



## **LAMPIRAN**

# Lampiran 1. Kartu Bimbingan Tesis

24 MAY 2022



**UNIVERSITAS 17 AGUSTUS 1945 (UNTAG) SURABAYA**  
**FAKULTAS EKONOMI DAN BISNIS**  
Kampus: Jl. Semolowaru 45 Surabaya 60118, Telp. (031) 8928289, E-mail: info@untag-sby.ac.id



**SEMESTER**  
Gasal / Genap  
2021 / 2022

**KARTU BIMBINGAN TESIS**

**Nama Mahasiswa / NBI :** ENGGAR APRI ANINDA

**Nama Pembimbing :** 1. Prof. Amiarwati Kurniamulyono, S.P., M.M.  
2. Dr. Riyadi Alayatsa, M.M.

**Judul TESIS :** Kepemimpinan Otentik Untuk Meningkatkan Kinerja Individu Melalui Kesesuaian Nilai dan Kreativitas Individu Karawang PT Bank Syariah Indonesia

**Mulai Program Tesis :** Semester IV, Thn. Ak. 2022. **Selesai Bimbingan Tanggal :** 25 JUNI 2022

No.	HARI / TANGGAL	KONSENTRASI		PARAF
		BAB / HAL	KETERANGAN REVISI	
1	Sabtu/19-3-2022			f p
2	Sabtu/2-4-2022			f p
3	Sabtu/23-4-2022			f p
4	Sabtu/21-5-2022			f p

No.	HARI / TANGGAL	KONSENTRASI		PARAF
		BAB / HAL	KETERANGAN REVISI	
5	Sabtu/18-6-2022			f p
6	Sabtu/25-6-2022			f p

Surabaya, 25 JUNI 2022

Pembimbing II.



(Dr. Riyadi Alayatsa, M.M.)

Pembimbing I.



(Prof. Amiarwati Kurniamulyono, S.P., M.M.)

## Lampiran 2. Surat Permohonan Penelitian



YAYASAN PERGURUAN 17 AGUSTUS 1945 SURABAYA  
UNIVERSITAS 17 AGUSTUS 1945 (UNTAG) SURABAYA  
**FAKULTAS EKONOMI DAN BISNIS**

PROGRAM STUDI MANAJEMEN (S1)  
PROGRAM STUDI AKUNTANSI (S1)  
PROGRAM STUDI EKONOMI PEMBANGUNAN (S1)  
PROGRAM STUDI MAGISTER MANAJEMEN (S2)  
PROGRAM STUDI DOKTOR ILMU EKONOMI (S3)

TERAKREDITASI  
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Kampus: Jl. Semolowaru 45 Surabaya 60118, Telp (031) 5931800 Ext 140, 141, E-mail: [feb@untag-sby.ac.id](mailto:feb@untag-sby.ac.id)

Nomor : 1652/K/FEB/V/2022

Lampiran : -

Perihal : **Permohonan Ijin Penelitian**

Kepada : Yth. Bapak/ Ibu Pimpinan PT Bank Syariah Indonesia  
Jl Raya Darmo No 17 Surabaya

Sehubungan dengan Penyusunan **Tesis** yang berjudul "KEPEMIMPINAN OTENTIK UNTUK MENINGKATKAN KINERJA INDIVIDU MELALUI KESESUAIAN NILAI DAN KREATIVITAS INDIVIDU KARYAWAN PT BANK SYARIAH INDONESIA" oleh mahasiswa Program Studi **Magister Manajemen** Fakultas Ekonomi Dan Bisnis Universitas 17 Agustus 1945 Surabaya, maka mahasiswa dibawah ini sangat memerlukan sumber data (referensi) guna melakukan Penelitian lapangan.

Berkenaan dengan hal tersebut diatas, maka kami mohon perkenan Bapak/Ibu untuk memberikan ijin & bantuan kepada mahasiswa di bawah ini :

Nama : **ENGGAR AFNI NINDIA**  
N. P. M : 1262000050  
Fakultas / Program Studi : Ekonomi dan Bisnis / Magister Manajemen  
Alamat : Ngagel Mulyo 15 No 14 Surabaya  
Telp./Hp. 081330504209

Guna melakukan penelitian pada :

**PT BANK SYARIAH INDONESIA**

Demikian permohonan kami, atas perhatian serta kerjasamanya kami sampaikan terima kasih.



Surabaya, 24 Mei 2022

Dr. Slamet Riyadi, MSi., Ak. CA  
NPP. 20220.93.0319

### **Lampiran 3. Kuisisioner Penelitian**

#### **KUESIONER PENELITIAN**

Assalamuallaikum wr.wb.

Yth. Bapak Ibu karyawan PT Bank Syariah Indonesia  
Di tempat

Dalam rangka menyelesaikan studi di Fakultas Ekonomi dan Bisnis Universitas 17 Agustus 1945 Surabaya, dengan lokasi penelitian di PT Bank Syariah Indonesia Kantor Cabang di Surabaya, saya memohon kesediaan Bapak/ Ibu untuk dapat membantu penelitian saya dengan mengisi kuisisioner terlampir.

Adapun judul penelitian saya adalah “Kepemimpinan Otentik untuk Meningkatkan Kinerja Karyawan melalui Kesesuaian Nilai dan Kreativitas Individu Karyawan PT Bank Syariah Indonesia”

Kuisisioner semata-mata untuk kepentingan ilmiah, dan jawaban Bapak/Ibu bersifat rahasia. Selanjutnya kami sampaikan banyak terima kasih atas bantuan dan kesediaan Bapak/ Ibu mengisi kuisisioner dimaksud.

Hormat saya,

Enggar Afni Nindia  
NIM: 1262000050

### **DATA RESPONDEN**

Berilah tanda centang (√) pada alternatif yang Bapak/Ibu pilih!

- Jenis Kelamin :  Pria  Wanita
- Umur Responden :  <30 tahun  30-40 tahun  
 41-50 tahun  >50 tahun
- Masa Kerja Jabatan :  <1 tahun  1-5 tahun  
 6-10 tahun  >10 tahun
- Jabatan :  Branch Operations and Service Manager  
 Customer Service  
 Teller  
 Back Office  
 Pawning Outlet Supervisor  
 Pawning Appraisal  
 Consumer Banking and  
Relationship Manager  
 Consumer Business Staff  
 Mikro Staff

### **PETUNJUK PENGISIAN**

Bapak/Ibu dimohon untuk memberi tanda centang ( ✓ ) di kotak jawaban yang menurut Bapak/Ibu paling sesuai.

Adapun alternatif jawaban sebagai berikut:

STS : Sangat Tidak Setuju

TS : Tidak Setuju

N : Netral

S : Setuju

SS : Sangat Setuju

No.	PERNYATAAN	PENILAIAN				
		STS	TS	N	S	SS
		1	2	3	4	5
	<b>Kepemimpinan Otentik</b>					
	<b>a. Pemahaman Diri</b>					
1.	Atasan memberikan tugas sesuai dengan kemampuan saya					
2.	Atasan mengevaluasi pekerjaan yang saya lakukan.					
3.	Atasan cepat dalam mengambil keputusan berkaitan dengan tugas yang diberikan					
	<b>b. Transparasi Hubungan</b>					
3.	Atasan bersedia mendengarkan pendapat dari bawahan					
4.	Atasan selalu melibatkan bawahan dalam membuat keputusan.					
	<b>c. Perspektif Moral</b>					
5.	Atasan memberikan arahan sebelum karyawan melaksanakan tugas					
6.	Atasan konsisten dalam bekerja					
	<b>d. Pengetahuan Seimbang</b>					
7.	Atasan memotivasi dengan memberi gagasan kepada saya dalam bekerja					
8.	Atasan selalu menjelaskan apabila ada tugas baru kepada saya					
9.	Atasan saya selalu melakukan pengarahan secara spesifik					

<b>Kesesuaian Nilai</b>						
<b>a. Tanggung jawab dan memberikan terbaik</b>						
1.	Saya berusaha menyelesaikan pekerjaan dengan penuh rasa tanggung jawab					
2.	Saya fokus dalam menyelesaikan tugas					
NO	PERNYATAAN	STS	TS	N	S	SS
		1	2	3	4	5
<b>b. Bekerjasama</b>						
3.	Setiap anggota tim memiliki andil terhadap keberhasilan tim					
4.	Kerja tim yang dibangun merupakan komitmen bersama					
<b>c. Profesional</b>						
5.	Saya mampu menetapkan target dalam pekerjaan saya					
6.	Saya memiliki ketrampilan yang sesuai dengan pekerjaan saya					
<b>Menjadi diri sendiri dan berpegang teguh pada kebenaran</b>						
1.	Saya yakin dengan kemampuan diri sendiri dalam menyelesaikan setiap pekerjaan					
2.	Saya menyelesaikan pekerjaan sesuai dengan Standar Operasional Prosedur (SOP)					
<b>Kreativitas Individu</b>						
<b>a. Mempelajari metode kerja</b>						
1.	Saya senang mempelajari metode kerja terbaru					
2.	Saya mau bertanya untuk mengetahui metode kerja baru					
<b>b. Seorang yang kreatif</b>						
3.	Saya mampu memberikan ide-ide yang dapat mempercepat pekerjaan					
4.	Saya senang menampilkan kreatifitas dalam proses kerja					
<b>c. Berani mengambil risiko</b>						
5.	Saya dapat mengatasi berbagai kesulitan dengan pemikiran saya dalam bekerja					

6.	Saya selalu berusaha menjadi lebih baik di dalam keterbatasan saya					
<b>Kinerja Individu</b>						
<b>a. Kualitas</b>						
1.	Saya dapat menyelesaikan tugas dengan optimal					
2.	Saya mampu mengerjakan pekerjaan dengan teliti					
<b>b. Kuantitas</b>						
3.	Saya mampu mencapai target yang telah ditentukan					
<b>NO</b>	<b>PERNYATAAN</b>	<b>STS</b>	<b>TS</b>	<b>N</b>	<b>S</b>	<b>SS</b>
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.	Tingkat pencapaian volume kerja saya sesuai dengan harapan perusahaan					
<b>c. Ketepatan waktu</b>						
5.	Saya dapat menyelesaikan pekerjaan dengan cepat					
6.	Saya dapat menyelesaikan pekerjaan tepat waktu					
<b>d. Efektivitas</b>						
7.	Saya mendahulukan pekerjaan yang merupakan prioritas kerja					
8.	Saya proaktif didalam mencari tata kerja baru untuk menghasilkan suatu pekerjaan yang praktis					
9.	Saya dapat mengerjakan pekerjaan dengan efektif					
<b>Kemandirian</b>						
10.	Saya mampu membuat keputusan dalam menyelesaikan permasalahan					
11.	Saya dapat mengatasi permasalahan yang muncul pada saat bekerja					
12.	Dalam menyelesaikan pekerjaan, saya berinisiatif tanpa menunggu perintah dari atasan					



#### Lampiran 4. Karakteristik Responden

##### TABULASI KARAKTERISTIK RESPONDEN

No.	Jenis Kelamin	Umur Responden	Masa Kerja	Jabatan
1	Wanita	30 - 40 th	1 - 5 th	Teller
2	Pria	< 30 th	1 - 5 th	Teller
3	Wanita	< 30 th	1 - 5 th	Customer Service
4	Pria	30 - 40 th	6 - 10 th	Back Office
5	Pria	41 - 50 th	> 10 th	Back Office
6	Wanita	< 30 th	1 - 5 th	Teller
7	Wanita	30 - 40 th	6 - 10 th	Customer Service
8	Pria	< 30 th	6 - 10 th	Teller
9	Wanita	30 - 40 th	6 - 10 th	Funding Transaction Staff
10	Wanita	30 - 40 th	> 10 th	Branch Operations and Service Manager
11	Wanita	30 - 40 th	6 - 10 th	Pawning Appraisal
12	Pria	< 30 th	6 - 10 th	Consumer Business Relationship Manager
13	Pria	< 30 th	1 - 5 th	Consumer Business Staff
14	Wanita	30 - 40 th	> 10 th	Funding Transaction Staff
15	Wanita	< 30 th	1 - 5 th	Funding Transaction Staff
16	Wanita	30 - 40 th	> 10 th	Back Office
17	Pria	30 - 40 th	6 - 10 th	Back Office
18	Wanita	30 - 40 th	> 10 th	Pawning Outlet Supervisor
19	Wanita	30 - 40 th	> 10 th	Funding Transaction Staff
20	Wanita	< 30 th	1 - 5 th	Teller
21	Wanita	41 - 50 th	> 10 th	Mikro staff
22	Wanita	< 30 th	6 - 10 th	Customer Service
23	Pria	30 - 40 th	1 - 5 th	Consumer Business Relationship Manager
24	Pria	30 - 40 th	6 - 10 th	Pawning Outlet Supervisor
25	Wanita	< 30 th	1 - 5 th	Pawning Appraisal
26	Pria	< 30 th	1 - 5 th	Pawning Appraisal

<b>No.</b>	<b>Jenis Kelamin</b>	<b>Umur Responden</b>	<b>Masa Kerja</b>	<b>Jabatan</b>
27	Wanita	30 - 40 th	6 - 10 th	Branch Operations and Service Manager
28	Pria	30 - 40 th	6 - 10 th	Back Office
29	Wanita	< 30 th	1 - 5 th	Teller
30	Pria	30 - 40 th	1 - 5 th	Back Office
31	Pria	< 30 th	6 - 10 th	Back Office
32	Pria	< 30 th	1 - 5 th	Teller
33	Wanita	30 - 40 th	> 10 th	Branch Operations and Service Manager
34	Pria	< 30 th	1 - 5 th	Pawning Appraisal
35	Pria	30 - 40 th	1 - 5 th	Branch Office Service and Manager
36	Pria	< 30 th	6 - 10 th	Consumer Business Staff
37	Pria	< 30 th	< 1 th	Teller
38	Pria	< 30 th	1 - 5 th	Customer Service
39	Wanita	< 30 th	1 - 5 th	Teller
40	Wanita	< 30 th	1 - 5 th	Back Office
41	Pria	< 30 th	1 - 5 th	Consumer Business Staff
42	Pria	< 30 th	1 - 5 th	Teller
43	Wanita	< 30 th	1 - 5 th	Mikro staff
44	Wanita	< 30 th	1 - 5 th	Mikro Staff
45	Pria	< 30 th	1 - 5 th	Teller
46	Pria	30 - 40 th	> 10 th	Back Office
47	Wanita	< 30 th	1 - 5 th	Customer Service
48	Pria	30 - 40 th	1 - 5 th	Consumer Business Relationship Manager
49	Pria	30 - 40 th	6 - 10 th	Pawning Outlet Supervisor
50	Wanita	30 - 40 th	1 - 5 th	Pawning Outlet Supervisor
51	Pria	< 30 th	1 - 5 th	Teller
52	Wanita	< 30 th	1 - 5 th	Customer Service
53	Pria	30 - 40 th	6 - 10 th	Back Office
54	Pria	41 - 50 th	> 10 th	Consumer Business Relationship Manager

<b>No.</b>	<b>Jenis Kelamin</b>	<b>Umur Responden</b>	<b>Masa Kerja</b>	<b>Jabatan</b>
55	Wanita	< 30 th	1 - 5 th	Teller
56	Wanita	30 - 40 th	6 - 10 th	Customer Service
57	Pria	< 30 th	6 - 10 th	Teller
58	Wanita	30 - 40 th	6 - 10 th	Funding Transaction Staff
59	Wanita	30 - 40 th	> 10 th	Branch Office Service and Manager
60	Wanita	30 - 40 th	6 - 10 th	Pawning Outlet Supervisor
61	Pria	< 30 th	6 - 10 th	Consumer Business Relationship Manager
62	Pria	< 30 th	1 - 5 th	Consumer Business Staff
63	Wanita	30 - 40 th	> 10 th	Funding Transaction Staff
64	Wanita	< 30 th	1 - 5 th	Funding Transaction Staff
65	Wanita	30 - 40 th	> 10 th	Back Office
66	Pria	30 - 40 th	6 - 10 th	Consumer Business Relationship Manager
67	Wanita	30 - 40 th	> 10 th	Pawning Outlet Supervisor
68	Wanita	30 - 40 th	> 10 th	Funding Transaction Staff
69	Wanita	< 30 th	1 - 5 th	Teller
70	Wanita	41 - 50 th	> 10 th	Mikro staff
71	Wanita	< 30 th	6 - 10 th	Customer Service
72	Pria	30 - 40 th	1 - 5 th	Consumer Business Relationship Manager
73	Pria	30 - 40 th	6 - 10 th	Pawning Outlet Supervisor
74	Wanita	< 30 th	1 - 5 th	Pawning Appraisal
75	Pria	< 30 th	1 - 5 th	Pawning Appraisal
76	Wanita	30 - 40 th	6 - 10 th	Customer Service
77	Pria	30 - 40 th	6 - 10 th	Consumer Business Relationship Manager
78	Wanita	< 30 th	1 - 5 th	Teller
79	Pria	30 - 40 th	1 - 5 th	Consumer Business Staff
80	Pria	< 30 th	6 - 10 th	Customer Service
81	Pria	< 30 th	1 - 5 th	Teller
82	Wanita	30 - 40 th	> 10 th	Branch Office Service and Manager

<b>No.</b>	<b>Jenis Kelamin</b>	<b>Umur Responden</b>	<b>Masa Kerja</b>	<b>Jabatan</b>
83	Pria	< 30 th	1 - 5 th	Pawning Appraisal
84	Pria	30 - 40 th	1 - 5 th	Branch Office Service and Manager
85	Pria	< 30 th	6 - 10 th	Consumer Business Staff
86	Pria	< 30 th	< 1 th	Consumer Business Staff
87	Pria	< 30 th	1 - 5 th	Branch Operations and Service Manager
88	Wanita	< 30 th	1 - 5 th	Consumer Business Staff
89	Wanita	< 30 th	1 - 5 th	Customer Service
90	Pria	< 30 th	1 - 5 th	Pawning Appraisal
91	Pria	< 30 th	1 - 5 th	Customer Service
92	Wanita	< 30 th	1 - 5 th	Mikro staff
93	Wanita	< 30 th	1 - 5 th	Consumer Business Staff
94	Pria	< 30 th	1 - 5 th	Pawning Appraisal
95	Pria	30 - 40 th	> 10 th	Consumer Business Relationship Manager
96	Wanita	< 30 th	1 - 5 th	Customer Service
97	Pria	30 - 40 th	1 - 5 th	Consumer Business Staff
98	Pria	30 - 40 th	6 - 10 th	Pawning Appraisal

Lampiran 5. Tabulasi Tanggapan Responden

No.	Kepemimpinan Otentik										Kesesuaian Nilai						Kreativitas Individu					Kinerja Individu														
	X.1			X.2			X.3		X.4		Z1.1		Z1.2		Z1.3		Z1.4		Z2.1		Z2.2		Z2.3	Y.1		Y.2		Y.3		Y.4			Y.5			
	X.1.	X.1.	X.1.	X.2.	X.2.	X.3.	X.3.	X.4.	X.4.	X.4.	Z1.1	Z1.1	Z1.2	Z1.2	Z1.3	Z1.3	Z1.4	Z1.4	Z2.1	Z2.1	Z2.2	Z2.2	Z2.3	Z2.3	Y.1.	Y.1.	Y.2.	Y.2.	Y.3.	Y.3.	Y.4.	Y.4.	Y.4.	Y.5.	Y.5.	Y.5.
1	3	3	3	2	3	3	3	3	3	3	3	4	5	5	3	5	2	2	3	2	3	4	2	3	3	3	2	3	3	2	3	2	3	2	3	2
2	4	3	3	2	4	3	2	4	2	2	3	3	4	4	4	3	4	4	4	3	3	3	4	4	3	3	3	3	3	3	4	3	4	3	3	3
3	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	4	5	5	4	5	4	5	4	5
4	5	4	4	5	5	4	4	4	4	4	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	3	4	4
5	4	4	4	5	4	4	4	4	4	4	5	5	4	5	4	4	4	5	5	5	4	5	4	5	4	5	5	4	5	4	5	4	5	5	5	5
6	2	4	3	4	3	4	2	4	4	4	5	5	5	5	4	4	5	5	4	4	4	4	4	4	4	4	4	4	4	4	3	4	3	4	3	4
7	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	2	3	3	3	3	4	3	3	3	3	3	3	3	4	3	3	3
8	4	5	3	5	2	5	5	5	5	5	5	4	5	5	5	4	5	4	5	5	4	4	4	4	4	5	4	5	5	4	5	4	4	5	5	5
9	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	5	5	5	5
10	4	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4	5	4	4	4	3	4	4	4	4	4	4	4	4	4	5	4	5	4	5	4
11	2	4	4	2	2	4	3	4	3	2	4	3	4	3	4	4	4	4	4	4	4	3	4	4	3	4	3	4	4	3	4	3	4	3	4	3
12	5	5	3	2	2	2	1	4	3	2	5	5	3	4	5	5	5	5	5	5	5	5	4	5	4	4	4	4	5	4	5	4	5	5	5	4
13	3	3	3	3	3	4	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4
14	4	4	2	2	2	4	2	3	4	2	4	2	4	4	4	4	4	4	3	3	3	3	3	3	3	4	3	4	4	4	3	4	3	4	3	4

No.	Kepemimpinan Otentik										Kesesuaian Nilai								Kreativitas Individu					Kinerja Individu														
	X.1			X.2			X.3		X.4				Z1.1		Z1.2		Z1.3		Z1.4		Z2.1		Z2.2		Z2.3	Y.1		Y.2		Y.3		Y.4			Y.5			
	X.1.	X.1.	X.1.	X.2.	X.2.	X.3.	X.3.	X.4.	X.4.	X.4.	Z1.1	Z1.1	Z1.2	Z1.2	Z1.3	Z1.3	Z1.4	Z1.4	Z2.1	Z2.1	Z2.2	Z2.2	Z2.3	Z2.3	Y.1.	Y.1.	Y.2.	Y.2.	Y.3.	Y.3.	Y.4.	Y.4.	Y.4.	Y.5.	Y.5.	Y.5.		
15	2	5	4	4	2	5	4	3	4	2	4	4	5	4	3	4	4	4	3	4	4	4	3	4	4	4	4	4	4	4	4	3	4	3	4	3		
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17	4	4	4	4	3	4	4	4	4	3	5	4	4	5	4	4	4	5	5	4	4	4	4	3	4	4	4	4	4	4	5	4	4	4	4	4		
18	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3	4	3	3	3	3	3		
19	4	4	4	3	4	5	4	4	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	3	4	4	4		
20	4	4	3	3	3	4	3	3	4	3	4	4	5	5	4	4	4	4	4	4	3	4	3	4	4	4	4	4	3	4	3	4	3	4	3	4		
21	3	4	2	2	2	4	4	3	4	4	5	5	5	5	5	5	5	5	4	4	5	5	4	5	4	4	4	4	4	4	5	4	5	4	4	4		
22	5	4	5	5	4	4	4	4	4	4	4	5	4	4	3	4	4	4	5	5	5	5	5	4	5	4	5	5	5	5	5	5	5	5	5	4	5	
23	4	4	4	4	3	4	4	4	4	3	4	4	3	4	4	3	3	4	5	5	4	5	4	4	3	3	3	3	4	3	4	3	4	3	4	3		
24	5	5	4	5	4	5	5	5	5	5	5	5	5	5	4	4	4	5	4	4	5	3	3	5	5	5	5	5	5	5	5	5	4	5	5	5	4	
25	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
26	4	4	4	4	3	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
27	5	5	4	4	4	4	4	4	4	5	5	5	4	5	5	5	5	5	5	5	5	5	5	4	4	4	4	4	4	4	5	4	5	4	4	4	4	
28	5	4	5	5	3	5	5	4	4	4	5	5	5	5	4	4	5	4	4	4	3	4	4	4	4	3	4	4	3	4	3	4	3	4	3	4	3	
29	4	4	4	2	4	4	4	4	4	3	4	4	5	4	3	4	4	4	4	4	3	4	4	4	4	4	4	4	4	5	5	4	5	4	4	4	4	
30	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	4	5	4	5	5
31	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	4	4	4	4	4	4	4	4	5	4	5	4	5	4	5	4	4	

No.	Kepemimpinan Otentik										Kesesuaian Nilai						Kreativitas Individu					Kinerja Individu																
	X.1			X.2			X.3		X.4				Z1.1		Z1.2		Z1.3		Z1.4		Z2.1		Z2.2		Z2.3	Y.1		Y.2		Y.3		Y.4			Y.5			
	X.1.	X.1.	X.1.	X.2.	X.2.	X.3.	X.3.	X.4.	X.4.	X.4.	Z1.1	Z1.1	Z1.2	Z1.2	Z1.3	Z1.3	Z1.4	Z1.4	Z2.1	Z2.1	Z2.2	Z2.2	Z2.3	Z2.3	Y.1.	Y.1.	Y.2.	Y.2.	Y.3.	Y.3.	Y.4.	Y.4.	Y.4.	Y.5.	Y.5.	Y.5.		
32	4	4	4	4	3	4	4	4	4	4	5	5	4	4	4	4	4	4	4	4	5	4	4	5	4	4	4	4	4	4	5	4	4	4	4	4		
33	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4		
34	5	4	5	4	4	5	4	4	4	4	5	4	4	4	5	4	5	4	3	3	3	3	3	3	4	4	4	4	4	4	4	5	4	4	4	4		
35	5	5	5	5	5	5	5	5	5	4	5	5	5	4	4	4	4	4	5	5	5	5	4	4	4	4	3	4	4	4	4	5	3	4	4	4	4	
36	4	5	4	4	4	4	4	4	4	4	4	4	5	4	4	4	3	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	4	4	
37	5	4	4	4	4	4	4	4	4	3	5	5	5	4	4	4	4	4	4	4	3	4	4	4	4	4	5	4	4	4	5	5	5	5	3	4	4	
38	5	4	4	5	5	5	4	5	5	5	4	5	5	4	5	4	4	5	3	3	4	4	4	5	4	4	5	4	4	4	4	4	4	3	5	3	3	
39	4	4	4	3	3	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	5	5	4	5	3	5	4	5	4	4	
40	4	4	4	4	5	5	4	4	5	5	5	4	5	5	5	5	5	5	5	5	5	5	3	4	3	4	5	4	4	3	4	3	4	3	4	3	3	
41	4	5	4	4	3	4	3	3	3	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4	4	5	4	5	4	5	4	5	4	4	4
42	4	4	4	2	2	3	2	3	4	2	5	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4
43	5	5	4	5	5	5	4	5	4	4	5	5	5	5	5	5	5	4	3	3	2	3	3	4	4	4	5	5	4	5	4	5	4	5	4	4	4	4
44	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	3	3	4	4	4	4	4	3	4	5	4	5	4	4	4	4	3	4	3	4	4	4	
45	5	5	4	4	5	5	5	5	5	5	4	4	4	4	4	4	4	4	5	5	5	5	5	5	4	5	4	4	4	4	4	4	4	4	4	3	4	4
46	4	4	4	4	3	4	5	4	4	2	5	4	5	4	4	4	4	4	4	5	4	5	4	5	5	4	4	4	4	4	4	4	4	5	4	4	4	
47	3	3	3	3	2	3	4	3	5	2	5	3	4	4	3	4	5	6	4	4	5	3	4	4	5	4	4	5	4	4	4	3	4	4	4	4	4	
48	4	4	4	4	2	4	4	4	3	5	4	5	4	4	4	3	5	4	4	3	4	4	5	3	3	4	4	4	4	4	4	4	4	5	4	4	4	

No.	Kepemimpinan Otentik										Kesesuaian Nilai						Kreativitas Individu					Kinerja Individu															
	X.1			X.2			X.3		X.4				Z1.1		Z1.2		Z1.3		Z1.4		Z2.1		Z2.2		Z2.3	Y.1		Y.2		Y.3		Y.4			Y.5		
	X.1.	X.1.	X.1.	X.2.	X.2.	X.3.	X.3.	X.4.	X.4.	X.4.	Z1.1	Z1.1	Z1.2	Z1.2	Z1.3	Z1.3	Z1.4	Z1.4	Z2.1	Z2.1	Z2.2	Z2.2	Z2.3	Z2.3	Y.1.	Y.1.	Y.2.	Y.2.	Y.3.	Y.3.	Y.4.	Y.4.	Y.4.	Y.5.	Y.5.	Y.5.	
49	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4	4	4	5	4	4	5	4	4	4	5	5	5	4	5	4	5	4	5	5	5	4	
50	3	3	3	2	3	3	3	3	3	3	3	3	3	3	5	2	2	3	2	3	4	2	3	4	4	4	3	4	4	4	3	3	4	4	4	4	
51	3	3	3	2	4	3	2	3	2	2	3	3	3	3	4	3	4	4	4	3	3	3	4	4	4	4	4	4	4	4	3	4	5	4	3		
52	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	4	
53	4	5	4	5	5	5	4	5	4	4	5	4	4	4	4	4	4	5	5	5	5	4	5	4	4	4	4	4	4	4	3	4	3	4	4		
54	4	4	4	5	4	4	4	4	4	4	5	4	4	4	4	4	5	5	5	4	5	4	5	4	4	4	3	4	4	5	4	4	4	4	3		
55	4	4	3	4	3	4	3	3	4	4	5	4	4	4	4	5	5	4	4	4	4	4	4	4	4	4	3	4	4	4	3	4	3	4	5		
56	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	4	4	3	4	3	4	3	3	3	3	3	4	3		
57	5	5	3	5	2	5	4	5	5	5	5	4	5	4	5	4	5	5	5	4	4	4	4	4	4	5	4	4	5	4	5	4	5	4	5	3	
58	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	3	3	2	3	3	2	3	3	
59	4	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4	5	4	4	4	3	4	4	4	4	4	4	4	4	4	4	5	4	5	4	4	
60	3	3	4	2	2	3	3	3	3	2	4	4	4	4	4	4	4	4	4	4	3	4	4	4	3	4	3	4	3	4	3	4	3	4	4	4	
61	3	2	3	2	2	3	3	3	3	2	5	5	5	5	5	5	5	3	3	4	3	4	3	3	4	3	4	3	4	3	4	3	4	3	4	4	
62	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	4	2	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	3	
63	3	2	2	2	2	3	3	2	4	2	4	3	4	4	4	4	4	4	4	4	4	4	4	4	3	4	3	4	4	3	4	3	4	3	4	3	
64	4	3	4	4	2	4	4	4	4	2	4	4	4	4	3	4	4	4	3	4	4	4	3	4	4	4	4	4	4	4	3	3	4	3	4	3	
65	4	3	3	4	4	4	3	3	4	3	4	3	3	3	3	3	3	3	4	3	3	2	4	4	4	4	4	4	4	3	3	3	4	3	4	3	



No.	Kepemimpinan Otentik										Kesesuaian Nilai								Kreativitas Individu					Kinerja Individu																
	X.1			X.2			X.3		X.4				Z1.1		Z1.2		Z1.3		Z1.4		Z2.1		Z2.2		Z2.3	Y.1		Y.2		Y.3		Y.4			Y.5					
	X.1.	X.1.	X.1.	X.2.	X.2.	X.3.	X.3.	X.4.	X.4.	X.4.	Z1.1	Z1.1	Z1.2	Z1.2	Z1.3	Z1.3	Z1.4	Z1.4	Z2.1	Z2.1	Z2.2	Z2.2	Z2.3	Z2.3	Y.1.	Y.1.	Y.2.	Y.2.	Y.3.	Y.3.	Y.4.	Y.4.	Y.4.	Y.5.	Y.5.	Y.5.				
66	4	4	4	4	3	4	4	4	4	3	5	4	4	4	4	4	4	5	5	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4			
67	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	3	4	4	3	4	3	3	4	3	4	4			
68	4	4	4	3	4	5	4	4	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	3	4	3	4	4			
69	4	3	3	3	3	4	3	4	4	3	4	4	4	4	4	4	4	4	4	4	3	4	3	4	4	4	4	4	3	5	3	4	3	4	3	4	3			
70	3	3	2	2	2	4	4	2	4	4	5	5	5	5	5	5	5	5	4	4	5	5	4	5	4	4	4	4	4	4	5	4	5	4	4	4	4			
71	5	4	5	5	4	4	4	4	4	4	4	4	3	4	3	3	4	4	4	5	4	4	3	4	3	4	3	4	4	3	4	3	4	3	4	3	4	3		
72	4	4	4	4	3	4	3	3	4	3	4	3	3	3	4	4	3	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3		
73	5	5	4	5	4	5	5	5	5	5	5	4	4	5	4	5	4	5	4	4	5	3	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
74	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	5	4	5	5	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	
75	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	
76	5	4	4	4	4	4	4	4	4	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	4	5	4	4	4	4	4	5	4	5	4	4	4	4	4	
77	5	4	5	5	3	4	5	4	4	4	5	4	5	5	5	5	4	5	5	4	5	5	5	5	4	4	4	5	5	4	5	4	5	4	5	4	5	4	4	
78	4	4	4	2	4	5	4	5	4	3	4	4	4	4	3	4	4	4	5	5	5	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	
79	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	4	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5
80	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5
81	4	4	4	4	3	4	4	4	4	4	5	4	4	5	4	4	4	4	4	4	5	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
82	4	4	4	4	3	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4

No.	Kepemimpinan Otentik										Kesesuaian Nilai						Kreativitas Individu					Kinerja Individu																		
	X.1			X.2			X.3		X.4				Z1.1		Z1.2		Z1.3		Z1.4		Z2.1		Z2.2		Z2.3	Y.1		Y.2		Y.3		Y.4			Y.5					
	X.1.	X.1.	X.1.	X.2.	X.2.	X.3.	X.3.	X.4.	X.4.	X.4.	Z1.1	Z1.1	Z1.2	Z1.2	Z1.3	Z1.3	Z1.4	Z1.4	Z2.1	Z2.1	Z2.2	Z2.2	Z2.3	Z2.3	Y.1.	Y.1.	Y.2.	Y.2.	Y.3.	Y.3.	Y.4.	Y.4.	Y.4.	Y.4.	Y.5.	Y.5.	Y.5.			
83	5	4	5	4	4	4	4	4	4	4	5	4	4	5	5	5	5	4	5	5	5	5	5	5	4	5	4	4	4	4	4	4	4	4	4	4	4	4		
84	5	5	5	5	5	5	5	5	5	4	5	4	4	5	4	4	4	4	5	5	5	5	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4		
85	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	3	4	4	5	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5		
86	4	4	4	4	4	4	3	4	4	3	5	4	4	5	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	5	4	5	4	4	4	4	4		
87	5	5	4	5	5	4	4	5	5	5	4	4	4	5	5	4	4	5	5	5	5	5	4	5	4	5	4	5	4	4	5	4	5	4	5	4	5	4		
88	4	3	4	3	3	3	4	3	4	4	5	5	5	4	5	5	5	5	4	4	3	3	5	3	4	4	4	4	4	4	4	4	3	4	3	4	3	4	3	
89	5	4	4	4	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	4	4	4	4	4	5	4	5	4	5	4	5	4	5	4		
90	4	3	4	4	3	2	3	3	3	3	5	5	5	5	5	5	5	5	4	3	3	3	3	4	4	4	4	4	5	4	4	3	4	3	4	3	4	3		
91	3	3	4	2	2	2	2	2	4	2	5	4	4	4	4	3	3	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	5	
92	5	5	4	5	5	5	4	5	4	4	5	4	4	4	5	5	5	5	5	5	5	5	5	5	4	4	4	5	4	4	5	4	5	4	5	4	5	4	4	
93	4	4	4	4	4	4	4	4	4	4	4	3	3	4	4	3	3	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	
94	5	5	4	4	5	4	5	4	5	5	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	
95	4	4	4	4	3	4	5	5	4	2	5	4	5	4	4	5	4	4	4	5	4	5	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
96	3	3	3	3	2	5	4	2	5	2	5	4	4	5	3	4	5	6	4	4	5	3	4	4	3	3	3	3	3	3	3	3	2	3	3	3	3	3		
97	4	3	4	4	4	3	4	4	3	5	4	4	4	4	4	3	5	4	4	3	4	4	5	3	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	
98	5	5	5	5	5	5	5	5	5	5	5	4	5	5	4	4	4	5	4	5	5	5	5	5	5	5	5	5	5	5	5	4	5	4	5	4	5	4	5	4

## Lampiran 6. Hasil Perhitungan Karakteristik Responden

### Jenis Kelamin

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Pria	50	51.0	51.0	51.0
Wanita	48	49.0	49.0	100.0
Total	98	100.0	100.0	

### Umur Responden

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid < 30 th	52	53.1	53.1	53.1
30 - 40 th	42	42.9	42.9	95.9
41 - 50 th	4	4.1	4.1	100.0
Total	98	100.0	100.0	

### Masa Kerja

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid < 1 th	2	2.0	2.0	2.0
> 10 th	18	18.4	18.4	20.4
1 - 5 th	50	51.0	51.0	71.4
6 - 10 th	28	28.6	28.6	100.0
Total	98	100.0	100.0	

### Jabatan

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Area Operations & Service Staff	4	4.1	4.1	4.1
Back Office	10	10.2	10.2	14.3
Branch Office Service and Manager	4	4.1	4.1	18.4
Consumer Business Relationship Manager	2	2.0	2.0	20.4
Consumer Business Staff	4	4.1	4.1	24.5
Customer service	4	4.1	4.1	28.6
Customer Service	7	7.1	7.1	35.7
Customer Service Representative	1	1.0	1.0	36.7
Funding Transaction Staff	8	8.2	8.2	44.9
Marketing	12	12.2	12.2	57.1
Mikro staff	4	4.1	4.1	61.2
operasional staff	2	2.0	2.0	63.3
Pawning Appraisal	8	8.2	8.2	71.4
Pawning Apraisal	2	2.0	2.0	73.5
Pawning Outlet Supervisor	2	2.0	2.0	75.5
Teller	18	18.4	18.4	93.9
Trade service	6	6.1	6.1	100.0
Total	98	100.0	100.0	

## Lampiran 7. Perhitungan Tanggapan Responden

### Kepemimpinan Otentik

**Statistics**

		X.1.1	X.1.2	X.1.3	X.2.1	X.2.2	X.3.1	X.3.2	X.4.1	X.4.2	X.4.3
N	Valid	98	98	98	98	98	98	98	98	98	98
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		4.10	4.02	3.88	3.82	3.57	4.07	3.84	3.92	4.04	3.69

#### X.1.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	3	3.1	3.1	3.1
	N	13	13.3	13.3	16.3
	S	53	54.1	54.1	70.4
	SS	29	29.6	29.6	100.0
	Total	98	100.0	100.0	

#### X.1.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	2	2.0	2.0	2.0
	N	17	17.3	17.3	19.4
	S	56	57.1	57.1	76.5
	SS	23	23.5	23.5	100.0
	Total	98	100.0	100.0	

#### X.1.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	4	4.1	4.1	4.1
	N	18	18.4	18.4	22.4
	S	62	63.3	63.3	85.7
	SS	14	14.3	14.3	100.0
	Total	98	100.0	100.0	

**X.2.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	16	16.3	16.3	16.3
	N	10	10.2	10.2	26.5
	S	48	49.0	49.0	75.5
	SS	24	24.5	24.5	100.0
	Total	98	100.0	100.0	

**X.2.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	17	17.3	17.3	17.3
	N	26	26.5	26.5	43.9
	S	37	37.8	37.8	81.6
	SS	18	18.4	18.4	100.0
	Total	98	100.0	100.0	

**X.3.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	3	3.1	3.1	3.1
	N	13	13.3	13.3	16.3
	S	56	57.1	57.1	73.5
	SS	26	26.5	26.5	100.0
	Total	98	100.0	100.0	

**X.3.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STS	1	1.0	1.0	1.0
	TS	6	6.1	6.1	7.1
	N	18	18.4	18.4	25.5
	S	56	57.1	57.1	82.7
	SS	17	17.3	17.3	100.0
	Total	98	100.0	100.0	

**X.4.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	4	4.1	4.1	4.1
	N	20	20.4	20.4	24.5
	S	54	55.1	55.1	79.6
	SS	20	20.4	20.4	100.0
	Total	98	100.0	100.0	

**X.4.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	2	2.0	2.0	2.0
	N	12	12.2	12.2	14.3
	S	64	65.3	65.3	79.6
	SS	20	20.4	20.4	100.0
	Total	98	100.0	100.0	

**X.4.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	16	16.3	16.3	16.3
	N	18	18.4	18.4	34.7
	S	44	44.9	44.9	79.6
	SS	20	20.4	20.4	100.0
	Total	98	100.0	100.0	

**Kesesuaian Nilai**

**Statistics**

		Z1.1.1	Z1.1.2	Z1.2.1	Z1.2.2	Z1.3.1	Z1.3.2	Z1.4.1	Z1.4.2
N	Valid	98	98	98	98	98	98	98	98
	Missing	0	0	0	0	0	0	0	0
Mean		4.51	4.19	4.26	4.28	4.16	4.15	4.16	4.33

**Z1.1.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	4	4.1	4.1	4.1
	S	40	40.8	40.8	44.9
	SS	54	55.1	55.1	100.0
	Total	98	100.0	100.0	

**Z1.1.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	1	1.0	1.0	1.0
	N	9	9.2	9.2	10.2
	S	58	59.2	59.2	69.4
	SS	30	30.6	30.6	100.0
	Total	98	100.0	100.0	

**Z1.2.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	9	9.2	9.2	9.2
	S	55	56.1	56.1	65.3
	SS	34	34.7	34.7	100.0
	Total	98	100.0	100.0	

**Z1.2.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	7	7.1	7.1	7.1
	S	57	58.2	58.2	65.3
	SS	34	34.7	34.7	100.0
	Total	98	100.0	100.0	

**Z1.3.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	12	12.2	12.2	12.2
	S	58	59.2	59.2	71.4
	SS	28	28.6	28.6	100.0
	Total	98	100.0	100.0	

**Z1.3.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	11	11.2	11.2	11.2
	S	61	62.2	62.2	73.5
	SS	26	26.5	26.5	100.0
	Total	98	100.0	100.0	

**Z1.4.1**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid TS	2	2.0	2.0	2.0
N	10	10.2	10.2	12.2
S	56	57.1	57.1	69.4
SS	30	30.6	30.6	100.0
Total	98	100.0	100.0	

**Z1.4.2**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid TS	2	2.0	2.0	2.0
N	2	2.0	2.0	4.1
S	58	59.2	59.2	63.3
SS	34	34.7	34.7	98.0
6	2	2.0	2.0	100.0
Total	98	100.0	100.0	

**Kreativitas Individu**

**Statistics**

	Z2.1.1	Z2.1.2	Z2.2.1	Z2.2.2	Z2.3.1	Z2.3.2
N Valid	98	98	98	98	98	98
Missing	0	0	0	0	0	0
Mean	4.22	4.17	4.20	4.10	3.96	4.16

**Z2.1.1**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid TS	1	1.0	1.0	1.0
N	11	11.2	11.2	12.2
S	51	52.0	52.0	64.3
SS	35	35.7	35.7	100.0
Total	98	100.0	100.0	



**Z2.1.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	3	3.1	3.1	3.1
	N	13	13.3	13.3	16.3
	S	46	46.9	46.9	63.3
	SS	36	36.7	36.7	100.0
	Total	98	100.0	100.0	

**Z2.2.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	18	18.4	18.4	18.4
	S	42	42.9	42.9	61.2
	SS	38	38.8	38.8	100.0
	Total	98	100.0	100.0	

**Z2.2.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	1	1.0	1.0	1.0
	N	22	22.4	22.4	23.5
	S	41	41.8	41.8	65.3
	SS	34	34.7	34.7	100.0
	Total	98	100.0	100.0	

**Z2.3.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	3	3.1	3.1	3.1
	N	20	20.4	20.4	23.5
	S	53	54.1	54.1	77.6
	SS	22	22.4	22.4	100.0
	Total	98	100.0	100.0	

**Z2.3.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	15	15.3	15.3	15.3
	S	52	53.1	53.1	68.4
	SS	31	31.6	31.6	100.0
	Total	98	100.0	100.0	

## Kinerja Individu

Statistics

		Y.1.1	Y.1.2	Y.2.1	Y.2.2	Y.3.1	Y.3.2
N	Valid	98	98	98	98	98	98
	Missing	0	0	0	0	0	0
Mean		4.00	4.06	3.98	4.07	4.15	3.87

Statistics

		Y.4.1	Y.4.2	Y.4.3	Y.5.1	Y.5.2	Y.5.3
N	Valid	98	98	98	98	98	98
	Missing	0	0	0	0	0	0
Mean		4.27	3.67	4.23	3.80	4.16	3.81

Y.1.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	16	16.3	16.3	16.3
	S	66	67.3	67.3	83.7
	SS	16	16.3	16.3	100.0
	Total	98	100.0	100.0	

Y.1.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	11	11.2	11.2	11.2
	S	70	71.4	71.4	82.7
	SS	17	17.3	17.3	100.0
	Total	98	100.0	100.0	

Y.2.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	1	1.0	1.0	1.0
	N	18	18.4	18.4	19.4
	S	61	62.2	62.2	81.6
	SS	18	18.4	18.4	100.0
	Total	98	100.0	100.0	

**Y.2.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	10	10.2	10.2	10.2
	S	71	72.4	72.4	82.7
	SS	17	17.3	17.3	100.0
	Total	98	100.0	100.0	

**Y.3.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	8	8.2	8.2	8.2
	S	67	68.4	68.4	76.5
	SS	23	23.5	23.5	100.0
	Total	98	100.0	100.0	

**Y.3.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	1	1.0	1.0	1.0
	N	21	21.4	21.4	22.4
	S	66	67.3	67.3	89.8
	SS	10	10.2	10.2	100.0
	Total	98	100.0	100.0	

**Y.4.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	1	1.0	1.0	1.0
	N	9	9.2	9.2	10.2
	S	51	52.0	52.0	62.2
	SS	37	37.8	37.8	100.0
	Total	98	100.0	100.0	

**Y.4.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	2	2.0	2.0	2.0
	N	36	36.7	36.7	38.8
	S	52	53.1	53.1	91.8
	SS	8	8.2	8.2	100.0
	Total	98	100.0	100.0	

**Y.4.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	6	6.1	6.1	6.1
	S	63	64.3	64.3	70.4
	SS	29	29.6	29.6	100.0
	Total	98	100.0	100.0	

**Y.5.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	2	2.0	2.0	2.0
	N	31	31.6	31.6	33.7
	S	50	51.0	51.0	84.7
	SS	15	15.3	15.3	100.0
	Total	98	100.0	100.0	

**Y.5.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	9	9.2	9.2	9.2
	S	64	65.3	65.3	74.5
	SS	25	25.5	25.5	100.0
	Total	98	100.0	100.0	

**Y.5.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TS	1	1.0	1.0	1.0
	N	28	28.6	28.6	29.6
	S	58	59.2	59.2	88.8
	SS	11	11.2	11.2	100.0
	Total	98	100.0	100.0	

## Lampiran 8. Validitas dan Reabilitas Instrumen

### Kepemimpinan Otentik Reliability

**Case Processing Summary**

		N	%
Cases	Valid	98	100.0
	Excluded <sup>a</sup>	0	.0
	Total	98	100.0

**Reliability Statistics**

Cronbach's Alpha	N of Items
.926	10

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

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X.1.1	34.85	32.873	.734	.918
X.1.2	34.93	33.284	.722	.919
X.1.3	35.07	33.902	.652	.922
X.2.1	35.13	29.972	.803	.914
X.2.2	35.38	31.165	.683	.922
X.3.1	34.88	33.201	.711	.919
X.3.2	35.11	32.080	.740	.917
X.4.1	35.03	32.277	.791	.915
X.4.2	34.91	34.311	.655	.922
X.4.3	35.26	30.625	.744	.918

**Kesesuaian Nilai**  
**Reliability**

**Case Processing Summary**

		N	%
Cases	Valid	98	100.0
	Excluded <sup>a</sup>	0	.0
	Total	98	100.0

**Reliability Statistics**

Cronbach's Alpha	N of Items
.905	6

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

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Z1.1.1	29.53	10.911	.704	.871
Z1.1.2	29.85	10.791	.655	.875
Z1.2.1	29.79	11.015	.624	.878
Z1.2.2	29.77	11.006	.662	.874
Z1.3.1	29.88	10.768	.683	.872
Z1.3.2	29.89	11.070	.630	.877
Z1.4.1	29.88	10.562	.654	.876
Z1.4.2	29.71	10.598	.683	.872

## Kreativitas Individu

### Reliability

**Case Processing Summary**

		N	%
Cases	Valid	98	100.0
	Excluded <sup>a</sup>	0	.0
	Total	98	100.0

**Reliability Statistics**

Cronbach's Alpha	N of Items
.888	8

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

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Z2.1.1	20.60	9.355	.770	.883
Z2.1.2	20.65	8.765	.801	.878
Z2.2.1	20.62	9.021	.791	.880
Z2.2.2	20.72	8.903	.757	.885
Z2.3.1	20.87	9.621	.618	.905
Z2.3.2	20.66	9.669	.701	.893

**Kinerja Individu**  
**Reliability**

**Case Processing Summary**

		N	%
Cases	Valid	98	100.0
	Excluded <sup>a</sup>	0	.0
	Total	98	100.0

**Reliability Statistics**

Cronbach's Alpha	N of Items
.935	12

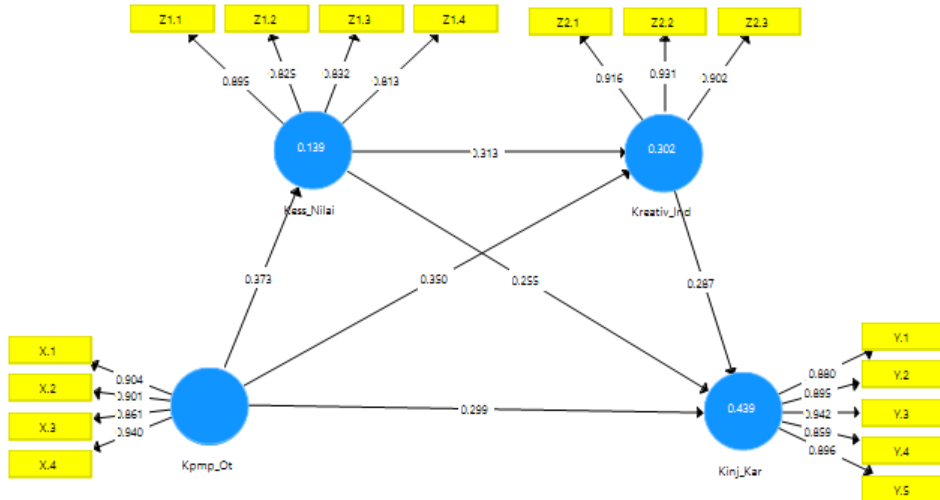
a. Listwise deletion based on all variables in the procedure.

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y.1.1	44.07	26.149	.677	.930
Y.1.2	44.01	26.340	.700	.930
Y.2.1	44.09	25.507	.700	.930
Y.2.2	44.00	26.309	.723	.929
Y.3.1	43.92	25.973	.756	.928
Y.3.2	44.20	25.133	.848	.924
Y.4.1	43.81	25.333	.698	.930
Y.4.2	44.40	25.644	.662	.931
Y.4.3	43.84	26.014	.735	.929
Y.5.1	44.28	24.717	.733	.929
Y.5.2	43.91	26.084	.697	.930
Y.5.3	44.27	25.743	.667	.931



### Lampiran 9. Hasil Perhitungan SMART-PLS



#### Outer Loadings

	Kess_Nilai	Kinj_Ind	Kpmp_Ot	Kreativ_Ind
X.1			<b>0.904</b>	
X.2			<b>0.901</b>	
X.3			<b>0.861</b>	
X.4			<b>0.940</b>	
Y.1		<b>0.880</b>		
Y.2		<b>0.895</b>		
Y.3		<b>0.942</b>		
Y.4		<b>0.859</b>		
Y.5		<b>0.896</b>		
Z1.1	<b>0.895</b>			
Z1.2	<b>0.825</b>			
Z1.3	<b>0.832</b>			
Z1.4	<b>0.813</b>			
Z2.1				<b>0.916</b>
Z2.2				<b>0.931</b>
Z2.3				<b>0.902</b>

## Quality Criteria

### R Square

	R Square	R Square Adjusted
Kess_Nilai	0.139	0.130
Kinj_Kar	0.439	0.421
Kreativ_Ind	0.302	0.287

### f Square

	Kess_Nilai	Kinj_Kar	Kpmp_Ot	Kreativ_Ind
Kess_Nilai		0.089		0.121
Kinj_Kar				
Kpmp_Ot	<b>0.161</b>	0.120		<b>0.151</b>
Kreativ_Ind		0.102		

### Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Kess_Nilai	<b>0.864</b>	<b>0.890</b>	<b>0.907</b>	<b>0.709</b>
Kinj_Kar	<b>0.937</b>	<b>0.939</b>	<b>0.953</b>	<b>0.801</b>
Kpmp_Ot	<b>0.924</b>	<b>0.937</b>	<b>0.946</b>	<b>0.814</b>
Kreativ_Ind	<b>0.904</b>	<b>0.906</b>	<b>0.940</b>	<b>0.840</b>

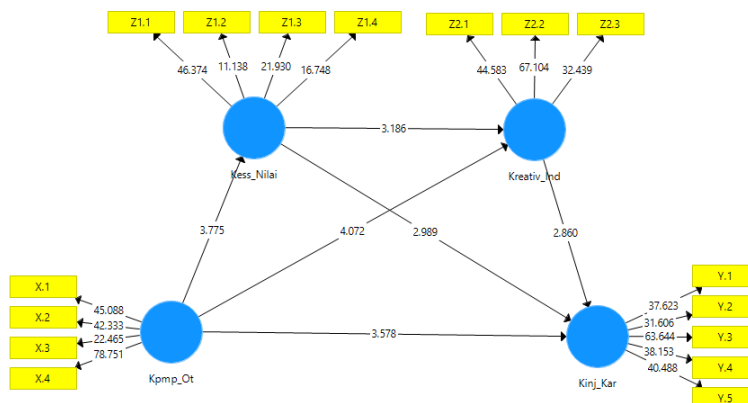
### Discriminant Validity

#### Fornell-Larcker Criterion

	Kess_Nilai	Kinj_Kar	Kpmp_Ot	Kreativ_Ind
Kess_Nilai	0.842			
Kinj_Kar	0.494	0.895		
Kpmp_Ot	0.373	0.528	0.902	
Kreativ_Ind	0.443	0.539	0.466	0.916

### Cross Loadings

	Kess_Nilai	Kinj_Ind	Kpmp_Ot	Kreativ_Ind
<b>X.1</b>	0.340	0.528	0.904	0.479
<b>X.2</b>	0.241	0.425	0.901	0.364
<b>X.3</b>	0.347	0.398	0.861	0.370
<b>X.4</b>	0.398	0.531	0.940	0.451
<b>Y.1</b>	0.380	0.880	0.515	0.477
<b>Y.2</b>	0.400	0.895	0.536	0.461
<b>Y.3</b>	0.501	0.942	0.462	0.486
<b>Y.4</b>	0.534	0.859	0.447	0.483
<b>Y.5</b>	0.383	0.896	0.398	0.506
<b>Z1.1</b>	0.895	0.509	0.425	0.448
<b>Z1.2</b>	0.825	0.367	0.296	0.324
<b>Z1.3</b>	0.832	0.391	0.265	0.341
<b>Z1.4</b>	0.813	0.367	0.229	0.359
<b>Z2.1</b>	0.411	0.499	0.486	0.916
<b>Z2.2</b>	0.374	0.464	0.443	0.931
<b>Z2.3</b>	0.432	0.519	0.350	0.902



### Path Coefficients

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<b>Kess_Nilai -&gt; Kinj_Ind</b>	0.255	0.271	0.085	2.989	<b>0.003</b>
<b>Kess_Nilai -&gt; Kreatif_Ind</b>	0.313	0.323	0.098	3.186	<b>0.002</b>
<b>Kpmp_Ot -&gt; Kess_Nilai</b>	0.373	0.380	0.099	3.775	<b>0.000</b>
<b>Kpmp_Ot -&gt; Kinj_Ind</b>	0.299	0.292	0.084	3.578	<b>0.000</b>
<b>Kpmp_Ot -&gt; Kreatif_Ind</b>	0.350	0.346	0.086	4.072	<b>0.000</b>
<b>Kreatif_Ind -&gt; Kinj_Ind</b>	0.287	0.283	0.100	2.860	<b>0.004</b>

Outer Loadings

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<b>X.1 &lt;- Kpmp_Ot</b>	0.904	0.906	0.020	45.088	<b>0.000</b>
<b>X.2 &lt;- Kpmp_Ot</b>	0.901	0.897	0.021	42.333	<b>0.000</b>
<b>X.3 &lt;- Kpmp_Ot</b>	0.861	0.858	0.038	22.465	<b>0.000</b>
<b>X.4 &lt;- Kpmp_Ot</b>	0.940	0.940	0.012	78.751	<b>0.000</b>
<b>Y.1 &lt;- Kinj_Ind</b>	0.880	0.877	0.023	37.623	<b>0.000</b>
<b>Y.2 &lt;- Kinj_Ind</b>	0.895	0.891	0.028	31.606	<b>0.000</b>
<b>Y.3 &lt;- Kinj_Ind</b>	0.942	0.940	0.015	63.644	<b>0.000</b>
<b>Y.4 &lt;- Kinj_Ind</b>	0.859	0.858	0.023	38.153	<b>0.000</b>
<b>Y.5 &lt;- Kinj_Ind</b>	0.896	0.895	0.022	40.488	<b>0.000</b>
<b>Z1.1 &lt;- Kess_Nilai</b>	0.895	0.895	0.019	46.374	<b>0.000</b>
<b>Z1.2 &lt;- Kess_Nilai</b>	0.825	0.817	0.074	11.138	<b>0.000</b>
<b>Z1.3 &lt;- Kess_Nilai</b>	0.832	0.835	0.038	21.930	<b>0.000</b>
<b>Z1.4 &lt;- Kess_Nilai</b>	0.813	0.817	0.049	16.748	<b>0.000</b>
<b>Z2.1 &lt;- Kreatif_Ind</b>	0.916	0.915	0.021	44.583	<b>0.000</b>
<b>Z2.2 &lt;- Kreatif_Ind</b>	0.931	0.933	0.014	67.104	<b>0.000</b>
<b>Z2.3 &lt;- Kreatif_Ind</b>	0.902	0.900	0.028	32.439	<b>0.000</b>

Total Indirect Effects

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
<b>Kess_Nilai -&gt; Kinj_Ind</b>	0.090	0.093	0.047	1.927	<b>0.054</b>
<b>Kess_Nilai -&gt; Kreatif_Ind</b>					
<b>Kpmp_Ot -&gt; Kess_Nilai</b>					
<b>Kpmp_Ot -&gt; Kinj_Kar</b>	0.229	0.237	0.051	4.520	<b>0.000</b>
<b>Kpmp_Ot -&gt; Kreatif_Ind</b>	0.117	0.124	0.053	2.206	<b>0.028</b>
<b>Kreatif_Ind -&gt; Kinj_Ind</b>					

Specific Indirect Effects

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
<b>Kpmp_Ot -&gt; Kess_Nilai -&gt; Kinj_Ind</b>	0.095	0.103	0.044	2.178	<b>0.030</b>
<b>Kess_Nilai -&gt; Kreatif_Ind -&gt; Kinj_Ind</b>	0.090	0.093	0.047	1.927	<b>0.054</b>
<b>Kpmp_Ot -&gt; Kess_Nilai -&gt; Kreatif_Ind -&gt; Kinj_Ind</b>	0.033	0.035	0.019	1.734	<b>0.084</b>
<b>Kpmp_Ot -&gt; Kreatif_Ind -&gt; Kinj_Ind</b>	0.100	0.099	0.045	2.238	<b>0.026</b>
<b>Kpmp_Ot -&gt; Kess_Nilai -&gt; Kreatif_Ind</b>	0.117	0.124	0.053	2.206	<b>0.028</b>