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## **DAFTAR PERTANYAAN ( KUESIONER )**

### **PENGARUH INSENTIF KERJA, LINGKUNGAN KERJA, DAN GAYA KEPEMIMPINAN TERHADAP KINERJA KARYAWAN PADA PT. INDAH FORINDO DI SURABAYA**

Petunjuk pengisian :

- a) Isilah data diri anda sesuai dengan keadaan yang sebenarnya pada urutan nomer 1 tentang identitas responden.
- b) Berilah tanda cellist ( V ) salah satu pilihan jawaban yang tersedia sesuai dengan pendapat yang anda alami sebagai tenaga kerja pada komponen – komponen variabel. Masing – masing pilihan memiliki makna sebagai berikut :
  1. STS : Apabila jawaban menurut anda Sangat Tidak Setuju
  2. TS : Apabila jawaban menurut anda Tidak Setuju
  3. KS : Apabila jawaban menurut anda Kurang Setuju
  4. S : Apabila jawaban menurut anda Setuju
  5. SS : Apabila jawaban menurut anda Sangat Setuju
- c) Diharapkan untuk tidak menjawab lebih dari satu pilihan jawaban .

Identitas Responden :

Nama :

No HP :

Umur :

Jenis Kelamin : LAKI-LAKI / PEREMPUAN

Pendidikan Terakhir : SMP/SMA/SMK/D3/S1/S2

Status Jabatan :

Masa Kerja :

Keterangan :

- Coret yang tidak perlu.

1. Instrumen variabel Insentif kerja

PERTANYAAN	SKALA NILAI				
	SS	S	KS	TS	STS
	5	4	3	2	1
Insentif kerja (X1)					
1. Saya merasa puas atas insentif yang diberikan oleh perusahaan.					
2. Saya merasa termotivasi atas insentif yang telah diberikan.					
3. Saya merasa bahwa pelaksanaan sistem insentif sesuai dengan standart yang diterapkan oleh perusahaan.					
4. Saya merasa dengan adanya penambahan insentif akan menambah semangat kinerja.					

## 2. Instrumen Variabel Lingkungan kerja

PERTANYAAN	SKALA NILAI				
	SS	S	KS	TS	ST S
	5	4	3	2	1
Lingkungan kerja (X2)					
1. Pencahayaan dalam tempat kerja yang cukup baik dapat membantu kinerja saya.					
2. Sirkulasi udara yang cukup baik dalam tempat kerja dapat membantu kinerja saya.					
3. Suasana kerja yang tenang dan tidak bising dapat membantu kinerja saya.					
4. Bau yang sedap dan tata ruang yang bersih dalam tempat kerja dapat membantu kinerja saya.					

## 3. Instrumen Variabel Gaya kepemimpinan

PERTANYAAN	SKALA NILAI				
	SS	S	KS	TS	ST S
	5	4	3	2	1
Gaya kepemimpinan Persuasif (X3)					
1. Pimpinan yang memiliki kemampuan untuk mengambil keputusan yang tepat dapat membantu kinerja saya.					

2. Pimpinan yang memiliki kemampuan memotivasi dan menggerakkan keahlian atau ketrampilan dapat membantu kinerja saya.					
3. Pimpinan yang memiliki kemampuan untuk membuat karyawannya mendukung visi dan juga mengkomunikasikannya dengan penuh semangat dapat membantu kinerja saya.					
4. Pimpinan yang selalumemperhatikan karyawannya, memperlakukan karyawan secara individual, melatih dan menasehati dan dapat mengendalikan bawahannya dengan tegas dapat membantu kinerja saya.					

#### 4. Instrumen Variabel Kinerja

PERTANYAAN	SKALA NILAI				
	SS	S	KS	TS	ST S
	5	4	3	2	1
Kinerja (Y)					
1. Karyawan bersedia menyelesaikan pekerjaannya dengan baik,berkualitas.dan tepat waktu.					
2. Karyawan bersedia menyelesaikan tugas tambahan yang diberikan dan dapat mempertanggung jawabkan.					
3. Karyawan mencari tambahan pengetahuan tentang hal-hal yang berkaitan dengan tugas dan tanggung jawab pekerjaan.					

LAMPIRAN 1

PENILAIAN RESPONDEN

X1 ( INSENTIF KERJA )

**Statistics**

		X1.1	X1.2	X1.3	X1.4	TOTAL
N	Valid	50	50	50	50	50
	Missing	0	0	0	0	0
Mean		4.14	3.92	4.04	3.94	16.04
Median		4.00	4.00	4.00	4.00	16.00
Variance		.531	.483	.529	.343	3.468
Range		2	2	2	2	8
Sum		207	196	202	197	802

**X1.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	10	20.0	20.0	20.0
	4	23	46.0	46.0	66.0
	5	17	34.0	34.0	100.0
	Total	50	100.0	100.0	

**X1.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	14	28.0	28.0	28.0
	4	26	52.0	52.0	80.0
	5	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

**X1.3**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	12	24.0	24.0	24.0
Valid 4	24	48.0	48.0	72.0
Valid 5	14	28.0	28.0	100.0
Total	50	100.0	100.0	

#### X1.4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	10	20.0	20.0	20.0
Valid 4	33	66.0	66.0	86.0
Valid 5	7	14.0	14.0	100.0
Total	50	100.0	100.0	

#### TOTAL

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 12	2	4.0	4.0	4.0
Valid 13	2	4.0	4.0	8.0
Valid 14	8	16.0	16.0	24.0
Valid 15	6	12.0	12.0	36.0
Valid 16	11	22.0	22.0	58.0
Valid 17	8	16.0	16.0	74.0
Valid 18	10	20.0	20.0	94.0
Valid 19	2	4.0	4.0	98.0
Valid 20	1	2.0	2.0	100.0
Total	50	100.0	100.0	

X2 ( LINGKUNGAN KERJA )

**Statistics**



		X2.1	X2.2	X2.3	X2.4	TOTAL
N	Valid	50	50	50	50	50
	Missing	0	0	0	0	0
Mean		4.66	4.38	4.66	4.38	18.08
Median		5.00	4.00	5.00	4.00	18.00
Variance		.229	.240	.229	.240	1.953
Range		1	1	1	1	4

### X2.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	17	34.0	34.0	34.0
	5	33	66.0	66.0	100.0
	Total	50	100.0	100.0	

### X2.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	31	62.0	62.0	62.0
	5	19	38.0	38.0	100.0
	Total	50	100.0	100.0	

### X2.3

		Frequency	Percent	Valid Percent	Cumulative Percent
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	4	17	34.0	34.0	34.0
Valid	5	33	66.0	66.0	100.0
	Total	50	100.0	100.0	

#### X2.4

		Frequency	Percent	Valid Percent	Cumulative Percent
	4	31	62.0	62.0	62.0
Valid	5	19	38.0	38.0	100.0
	Total	50	100.0	100.0	

#### TOTAL

		Frequency	Percent	Valid Percent	Cumulative Percent
	16	11	22.0	22.0	22.0
Valid	18	26	52.0	52.0	74.0
	20	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

### X3 (GAYA KEPEMIMPINAN PERSUASIF)

#### Statistics

	X3.1	X3.2	X3.3	X3.4	TOTAL
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N	Valid	50	50	50	50	50
	Missing	0	0	0	0	0
Mean		4.26	4.66	4.20	4.34	17.46
Median		4.00	5.00	4.00	4.00	17.00
Variance		.196	.229	.163	.229	1.560
Range		1	1	1	1	4

**X3.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	37	74.0	74.0	74.0
	5	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

**X3.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	17	34.0	34.0	34.0
	5	33	66.0	66.0	100.0
	Total	50	100.0	100.0	

**X3.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	40	80.0	80.0	80.0

5	10	20.0	20.0	100.0
Total	50	100.0	100.0	

**X3.4**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	33	66.0	66.0	66.0
5	17	34.0	34.0	100.0
Total	50	100.0	100.0	

**TOTAL**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 16	13	26.0	26.0	26.0
17	18	36.0	36.0	62.0
18	4	8.0	8.0	70.0
19	13	26.0	26.0	96.0
20	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Y ( KINERJA KARYAWAN)

**Statistics**

		Y1	Y2	Y3	TOTAL
N	Valid	50	50	50	50
	Missing	0	0	0	0

Mean	4.66	4.38	4.36	13.40
Median	5.00	4.00	4.00	14.00
Variance	.229	.240	.317	.735
Range	1	1	2	3

### Y1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	17	34.0	34.0	34.0
5	33	66.0	66.0	100.0
Total	50	100.0	100.0	

### Y2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	31	62.0	62.0	62.0
5	19	38.0	38.0	100.0
Total	50	100.0	100.0	

### Y3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	2	4.0	4.0	4.0
4	28	56.0	56.0	60.0
5	20	40.0	40.0	100.0
Total	50	100.0	100.0	

**TOTAL**

	Frequency	Percent	Valid Percent	Cumulative Percent
12	9	18.0	18.0	18.0
13	15	30.0	30.0	48.0
Valid 14	23	46.0	46.0	94.0
15	3	6.0	6.0	100.0
Total	50	100.0	100.0	

## LAMPIRAN 2

## TABULASI

X1						X2				
4	5	3	5	17		5	5	5	5	20
5	4	4	4	17		5	4	5	4	18
5	4	4	4	17		4	4	4	4	16
4	4	4	4	16		5	4	5	4	18
5	4	3	4	16		5	4	5	4	18
4	4	4	4	16		5	4	5	4	18
3	4	5	4	16		5	4	5	4	18
5	4	5	4	18		5	4	5	4	18
5	4	4	4	17		5	4	5	4	18
5	5	5	4	19		5	5	5	5	20
5	4	5	4	18		5	4	5	4	18
5	5	5	4	19		5	5	5	5	20
5	4	5	4	18		5	4	5	4	18
5	4	5	4	18		5	4	5	4	18
5	4	5	4	18		5	4	5	4	18
5	4	5	4	18		5	4	5	4	18
3	3	4	4	14		5	4	5	4	18
4	4	4	4	16		5	4	5	4	18
4	4	4	4	16		5	4	5	4	18
4	3	3	4	14		4	4	4	4	16
4	3	3	4	14		4	4	4	4	16
3	3	3	3	12		4	4	4	4	16
4	5	5	4	18		4	4	4	4	16
4	4	5	5	18		4	4	4	4	16
4	4	4	5	17		4	4	4	4	16
5	5	5	5	20		4	4	4	4	16
3	3	3	3	12		4	4	4	4	16
4	5	5	4	18		4	4	4	4	16
3	4	5	4	16		4	4	4	4	16
4	5	4	5	18		4	5	4	5	18

4	3	4	3	14		4	5	4	5	18
4	5	4	3	16		4	5	4	5	18
4	3	4	3	14		4	5	4	5	18
4	4	4	4	16		4	5	4	5	18
4	5	4	3	16		4	5	4	5	18
4	3	3	4	14		5	5	5	5	20
4	4	4	3	15		5	5	5	5	20
4	4	4	4	16		5	5	5	5	20
5	3	3	4	15		5	5	5	5	20
5	3	3	3	14		5	5	5	5	20
3	4	4	4	15		5	5	5	5	20
4	3	3	3	13		5	5	5	5	20
3	4	3	3	13		5	5	5	5	20
3	5	4	5	17		5	5	5	5	20
4	3	3	5	15		5	5	5	5	20
3	4	4	4	15		5	4	5	4	18
5	4	4	4	17		5	4	5	4	18
3	3	4	4	14		5	4	5	4	18
5	4	4	4	17		5	4	5	4	18
4	3	4	4	15		5	4	5	4	18

X3						Y			
4	5	4	4	17		5	5	5	15
4	5	4	4	17		5	4	5	14
4	4	4	4	16		4	4	5	13
4	5	4	4	17		5	4	5	14
4	5	4	4	17		5	4	5	14
4	5	4	4	17		5	4	5	14
4	5	4	4	17		5	4	5	14
4	5	4	4	17		5	4	5	14
4	5	4	4	17		5	5	5	15
4	5	4	4	17		5	4	5	14
4	5	4	4	17		5	5	5	15





4	5	5	5	19		5	4	4	13
4	5	5	5	19		5	4	4	13
4	5	5	5	19		5	4	4	13

## LAMPIRAN 3

### VALIDITAS

X1 ( Insentif Kerja)

#### Correlations

		X1.1	X1.2	X1.3	X1.4	TOTAL
X1.1	Pearson Correlation	1	.184	.259	.116	.597**
	Sig. (2-tailed)		.202	.070	.424	.000
	N	50	50	50	50	50
X1.2	Pearson Correlation	.184	1	.531**	.339*	.759**
	Sig. (2-tailed)	.202		.000	.016	.000
	N	50	50	50	50	50
X1.3	Pearson Correlation	.259	.531**	1	.245	.767**
	Sig. (2-tailed)	.070	.000		.086	.000
	N	50	50	50	50	50
X1.4	Pearson Correlation	.116	.339*	.245	1	.582**
	Sig. (2-tailed)	.424	.016	.086		.000
	N	50	50	50	50	50
TOTAL	Pearson Correlation	.597**	.759**	.767**	.582**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	50	50	50	50	50

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

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

X2 ( Lingkungan Kerja )

**Correlations**

		X2.1	X2.2	X2.3	X2.4	TOTAL
X2.1	Pearson Correlation	1	.040	1.000**	.040	.713**
	Sig. (2-tailed)		.783	.000	.783	.000
	N	50	50	50	50	50
X2.2	Pearson Correlation	.040	1	.040	1.000**	.729**
	Sig. (2-tailed)	.783		.783	.000	.000
	N	50	50	50	50	50
X2.3	Pearson Correlation	1.000**	.040	1	.040	.713**
	Sig. (2-tailed)	.000	.783		.783	.000
	N	50	50	50	50	50
X2.4	Pearson Correlation	.040	1.000**	.040	1	.729**
	Sig. (2-tailed)	.783	.000	.783		.000
	N	50	50	50	50	50
TOTAL	Pearson Correlation	.713**	.729**	.713**	.729**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	50	50	50	50	50

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

X3 ( Gaya Kepemimpinan )

**Correlations**

		X3.1	X3.2	X3.3	X3.4	TOTAL
X3.1	Pearson Correlation	1	.040	-.068	.441**	.517**
	Sig. (2-tailed)		.780	.637	.001	.000
	N	50	50	50	50	50
X3.2	Pearson Correlation	.040	1	.359*	.337*	.643**
	Sig. (2-tailed)	.780		.010	.017	.000
	N	50	50	50	50	50
X3.3	Pearson Correlation	-.068	.359*	1	.697**	.704**
	Sig. (2-tailed)	.637	.010		.000	.000
	N	50	50	50	50	50
X3.4	Pearson Correlation	.441**	.337*	.697**	1	.894**
	Sig. (2-tailed)	.001	.017	.000		.000
	N	50	50	50	50	50
TOTAL	Pearson Correlation	.517**	.643**	.704**	.894**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	50	50	50	50	50

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

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

Y ( Kinerja Karyawan)

**Correlations**

		Y1	Y2	Y3	TOTAL
Y1	Pearson Correlation	1	.040	.312*	.786**
	Sig. (2-tailed)		.000	.000	.000
	N	50	50	50	50
Y2	Pearson Correlation	.657**	1	.671**	.844**
	Sig. (2-tailed)	.000		.000	.000
	N	50	50	50	50
Y3	Pearson Correlation	.312*	.432**	1	.584**
	Sig. (2-tailed)	.000	.000		.000
	N	50	50	50	50
TOTAL	Pearson Correlation	.786**	.844**	.584**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	50	50	50	50

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

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

## REABILITAS

X1 ( Insentif Kerja)

**Case Processing Summary**

		N	%
Cases	Valid	50	100.0
	Excluded <sup>a</sup>	0	.0
	Total	50	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
.767	.796	5

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	6.416	3.920	16.040	12.120	4.092	28.952	5

### Inter-Item Covariance Matrix

	X1.1	X1.2	X1.3	X1.4	TOTAL
X1.1	.531	.093	.137	.049	.811
X1.2	.093	.483	.269	.138	.983
X1.3	.137	.269	.529	.104	1.039
X1.4	.049	.138	.104	.343	.635
TOTAL	.811	.983	1.039	.635	3.468

X2 ( Lingkungan Kerja )

### Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded <sup>a</sup>	0	.0
	Total	50	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
.787	.836	5

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	7.232	4.380	18.080	13.700	4.128	36.794	5
Item Variances	.578	.229	1.953	1.724	8.528	.590	5

### Inter-Item Covariance Matrix



	X2.1	X2.2	X2.3	X2.4	TOTAL
X2.1	.229	.009	.229	.009	.477
X2.2	.009	.240	.009	.240	.500
X2.3	.229	.009	.229	.009	.477
X2.4	.009	.240	.009	.240	.500
TOTAL	.477	.500	.477	.500	1.953

X3 (Gaya Kepemimpinan)

#### Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded <sup>a</sup>	0	.0
	Total	50	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
.774	.808	5

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	6.984	4.200	17.460	13.260	4.157	34.327	5
Item Variances	.475	.163	1.560	1.396	9.553	.368	5

#### Inter-Item Covariance Matrix

	X3.1	X3.2	X3.3	X3.4	TOTAL
X3.1	.196	.009	-.012	.093	.286
X3.2	.009	.229	.069	.077	.384
X3.3	-.012	.069	.163	.135	.355
X3.4	.093	.077	.135	.229	.534
TOTAL	.286	.384	.355	.534	1.560

Y (Kinerja Karyawan)

#### Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded <sup>a</sup>	0	.0
	Total	50	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
.643	.593	4

#### Inter-Item Covariance Matrix

	Y1	Y2	Y3	TOTAL
Y1	.229	.009	.084	.322
Y2	.009	.240	-.119	.131
Y3	.084	-.119	.317	.282
TOTAL	.322	.131	.282	.735

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	6.700	4.360	13.400	9.040	3.073	19.970	4
Item Variances	.380	.229	.735	.506	3.209	.057	4

LAMPIRAN 5

ANALISIS REGRESI BERGANDA

**Descriptive Statistics**

	Mean	Std. Deviation	N
Y	13.4000	.85714	50
X1	16.0400	1.86219	50
X2	18.0800	1.39737	50
X3	17.4600	1.24884	50

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

Model	Variables Entered	Variables Removed	Method
1	X3, X1, X2 <sup>b</sup>	.	Enter

a. Dependent Variable: Y

b. All requested variables entered.

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.844 <sup>a</sup>	.713	.694	.47392	.713	38.095	3	46	.000	.497

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.668	3	8.556	38.095	.000 <sup>b</sup>
	Residual	10.332	46	.225		
	Total	36.000	49			

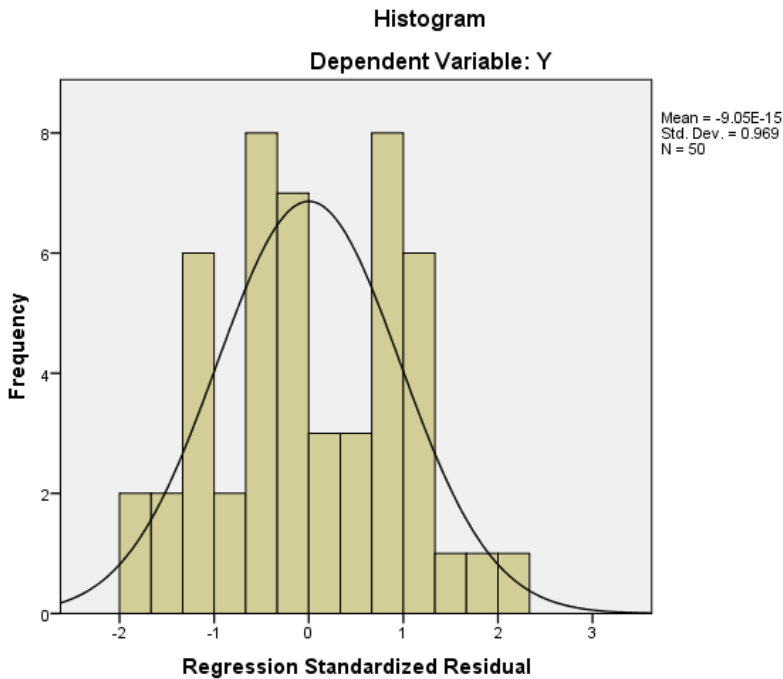
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	5.241	1.336		3.922	.000					
1 X1	.073	.040	.159	1.854	.070	.194	.264	.146	.845	1.183
1 X2	.671	.075	1.095	8.902	.000	.757	.795	.703	.413	2.424
1 X3	-.295	.089	-.430	3.326	.002	.339	-.440	-.263	.373	2.683

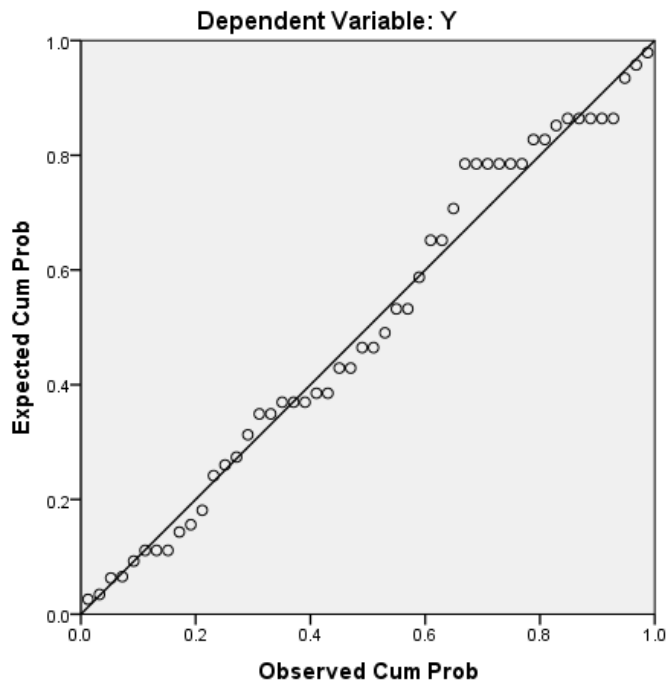
a. Dependent Variable: Y

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2



Normal P-P Plot of Regression Standardized Residual



Scatterplot

