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LAMPIRAN



Lampiran 1 Biodata Peneliti**BIODATA****Identitas Diri**

Nama : Virdayanti
Tempat, Tanggal Lahir : Latuppa, 30 November 1997
Jenis Kelamin : Perempuan
Alamat Rumah : Jln. Andi Achmad Km. 9 Latuppa, Palopo
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Riwayat Pendidikan

- a. Pendidikan Formal
 - 2003-2009 : SD Negeri 296 Murante
 - 2009-2012 : SMP Negeri 6 Palopo
 - 2012-2015 : SMA Negeri 1 Palopo
 - 2015-Sekarang : S1 Akuntansi Fakultas Ekonomi dan Bisnis Universitas Hasanuddin
- b. Pendidikan Non-Formal
 - LK 1 Senat Mahasiswa FEB Universitas Hasanuddin
 - Brilliant English Course

Riwayat Organisasi

- Keluarga Mahasiswa Fakultas Ekonomi dan Bisnis Universitas Hasanuddin (KEMA-FEB UH)
- Pengurus Ikatan Mahasiswa Akuntansi FEB-UH

Riwayat Kerja

- Magang di BRI cab. Palopo

Demikian biodata ini dibuat dengan sebenarnya.

Makassar, 18 Maret 2019

Virdayanti



Lampiran 2 Kuesioner



UNIVERSITAS HASANUDDIN FAKULTAS EKONOMI DAN BISNIS

Perihal : Permohonan bantuan pengisian kuesioner

Lampiran : Kuesioner Penelitian

Kepada, Bapak/Ibu

Di

Tempat

Dengan hormat,

Sehubungan dengan tugas akhir program studi S1 Akuntansi Fakultas Ekonomi dan Bisnis Universitas Hasanuddin, peneliti bermaksud untuk menyusun skripsi dengan judul: **“Pengaruh Penerapan *Total Quality Management* terhadap Kinerja Manajerial dengan Budaya Organisasi sebagai Variabel *Moderating* (Studi Empiris PT. PLN Wilayah Sulselrabar)”**.

Sehubung dengan hal tersebut, saya mohon Bapak/Ibu bersedia meluangkan waktu dan berkenan untuk mengisi kuesioner penelitian ini sesuai dengan persepsi Bapak/Ibu. Tidak ada jawaban yang benar atau salah. Jawaban dari kuesioner yang telah Bapak/Ibu berikan hanya akan digunakan untuk kepentingan penelitian dan akan dijaga kerahasiaannya sesuai dengan kaidah-kaidah ilmiah.

Atas kesediaan dan partisipasi Bapak/Ibu mengisi kuesioner penelitian ini, saya ucapkan terima kasih. Semoga Tuhan Yang Maha Esa memberikan pahala yang berlimpah atas bantuan Bapak/ibu.

Makassar, 8 Februari 2019

Hormat saya,

Virdayanti



IDENTITAS RESPONDEN

1. Nama Responden :
2. Umur : Tahun
3. Jenis Kelamin : Laki-laki Perempuan
4. Masa Kerja : Tahun
5. Jabatan/Bagian :
6. Pendidikan Terakhir : Sekolah Lanjutan Tingkat Atas (SLTA)
 Diploma
 Sarjana (S1)
 Pasca Sarjana (S2)
 Lain-lain (sebutkan).....

PETUNJUK PENGISIAN

1. Jawablah setiap pertanyaan ini sesuai dengan pendapat Bapak/Ibu.
2. Pilihlah jawaban dengan memberi tanda *check list* () atau tanda silang (X) pada kotak untuk masing-masing pertanyaan. Tiap pertanyaan dalam kuesioner akan diberi skor sebagai berikut:

| | |
|--------------------------|---|
| STS= Sangat Tidak Setuju | 1 |
| TS = Tidak Setuju | 2 |
| N = Netral | 3 |
| S = Setuju | 4 |
| SS = Sangat Setuju | 5 |

3. Jawaban dari setiap pertanyaan sesuai dengan kondisi nyata perusahaan Bapak/Ibu saat ini.



DAFTAR KUISIONER

I. Variabel *Total Quality Management* (X)

| No | Uraian Pernyataan | Jawaban | | | | |
|----|---|---------|----|---|---|----|
| | | STS | TS | N | S | SS |
| 1 | Fokus pada Pelanggan: Pelanggan dapat mengajukan keluhan dengan mudah | | | | | |
| 2 | Kebutuhan pelanggan lebih diutamakan daripada kebutuhan internal perusahaan | | | | | |
| 3 | Perusahaan selalu menyelesaikan permasalahan segera dengan cepat | | | | | |
| 4 | Komitmen Jangka Panjang: Perusahaan memiliki komitmen yang kuat untuk mencapai target jangka panjang | | | | | |
| 5 | Target jangka panjang merupakan metode terbaik untuk mencapai pertumbuhan dan probabilitas berkelanjutan | | | | | |
| 6 | Dalam jangka panjang perusahaan dapat menambah atau mengurangi pelayanan yang akan digunakan untuk meningkatkan kinerja. | | | | | |
| 7 | Kerja sama Tim: Pertemuan tim dilaksanakan secara teratur dan dihadiri oleh seluruh anggota kerja. | | | | | |
| 8 | Peran kepemimpinan/ penanggung jawab digilir dan bergantian pada project atau program yang berbeda-beda. | | | | | |
| 9 | Terjadi kerja sama yang luas antara berbagai tim dan departemen dalam usaha mencapai tujuan organisasi | | | | | |
| 10 | Perbaikan Sistem secara Berkesinambungan: Karyawan aktif bertanya pada pelanggan tentang masukan kritik dan saran untuk kinerja yang lebih baik. | | | | | |
| 11 | Staff memperoleh kesempatan untuk memberikan masukan, sebagai bahan evaluasi kinerja manajemen. | | | | | |
| 12 | Staff selalu berusaha melakukan perbaikan cara kerja mereka. | | | | | |
| 13 | Pendidikan dan Pelatihan: Karyawan memperoleh pendidikan dan pelatihan yang dapat meningkatkan kemampuan mereka untuk memberikan layanan berkualitas tinggi | | | | | |
| | Pendidikan dan pelatihan terus dilakukan dalam skala periode | | | | | |



| | | | | | | |
|----|--|--|--|--|--|--|
| | tertentu. | | | | | |
| 15 | Pembelajaran dalam organisasi dipandang sebagai kebutuhan untuk menjamin kelangsungan hidup perusahaan. | | | | | |
| 16 | Adanya Keterlibatan dan Pemberdayaan Karyawan: Manajemen harus mengenali kemampuan staf-stafnya, agar lebih optimal ketika diberi wewenang | | | | | |
| 17 | Perusahaan memberikan wewenang dan tanggung jawab kepada karyawan agar tumbuh rasa memiliki. | | | | | |
| 18 | Karyawan diberikan kesempatan untuk ikut membuat keputusan untuk meningkatkan rasa tanggung jawab. | | | | | |

II. Variabel Kinerja Manajerial (Y)

| No | Uraian Pernyataan | Jawaban | | | | |
|----|---|---------|----|---|---|----|
| | | STS | TS | N | S | SS |
| 19 | Perencanaan: Proses perencanaan yang saya lakukan yakni dengan metode <i>top-down</i> | | | | | |
| 20 | Proses perencanaan yang saya lakukan dengan metode <i>button-up</i> | | | | | |
| 21 | Dilaksanakan audit situasi (memeriksa data dan prestasi beberapa masa yang lalu) sebelum melakukan perencanaan. | | | | | |
| 22 | Koordinasi: Pertemuan resmi diadakan secara rutin dan berkala dengan bawahan atau dengan departemen lain. | | | | | |
| 23 | Terdapat buku pedoman mengenai tata kerja pelaksanaan tugas masing-masing. | | | | | |
| 24 | Diadakan pertemuan informal dengan staf dalam rangka pemberian bimbingan, konsultasi, dan pengarahan. | | | | | |
| 25 | Evaluasi: Diadakan evaluasi pada setiap perencanaan-perencanaan yang telah disepakati dalam rapat. | | | | | |
| 26 | Dilakukan peninjauan secara langsung untuk menganalisis perkembangan kegiatan. | | | | | |
| | Dilakukan evaluasi perbandingan antara perencanaan dan hasil dari kegiatan. | | | | | |
| | Staffing: Perekrutan karyawan berdasarkan <i>job specification</i> dan keterampilan | | | | | |



| | | | | | | |
|----|--|--|--|--|--|--|
| | yang dibutuhkan | | | | | |
| 29 | <i>Recruitment</i> dilakukan tidak secara independen | | | | | |
| 30 | Dilakukan promosi jabatan sebagai bentuk <i>reward</i> bagi karyawan yang memiliki dedikasi. | | | | | |
| 31 | Representasi: Secara rutin menghadiri undangan pertemuan dengan perusahaan lain. | | | | | |
| 32 | Ikut serta dalam acara-acara kemasyarakatan mewakili perusahaan. | | | | | |
| 33 | Memperkenalkan visi dan misi perusahaan pada setiap pidato. | | | | | |

III. Budaya Organisasi (Z)

| No | Uraian Pertanyaan | Jawaban | | | | |
|----|---|---------|----|---|---|----|
| | | STS | TS | N | S | SS |
| 34 | Saling Percaya: Menghargai setiap pendapat dan gagasan yang berbeda terutama dalam rapat. | | | | | |
| 35 | Menciptakan hubungan harmonis antar setiap komponen yang ada dalam perusahaan. | | | | | |
| 36 | Transparansi dalam segala hal yang berkaitan dengan perusahaan. | | | | | |
| 37 | Integritas: Memiliki komitmen untuk mewujudkan visi dan misi perusahaan. | | | | | |
| 38 | Berani bertanggung jawab atas segala konsekuensi dari keputusan yang telah ditetapkan. | | | | | |
| 39 | Tidak melanggar aturan-aturan yang telah ditetapkan perusahaan. | | | | | |
| 40 | Peduli: Saling membantu, memotivasi, dan memberi perhatian antar setiap komponen yang ada dalam perusahaan. | | | | | |
| 41 | Menjaga citra perusahaan dan memberikan pelayanan terbaik. | | | | | |
| 42 | Saling mengingatkan apabila ada yang melanggar aturan. | | | | | |
| 43 | Pembelajar: Memahami dan melaksanakan kebijakan perusahaan. | | | | | |
| 44 | Berbagi ide, informasi, pengetahuan, dan pengalaman. Melakukan inovasi dan mendorong perubahan yang lebih baik untuk perusahaan. | | | | | |



Lampiran 3 Hasil Uji SPSS 23

I. Uji Validitas

1. Total Quality Management

Correlations

| | x1.1 | x1.2 | x1.3 | x2.1 | x2.2 | x2.3 | x3.1 | x3.2 |
|-----------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| x Pearson Correlation | 1 | ,070 | ,153 | ,197 | ,134 | ,034 | ,137 | ,178 |
| 1. Sig. (2-tailed) | | ,676 | ,359 | ,236 | ,424 | ,839 | ,413 | ,285 |
| 1 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,070 | 1 | ,623** | -,054 | ,086 | ,012 | ,181 | ,158 |
| 1. Sig. (2-tailed) | ,676 | | ,000 | ,748 | ,608 | ,945 | ,276 | ,345 |
| 2 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,153 | ,623** | 1 | ,045 | ,114 | ,082 | ,088 | ,028 |
| 1. Sig. (2-tailed) | ,359 | ,000 | | ,789 | ,495 | ,625 | ,599 | ,868 |
| 3 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,197 | -,054 | ,045 | 1 | ,334* | ,197 | ,079 | ,324* |
| 2. Sig. (2-tailed) | ,236 | ,748 | ,789 | | ,040 | ,235 | ,636 | ,047 |
| 1 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,134 | ,086 | ,114 | ,334* | 1 | ,545** | ,279 | ,280 |
| 2. Sig. (2-tailed) | ,424 | ,608 | ,495 | ,040 | | ,000 | ,090 | ,088 |
| 2 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,034 | ,012 | ,082 | ,197 | ,545** | 1 | ,098 | ,443** |
| 2. Sig. (2-tailed) | ,839 | ,945 | ,625 | ,235 | ,000 | | ,557 | ,005 |
| 3 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,137 | ,181 | ,088 | ,079 | ,279 | ,098 | 1 | ,417** |
| 3. Sig. (2-tailed) | ,413 | ,276 | ,599 | ,636 | ,090 | ,557 | | ,009 |
| 1 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,178 | ,158 | ,028 | ,324* | ,280 | ,443** | ,417** | 1 |
| 3. Sig. (2-tailed) | ,285 | ,345 | ,868 | ,047 | ,088 | ,005 | ,009 | |
| 2 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,427** | ,024 | ,193 | ,387* | ,403* | ,260 | -,137 | ,141 |
| 3. Sig. (2-tailed) | ,008 | ,887 | ,245 | ,016 | ,012 | ,115 | ,413 | ,397 |
| 3 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,208 | ,473** | ,498** | ,367* | ,321* | ,231 | ,114 | ,303 |
| 4. Sig. (2-tailed) | ,211 | ,003 | ,001 | ,023 | ,049 | ,163 | ,497 | ,064 |
| 1 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,222 | ,009 | ,027 | ,175 | ,335* | ,287 | ,174 | ,015 |
| 4. Sig. (2-tailed) | ,181 | ,960 | ,874 | ,292 | ,040 | ,080 | ,295 | ,929 |
| 2 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,093 | ,343* | ,365* | ,456** | ,233 | ,285 | ,180 | ,363* |
| 4. Sig. (2-tailed) | ,578 | ,035 | ,024 | ,004 | ,159 | ,083 | ,279 | ,025 |
| 3 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,028 | -,110 | ,068 | ,220 | ,002 | -,002 | ,417** | ,351* |
| 5. Sig. (2-tailed) | ,865 | ,511 | ,684 | ,184 | ,990 | ,991 | ,009 | ,031 |
| 1 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,168 | ,110 | ,168 | ,204 | -,002 | -,066 | ,295 | ,242 |
| 5. Sig. (2-tailed) | ,313 | ,511 | ,315 | ,220 | ,990 | ,692 | ,072 | ,143 |
| 2 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,206 | -,030 | ,260 | ,339* | -,097 | ,018 | ,103 | ,244 |
| 5. Sig. (2-tailed) | ,214 | ,860 | ,115 | ,037 | ,564 | ,915 | ,539 | ,140 |
| 3 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,178 | ,071 | ,224 | ,201 | -,149 | ,074 | ,241 | ,295 |
| 5. Sig. (2-tailed) | ,286 | ,670 | ,177 | ,226 | ,371 | ,659 | ,144 | ,072 |
| 1 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| x Pearson Correlation | ,197 | ,272 | ,320 | ,356* | ,383* | ,363* | ,066 | ,158 |
| 5. Sig. (2-tailed) | ,237 | ,098 | ,050 | ,028 | ,018 | ,025 | ,692 | ,345 |
| 3 N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |



| | | | | | | | | | |
|----|---------------------|------|------|------|------|------|------|------|------|
| x | Pearson Correlation | ,180 | ,225 | ,249 | ,306 | ,391 | ,180 | ,210 | ,165 |
| 6. | Sig. (2-tailed) | ,279 | ,174 | ,131 | ,062 | ,015 | ,278 | ,205 | ,322 |
| 3 | N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| T | Pearson Correlation | ,411 | ,331 | ,457 | ,558 | ,514 | ,479 | ,448 | ,586 |
| Q | Sig. (2-tailed) | ,010 | ,042 | ,004 | ,000 | ,001 | ,002 | ,005 | ,000 |
| M | N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |

sambungan

| x3.3 | x4.1 | x4.2 | x4.3 | x5.1 | x5.2 | x5.3 | x6.1 | x6.2 | x6.3 | TQM |
|--------|--------|--------|--------|--------|--------|--------|-------|--------|--------|--------|
| ,427** | ,208 | ,222 | ,093 | ,028 | ,168 | ,206 | ,178 | ,197 | ,180 | ,411* |
| ,008 | ,211 | ,181 | ,578 | ,865 | ,313 | ,214 | ,286 | ,237 | ,279 | ,010 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,024 | ,473** | ,009 | ,343* | -,110 | ,110 | -,030 | ,071 | ,272 | ,225 | ,331* |
| ,887 | ,003 | ,960 | ,035 | ,511 | ,511 | ,860 | ,670 | ,098 | ,174 | ,042 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,193 | ,498** | ,027 | ,365* | ,068 | ,168 | ,260 | ,224 | ,320 | ,249 | ,457** |
| ,245 | ,001 | ,874 | ,024 | ,684 | ,315 | ,115 | ,177 | ,050 | ,131 | ,004 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,387* | ,367* | ,175 | ,456** | ,220 | ,204 | ,339* | ,201 | ,356* | ,306 | ,558** |
| ,016 | ,023 | ,292 | ,004 | ,184 | ,220 | ,037 | ,226 | ,028 | ,062 | ,000 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,403* | ,321* | ,335* | ,233 | ,002 | -,002 | -,097 | -,149 | ,383* | ,391* | ,514** |
| ,012 | ,049 | ,040 | ,159 | ,990 | ,990 | ,564 | ,371 | ,018 | ,015 | ,001 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,260 | ,231 | ,287 | ,285 | -,002 | -,066 | ,018 | ,074 | ,363* | ,180 | ,479** |
| ,115 | ,163 | ,080 | ,083 | ,991 | ,692 | ,915 | ,659 | ,025 | ,278 | ,002 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| -,137 | ,114 | ,174 | ,180 | ,417** | ,295 | ,103 | ,241 | ,066 | ,210 | ,448** |
| ,413 | ,497 | ,295 | ,279 | ,009 | ,072 | ,539 | ,144 | ,692 | ,205 | ,005 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,141 | ,303 | ,015 | ,363* | ,351* | ,242 | ,244 | ,295 | ,158 | ,165 | ,586** |
| ,397 | ,064 | ,929 | ,025 | ,031 | ,143 | ,140 | ,072 | ,345 | ,322 | ,000 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| 1 | ,478** | ,292 | ,229 | ,014 | ,339* | ,301 | -,120 | ,365* | ,237 | ,523** |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,478** | 1 | ,360* | ,470** | ,192 | ,339* | ,334* | ,060 | ,473** | ,189 | ,665** |
| ,002 | 38 | ,027 | ,003 | ,248 | ,037 | ,040 | ,720 | ,003 | ,255 | ,000 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,292 | ,360* | 1 | ,420** | -,152 | -,224 | -,237 | ,011 | ,493** | ,521** | ,365* |
| ,075 | ,027 | 38 | ,009 | ,363 | ,176 | ,152 | ,946 | ,002 | ,001 | ,024 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,229 | ,470** | ,420** | 1 | ,094 | ,117 | ,321* | ,367* | ,615** | ,627** | ,685** |
| ,167 | ,003 | ,009 | 38 | ,573 | ,486 | ,050 | ,024 | ,000 | ,000 | ,000 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,014 | ,192 | -,152 | ,094 | 1 | ,580** | ,617** | ,305 | -,110 | ,046 | ,426** |
| ,934 | ,248 | ,363 | ,573 | 38 | ,000 | ,000 | ,062 | ,511 | ,782 | ,008 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,339* | ,339* | -,224 | ,117 | ,580** | 1 | ,783** | ,222 | ,110 | ,089 | ,512** |
| ,037 | ,037 | ,176 | ,486 | ,000 | 38 | ,000 | ,180 | ,511 | ,594 | ,001 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| | ,334* | -,237 | ,321* | ,617** | ,783** | 1 | ,336* | ,196 | ,078 | ,544** |
| | ,040 | ,152 | ,050 | ,000 | ,000 | 38 | ,039 | ,239 | ,640 | ,000 |
| | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| | ,060 | ,011 | ,367* | ,305 | ,222 | ,336* | 1 | ,168 | ,417** | ,441** |



| | | | | | | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| ,474 38 | ,720 38 | ,946 38 | ,024 38 | ,062 38 | ,180 38 | ,039 38 | | ,312 38 | ,009 38 | ,006 38 |
| ,365* 38 | ,473** 38 | ,493** 38 | ,615** 38 | -,110 38 | ,110 38 | ,196 38 | ,168 38 | 1 38 | ,575** 38 | ,619** 38 |
| ,237 38 | ,189 38 | ,521** 38 | ,627** 38 | ,046 38 | ,089 38 | ,078 38 | ,417** 38 | ,575** 38 | 1 38 | ,589** 38 |
| ,523** 38 | ,665** 38 | ,365* 38 | ,685** 38 | ,426** 38 | ,512** 38 | ,544** 38 | ,441** 38 | ,619** 38 | ,589** 38 | 1 38 |

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

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

2. Kinerja Manajerial

Correlations

| | y1.1 | y1.2 | y1.3 | y2.1 | y2.2 | y2.3 | y3.1 |
|-----------------------------|------------|------------|------------|------------|------------|------------|------------|
| y Pearson 1. Correlation | 1 | -,665** | -,048 | ,009 | -,016 | -,214 | -,422** |
| 1 Sig. (2-tailed) | | ,000 | ,777 | ,959 | ,925 | ,196 | ,008 |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| y Pearson 2. Correlation | -,665** | 1 | ,300 | -,078 | ,344* | ,352* | ,424** |
| 2 Sig. (2-tailed) | ,000 | | ,067 | ,640 | ,034 | ,030 | ,008 |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| y Pearson 3. Correlation | -,048 | ,300 | 1 | ,349* | ,035 | -,011 | ,193 |
| 3 Sig. (2-tailed) | ,777 | ,067 | | ,032 | ,833 | ,949 | ,245 |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| y Pearson 2. Correlation | ,009 | -,078 | ,349* | 1 | ,361* | ,280 | ,164 |
| 1 Sig. (2-tailed) | ,959 | ,640 | ,032 | | ,026 | ,089 | ,324 |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| y Pearson 2. Correlation | -,016 | ,344* | ,035 | ,361* | 1 | ,357* | ,250 |
| 2 Sig. (2-tailed) | ,925 | ,034 | ,833 | ,026 | | ,028 | ,131 |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| y Pearson 2. Correlation | -,214 | ,352* | -,011 | ,280 | ,357* | 1 | ,415** |
| 3 Sig. (2-tailed) | ,196 | ,030 | ,949 | ,089 | ,028 | | ,010 |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| y Pearson 3. Correlation | -,422** | ,424** | ,193 | ,164 | ,250 | ,415** | 1 |
| 1 Sig. (2-tailed) | ,008 | ,008 | ,245 | ,324 | ,131 | ,010 | |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| n tailed) | -,498** | ,557** | ,425** | ,300 | ,214 | ,440** | ,713** |
| | ,001 38 | ,000 38 | ,008 38 | ,067 38 | ,198 38 | ,006 38 | ,000 38 |



| | | | | | | | | |
|----|-----------------|---------|--------|-------|--------|--------|--------|--------|
| y | Pearson | | | | | | | |
| 3. | Correlation | -,478** | ,397* | ,081 | ,173 | ,284 | ,451** | ,843** |
| 3 | Sig. (2-tailed) | ,002 | ,014 | ,627 | ,298 | ,084 | ,005 | ,000 |
| | N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| y | Pearson | | | | | | | |
| 4. | Correlation | ,028 | -,039 | -,041 | ,410* | ,159 | ,150 | ,106 |
| 1 | Sig. (2-tailed) | ,868 | ,815 | ,807 | ,011 | ,341 | ,370 | ,526 |
| | N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| y | Pearson | | | | | | | |
| 4. | Correlation | ,312 | -,352* | ,037 | ,154 | -,144 | -,288 | -,289 |
| 2 | Sig. (2-tailed) | ,057 | ,030 | ,825 | ,355 | ,388 | ,080 | ,079 |
| | N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| y | Pearson | | | | | | | |
| 4. | Correlation | -,181 | -,091 | -,007 | ,407* | ,217 | ,210 | ,303 |
| 3 | Sig. (2-tailed) | ,277 | ,587 | ,969 | ,011 | ,191 | ,206 | ,064 |
| | N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| y | Pearson | | | | | | | |
| 5. | Correlation | -,469** | ,520** | ,320 | ,199 | ,185 | ,259 | ,346* |
| 1 | Sig. (2-tailed) | ,003 | ,001 | ,050 | ,230 | ,267 | ,117 | ,033 |
| | N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| y | Pearson | | | | | | | |
| 5. | Correlation | -,484** | ,350* | ,076 | ,039 | -,071 | ,343* | ,236 |
| 2 | Sig. (2-tailed) | ,002 | ,031 | ,651 | ,817 | ,674 | ,035 | ,154 |
| | N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| y | Pearson | | | | | | | |
| 5. | Correlation | -,187 | ,231 | ,057 | ,331* | ,314 | ,194 | ,403* |
| 3 | Sig. (2-tailed) | ,261 | ,164 | ,733 | ,042 | ,055 | ,243 | ,012 |
| | N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| K | Pearson | | | | | | | |
| M | Correlation | -,352* | ,493** | ,352* | ,544** | ,516** | ,602** | ,702** |
| | Sig. (2-tailed) | ,030 | ,002 | ,030 | ,000 | ,001 | ,000 | ,000 |
| | N | 38 | 38 | 38 | 38 | 38 | 38 | 38 |

sambungan

| y3.2 | y3.3 | y4.1 | y4.2 | y4.3 | y5.1 | y5.2 | y5.3 | KM |
|---------|---------|-------|--------|-------|---------|---------|--------|--------|
| -,498** | -,478** | ,028 | ,312 | -,181 | -,469** | -,484** | -,187 | -,352* |
| ,001 | ,002 | ,868 | ,057 | ,277 | ,003 | ,002 | ,261 | ,030 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,557** | ,397* | -,039 | -,352* | -,091 | ,520** | ,350* | ,231 | ,493** |
| ,000 | ,014 | ,815 | ,030 | ,587 | ,001 | ,031 | ,164 | ,002 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,425** | ,081 | -,041 | ,037 | -,007 | ,320 | ,076 | ,057 | ,352* |
| ,008 | ,627 | ,807 | ,825 | ,969 | ,050 | ,651 | ,733 | ,030 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,300 | ,173 | ,410* | ,154 | ,407* | ,199 | ,039 | ,331* | ,544** |
| ,067 | ,298 | ,011 | ,355 | ,011 | ,230 | ,817 | ,042 | ,000 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,214 | ,284 | ,159 | -,144 | ,217 | ,185 | -,071 | ,314 | ,516** |
| ,198 | ,084 | ,341 | ,388 | ,191 | ,267 | ,674 | ,055 | ,001 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,440** | ,451** | ,150 | -,288 | ,210 | ,259 | ,343* | ,194 | ,602** |
| ,006 | ,005 | ,370 | ,080 | ,206 | ,117 | ,035 | ,243 | ,000 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,843** | ,106 | -,289 | ,303 | ,346* | ,236 | ,403* | ,702** | |
| ,000 | ,526 | ,079 | ,064 | ,033 | ,154 | ,012 | ,000 | |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | |



| | | | | | | | | |
|--------|--------|--------|-------|--------|--------|--------|--------|--------|
| 1 | ,751** | ,161 | -,186 | ,225 | ,571** | ,367 | ,276 | ,771** |
| | ,000 | ,336 | ,262 | ,174 | ,000 | ,023 | ,093 | ,000 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,751** | 1 | ,240 | -,266 | ,426** | ,341* | ,342* | ,378* | ,743** |
| | ,000 | ,146 | ,106 | ,008 | ,036 | ,036 | ,019 | ,000 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,161 | ,240 | 1 | ,352* | ,294 | -,171 | ,125 | ,256 | ,415** |
| | ,336 | ,146 | ,030 | ,073 | ,304 | ,455 | ,120 | ,010 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| -,186 | -,266 | ,352* | 1 | -,175 | -,267 | -,221 | -,012 | -,107 |
| | ,262 | ,106 | ,030 | ,293 | ,106 | ,182 | ,945 | ,524 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,225 | ,426** | ,294 | -,175 | 1 | ,268 | ,208 | ,273 | ,487** |
| | ,174 | ,008 | ,073 | ,293 | ,103 | ,209 | ,098 | ,002 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,571** | ,341* | -,171 | -,267 | ,268 | 1 | ,619** | ,475** | ,607** |
| | ,000 | ,036 | ,304 | ,106 | ,103 | ,000 | ,003 | ,000 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,367 | ,342* | ,125 | -,221 | ,208 | ,619** | 1 | ,427** | ,494** |
| | ,023 | ,036 | ,455 | ,182 | ,209 | ,000 | ,007 | ,002 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,276 | ,378* | ,256 | -,012 | ,273 | ,475** | ,427** | 1 | ,651** |
| | ,093 | ,019 | ,120 | ,945 | ,098 | ,003 | ,007 | ,000 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| ,771** | ,743** | ,415** | -,107 | ,487** | ,607** | ,494** | ,651** | 1 |
| | ,000 | ,010 | ,524 | ,002 | ,000 | ,002 | ,000 | ,000 |
| 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |

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

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

3. Budaya Organisasi

Correlations

| | z1.1 | z1.2 | z1.3 | z2.1 | z2.2 | z2.3 | z3.1 | z3.2 | z3.3 | z4.1 | z4.2 | z4.3 | BO |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| z Pearson | 1 | ,717* | ,370* | ,651* | ,723* | ,284 | ,480* | ,383* | ,571* | ,382* | ,491* | ,411* | ,686* |
| 1 Correlation | | | | | | | | | | | | | |
| · Sig. (2- | | ,000 | ,022 | ,000 | ,000 | ,084 | ,002 | ,018 | ,000 | ,018 | ,002 | ,010 | ,000 |
| tailed) | | | | | | | | | | | | | |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| z Pearson | ,717* | 1 | ,408* | ,516* | ,573* | ,420* | ,528* | ,316 | ,530* | ,420* | ,439* | ,346* | ,650* |
| 2 Correlation | | | | | | | | | | | | | |
| · Sig. (2- | ,000 | | ,011 | ,001 | ,000 | ,009 | ,001 | ,053 | ,001 | ,009 | ,006 | ,033 | ,000 |
| tailed) | | | | | | | | | | | | | |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| z Pearson | ,370* | ,408* | 1 | ,318 | ,354* | ,384* | ,607* | ,490* | ,580* | ,496* | ,542* | ,508* | ,651* |
| 3 Correlation | | | | | | | | | | | | | |
| · Sig. (2- | ,022 | ,011 | | ,051 | ,029 | ,017 | ,000 | ,002 | ,000 | ,002 | ,000 | ,001 | ,000 |
| tailed) | | | | | | | | | | | | | |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| z Pearson | ,651* | ,516* | ,318 | 1 | ,690* | ,218 | ,524* | ,350* | ,448* | ,524* | ,395* | ,344* | ,709* |
| 2 Correlation | | | | | | | | | | | | | |
| · Sig. (2- | ,000 | ,001 | ,051 | | ,000 | ,189 | ,001 | ,031 | ,005 | ,001 | ,014 | ,034 | ,000 |
| tailed) | | | | | | | | | | | | | |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| z Pearson | ,723* | ,573* | ,354* | ,690* | 1 | ,242 | ,582* | ,499* | ,601* | ,469* | ,439* | ,494* | ,677* |
| 3 Correlation | | | | | | | | | | | | | |
| · Sig. (2- | ,000 | ,000 | ,000 | ,000 | | | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 |
| tailed) | | | | | | | | | | | | | |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |



| | | | | | | | | | | | | | |
|-------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| . Sig. (2-tailed) | ,000 | ,000 | ,029 | ,000 | | ,143 | ,000 | ,001 | ,000 | ,003 | ,006 | ,002 | ,000 |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| z Pearson 2 Correlation | ,284 | ,420* | ,384* | ,218 | ,242 | 1 | ,339* | ,485* | ,451* | ,449* | ,443* | ,548* | ,545* |
| . Sig. (2-tailed) | ,084 | ,009 | ,017 | ,189 | ,143 | | ,037 | ,002 | ,004 | ,005 | ,005 | ,000 | ,000 |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| z Pearson 3 Correlation | ,480* | ,528* | ,607* | ,524* | ,582* | ,339* | 1 | ,592* | ,652* | ,559* | ,547* | ,548* | ,737* |
| . Sig. (2-tailed) | ,002 | ,001 | ,000 | ,001 | ,000 | ,037 | | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| z Pearson 3 Correlation | ,383* | ,316 | ,490* | ,350* | ,499* | ,485* | ,592* | 1 | ,690* | ,485* | ,609* | ,636* | ,680* |
| . Sig. (2-tailed) | ,018 | ,053 | ,002 | ,031 | ,001 | ,002 | ,000 | | ,000 | ,002 | ,000 | ,000 | ,000 |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| z Pearson 3 Correlation | ,571* | ,530* | ,580* | ,448* | ,601* | ,451* | ,652* | ,690* | 1 | ,552* | ,720* | ,726* | ,810* |
| . Sig. (2-tailed) | ,000 | ,001 | ,000 | ,005 | ,000 | ,004 | ,000 | ,000 | | ,000 | ,000 | ,000 | ,000 |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| z Pearson 4 Correlation | ,382* | ,420* | ,496* | ,524* | ,469* | ,449* | ,559* | ,485* | ,552* | 1 | ,754* | ,765* | ,725* |
| . Sig. (2-tailed) | ,018 | ,009 | ,002 | ,001 | ,003 | ,005 | ,000 | ,002 | ,000 | | ,000 | ,000 | ,000 |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| z Pearson 4 Correlation | ,491* | ,439* | ,542* | ,395* | ,439* | ,443* | ,547* | ,609* | ,720* | ,754* | 1 | ,802* | ,775* |
| . Sig. (2-tailed) | ,002 | ,006 | ,000 | ,014 | ,006 | ,005 | ,000 | ,000 | ,000 | ,000 | | ,000 | ,000 |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| z Pearson 4 Correlation | ,411* | ,346* | ,508* | ,344* | ,494* | ,548* | ,548* | ,636* | ,726* | ,765* | ,802* | 1 | ,771* |
| . Sig. (2-tailed) | ,010 | ,033 | ,001 | ,034 | ,002 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | | ,000 |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| B Pearson C Correlation | ,686* | ,650* | ,651* | ,709* | ,677* | ,545* | ,737* | ,680* | ,810* | ,725* | ,775* | ,771* | 1 |
| . Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | |
| N | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |

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

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

II. Uji Realibilitas

1. Total Quality Management

Case Processing Summary

| | | N | % |
|-------|-----------------------|----|-------|
| Cases | Valid | 38 | 100,0 |
| | Excluded ^a | 0 | ,0 |
| | Total | 38 | 100,0 |

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



Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| ,819 | ,833 | 18 |

2. Kinerja Manajerial**Case Processing Summary**

| | | N | % |
|-------|-----------------------|----|-------|
| Cases | Valid | 38 | 100,0 |
| | Excluded ^a | 0 | ,0 |
| | Total | 38 | 100,0 |

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

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| ,752 | ,738 | 15 |

3. Budaya Organisasi**Case Processing Summary**

| | | N | % |
|-------|-----------------------|----|-------|
| Cases | Valid | 38 | 100,0 |
| | Excluded ^a | 0 | ,0 |
| | Total | 38 | 100,0 |

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

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| ,925 | ,925 | 12 |

