela .	1 2 3 4 5 6 7
1.c	Saya bersedia meluangkan waktu untuk membantu orang lain.	1 2 3 4 5 6 7

b. *Civic Virtue*

2.a	Saya mengikuti perkembangan dan kemajuan yang terjadi dalam organisasi/instansi.	1 2 3 4 5 6 7
2.b	Saya bersedia melakukan sesuatu yang bermanfaat bagi orang lain demi kemajuan organisasi/instansi.	1 2 3 4 5 6 7
2.c	Saya selalu menghadiri rapat atau pertemuan yang diadakan organisasi/instansi	1 2 3 4 5 6 7

c. *Conscientiousness*

3.a	Saya dengan sungguh-sungguh mengikuti peraturan dan prosedur organisasi/instansi	1 2 3 4 5 6 7
3.b	Saya melaksanakan tugas pokok dengan sesuai dengan aturan organisasi/instansi	1 2 3 4 5 6 7

3.c	Saya menyerahkan laporan dan rencana kerja lebih awal 1 2 3 4	5 6 7 daripada
	yang seharusnya	

d. *Courtesy*

4.a	Saya bersedia membantu meringankan pekerjaan rekan sesama pegawai.	1 2 3 4 5 6 7
4.b	Saya rela membantu pegawai maupun staf administrasi yang memerlukan bantuan.	1 2 3 4 5 6 7
4.c	Saya bersedia membantu pegawai jika mengadapi masalah pekerjaan.	1 2 3 4 5 6 7

e. *Sportmanship*

5.a	Saya selalu membicarakan kepada pihak lain hal-hal positif tentang organisasi.	1 2 3 4 5 6 7
5.b	Saya membela organisasi ketika dikritik oleh rekan pegawai maupun orang luar organisasi.	1 2 3 4 5 6 7

V. EFEKTIVITAS ORGANISASI

a. Karakteristik Organisasi

1.a	Saya menempatkan sumberdaya manusia sesuai dengan 1 2	3 4 5 6 7 deskripsi
	pekerjaan dan spesifikasi pekerjaan mereka.	

1.b Struktur organisasi telah disusun untuk memudahkan 1 2 3 4 5 6 7 berinteraksi dan berprilaku dalam melaksanakan tanggung

jawab pegawai sesuai tugas pokok.

b. Karakteristik Lingkungan

2.a	Lingkungan ekternal organisasi/instansi saya berpengaruh terhadap organisasi terutama pada pembuatan keputusan dan pengambilan tindakan.	1 2 3 4 5 6 7
2.b	Lingkungan internal organisasi/instansi saya berpengaruh secara keseluruhan terhadap lingkup organisasi/instansi	1 2 3 4 5 6 7

c. Karakteristik Pekerja

3.a	Saya yakin bahwa adanya perbedaan karakter menjadi sangat penting disadari oleh bawahan untuk mencapai kebersamaan dalam tujuan organisasi/instansi.	1 2 3 4 5 6 7
3.b	Keselarasan interaksi tujuan individu dengan tujuan organisasi/instansi amat penting.	1 2 3 4 5 6 7

d. Karakteristik Manajemen

4.a	Saya mampu merancang mekanisme kerja pada semua bidang sehingga efektivitas organisasi/instansi dapat tercapai.	1 2 3 4 5 6 7
4.b	Saya membuat Kebijakan dan praktek manajemen yang tepat untuk mengarahkan setiap kegiatan guna tercapainya tujuan organisasi/instansi.	1 2 3 4 5 6 7
4.c	Saya membuat mekanisme kerja yang lengkap sesuai dengan strategi yang ingin dicapai organisasi/instansi	1 2 3 4 5 6 7
4.d	Saya mendorong terciptanya proses komunikasi yang baik antar semua pihak dalam organisasi/instansi	1 2 3 4 5 6 7

LAMPIRAN II

KEPEMIMPINAN (X1)

NO.	x1	x2	x3	x4	x5	x6	x7	x8	x9	RATA-RATA
1	7	5	6	7	5	5	6	6	6	53
2	7	7	7	7	7	7	7	7	5	61
3	7	7	6	6	6	7	6	6	6	57
4	6	7	6	6	6	7	7	7	6	58
5	6	6	6	6	6	6	5	5	6	52
6	7	6	7	7	6	7	7	7	6	60
7	7	6	4	6	4	6	7	6	6	52
8	7	7	4	6	6	7	7	6	6	56
9	6	6	6	7	7	6	6	5	5	54
10	6	6	3	4	5	6	7	3	6	46
11	6	6	6	6	6	6	6	6	6	54
12	6	7	6	7	6	6	7	7	6	58
13	6	6	6	6	6	6	6	6	6	54
14	6	2	2	6	4	3	6	7	5	41
15	7	5	6	7	5	5	6	6	6	53
16	7	4	4	7	7	7	7	7	5	55
17	7	5	6	7	5	6	6	6	6	54
18	7	6	6	7	7	6	6	6	6	57
19	7	6	6	7	7	6	7	7	7	60
20	7	7	6	6	7	7	6	6	6	58
21	7	7	6	6	6	7	7	6	7	59
22	6	6	5	7	7	7	6	7	6	57
23	7	7	7	7	7	7	7	7	7	63
24	7	6	5	6	6	6	7	6	6	55
25	7	7	6	6	6	7	7	6	6	58
26	6	6	6	7	6	6	6	7	7	57
27	7	7	7	7	7	7	7	7	7	63
28	7	7	7	7	7	7	7	7	7	63
29	6	6	5	6	7	6	6	7	7	56
30	7	6	7	7	7	6	7	6	7	60
31	6	7	7	6	6	7	6	7	7	59
32	6	7	6	7	7	6	6	6	6	57
33	7	7	7	6	7	7	6	7	5	59
34	6	7	6	6	5	6	6	7	6	55
35	5	6	6	6	7	7	7	6	6	56
36	6	6	7	6	5	7	6	7	7	57
37	6	7	6	7	7	6	7	6	6	58
38	6	7	6	6	6	6	6	6	7	56
39	7	6	7	7	6	7	6	6	6	58
40	6	7	6	7	7	5	6	6	5	55

41	7	7	7	7	6	7	6	6	6	59
42	7	7	7	7	7	7	7	7	7	63
43	6	6	6	7	6	6	6	6	6	55
44	7	7	7	7	7	7	7	7	7	63
45	5	5	6	6	6	6	6	6	6	52
46	7	7	6	6	6	6	7	6	5	56
47	4	5	5	6	6	6	6	6	6	50
48	7	6	7	6	6	6	7	6	5	56
49	6	7	6	7	6	5	6	7	6	56
50	6	5	6	7	6	6	7	6	6	55
51	7	7	7	7	6	6	6	6	5	57
52	7	7	6	6	6	6	6	6	5	55
53	4	5	6	6	5	6	6	6	6	50
54	6	6	7	6	5	5	6	7	6	54
55	6	7	7	6	6	6	6	7	6	57
56	7	7	7	6	6	6	7	6	6	58

Correlations

		X1	X2	X3	X4	X5	X6	X7	X8	X9	SUMX
X1	Pearson Correlation	1	.037	.035	.088	-.082	.124	.260	.142	-.166	.273*
	Sig. (2-tailed)		.785	.797	.517	.549	.362	.053	.295	.220	.042
	N	56	56	56	56	56	56	56	56	56	56
X2	Pearson Correlation	.037	1	.557**	-.248	.136	.316*	.058	-.195	.260	.578**
	Sig. (2-tailed)	.785		.000	.065	.317	.018	.670	.151	.053	.000
	N	56	56	56	56	56	56	56	56	56	56
X3	Pearson Correlation	.035	.557**	1	.280*	.229	.146	-.137	.143	.188	.708**
	Sig. (2-tailed)	.797	.000		.036	.090	.284	.313	.292	.165	.000
	N	56	56	56	56	56	56	56	56	56	56
X4	Pearson Correlation	.088	-.248	.280*	1	.424**	-.027	-.150	.299*	-.199	.330*
	Sig. (2-tailed)	.517	.065	.036		.001	.843	.271	.025	.141	.013

	N	56	56	56	56	56	56	56	56	56	56
X5	Pearson Correlation	-.082	.136	.229	.424**	1	.446**	.032	.070	-.032	.535**
	Sig. (2-tailed)	.549	.317	.090	.001		.001	.815	.609	.816	.000
	N	56	56	56	56	56	56	56	56	56	56
X6	Pearson Correlation	.124	.316*	.146	-.027	.446**	1	.378**	.068	.087	.604**
	Sig. (2-tailed)	.362	.018	.284	.843	.001		.004	.617	.525	.000
	N	56	56	56	56	56	56	56	56	56	56
X7	Pearson Correlation	.260	.058	-.137	-.150	.032	.378**	1	.154	-.091	.288*
	Sig. (2-tailed)	.053	.670	.313	.271	.815	.004		.256	.505	.031
	N	56	56	56	56	56	56	56	56	56	56
X8	Pearson Correlation	.142	-.195	.143	.299*	.070	.068	.154	1	.111	.400**
	Sig. (2-tailed)	.295	.151	.292	.025	.609	.617	.256		.417	.002
	N	56	56	56	56	56	56	56	56	56	56
X9	Pearson Correlation	-.166	.260	.188	-.199	-.032	.087	-.091	.111	1	.282*
	Sig. (2-tailed)	.220	.053	.165	.141	.816	.525	.505	.417		.035
	N	56	56	56	56	56	56	56	56	56	56
SUMX	Pearson Correlation	.273*	.578**	.708**	.330*	.535**	.604**	.288*	.400**	.282*	1
	Sig. (2-tailed)	.042	.000	.000	.013	.000	.000	.031	.002	.035	
	N	56	56	56	56	56	56	56	56	56	56

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

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

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
X1	45.4495	10.375	.203	.201	.681
X2	45.6638	7.887	.504	.557	.619
X3	45.9138	7.121	.547	.532	.607
X4	45.5745	9.918	.261	.495	.674
X5	45.9674	8.409	.495	.424	.623
X6	45.8424	8.094	.586	.439	.601
X7	45.6281	10.351	.186	.238	.684
LNX8	50.2321	11.054	.211	.285	.686
X9	46.0388	10.112	.188	.165	.687

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.682	.663	9

LAMPIRAN III

No.	X21	X22	X23	X24	X25	X26	X27	X28	X29	X210	X211	X212	X213	
							KOMPETENSI X2							
1	5	4	6	5	5	6	5	5	6	5	6	6	6	70
2	4	4	4	6	2	5	7	7	6	5	4	6	5	65
3	6	5	5	6	5	5	6	5	6	5	5	5	6	70
4	7	6	6	7	6	7	6	7	6	6	7	7	6	84
5	6	6	6	6	6	6	7	6	5	6	6	5	5	76
6	6	5	4	5	4	5	4	6	5	5	5	5	6	65
7	4	4	6	6	4	4	4	6	6	5	6	6	5	66
8	6	7	5	7	7	5	7	7	6	6	6	5	5	79
9	5	5	5	6	6	7	7	7	6	6	6	6	7	79
10	6	5	6	6	4	5	5	5	6	6	5	5	6	70
11	6	6	6	6	6	6	6	6	6	6	6	6	6	78
12	6	5	5	6	6	5	6	6	6	6	6	6	6	75
13	6	6	6	6	6	6	6	6	5	5	5	5	5	73
14	6	7	6	6	3	6	6	6	3	3	6	3	3	64
15	5	4	6	5	5	6	5	5	6	5	6	6	6	70
16	4	4	4	6	2	5	7	7	6	5	4	6	5	65
17	5	4	5	6	6	6	4	5	6	6	6	6	5	70
18	6	5	5	6	5	5	4	5	6	6	6	6	6	71
19	7	7	7	6	6	5	7	6	6	5	5	6	7	80
20	5	5	6	6	6	6	6	6	6	6	6	6	5	75
21	7	6	6	6	6	6	6	5	6	5	5	5	7	76
22	6	5	6	6	6	6	6	5	6	6	4	5	4	71
23	7	6	5	5	6	6	7	7	6	6	6	6	7	80
24	2	5	6	6	6	5	4	6	5	5	5	6	5	66
25	5	6	5	6	6	5	6	6	6	6	6	6	6	75
26	5	5	6	5	6	6	5	6	5	6	6	5	7	73
27	7	6	7	6	7	6	6	5	6	5	6	6	7	80
28	6	6	6	5	5	6	7	6	6	6	6	7	6	78
29	7	7	7	6	6	5	6	7	6	7	6	7	6	83
30	7	5	7	7	6	6	6	5	5	5	7	6	6	78
31	5	5	6	6	6	6	6	7	6	6	6	6	6	77
32	4	5	6	6	4	5	6	6	5	5	7	6	6	71
33	7	6	6	6	6	6	6	6	5	5	6	5	6	76
34	5	6	6	6	5	5	5	5	6	6	6	7	5	73
35	6	6	6	6	6	6	6	6	4	5	6	6	7	76
36	4	5	5	6	6	6	5	5	5	5	6	6	7	71
37	7	7	6	6	7	7	6	5	5	6	6	5	6	79
38	4	5	5	6	5	6	5	5	6	6	6	6	5	70
39	6	6	6	6	5	5	6	5	6	6	5	6	6	74
40	6	6	5	6	6	6	5	6	6	6	5	6	6	75

41	6	6	7	6	6	6	6	6	6	6	7	6	6	80
42	6	5	6	7	7	7	6	6	6	6	6	7	7	82
43	5	5	6	6	5	5	5	6	6	6	7	6	6	74
44	7	6	7	6	7	6	6	7	5	6	5	5	7	80
45	7	6	6	6	5	5	5	5	4	5	5	6	5	70
46	5	6	6	6	6	6	6	6	6	6	5	6	6	76
47	4	5	5	6	6	6	6	5	6	6	6	6	5	72
48	7	5	5	6	5	6	6	5	6	6	5	6	7	75
49	5	6	5	6	6	6	5	6	6	5	6	6	5	73
50	6	6	6	6	5	5	6	6	6	6	7	6	7	78
51	6	6	6	7	5	5	5	6	6	6	6	7	7	78
52	5	5	5	6	6	6	5	7	6	6	6	6	7	76
53	6	6	6	6	6	6	6	5	6	5	6	5	4	73
54	4	5	6	6	5	6	5	6	6	6	6	5	4	70
55	6	5	5	6	5	5	6	5	5	6	6	5	6	71
56	6	5	5	6	5	6	5	5	6	6	6	7	7	75

Correlations

		X21	X22	X23	X24	X25	X26	X27	X28	X29	X210	X211	X212	X213	X214	SUM X2
X21	Pearson Correlation	1	.472**	.272*	.399**	.374**	.396**	.410**	.170	.257	.212	.483**	.119	.264*	.007	.619**
	Sig. (2-tailed)		.000	.043	.002	.005	.003	.002	.210	.055	.116	.000	.384	.049	.960	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56
X22	Pearson Correlation	.472**	1	.456**	.395**	.363**	.123	.273*	.202	.182	.123	.285*	.040	.117	-.113	.507**
	Sig. (2-tailed)	.000		.000	.003	.006	.365	.042	.136	.178	.367	.033	.769	.389	.408	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56
X23	Pearson Correlation	.272*	.456**	1	.279*	.368**	.266*	-.005	-.015	.102	-.082	.384**	.191	.084	.012	.409**
	Sig. (2-tailed)	.043	.000		.037	.005	.047	.969	.910	.457	.548	.003	.159	.536	.933	.002
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56

X24	Pearson Correlation	.399**	.395**	.279*	1	.338*	.136	.271*	.413**	.329*	.218	.403**	.304*	.329*	.307*	.613**
	Sig. (2-tailed)	.002	.003	.037		.011	.318	.043	.002	.013	.106	.002	.023	.013	.021	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56
X25	Pearson Correlation	.374**	.363**	.368**	.338*	1	.454**	.200	.167	.311*	.469**	.380**	.188	.414**	.137	.648**
	Sig. (2-tailed)	.005	.006	.005	.011		.000	.140	.219	.020	.000	.004	.165	.002	.314	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56
X26	Pearson Correlation	.396**	.123	.266*	.136	.454**	1	.451**	.306*	.199	.133	.398**	.198	.269*	.012	.542**
	Sig. (2-tailed)	.003	.365	.047	.318	.000		.000	.022	.141	.328	.002	.144	.045	.931	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56
X27	Pearson Correlation	.410**	.273*	-.005	.271*	.200	.451**	1	.625**	.262	.064	.099	.033	.235	.201	.534**
	Sig. (2-tailed)	.002	.042	.969	.043	.140	.000		.000	.051	.641	.466	.807	.081	.138	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56
X28	Pearson Correlation	.170	.202	-.015	.413**	.167	.306*	.625**	1	.528**	.236	.255	.228	.408**	.368**	.608**
	Sig. (2-tailed)	.210	.136	.910	.002	.219	.022	.000		.000	.080	.058	.091	.002	.005	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56
X29	Pearson Correlation	.257	.182	.102	.329*	.311*	.199	.262	.528**	1	.615**	.358**	.611**	.513**	.542**	.704**
	Sig. (2-tailed)	.055	.178	.457	.013	.020	.141	.051	.000		.000	.007	.000	.000	.000	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56
X210	Pearson Correlation	.212	.123	-.082	.218	.469**	.133	.064	.236	.615**	1	.281*	.379**	.479**	.485**	.548**

	Sig. (2-tailed)	.116	.367	.548	.106	.000	.328	.641	.080	.000		.036	.004	.000	.000	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56
X211	Pearson Correlation	.483**	.285*	.384**	.403**	.380**	.398**	.099	.255	.358**	.281*	1	.345**	.428**	.341*	.661**
	Sig. (2-tailed)	.000	.033	.003	.002	.004	.002	.466	.058	.007	.036		.009	.001	.010	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56
X212	Pearson Correlation	.119	.040	.191	.304*	.188	.198	.033	.228	.611**	.379**	.345**	1	.434**	.565**	.543**
	Sig. (2-tailed)	.384	.769	.159	.023	.165	.144	.807	.091	.000	.004	.009		.001	.000	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56
X213	Pearson Correlation	.264*	.117	.084	.329*	.414**	.269*	.235	.408**	.513**	.479**	.428**	.434**	1	.495**	.667**
	Sig. (2-tailed)	.049	.389	.536	.013	.002	.045	.081	.002	.000	.000	.001	.001		.000	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56
X214	Pearson Correlation	.007	-.113	.012	.307*	.137	.012	.201	.368**	.542**	.485**	.341*	.565**	.495**	1	.507**
	Sig. (2-tailed)	.960	.408	.933	.021	.314	.931	.138	.005	.000	.000	.010	.000	.000		.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56
SUMX2	Pearson Correlation	.619**	.507**	.409**	.613**	.648**	.542**	.534**	.608**	.704**	.548**	.661**	.543**	.667**	.507**	1
	Sig. (2-tailed)	.000	.000	.002	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56

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

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

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
X21	68.9107	14.010	.180	.347	.698
X22	69.3036	12.143	.444	.541	.660
X23	68.7857	14.244	.151	.235	.701
X24	68.6071	13.261	.390	.338	.671
X25	68.6429	13.834	.219	.345	.693
X26	68.9107	12.628	.361	.308	.674
X27	68.4821	13.018	.470	.588	.662
X28	68.3393	13.501	.296	.299	.683
X29	68.3750	13.766	.235	.340	.691
X210	68.6071	12.679	.446	.518	.662
X211	68.6607	13.283	.316	.638	.681
X212	68.8214	12.986	.392	.561	.670
X213	68.4821	14.000	.272	.291	.686

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.697	.695	13

LAMPIRAN IV

OCB Z1

No	Z1	Z2	Z3	Z4	Z5	Z6	Z7	Z8	Z9	Z10	Z11	Z12	Z13	
1	5	5	6	5	5	6	6	7	6	6	6	6	6	81
2	5	4	5	6	6	4	5	5	7	5	6	6	6	77
3	6	6	6	6	6	6	6	6	6	6	6	6	6	84
4	6	6	6	6	5	6	7	6	7	7	7	7	6	88
5	5	4	6	6	6	6	6	6	6	7	6	5	6	81
6	7	6	6	6	7	6	6	7	7	6	7	6	6	89
7	4	4	7	7	7	6	6	6	6	6	6	6	7	84
8	5	5	5	7	7	7	7	7	7	7	5	6	6	88
9	6	4	4	6	6	6	7	7	6	5	4	4	7	79
10	5	5	6	5	7	6	6	6	5	5	5	5	6	77
11	6	6	6	6	6	6	6	6	6	6	6	6	6	84
12	6	6	6	6	6	6	6	6	6	6	6	6	6	84
13	5	5	5	6	6	6	6	6	5	6	6	6	6	79
14	6	3	6	6	6	3	6	6	6	5	5	5	5	74
15	5	5	6	5	5	6	6	7	6	6	6	6	6	81
16	5	4	5	6	6	4	5	5	7	5	6	6	6	77
17	5	4	6	6	6	6	6	6	6	5	6	5	5	78
18	5	6	6	6	6	5	5	5	5	5	6	6	6	78
19	5	5	5	6	5	6	6	7	6	5	5	5	6	83
20	6	5	6	5	5	5	6	7	5	4	5	6	6	81
21	6	5	5	6	5	6	6	6	6	6	6	6	6	83
22	5	5	5	6	6	6	6	6	7	6	7	6	6	78
23	5	5	6	6	6	5	5	7	6	6	6	6	5	83
24	7	6	6	7	6	6	6	6	6	6	6	5	7	75
25	6	5	6	6	6	6	6	7	6	6	6	6	6	82
26	5	4	6	5	5	5	5	5	7	5	6	6	6	80
27	6	6	6	6	6	5	6	6	6	6	6	6	6	80
28	6	5	5	6	6	6	7	6	7	7	7	7	6	80
29	5	5	5	5	6	5	6	6	6	7	6	5	6	86
30	6	6	6	6	6	5	6	7	7	6	7	6	6	79
31	5	6	6	7	7	5	6	6	6	6	6	6	7	83
32	5	5	5	6	6	5	7	7	7	7	5	6	6	78
33	6	6	6	6	6	6	7	7	6	5	4	4	7	80
34	5	5	5	6	6	6	6	6	5	5	5	5	6	76
35	5	6	6	6	5	6	6	6	6	6	6	6	6	82
36	6	6	6	5	6	6	6	6	6	6	6	6	6	79
37	5	6	6	5	5	5	6	6	5	6	6	6	6	80
38	7	5	7	6	7	6	6	6	6	5	5	5	5	78
39	5	5	6	6	6	6	6	7	6	6	6	6	6	81
40	5	4	6	5	5	4	5	6	6	5	6	5	6	75

41	5	5	5	6	6	5	5	6	6	5	6	6	6	83
42	6	6	6	5	5	6	6	5	6	6	6	5	5	85
43	6	6	5	6	5	6	6	6	6	6	6	5	6	76
44	6	4	5	5	6	4	6	6	6	6	5	5	6	82
45	6	5	5	6	6	5	6	6	5	6	5	5	6	77
46	6	6	6	7	6	5	7	6	7	7	6	6	6	78
47	5	5	5	6	5	6	6	6	6	6	6	6	6	74
48	5	4	5	6	6	4	6	5	5	6	6	5	5	78
49	5	6	6	5	5	6	6	6	5	6	6	6	6	79
50	6	5	5	6	5	6	5	5	6	5	5	5	5	78
51	5	6	5	5	5	6	6	5	5	6	5	6	6	79
52	6	4	5	5	6	6	5	5	6	6	6	5	6	77
53	6	5	6	5	6	6	6	6	6	5	5	5	6	74
54	6	6	6	6	5	5	5	6	6	6	6	6	5	74
55	5	4	6	5	5	4	5	6	7	6	5	4	5	79
56	5	5	5	6	5	6	6	6	6	6	5	5	6	81
57	5	5	5	5	6	5	6	6	6	5	5	5	6	70

Correlations

		z1	z2	Z3	Z4	Z5	Z6	Z7	Z8	Z9	Z10	SUMZ
z1	Pearson Correlation	1	.566**	.197	.341*	.022	.225	.329*	.339*	.430**	.220	.658**
	Sig. (2-tailed)		.000	.145	.010	.871	.095	.013	.011	.001	.104	.000
	N	56	56	56	56	56	56	56	56	56	56	56
z2	Pearson Correlation	.566**	1	.279*	.288*	-.024	.038	.245	.336*	.321*	-.016	.522**
	Sig. (2-tailed)	.000		.037	.031	.858	.780	.069	.011	.016	.906	.000
	N	56	56	56	56	56	56	56	56	56	56	56
Z3	Pearson Correlation	.197	.279*	1	.172	.231	.202	.336*	.340*	.203	.044	.537**
	Sig. (2-tailed)	.145	.037		.204	.087	.135	.011	.010	.133	.747	.000
	N	56	56	56	56	56	56	56	56	56	56	56
Z4	Pearson Correlation	.341*	.288*	.172	1	.249	.265*	-.035	.130	.212	.155	.491**
	Sig. (2-tailed)	.010	.031	.204		.064	.048	.799	.338	.117	.252	.000
	N	56	56	56	56	56	56	56	56	56	56	56
Z5	Pearson Correlation	.022	-.024	.231	.249	1	.476**	.024	.252	.087	.308*	.475**
	Sig. (2-tailed)	.871	.858	.087	.064		.000	.861	.061	.522	.021	.000
	N	56	56	56	56	56	56	56	56	56	56	56

Z6	Pearson Correlation	.225	.038	.202	.265*	.476**	1	.087	.164	.157	.454**	.540**
	Sig. (2-tailed)	.095	.780	.135	.048	.000		.522	.226	.248	.000	.000
	N	56	56	56	56	56	56	56	56	56	56	56
Z7	Pearson Correlation	.329*	.245	.336*	-.035	.024	.087	1	.509**	.316*	.329*	.552**
	Sig. (2-tailed)	.013	.069	.011	.799	.861	.522		.000	.018	.013	.000
	N	56	56	56	56	56	56	56	56	56	56	56
Z8	Pearson Correlation	.339*	.336*	.340*	.130	.252	.164	.509**	1	.360**	.461**	.677**
	Sig. (2-tailed)	.011	.011	.010	.338	.061	.226	.000		.006	.000	.000
	N	56	56	56	56	56	56	56	56	56	56	56
Z9	Pearson Correlation	.430**	.321*	.203	.212	.087	.157	.316*	.360**	1	.488**	.624**
	Sig. (2-tailed)	.001	.016	.133	.117	.522	.248	.018	.006		.000	.000
	N	56	56	56	56	56	56	56	56	56	56	56
Z10	Pearson Correlation	.220	-.016	.044	.155	.308*	.454**	.329*	.461**	.488**	1	.596**
	Sig. (2-tailed)	.104	.906	.747	.252	.021	.000	.013	.000	.000		.000
	N	56	56	56	56	56	56	56	56	56	56	56
SUM Z	Pearson Correlation	.658**	.522**	.537**	.491**	.475**	.540**	.552**	.677**	.624**	.596**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	56	56	56	56	56	56	56	56	56	56	56

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

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.763	.766	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
z1	53.0179	10.563	.508	.466	.731
z2	52.8929	12.025	.405	.441	.747
Z3	52.9107	11.537	.384	.285	.749
Z4	52.9286	11.886	.342	.242	.754
Z5	52.6250	11.766	.300	.330	.763
Z6	52.6071	11.734	.407	.410	.746
Z7	52.9821	11.545	.409	.381	.745
Z8	52.8036	11.106	.571	.474	.724
Z9	52.8036	11.252	.500	.404	.733
Z10	52.3750	11.548	.477	.560	.737

LAMPIRAN V

No	Y21	Y22	Y23	Y24	Y25	Y26	Y27	Y28	Y29	Y210	
				EFEKTIVITAS ORGANISASI (Y1)							
1	5	6	6	6	7	6	5	5	5	5	56
2	4	5	6	6	7	7	5	6	5	7	58
3	6	6	6	6	6	6	6	6	6	6	60
4	6	6	7	7	7	6	6	6	6	7	64
5	6	6	5	6	7	6	5	6	5	6	58
6	7	7	7	6	6	7	6	7	6	7	66
7	4	5	4	5	6	6	4	5	5	7	51
8	7	7	6	7	6	6	7	7	7	7	67
9	5	6	6	6	7	7	7	7	7	7	65
10	6	6	6	6	4	6	5	5	6	6	56
11	6	6	6	6	6	6	6	6	6	6	60
12	6	6	3	7	6	6	4	5	6	6	55
13	6	6	6	6	6	6	6	6	5	5	58
14	5	6	6	6	6	6	5	5	6	6	57
15	5	6	6	6	7	6	5	5	5	5	56
16	4	5	6	6	7	7	5	6	5	7	58
17	6	6	6	6	5	6	5	5	6	6	57
18	5	6	6	6	6	6	6	5	6	6	58
19	6	6	6	5	7	7	6	6	6	6	61
20	6	6	6	6	6	6	6	6	5	5	58
21	6	6	6	6	6	6	6	6	6	6	60
22	6	6	6	6	5	6	5	5	6	6	57
23	7	7	7	6	6	7	6	7	6	7	66
24	6	6	3	7	6	6	4	5	6	6	55
25	6	5	5	6	6	7	6	5	6	7	59
26	6	6	6	6	6	6	6	6	5	5	58
27	7	7	7	6	6	7	6	7	6	7	66
28	7	6	6	7	7	7	6	6	6	7	65
29	6	7	6	7	7	7	6	6	6	7	65
30	6	6	6	5	6	7	6	6	7	7	62
31	6	6	6	6	6	6	6	6	6	6	60
32	5	6	6	6	6	6	5	5	6	6	57
33	6	6	6	5	6	7	6	6	6	6	60
34	6	6	3	7	6	6	4	5	6	6	55
35	6	6	5	6	5	6	6	7	6	7	60
36	5	6	6	6	6	6	5	5	6	6	57
37	6	6	6	6	6	6	6	6	5	5	58
38	6	6	6	5	6	5	6	6	5	6	57
39	6	5	6	6	6	6	5	6	6	6	58
40	5	6	6	6	7	6	5	5	5	5	56

41	6	6	5	6	6	6	7	6	6	7	61
42	7	7	7	6	6	7	6	7	6	7	66
43	5	5	6	5	6	5	6	6	6	6	56
44	7	7	7	7	7	7	7	7	7	7	70
45	5	5	6	5	6	5	6	6	6	6	56
46	5	6	6	6	7	6	5	5	5	5	56
47	4	5	5	5	6	6	5	5	6	6	53
48	5	6	6	6	7	6	5	5	5	5	56
49	6	5	6	6	6	6	5	6	6	6	58
50	5	5	6	5	6	6	7	6	5	7	58
51	6	5	6	6	6	6	5	6	6	6	58
52	5	6	6	5	6	5	5	6	6	6	56
53	6	6	5	5	5	6	6	5	5	6	55
54	4	5	5	4	5	5	6	6	5	6	51
55	6	5	6	6	6	6	5	6	6	6	58
56	5	6	6	6	6	5	6	6	6	6	58

Correlations

		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	SUMY
Y1	Pearson Correlation	1	.323*	.122	.074	.114	.110	.203	.092	.137	-.021	.000	-.110	-.058	.334*
	Sig. (2-tailed)		.015	.371	.589	.404	.421	.134	.502	.315	.876	1.000	.420	.673	.012
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56
Y2	Pearson Correlation	.323*	1	.240	.123	-.094	.433**	.257	.129	-.115	.276*	.255	.363**	.201	.567**
	Sig. (2-tailed)	.015		.074	.366	.493	.001	.056	.344	.397	.040	.058	.006	.137	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56
Y3	Pearson Correlation	.122	.240	1	-.007	.152	.020	-.081	.123	-.012	-.052	.219	.159	-.093	.267*
	Sig. (2-tailed)	.371	.074		.962	.262	.886	.550	.368	.929	.706	.104	.242	.497	.047
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56
Y4	Pearson Correlation	.074	.123	-.007	1	.464**	.138	.285*	.138	.265*	.224	.105	.165	.262	.553**
	Sig. (2-tailed)	.589	.366	.962		.000	.309	.033	.311	.048	.097	.442	.223	.051	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56
Y5	Pearson Correlation	.114	-.094	.152	.464**	1	.055	.206	.134	.112	.062	-.011	-.015	.234	.358**
	Sig. (2-tailed)	.404	.493	.262	.000		.688	.127	.325	.410	.650	.937	.913	.082	.007

	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56
Y6	Pearson Correlation	.110	.433**	.020	.138	.055	1	.407**	.258	-.073	.224	.035	.124	.278*	.499**
	Sig. (2-tailed)	.421	.001	.886	.309	.688		.002	.055	.592	.097	.800	.364	.038	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56
Y7	Pearson Correlation	.203	.257	-.081	.285*	.206	.407**	1	.473**	.109	.439**	-.144	.066	.367**	.566**
	Sig. (2-tailed)	.134	.056	.550	.033	.127	.002		.000	.425	.001	.290	.627	.005	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56
Y8	Pearson Correlation	.092	.129	.123	.138	.134	.258	.473**	1	.131	.120	-.130	.028	.248	.451**
	Sig. (2-tailed)	.502	.344	.368	.311	.325	.055	.000		.336	.379	.339	.835	.065	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56
Y9	Pearson Correlation	.137	-.115	-.012	.265*	.112	-.073	.109	.131	1	.317*	.324*	.212	.008	.434**
	Sig. (2-tailed)	.315	.397	.929	.048	.410	.592	.425	.336		.017	.015	.116	.952	.001
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56
Y10	Pearson Correlation	-.021	.276*	-.052	.224	.062	.224	.439**	.120	.317*	1	.416**	.351**	.066	.572**
	Sig. (2-tailed)	.876	.040	.706	.097	.650	.097	.001	.379	.017		.001	.008	.630	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56
Y11	Pearson Correlation	.000	.255	.219	.105	-.011	.035	-.144	-.130	.324*	.416**	1	.676**	-.055	.454**
	Sig. (2-tailed)	1.000	.058	.104	.442	.937	.800	.290	.339	.015	.001		.000	.690	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56
Y12	Pearson Correlation	-.110	.363**	.159	.165	-.015	.124	.066	.028	.212	.351**	.676**	1	.076	.525**
	Sig. (2-tailed)	.420	.006	.242	.223	.913	.364	.627	.835	.116	.008	.000		.580	.000
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56
Y13	Pearson Correlation	-.058	.201	-.093	.262	.234	.278*	.367**	.248	.008	.066	-.055	.076	1	.382**
	Sig. (2-tailed)	.673	.137	.497	.051	.082	.038	.005	.065	.952	.630	.690	.580		.004
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56
SUMY	Pearson Correlation	.334*	.567**	.267*	.553**	.358**	.499**	.566**	.451**	.434**	.572**	.454**	.525**	.382**	1
	Sig. (2-tailed)	.012	.000	.047	.000	.007	.000	.000	.000	.001	.000	.000	.000	.004	
	N	56	56	56	56	56	56	56	56	56	56	56	56	56	56

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

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.697	.695	13

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Y1	68.9107	14.010	.180	.347	.698
Y2	69.3036	12.143	.444	.541	.660
Y3	68.7857	14.244	.151	.235	.701
Y4	68.6071	13.261	.390	.338	.671
Y5	68.6429	13.834	.219	.345	.693
Y6	68.9107	12.628	.361	.308	.674
Y7	68.4821	13.018	.470	.588	.662
Y8	68.3393	13.501	.296	.299	.683
Y9	68.3750	13.766	.235	.340	.691
Y10	68.6071	12.679	.446	.518	.662
Y11	68.6607	13.283	.316	.638	.681
Y12	68.8214	12.986	.392	.561	.670
Y13	68.4821	14.000	.272	.291	.686

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2.1.1. Scalar Estimates (Group number 1 - Default model)

2.1.2. Maximum Likelihood Estimates

2.1.3. Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Y <--- X1	.324	.110	2.939	.003	par_1
Y <--- X2	.231	.096	2.401	.016	par_2
Z <--- Y	.426	.119	3.584	***	par_3
Z <--- X1	.328	.104	3.147	.002	par_4
Z <--- X2	.194	.089	2.177	.029	par_5

2.1.4. Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
Y <--- X1	.360
Y <--- X2	.294
Z <--- Y	.384
Z <--- X1	.330
Z <--- X2	.223

2.1.5. Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
X1 <--> X2	7.170	2.668	2.687	.007	par_6

2.1.6. Correlations: (Group number 1 - Default model)

	Estimate
X1 <--> X2	.389

2.1.7. Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
X1	16.138	3.077	5.244	***	par_7
X2	21.074	4.019	5.244	***	par_8
e1	9.143	1.744	5.244	***	par_9
e2	7.090	1.352	5.244	***	par_10

2.1.8. Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Y	.299
Z	.557

Input:		Test statistic:	Std. Error:	p-value:
a 0.231	Sobel test:	1.99703555	0.04927604	0.04582132
b 0.426	Aroian test:	1.9454378	0.05058296	0.05172231
s_a 0.096	Goodman test:	2.05296933	0.0479335	0.04007555
s_b 0.119	Reset all	Calculate		

Input:		Test statistic:	Std. Error:	p-value:
a 0.324	Sobel test:	2.27450905	0.06068299	0.0229354
b 0.426	Aroian test:	2.22336904	0.06207876	0.02619093
s_a 0.110	Goodman test:	2.32934842	0.05925434	0.01984062
s_b 0.119	Reset all	Calculate		