

### KUISIONER PENELITIAN

Penelitian ini mengenai learning organization pada perguruan tinggi. Tujuan penelitian ini untuk menguji konsep gaya kepemimpinan, iklim organisasi dan OCB apakah terdapat pengaruh terhadap *learning organization* yang ada di perguruan tinggi swasta. Penelitian ini juga dapat dijadikan referensi PTS untuk menumbuhkan *learning organization* pada organisasinya. Untuk itu, mohon bantuan Saudara untuk berpartisipasi mengisi kuisisioner ini, sepenuhnya saya menjamin kerahasiaan identitas Saudara. Atas partisipasi Saudara, saya mengucapkan terima kasih.

#### A. IDENTITAS RESPONDEN

Nama Perguruan Tinggi : \_\_\_\_\_

Wilayah Kopertis : a. Wilayah III b. Wilayah IV

1. Jenis Kelamin : a. Pria b. Wanita
2. Usia saat ini : a. 25 – 35 tahun c. 45 – 55 tahun  
b. 35 – 45 tahun d. > 55 tahun

3. Masa Kerja di PTS ini : (Pilih salah satu di bawah ini)
- a. 0 < 3 tahun c. 6 < 9 tahun  
b. 3 < 6 tahun d. > 9 tahun

4. Pendidikan Terakhir : (Pilih salah satu di bawah ini)
- a. S2  
b. S3

5. Jabatan saat ini : (Pilih salah satu di bawah ini )
- a. Dosen Tetap d. Jabatan setara Kaprodi  
b. Kepala Program Studi e. Jabatan setara Dekan  
c. Dekan f. Jabatan di atas Dekan

6. Jabatan Fungsional :
- a. Tenaga Pengajar c. Lektor e. Guru Besar  
b. Asisten Ahli d. Lektor Kepala

## B. PETUNJUK PENGISIAN

1. Silahkan tentukan pendapat setuju ataupun tidak setuju Anda terhadap pernyataan-pernyataan berikut.
2. Berilah tanda silang (X) terhadap jawaban yang Anda anggap paling tepat.

## C. PERTANYAAN PENELITIAN

No	Pernyataan	SS	S	TS	STS
1	Pihak manajemen PTS melibatkan dosen-dosen dalam menentukan visi dan misi PTS ini				
2	Pihak manajemen PTS membagikan teknik-teknik dalam pekerjaan untuk para dosen dalam meningkatkan kinerjanya				
3	Pihak manajemen PTS melakukan koordinasi saat para dosen melakukan penelitian				
4	Apabila dosen mengalami kendala dalam kegiatan belajar mengajar, pihak manajemen PTS memberikan solusi yang tepat				
5	Pihak manajemen PTS membuat kebijakan mendapatkan insentif saat dosen-dosen menyelesaikan kinerjanya sesuai target				
6	Para dosen sering diberi kesempatan untuk mengikuti pelatihan				
7	Pihak manajemen PTS menggali ide dari para dosen dalam rangka pengembangan perguruan tinggi				
8	Kebijakan baru yang ditetapkan oleh pimpinan merupakan tujuan dari pengembangan perguruan tinggi				
9	Saya senang mengajar pada PTS ini				
10	Pengurusan kenaikan pangkat dosen dalam PTS ini sangat mudah				
11	Saya mendapatkan teguran apabila mangkir dari tugas mengajar				
12	Kejelasan aturan dalam menjalankan jam kerja di PTS ini mendorong saya untuk selalu masuk kerja				

No	Pernyataan	SS	S	TS	STS
13	Saya memberikan laporan kinerja tiap semester				
14	Saya akan melaksanakan tugas sebagai dosen dengan menjalankan Tri Dharma Perguruan Tinggi				
15	Mahasiswa saya tertarik mendengar penjelasan saya saat mengajar				
16	Saya merasa dihormati dengan perilaku sopan santun dari mahasiswa ditujukan kepada saya				
17	Saya mengikuti forum dosen pada PTS ini				
18	Saya diberi kesempatan untuk mengemukakan ide-ide baru untuk meningkatkan kinerja				
19	Saya memang menginginkan menjadi dosen di PTS ini				
20	Saya sudah lama mengajar pada perguruan tinggi ini				
21	Saya sering bekerja sama dengan dosen lain dalam melakukan penelitian sehingga produktivitas meningkat				
22	Saya selalu dibantu oleh rekan kerja ketika mengalami kesulitan dalam penelitian				
23	Saya tidak merasa terbebani untuk melakukan pengabdian masyarakat sesuai dengan sks yang dibebankan				
24	Saya menyerahkan nilai tepat waktu				
25	Menurut saya kebijakan yang ditetapkan mengenai jadwal mengajar sudah diatur secara adil				
26	Menurut saya kebijakan promosi kenaikan pangkat di perguruan tinggi ini menguntungkan dosen				
27	Saya mengatasnamakan perguruan tinggi ini saat melakukan pengabdian masyarakat				

No	Pernyataan	SS	S	TS	STS
28	Saya bangga menjadi dosen perguruan tinggi ini				
29	Saya diberi kebebasan untuk menentukan metode pengajaran				
30	Modul yang saya buat menjadi bahan ajar dalam PTS ini				
31	Saya terlibat dalam pembentukan kurikulum baru untuk kemajuan PTS ini				
32	Saya mengikuti pelatihan-pelatihan untuk menambah pengetahuan mengajar saya				
33	Perguruan tinggi ini sering melakukan pertemuan dosen				
34	Sosialisasi yang jelas dilakukan oleh PTS ini				
35	Saya mengembangkan teknik mengajar saya supaya tidak bosan				
36	Dalam sebuah forum terjadi tanya jawab antar dosen				
37	Selalu ada pengetahuan baru usai mengikuti forum diskusi dosen				
38	Dalam melakukan Tri Dharma Perguruan Tinggi, dosen saling bekerjasama untuk mengatasi kendala yang ada				
39	Menurut saya, penting untuk mencari solusi sendiri dalam mengatasi kesulitan yang saya hadapi				
40	Penelitian yang saya lakukan menguntungkan jenjang karir saya sebagai dosen				

Lampiran 2  
Tabulasi Kuisisioner

R	Gaya Kepemimpinan Transformasional								Iklim Organisasi												Organizational Citizenship Behavior			
NO	T1	T2	T3	T4	T5	T6	T7	T8	I1	I2	I3	I4	I5	I6	I7	I8	I9	I10	I11	I12	O1	O2	O3	O4
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R	Gaya Kepemimpinan Transformasional								Iklim Organisasi												Organizational Citizenship Behavior							
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R	Gaya Kepemimpinan Transformatif								Iklim Organisasi											Organizational Citizenship Behavior							
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R	Gaya Kepemimpinan Transformatif								Iklim Organisasi											Organizational Citizenship Behavior							
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R	Gaya Kepemimpinan Transformatif								Iklim Organisasi											Organizational Citizenship Behavior								
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R	Gaya Kepemimpinan Transformatif								Iklim Organisasi											Organizational Citizenship Behavior							
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109	3	3	3	3	4	4	4	4	3	3	3	3	3	4	4	4	3	3	3	3	3	3	4	4			
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R	Gaya Kepemimpinan Transformasional								Iklim Organisasi											Organizational Citizenship Behavior					
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125	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
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R	Gaya Kepemimpinan Transformasional								Iklim Organisasi											Organizational Citizenship Behavior					
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142	2	2	2	2	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
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146	4	4	4	4	4	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
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R	Gaya Kepemimpinan Transformatif								Iklim Organisasi										Organizational Citizenship Behavior						
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R	Gaya Kepemimpinan Transformatif								Iklim Organisasi											Organizational Citizenship Behavior						
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200	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	

NO	Organizational Citizenship Behavior								Learning Organization							
	O5	O6	O7	O8	O9	O10	O11	O12	L1	L2	L3	L4	L5	L6	L7	L8
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9	3	2	4	4	4	4	3	4	4	3	4	4	4	4	3	4
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19	3	3	3	2	3	3	3	3	3	2	3	3	3	3	3	3
20	2	2	3	3	3	3	3	3	3	2	3	3	3	3	2	3

Organizational Citizenship Behavior									Learning Organization							
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22	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
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25	3	2	2	3	3	4	3	3	2	2	3	2	2	3	3	2
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39	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
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Organizational Citizenship Behavior									Learning Organization							
41	3	3	4	3	3	3	3	3	3	3	4	4	4	4	4	4
42	2	2	2	2	3	2	3	2	3	2	3	2	2	2	3	2
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46	4	4	4	4	2	2	3	4	3	4	3	3	3	3	3	3
47	3	3	2	3	4	4	1	3	3	4	4	4	3	2	4	1
48	3	3	3	3	3	3	2	3	3	2	3	3	3	3	3	3
49	3	4	4	3	3	3	3	4	3	3	3	3	3	3	3	4
50	2	2	4	3	4	3	2	3	3	2	4	2	2	3	4	4
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58	3	2	3	2	3	3	2	3	3	2	3	2	2	2	3	4
59	2	2	3	3	4	3	3	3	3	2	4	3	3	3	3	3
60	2	3	4	4	3	3	3	3	3	3	4	3	3	3	3	4

Organizational Citizenship Behavior									Learning Organization							
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62	4	4	4	4	3	3	3	4	3	3	3	4	4	4	3	4
63	3	3	3	3	3	3	3	3	3	2	3	3	2	3	3	3
64	2	2	2	2	1	2	1	1	2	2	2	2	1	2	2	2
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68	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
69	4	4	4	4	3	4	4	4	4	4	4	3	4	4	4	4
70	2	2	3	3	3	3	2	3	3	2	3	3	3	2	4	4
71	3	3	3	3	4	2	2	3	2	2	3	3	3	3	4	4
72	3	4	4	4	4	2	2	4	4	4	3	3	3	3	3	4
73	2	4	3	3	3	3	3	3	2	2	3	2	3	3	3	4
74	3	3	3	4	4	4	4	3	3	3	3	2	3	3	3	3
75	3	3	3	4	4	4	4	3	3	3	3	3	3	3	3	4
76	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4
77	3	3	4	4	4	3	4	4	3	3	3	3	3	3	3	3
78	4	4	4	4	4	4	4	4	4	4	4	4	3	4	3	4
79	4	2	4	4	4	4	1	4	3	3	4	2	2	2	3	3
80	3	3	3	3	4	3	4	3	3	3	4	3	3	3	3	4

Organizational Citizenship Behavior									Learning Organization							
81	3	2	3	2	3	3	3	2	2	3	3	3	3	3	3	3
82	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3
83	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
84	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
85	3	4	4	3	3	3	3	3	3	3	4	3	3	3	3	3
86	2	2	2	3	2	2	2	3	3	2	3	3	3	3	3	3
87	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
88	3	3	3	3	3	3	3	3	3	2	3	2	3	3	3	3
89	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4
90	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
91	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
92	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
93	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
94	3	3	4	3	3	4	4	4	4	4	3	3	4	4	3	4
95	4	3	3	4	4	4	3	3	4	4	4	3	3	3	4	4
96	3	3	3	3	3	3	4	4	3	3	4	4	4	3	4	4
97	4	4	4	3	3	3	3	3	4	4	3	3	3	3	4	4
98	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4
99	3	3	3	4	4	3	3	3	3	3	3	4	4	4	4	4
100	3	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4

Organizational Citizenship Behavior									Learning Organization							
101	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4
102	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4
103	3	3	3	3	4	4	3	3	2	2	3	3	3	4	4	4
104	3	4	4	4	4	4	3	3	3	3	4	4	4	4	4	4
105	3	4	4	3	4	3	3	3	3	3	4	4	4	4	4	4
106	3	4	4	4	4	4	4	4	3	3	4	3	3	4	4	4
107	3	3	3	3	3	3	3	3	3	3	3	3	3	4	4	4
108	4	4	4	4	4	4	4	3	4	4	4	4	4	3	3	4
109	4	4	4	3	3	3	3	3	3	3	4	4	4	4	4	4
110	3	3	4	4	4	4	4	3	3	3	3	4	3	3	4	4
111	3	3	3	3	3	3	3	4	4	4	4	4	4	4	3	4
112	3	3	3	3	4	4	3	3	4	4	3	3	3	4	4	4
113	4	4	3	3	3	4	3	3	3	4	4	4	4	3	4	4
114	2	2	3	3	3	3	3	3	3	3	4	4	3	4	3	4
115	3	3	3	3	2	2	2	3	2	2	3	3	3	3	2	3
116	3	3	2	2	3	3	3	2	3	3	3	3	3	3	3	3
117	3	3	3	2	2	3	2	2	3	3	3	3	2	2	3	3
118	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
119	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
120	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Organizational Citizenship Behavior									Learning Organization							
121	3	3	2	2	3	3	3	3	3	3	2	2	2	2	2	3
122	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
123	3	3	3	3	2	2	2	2	2	2	2	2	2	2	3	3
124	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
125	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
126	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
127	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
128	2	3	3	3	3	3	3	3	3	2	3	3	3	3	3	2
129	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
130	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3	3
131	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3
132	4	3	4	4	4	2	4	3	4	3	4	3	3	3	4	4
133	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3
134	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
135	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4
136	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
137	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4
138	4	4	4	4	4	4	4	4	3	3	3	3	3	4	3	4
139	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
140	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4

Organizational Citizenship Behavior									Learning Organization							
141	3	3	3	4	4	4	4	3	3	3	3	3	3	4	4	4
142	4	4	4	4	4	4	4	4	3	3	3	3	3	4	4	4
143	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
144	4	4	4	4	4	4	4	3	4	3	4	4	4	4	4	4
145	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
146	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
147	3	4	4	4	4	4	4	4	3	3	3	3	3	3	3	4
148	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
149	2	2	3	3	2	2	2	2	2	2	2	2	2	2	2	2
150	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
151	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4
152	4	3	3	3	3	3	3	3	3	3	3	3	3	4	3	4
153	3	4	4	4	4	4	4	4	3	3	3	3	3	4	3	4
154	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
155	3	4	4	3	2	2	3	3	4	2	3	3	3	4	3	4
156	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4
157	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
158	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4
159	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
160	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4

Organizational Citizenship Behavior									Learning Organization							
161	3	4	4	4	4	4	4	4	3	3	3	3	3	3	3	3
162	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
163	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
164	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
165	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
166	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
167	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
168	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
169	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
170	4	3	4	4	4	4	3	3	3	3	4	4	4	4	4	4
171	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3	4
172	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3	4
173	3	3	3	3	3	3	3	3	4	3	3	3	3	4	4	4
174	3	4	4	3	3	3	3	4	3	3	3	3	3	3	3	3
175	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
176	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
177	4	4	3	3	3	3	4	4	4	4	4	4	4	4	3	4
178	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
179	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3	4
180	4	4	4	4	2	2	3	3	3	3	3	3	3	4	3	4

Organizational Citizenship Behavior									Learning Organization							
181	3	4	4	4	3	3	3	3	3	3	3	3	3	4	3	4
182	3	4	3	3	3	3	3	3	3	3	3	3	3	4	3	4
183	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4
184	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
185	3	4	4	4	4	4	4	4	4	3	3	3	3	4	3	4
186	4	4	4	4	3	3	3	3	4	3	3	3	3	3	3	3
187	4	4	4	4	4	4	3	3	4	3	3	3	3	4	4	4
188	4	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3
189	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
190	3	4	4	3	3	3	3	3	3	3	3	3	3	3	3	4
191	3	3	4	4	4	4	4	4	4	3	3	3	3	3	3	4
192	3	3	4	4	4	3	3	3	3	3	3	3	3	3	3	3
193	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
194	3	4	3	3	3	3	3	3	3	3	3	3	3	3	4	4
195	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
196	4	3	3	3	3	3	3	3	3	3	3	3	3	4	4	4
197	3	3	4	3	3	3	3	3	3	3	3	3	3	4	4	4
198	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
199	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
200	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3



## Lampiran 3

## Uji Validitas

## Uji Validitas Gaya Kepemimpinan Transformasional

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.852
Bartlett's Test of Sphericity	Approx. Chi-Square
	810.424
	df
	28
	Sig.
	.000

**Anti-image Matrices**

		T1	T2	T3	T4	T5	T6	T7	T8
Anti-image Covariance	T1	.459	-.179	-.026	-.087	.004	.101	-.147	-.051
	T2	-.179	.420	-.182	-.074	.068	-.078	.009	-.006
	T3	-.026	-.182	.475	-.060	-.147	.018	.018	.018
	T4	-.087	-.074	-.060	.490	-.120	.013	-.036	-.047
	T5	.004	.068	-.147	-.120	.408	-.141	-.037	-.082
	T6	.101	-.078	.018	.013	-.141	.425	-.164	-.124
	T7	-.147	.009	.018	-.036	-.037	-.164	.442	-.077
	T8	-.051	-.006	.018	-.047	-.082	-.124	-.077	.531
Anti-image Correlation	T1	.814 <sup>a</sup>	-.408	-.055	-.184	.009	.229	-.326	-.103
	T2	-.408	.809 <sup>a</sup>	-.408	-.162	.164	-.184	.022	-.013
	T3	-.055	-.408	.849 <sup>a</sup>	-.125	-.334	.039	.040	.035
	T4	-.184	-.162	-.125	.921 <sup>a</sup>	-.268	.029	-.078	-.092
	T5	.009	.164	-.334	-.268	.844 <sup>a</sup>	-.339	-.088	-.177
	T6	.229	-.184	.039	.029	-.339	.806 <sup>a</sup>	-.377	-.261
	T7	-.326	.022	.040	-.078	-.088	-.377	.869 <sup>a</sup>	-.159
	T8	-.103	-.013	.035	-.092	-.177	-.261	-.159	.920 <sup>a</sup>

a. Measures of Sampling Adequacy(MSA)

## Uji Validitas Iklim Organisasi

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.899
Bartlett's Test of Sphericity	Approx. Chi-Square
	1562.786
	df
	66
	Sig.
	.000

**Anti-image Matrices**

	I1	I2	I3	I4	I5	I6	I7	I8	I9	I10	I11	I12
Anti-image I1	.341	-	-	-	.031	-	-	.017	-	.013	-	.061
Covariance I2	.093	.398	-	-	-	-	.021	-	.032	-	.040	-
I3	.093	.398	.087	.047	.054	.031	.021	.023	.032	.102	.040	.095
I4	.087	.087	.441	.089	.096	.019	.052	.006	.064	.027	.034	.093
I5	.081	.047	.089	.415	.099	.012	.002	.011	.053	.014	.057	.055
I6	.031	.054	.096	.099	.556	.118	.012	.016	.028	.034	.014	.075
I7	.056	.031	.019	.012	.118	.419	.099	.056	.027	.058	.008	.017
I8	.005	.021	.052	.002	.012	.099	.251	.149	.003	.068	.046	.034
I9	.017	.023	.006	.011	.016	.056	.149	.278	.080	.030	.032	.031
I10	.053	.032	.064	.053	.028	.027	.003	.080	.302	.117	.026	.075
I11	.013	.102	.027	.014	.034	.058	.068	.030	.117	.301	.144	.051
I12	.102	.040	.034	.057	.014	.008	.046	.032	.026	.144	.371	.118
I13	.061	.095	.093	.055	.075	.017	.034	.031	.075	.051	.118	.692



## Anti-image Matrices

		O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12
Anti-image Covariance	O1	.345	-	-	-	-	-	.004	-	-	-.023	-	.087
	O2	.188	.377	-	-	-	.053	-.055	.030	-	.030	-	-
	O3	.188	.377	.045	.040	.070	-	-	.020	-	.020	.006	.018
	O4	.110	.045	.385	-	-	-	-.024	-	.009	.051	-	-
	O5	.110	.045	.385	.023	.037	.020	-.024	.030	.009	.051	.075	.073
	O6	.019	.040	.023	.452	-	.026	-.056	.040	.020	-.042	.015	-
	O7	.019	.040	.023	.452	.112	-	-.056	.040	.020	-.042	.015	.012
	O8	.002	.070	.037	.112	-	-	.013	.004	.024	-.063	-	-
	O9	.002	.070	.037	.112	.413	-	.013	.004	.024	-.063	.031	.006
	O10	.046	.053	.020	.026	.119	.384	-.088	-	.033	.008	-	-
	O11	.046	.053	.020	.026	.119	.384	-.088	.058	.033	.008	.047	.071
	O12	.004	.055	.024	.056	.013	.088	.321	-	-	3.825	-	-
Anti-image Correlation	O1	.023	.030	.051	.042	.063	.008	E-5	.023	.178	.343	.096	.021
	O2	.023	.030	.051	.042	.063	.008	E-5	.023	.178	.343	.096	.021
	O3	.008	.020	.009	.020	.024	.033	-.013	.053	.337	-.178	.046	.062
	O4	.008	.020	.009	.020	.024	.033	-.013	.053	.337	-.178	.046	.062
	O5	.008	.020	.009	.020	.024	.033	-.013	.053	.337	-.178	.046	.062
	O6	.008	.020	.009	.020	.024	.033	-.013	.053	.337	-.178	.046	.062
	O7	.008	.020	.009	.020	.024	.033	-.013	.053	.337	-.178	.046	.062
	O8	.008	.020	.009	.020	.024	.033	-.013	.053	.337	-.178	.046	.062
	O9	.008	.020	.009	.020	.024	.033	-.013	.053	.337	-.178	.046	.062
	O10	.008	.020	.009	.020	.024	.033	-.013	.053	.337	-.178	.046	.062
	O11	.008	.020	.009	.020	.024	.033	-.013	.053	.337	-.178	.046	.062
	O12	.008	.020	.009	.020	.024	.033	-.013	.053	.337	-.178	.046	.062
Anti-image Correlation	O1	.867	-	-	-	-	-	.011	-	-	-.066	.020	.242
	O2	.522	.877	-	-	-	.140	-.158	.090	-	.084	.015	.047
	O3	.522	.877	.119	.098	.178	.140	-.158	.090	.057	.084	.015	.047
	O4	.301	.119	.940	-	-	-	-.069	-	.024	.141	-	-
	O5	.301	.119	.940	.056	.093	.052	-.069	.089	.024	.141	.168	.193
	O6	.049	.098	.056	.961	-	.061	-.147	-	-	-.108	.032	-
	O7	.049	.098	.056	.961	.260	.061	-.147	.109	.052	-.108	.032	.028
Anti-image Correlation	O1	.006	.178	.093	.260	.935	-	.035	.013	.064	-.168	-	-
	O2	.006	.178	.093	.260	.935	-	.035	.013	.064	-.168	.067	.015
	O3	.006	.178	.093	.260	.935	-	.035	.013	.064	-.168	.067	.015
	O4	.006	.178	.093	.260	.935	-	.035	.013	.064	-.168	.067	.015
	O5	.006	.178	.093	.260	.935	-	.035	.013	.064	-.168	.067	.015
	O6	.006	.178	.093	.260	.935	-	.035	.013	.064	-.168	.067	.015
	O7	.006	.178	.093	.260	.935	-	.035	.013	.064	-.168	.067	.015
Anti-image Correlation	O1	.127	.140	.052	.061	.300	.924	-	-	.091	.023	-	-
	O2	.127	.140	.052	.061	.300	.924	-	-	.091	.023	.106	.186
	O3	.127	.140	.052	.061	.300	.924	-	-	.091	.023	.106	.186
	O4	.127	.140	.052	.061	.300	.924	-	-	.091	.023	.106	.186
	O5	.127	.140	.052	.061	.300	.924	-	-	.091	.023	.106	.186
	O6	.127	.140	.052	.061	.300	.924	-	-	.091	.023	.106	.186
	O7	.127	.140	.052	.061	.300	.924	-	-	.091	.023	.106	.186

O7	.011	-	-	-	.035	-	.942 <sup>a</sup>	-	-	.000	-	-
		.158	.069	.147	.251			.343	.038		.002	.100
O8	-	.090	-	-	.013	-	-.343	.937 <sup>a</sup>	-	-.073	.064	-
	.100		.089	.109	.172				.167			.224
O9	-	-	.024	-	.064	.091	-.038	-	.899 <sup>a</sup>	-.522	-	-
	.023	.057		.052				.167			.111	.175
O10	-	.084	.141	-	-	.023	.000	-	-	.885 <sup>a</sup>	-	-
	.066		.108	.168				.073	.522		.226	.060
O11	-	-	-	.032	-	-	-.002	.064	-	-.226	.957 <sup>a</sup>	-
	.020	.015	.168		.067	.106			.111			.119
O12	-	-	-	-	-	-	-	-	-	-	-	.934 <sup>a</sup>
	.242	.047	.193	.028	.015	.186	-.100	.224	.175	-.060	.119	

a. Measures of Sampling Adequacy(MSA)

#### Uji Validitas *Learning Organizational*

##### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.898
Bartlett's Test of Sphericity	Approx. Chi-Square
	1024.736
	df
	28
	Sig.
	.000

##### Anti-image Matrices

		L1	L2	L3	L4	L5	L6	L7	L8
Anti-image	L1	.370	-.192	-.038	-.057	.017	-.038	-.022	-.039
Covariance	L2	-.192	.374	.007	-.046	-.078	.023	.025	-.008
	L3	-.038	.007	.461	-.081	-.067	-.008	-.110	-.035
	L4	-.057	-.046	-.081	.298	-.119	-.035	-.032	.020
	L5	.017	-.078	-.067	-.119	.277	-.103	.014	-.021
	L6	-.038	.023	-.008	-.035	-.103	.382	-.048	-.144
	L7	-.022	.025	-.110	-.032	.014	-.048	.569	-.166
	L8	-.039	-.008	-.035	.020	-.021	-.144	-.166	.470
Anti-image	L1	.881 <sup>a</sup>	-.516	-.091	-.171	.052	-.101	-.047	-.094

Correlation	L2	-.516	.865 <sup>a</sup>	.018	-.139	-.243	.061	.053	-.019
	L3	-.091	.018	.941 <sup>a</sup>	-.219	-.189	-.018	-.215	-.076
	L4	-.171	-.139	-.219	.909 <sup>a</sup>	-.413	-.103	-.078	.052
	L5	.052	-.243	-.189	-.413	.886 <sup>a</sup>	-.317	.035	-.058
	L6	-.101	.061	-.018	-.103	-.317	.909 <sup>a</sup>	-.102	-.340
	L7	-.047	.053	-.215	-.078	.035	-.102	.906 <sup>a</sup>	-.322
	L8	-.094	-.019	-.076	.052	-.058	-.340	-.322	.896 <sup>a</sup>

a. Measures of Sampling Adequacy(MSA)

## Uji Reliabilitas Gaya Kepemimpinan Trasformasional

**Reliability Statistics**

Cronbach's Alpha	N of Items
.886	8

## Uji Reliabilitas Iklim Organisasi

**Reliability Statistics**

Cronbach's Alpha	N of Items
.922	12

Uji Reliabilitas *Organizational Citizenship Behavior***Reliability Statistics**

Cronbach's Alpha	N of Items
.933	12

Uji Reliabilitas *Learning Organizational***Reliability Statistics**

Cronbach's Alpha	N of Items
.914	8

## Lampiran 5

## Uji One Way ANOVA

Uji ANOVA berdasarkan Wilayah Kopertis

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Gaya Kepemimpinan Transformasional	Wilayah III	108	-.1743	1.08568	.10447	-.3814	.0328	-4.09	1.92
	Wilayah IV	92	.2046	.84998	.08862	.0286	.3807	-2.09	1.92
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.09	1.92
Iklim Organisasi	Wilayah III	108	-.1520	1.04644	.10069	-.3517	.0476	-4.45	1.52
	Wilayah IV	92	.1785	.91630	.09553	-.0113	.3682	-2.24	1.52
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.45	1.52
OCB	Wilayah III	108	-.0595	1.08123	.10404	-.2657	.1468	-4.55	1.53
	Wilayah IV	92	.0698	.89615	.09343	-.1158	.2554	-2.52	1.53
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.55	1.53
Learning Organization	Wilayah III	108	-.1334	1.03223	.09933	-.3303	.0635	-4.45	1.50
	Wilayah IV	92	.1566	.94238	.09825	-.0386	.3517	-2.47	1.50
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.45	1.50



## Uji ANOVA berdasarkan Wilayah Kopertis (Lanjutan)

## Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Gaya Kepemimpinan Transformatif	1.429	1	198	.233
Iklim Organisasi	.035	1	198	.851
OCB	1.269	1	198	.261
Learning Organization	.144	1	198	.705

## ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Gaya Kepemimpinan Transformatif	Between Groups	7.134	1	7.134	7.362	.007
	Within Groups	191.866	198	.969		
	Total	199.000	199			
Iklim Organisasi	Between Groups	5.427	1	5.427	5.551	.019
	Within Groups	193.573	198	.978		
	Total	199.000	199			
OCB	Between Groups	.831	1	.831	.830	.363
	Within Groups	198.169	198	1.001		
	Total	199.000	199			
Learning Organization	Between Groups	4.177	1	4.177	4.245	.041
	Within Groups	194.823	198	.984		
	Total	199.000	199			

## Uji ANOVA berdasarkan Jenis Kelamin

## Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Gaya Kepemimpinan Transformasional	Pria	87	-.0302	1.12342	.12044	-.2697	.2092	-4.09	1.92
	Wanita	113	.0233	.89802	.08448	-.1441	.1907	-2.97	1.92
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.09	1.92
Iklim Organisasi	Pria	87	-.0825	1.11204	.11922	-.3195	.1545	-4.45	1.52
	Wanita	113	.0635	.90436	.08507	-.1050	.2321	-2.21	1.52
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.45	1.52
OCB	Pria	87	-.1988	1.10771	.11876	-.4349	.0373	-4.55	1.53
	Wanita	113	.1531	.88333	.08310	-.0116	.3177	-2.33	1.53
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.55	1.53
Learning Organization	Pria	87	-.0771	1.10007	.11794	-.3116	.1573	-4.45	1.50
	Wanita	113	.0594	.91618	.08619	-.1114	.2301	-2.47	1.50
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.45	1.50

**Test of Homogeneity of Variances**

	Levene Statistic	df1	df2	Sig.
Gaya Kepemimpinan Transformasional	2.054	1	198	.153
Iklm Organisasi	1.796	1	198	.182
OCB	.265	1	198	.608
Learning Organization	1.039	1	198	.309

## Uji ANOVA berdasarkan Jenis Kelamin (Lanjutan)

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Gaya Kepemimpinan Transformasional	Between Groups	.141	1	.141	.140	.709
	Within Groups	198.859	198	1.004		
	Total	199.000	199			
Iklim Organisasi	Between Groups	1.049	1	1.049	1.049	.307
	Within Groups	197.951	198	1.000		
	Total	199.000	199			
OCB	Between Groups	6.086	1	6.086	6.246	.013
	Within Groups	192.914	198	.974		
	Total	199.000	199			
Learning Organization	Between Groups	.916	1	.916	.915	.340
	Within Groups	198.084	198	1.000		
	Total	199.000	199			

## Uji ANOVA berdasarkan Umur

## Descriptives

		N	Mean	Std.		95% Confidence Interval for Mean		Minimum	Maximum
				Deviation	Std. Error	Lower Bound	Upper Bound		
Gaya Kepemimpinan Transformasional	25 - 35 tahun	62	.0069	.88301	.11214	-.2174	.2311	-2.35	1.92
	36 - 45 tahun	85	-.0065	1.10281	.11962	-.2444	.2313	-4.09	1.92
	46 - 55 tahun	45	.0171	.90857	.13544	-.2559	.2901	-2.97	1.92
	> 55 tahun	8	-.0803	1.35676	.47969	-1.2145	1.0540	-1.78	1.92
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.09	1.92
Iklm Organisasi	25 - 35 tahun	62	.0021	.95012	.12067	-.2392	.2434	-2.35	1.52
	36 - 45 tahun	85	.0002	1.12969	.12253	-.2435	.2439	-4.45	1.52
	46 - 55 tahun	45	.0123	.80585	.12013	-.2298	.2544	-2.21	1.52
	> 55 tahun	8	-.0876	1.07512	.38011	-.9865	.8112	-1.49	1.52
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.45	1.52
OCB	25 - 35 tahun	62	.1208	.91156	.11577	-.1107	.3523	-3.05	1.53
	36 - 45 tahun	85	-.0393	1.15867	.12568	-.2892	.2106	-4.55	1.53
	46 - 55 tahun	45	-.1347	.79354	.11829	-.3731	.1037	-2.33	1.53
	> 55 tahun	8	.2389	.88841	.31410	-.5038	.9816	-.85	1.53
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.55	1.53
Learning Organization	25 - 35 tahun	62	.1515	.93184	.11834	-.0851	.3881	-2.68	1.50
	36 - 45 tahun	85	-.0381	1.11973	.12145	-.2796	.2034	-4.45	1.50
	46 - 55 tahun	45	-.1016	.82464	.12293	-.3494	.1461	-2.24	1.50
	> 55 tahun	8	-.1974	1.09997	.38890	-1.1170	.7222	-1.72	1.50
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.45	1.50

## Uji ANOVA berdasarkan Umur (Lanjutan)

## Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Gaya Kepemimpinan Transformasional	1.946	3	196	.123
Iklm Organisasi	1.901	3	196	.131
OCB	2.280	3	196	.081
Learning Organization	1.428	3	196	.236

## ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Gaya Kepemimpinan Transformasional	Between Groups	.071	3	.024	.023	.995
	Within Groups	198.929	196	1.015		
	Total	199.000	199			
Iklm Organisasi	Between Groups	.069	3	.023	.022	.995
	Within Groups	198.931	196	1.015		
	Total	199.000	199			
OCB	Between Groups	2.309	3	.770	.767	.514
	Within Groups	196.691	196	1.004		
	Total	199.000	199			
Learning Organization	Between Groups	2.323	3	.774	.772	.511
	Within Groups	196.677	196	1.003		
	Total	199.000	199			

## Uji ANOVA Berdasarkan Masa Kerja

## Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Gaya Kepemimpinan Transformasional	0 < 3 tahun	35	-.1923	1.12910	.19085	-.5802	.1955	-2.35	1.92
	3 < 6 tahun	55	.0194	.68818	.09279	-.1666	.2054	-2.04	1.60
	6 < 9 tahun	46	.2557	.81392	.12001	.0140	.4974	-1.53	1.92
	> 9 tahun	64	-.0953	1.23034	.15379	-.4026	.2121	-4.09	1.92
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.09	1.92
Iklim Organisasi	0 < 3 tahun	35	-.6642	.89834	.15185	-.9728	-.3556	-2.35	1.21
	3 < 6 tahun	55	.1213	.82080	.11068	-.1006	.3432	-1.39	1.52
	6 < 9 tahun	46	.3924	.83648	.12333	.1440	.6408	-1.04	1.52
	> 9 tahun	64	-.0230	1.12917	.14115	-.3051	.2590	-4.45	1.52
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.45	1.52
OCB	0 < 3 tahun	35	-.4004	1.02136	.17264	-.7513	-.0496	-3.05	1.53
	3 < 6 tahun	55	.1875	.80138	.10806	-.0291	.4042	-1.58	1.53
	6 < 9 tahun	46	.2447	.83036	.12243	-.0019	.4913	-1.75	1.53
	> 9 tahun	64	-.1181	1.17265	.14658	-.4110	.1749	-4.55	1.53
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.55	1.53
Learning Organization	0 < 3 tahun	35	-.3814	.99424	.16806	-.7229	-.0399	-2.68	1.07
	3 < 6 tahun	55	.1728	.88990	.11999	-.0678	.4133	-2.01	1.50
	6 < 9 tahun	46	.2694	.75952	.11198	.0438	.4949	-.76	1.50
	> 9 tahun	64	-.1335	1.16466	.14558	-.4244	.1574	-4.45	1.50
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.45	1.50

## Uji ANOVA Berdasarkan Masa Kerja (Lanjutan)

## Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Gaya Kepemimpinan Transformasional	3.216	3	196	.024
Iklm Organisasi	1.558	3	196	.201
OCB	1.002	3	196	.393
Learning Organization	1.454	3	196	.228

## ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Gaya Kepemimpinan Transformasional	Between Groups	4.904	3	1.635	1.651	.179
	Within Groups	194.096	196	.990		
	Total	199.000	199			
Iklm Organisasi	Between Groups	23.367	3	7.789	8.692	.000
	Within Groups	175.633	196	.896		
	Total	199.000	199			
OCB	Between Groups	11.193	3	3.731	3.894	.010
	Within Groups	187.807	196	.958		
	Total	199.000	199			
Learning Organization	Between Groups	11.211	3	3.737	3.901	.010
	Within Groups	187.789	196	.958		
	Total	199.000	199			



## Uji ANOVA Berdasarkan Pendidikan Terakhir

## Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Gaya Kepemimpinan Transformasional	S2	178	.0133	.98961	.07417	-.1330	.1597	-4.09	1.92
	S3	22	-	1.09912	.23433	-.5952	.3794	-3.19	1.36
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.09	1.92
Iklim Organisasi	S2	178	.0066	1.01876	.07636	-.1441	.1573	-4.45	1.52
	S3	22	-	.85147	.18153	-.4312	.3239	-1.88	1.52
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.45	1.52
OCB	S2	178	.0017	1.01069	.07575	-.1478	.1512	-4.55	1.53
	S3	22	-	.93075	.19844	-.4265	.3989	-1.20	1.53
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.55	1.53
Learning Organization	S2	178	.0083	1.01733	.07625	-.1421	.1588	-4.45	1.50
	S3	22	-	.86464	.18434	-.4508	.3159	-1.49	1.50
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.45	1.50

## Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Gaya Kepemimpinan Transformasional	.004	1	198	.949
Iklim Organisasi	.502	1	198	.480
OCB	.006	1	198	.940
Learning Organization	.576	1	198	.449

## Uji ANOVA Berdasarkan Pendidikan Terakhir (Lanjutan)

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Gaya Kepemimpinan Transformasional	Between Groups	.288	1	.288	.287	.593
	Within Groups	198.712	198	1.004		
	Total	199.000	199			
Iklim Organisasi	Between Groups	.071	1	.071	.071	.790
	Within Groups	198.929	198	1.005		
	Total	199.000	199			
OCB	Between Groups	.005	1	.005	.005	.946
	Within Groups	198.995	198	1.005		
	Total	199.000	199			
Learning Organization	Between Groups	.112	1	.112	.112	.738
	Within Groups	198.888	198	1.004		
	Total	199.000	199			

## Uji ANOVA Berdasarkan Jabatan Saat Ini

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	
						Lower Bound	Upper Bound		
Gaya Kepemimpinan Transformasional	Dosen Tetap	179	.0089	.95809	.07161	-.1324	.1502	-4.09	
	Kepala Program Studi	15	-.0557	1.42024	.36671	-.8422	.7308	-3.19	
	Jabatan Setara Kaprodi	5	-.3621	1.17710	.52642	-1.8237	1.0994	-2.04	
	Jabatan Setara Dekan	1	1.0531	.	.	.	.	1.05	
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.09	
	Iklm Organisasi	Dosen Tetap	179	-.0064	.99639	.07447	-.1534	.1406	-4.45
	Kepala Program Studi	15	.0234	1.11454	.28777	-.5938	.6406	-2.35	
Jabatan Setara Kaprodi	5	-.0224	1.00622	.45000	-1.2718	1.2270	-1.05		
Jabatan Setara Dekan	1	.9086	.	.	.	.	.91		
Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.45		
OCB	Dosen Tetap	179	-.0173	.98146	.07336	-.1621	.1275	-4.55	
	Kepala Program Studi	15	.0671	1.25662	.32446	-.6288	.7630	-3.05	
	Jabatan Setara Kaprodi	5	.1116	.85073	.38046	-.9447	1.1679	-.49	
	Jabatan Setara Dekan	1	1.5342	.	.	.	.	1.53	
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.55	
	Learning Organization	Dosen Tetap	179	-.0233	.97634	.07298	-.1673	.1207	-4.45
		Kepala Program Studi	15	.2187	1.33915	.34577	-.5229	.9603	-2.68
Jabatan Setara Kaprodi		5	-.0273	.76611	.34261	-.9785	.9239	-.48	
Jabatan Setara Dekan		1	1.0245	.	.	.	.	1.02	
Total		200	.0000	1.00000	.07071	-.1394	.1394	-4.45	

## Uji ANOVA Berdasarkan Jabatan Saat Ini (Lanjutan)

## Descriptives

		Maximum
Gaya Kepemimpinan Transformatif	Dosen Tetap	1.92
	Kepala Program Studi	1.92
	Jabatan Setara Kaprodi	1.07
	Jabatan Setara Dekan	1.05
	Total	1.92
Iklim Organisasi	Dosen Tetap	1.52
	Kepala Program Studi	1.52
	Jabatan Setara Kaprodi	1.33
	Jabatan Setara Dekan	.91
	Total	1.52
OCB	Dosen Tetap	1.53
	Kepala Program Studi	1.53
	Jabatan Setara Kaprodi	1.34
	Jabatan Setara Dekan	1.53
	Total	1.53
Learning Organization	Dosen Tetap	1.50
	Kepala Program Studi	1.50
	Jabatan Setara Kaprodi	1.29
	Jabatan Setara Dekan	1.02
	Total	1.50

## Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Gaya Kepemimpinan Transformatif	1.008 <sup>a</sup>	2	196	.367
Iklim Organisasi	.035 <sup>b</sup>	2	196	.965
OCB	.650 <sup>c</sup>	2	196	.523
Learning Organization	3.021 <sup>d</sup>	2	196	.051

## Uji ANOVA Berdasarkan Jabatan Saat Ini (Lanjutan)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Gaya Kepemimpinan Transformasional	Between Groups	1.825	3	.608	.605	.613
	Within Groups	197.175	196	1.006		
	Total	199.000	199			
Iklim Organisasi	Between Groups	.844	3	.281	.278	.841
	Within Groups	198.156	196	1.011		
	Total	199.000	199			
OCB	Between Groups	2.537	3	.846	.844	.471
	Within Groups	196.463	196	1.002		
	Total	199.000	199			
Learning Organization	Between Groups	1.868	3	.623	.619	.603
	Within Groups	197.132	196	1.006		
	Total	199.000	199			

## Uji ANOVA Berdasarkan Jabatan Fungsional

## Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Gaya Kepemimpinan Transformasional	Tenaga		-		.2347				
	Pengajar	19	.1466	1.02312	.23472	-.6398	.3465	-2.09	1.92
	Asisten Ahli	105	.0369	.86374	.08429	-.1302	.2041	-2.35	1.92
	Lektor	76	.0144	1.16621	.13377	-.2808	.2521	-4.09	1.92
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.09	1.92
Iklim Organisasi	Tenaga		-		.1623				
	Pengajar	19	.6770	.70761	.16234	1.0180	.3359	-1.84	1.21
	Asisten Ahli	105	.0444	.95797	.09349	-.1410	.2298	-2.35	1.52
	Lektor	76	.1079	1.06299	.12193	-.1350	.3508	-4.45	1.52
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.45	1.52
OCB	Tenaga		-		.1796				
	Pengajar	19	.2891	.78287	.17960	-.6665	.0882	-1.89	1.17
	Asisten Ahli	105	.0276	.94681	.09240	-.1556	.2108	-3.05	1.53
	Lektor	76	.0341	1.11343	.12772	-.2203	.2886	-4.55	1.53
	Total	200	.0000	1.00000	.07071	-.1394	.1394	-4.55	1.53

Learning Organization	Tenaga	-							
	Pengajar	19	.331	1.01225	.23223	-.8194	.1564	-2.47	1.07
	Asisten	10	.032		.0910				
	Ahli	5	.3	.93268	.2	-.1482	.2128	-2.68	1.50
	Lektor	76	.038	1.08184	.12410	-.2090	.2854	-4.45	1.50
Total	200	.000	1.00000	.07071	-.1394	.1394	-4.45	1.50	

## Uji ANOVA Berdasarkan Jabatan Fungsional (Lanjutan)

## Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Gaya Kepemimpinan Transformasional	1.234	2	197	.293
Iklm Organisasi	2.013	2	197	.136
OCB	1.704	2	197	.185
Learning Organization	.219	2	197	.803

## ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Gaya Kepemimpinan Transformasional	Between Groups	.567	2	.284	.282	.755
	Within Groups	198.433	197	1.007		
	Total	199.000	199			
Iklm Organisasi	Between Groups	9.799	2	4.900	5.102	.007
	Within Groups	189.201	197	.960		
	Total	199.000	199			
OCB	Between Groups	1.757	2	.878	.877	.418
	Within Groups	197.243	197	1.001		
	Total	199.000	199			
Learning Organization	Between Groups	2.308	2	1.154	1.156	.317
	Within Groups	196.692	197	.998		
	Total	199.000	199			



Lampiran 6  
Hasil Output LISREL

DATE: 1/24/2019  
TIME: 11:57

L I S R E L 8.72

BY

Karl G. Jöreskog & Dag Sörbom

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The following lines were read from file D:\MM\TESIS\TUGAS  
AKHIR\_TESIS\TESIS LENGKAP 0122\TESIS LENGKAP\OLAH  
DATA\OLAH LISREL\PERDIMENSI@.pr2:

RAW DATA FROM FILE PERDIMENSI.PSF  
LATENT VARIABLES: TRANS IKLIM OCB LO  
RELATIONSHIP  
TD1-TD4 = TRANS  
ID1-ID6 = IKLIM  
OD1-OD6 = OCB  
LD1-LD4 = LO

LO= TRANS IKLIM OCB  
OCB= TRANS IKLIM

Let error covariance between TD2 and TD3 Free  
Let error covariance between ID2 and ID1 Free  
Let error covariance between OD2 and OD1 Free  
Let error covariance between OD6 and OD1 Free  
Let error covariance between ID3 and ID2 Free  
Let error covariance between TD3 and TD1 Free  
Let error covariance between ID1 and LD2 Free

Let error covariance between LD3 and LD2 Free  
 Let error covariance between TD4 and TD2 Free  
 Let error covariance between ID6 and OD1 Free  
 Let error covariance between ID5 and OD2 Free  
 Let error covariance between ID5 and ID2 Free  
 Let error covariance between LD4 and LD1 Free  
 Let error covariance between OD4 and OD5 Free  
 Let error covariance between OD6 and OD5 Free  
 Let error covariance between ID4 and LD1 Free  
 Let error covariance between ID2 and TD4 Free  
 Let error covariance between LD1 and OD3 Free  
 Let error covariance between ID5 and OD5 Free  
 Let error covariance between LD2 and OD5 Free  
 Let error covariance between ID5 and ID5 Free  
 Let error covariance between ID4 and LD2 Free  
 Let error covariance between TD4 and OD5 Free  
 Let error covariance between LD4 and OD5 Free  
 Let error covariance between TD2 and TD1 Free  
 Let error covariance between LD3 and OD6 Free  
 Let error covariance between TD2 and TD1 Free  
 Let error covariance between ID6 and OD2 Free  
 Let error covariance between LD1 and OD2 Free  
 Let error covariance between LD3 and LD1 Free

OPTIONS SC  
 PATH DIAGRAM  
 END OF PROBLEMS

Sample Size = 200

Covariance Matrix

	OD1	OD2	OD3	OD4	OD5	OD6
OD1	1.00					
OD2	0.67	1.00				
OD3	0.57	0.72	1.00			
OD4	0.56	0.74	0.74	1.00		
OD5	0.43	0.58	0.57	0.66	1.00	
OD6	0.44	0.66	0.68	0.71	0.71	1.00
LD1	0.53	0.59	0.72	0.63	0.61	0.72
LD2	0.42	0.60	0.60	0.59	0.65	0.65
LD3	0.47	0.62	0.65	0.63	0.60	0.73
LD4	0.48	0.60	0.57	0.62	0.62	0.55
TD1	0.28	0.37	0.46	0.40	0.39	0.45
TD2	0.39	0.46	0.49	0.51	0.49	0.49

TD3	0.32	0.46	0.49	0.49	0.33	0.48
TD4	0.40	0.53	0.60	0.53	0.41	0.56
ID1	0.56	0.64	0.65	0.62	0.55	0.58
ID2	0.51	0.60	0.58	0.56	0.50	0.53
ID3	0.41	0.47	0.36	0.41	0.35	0.42
ID4	0.41	0.57	0.50	0.56	0.58	0.53
ID5	0.58	0.66	0.64	0.66	0.67	0.65
ID6	0.69	0.65	0.60	0.57	0.49	0.52

## Covariance Matrix

	LD1	LD2	LD3	LD4	TD1	TD2
LD1	1.00					
LD2	0.70	1.00				
LD3	0.68	0.79	1.00			
LD4	0.52	0.63	0.67	1.00		
TD1	0.47	0.37	0.44	0.36	1.00	
TD2	0.52	0.47	0.56	0.49	0.70	1.00
TD3	0.43	0.39	0.49	0.40	0.42	0.65
TD4	0.57	0.49	0.64	0.49	0.55	0.56
ID1	0.62	0.47	0.57	0.59	0.44	0.51
ID2	0.53	0.45	0.56	0.53	0.37	0.45
ID3	0.34	0.36	0.41	0.42	0.22	0.30
ID4	0.46	0.57	0.57	0.58	0.32	0.43
ID5	0.68	0.62	0.62	0.58	0.46	0.52
ID6	0.59	0.47	0.50	0.48	0.32	0.38

## Covariance Matrix

	TD3	TD4	ID1	ID2	ID3	ID4
TD3	1.00					
TD4	0.63	1.00				
ID1	0.48	0.59	1.00			
ID2	0.45	0.60	0.77	1.00		
ID3	0.27	0.35	0.51	0.59	1.00	
ID4	0.35	0.43	0.55	0.53	0.42	1.00
ID5	0.40	0.53	0.70	0.60	0.40	0.65
ID6	0.33	0.44	0.62	0.56	0.41	0.47

## Covariance Matrix

	ID5	ID6
ID5	1.00	
ID6	0.68	1.00

Number of Iterations = 29

LISREL Estimates (Maximum Likelihood)

Measurement Equations

$$\text{OD1} = 0.66 * \text{OCB}, \text{Errorvar.} = 0.55, R^2 = 0.44$$

(0.059)  
9.32

$$\text{OD2} = 0.84 * \text{OCB}, \text{Errorvar.} = 0.29, R^2 = 0.71$$

(0.070)      (0.035)  
12.06      8.19

$$\text{OD3} = 0.84 * \text{OCB}, \text{Errorvar.} = 0.30, R^2 = 0.70$$

(0.081)      (0.035)  
10.40      8.36

$$\text{OD4} = 0.85 * \text{OCB}, \text{Errorvar.} = 0.28, R^2 = 0.72$$

(0.081)      (0.033)  
10.53      8.35

$$\text{OD5} = 0.72 * \text{OCB}, \text{Errorvar.} = 0.46, R^2 = 0.53$$

(0.079)      (0.050)  
9.22      9.27

$$\text{OD6} = 0.83 * \text{OCB}, \text{Errorvar.} = 0.31, R^2 = 0.69$$

(0.086)      (0.036)  
9.58      8.64

$$\text{LD1} = 0.88 * \text{LO}, \text{Errorvar.} = 0.22, R^2 = 0.78$$

(0.038)  
5.68

$$\text{LD2} = 0.80 * \text{LO}, \text{Errorvar.} = 0.35, R^2 = 0.65$$

(0.057)      (0.039)  
13.97      8.78

$$\text{LD3} = 0.86 * \text{LO}, \text{Errorvar.} = 0.26, R^2 = 0.74$$

(0.061)      (0.040)  
14.01      6.48

$$\text{LD4} = 0.78 * \text{LO}, \text{Errorvar.} = 0.38, R^2 = 0.61$$

(0.069)      (0.047)  
11.33      8.16

$$\begin{aligned} \text{TD1} &= 0.64 * \text{TRANS}, \text{Errorvar.} = 0.59, R^2 = 0.41 \\ & (0.069) \quad (0.068) \\ & 9.36 \quad 8.58 \end{aligned}$$

$$\begin{aligned} \text{TD2} &= 0.79 * \text{TRANS}, \text{Errorvar.} = 0.38, R^2 = 0.62 \\ & (0.072) \quad (0.077) \\ & 10.97 \quad 4.99 \end{aligned}$$

$$\begin{aligned} \text{TD3} &= 0.70 * \text{TRANS}, \text{Errorvar.} = 0.51, R^2 = 0.49 \\ & (0.067) \quad (0.063) \\ & 10.52 \quad 8.07 \end{aligned}$$

$$\begin{aligned} \text{TD4} &= 0.87 * \text{TRANS}, \text{Errorvar.} = 0.24, R^2 = 0.76 \\ & (0.062) \quad (0.053) \\ & 14.12 \quad 4.56 \end{aligned}$$

$$\begin{aligned} \text{ID1} &= 0.82 * \text{IKLIM}, \text{Errorvar.} = 0.33, R^2 = 0.67 \\ & (0.059) \quad (0.039) \\ & 13.83 \quad 8.34 \end{aligned}$$

$$\begin{aligned} \text{ID2} &= 0.74 * \text{IKLIM}, \text{Errorvar.} = 0.43, R^2 = 0.56 \\ & (0.062) \quad (0.049) \\ & 12.00 \quad 8.72 \end{aligned}$$

$$\begin{aligned} \text{ID3} &= 0.54 * \text{IKLIM}, \text{Errorvar.} = 0.71, R^2 = 0.29 \\ & (0.068) \quad (0.074) \\ & 7.89 \quad 9.66 \end{aligned}$$

$$\begin{aligned} \text{ID4} &= 0.72 * \text{IKLIM}, \text{Errorvar.} = 0.49, R^2 = 0.51 \\ & (0.063) \quad (0.054) \\ & 11.35 \quad 9.10 \end{aligned}$$

$$\begin{aligned} \text{ID5} &= 0.86 * \text{IKLIM}, \text{Errorvar.} = 0.25, R^2 = 0.75 \\ & (0.057) \quad (0.034) \\ & 15.07 \quad 7.39 \end{aligned}$$

$$\begin{aligned} \text{ID6} &= 0.73 * \text{IKLIM}, \text{Errorvar.} = 0.45, R^2 = 0.54 \\ & (0.061) \quad (0.050) \\ & 11.88 \quad 9.03 \end{aligned}$$

$$\begin{aligned} \text{Error Covariance for OD2 and OD1} &= 0.11 \\ & (0.035) \\ & 3.25 \end{aligned}$$

$$\text{Error Covariance for OD5 and OD4} = 0.032$$

(0.026)  
1.22

Error Covariance for OD6 and OD1 = -0.08

(0.026)  
-2.93

Error Covariance for OD6 and OD5 = 0.095

(0.029)  
3.28

Error Covariance for LD1 and OD2 = -0.08

(0.023)  
-3.60

Error Covariance for LD1 and OD3 = 0.036

(0.025)  
1.42

Error Covariance for LD2 and OD5 = 0.073

(0.025)  
2.91

Error Covariance for LD3 and OD6 = 0.074

(0.023)  
3.20

Error Covariance for LD3 and LD1 = -0.09

(0.027)  
-3.21

Error Covariance for LD3 and LD2 = 0.079

(0.030)  
2.61

Error Covariance for LD4 and OD5 = 0.11

(0.032)  
3.38

Error Covariance for LD4 and LD1 = -0.15

(0.030)  
-5.07

Error Covariance for TD2 and TD1 = 0.19

(0.058)  
3.24

Error Covariance for TD3 and TD1 = -0.03

(0.048)  
-0.60

Error Covariance for TD3 and TD2 = 0.096

(0.055)  
1.73

Error Covariance for TD4 and OD5 = -0.04

(0.027)  
-1.42

Error Covariance for TD4 and TD2 = -0.12

(0.039)  
-3.01

Error Covariance for ID1 and LD2 = -0.06

(0.022)  
-2.76

Error Covariance for ID2 and TD4 = 0.093

(0.028)  
3.32

Error Covariance for ID2 and ID1 = 0.13

(0.032)  
3.94

Error Covariance for ID3 and ID2 = 0.15

(0.040)  
3.91

Error Covariance for ID4 and LD1 = -0.08

(0.031)  
-2.51

Error Covariance for ID4 and LD2 = 0.028

(0.030)  
0.95

Error Covariance for ID5 and OD2 = -0.01

(0.022)  
-0.53

Error Covariance for ID5 and OD5 = 0.073

(0.026)  
2.82

Error Covariance for ID5 and ID2 = -0.02

(0.024)  
-0.97

Error Covariance for ID6 and OD1 = 0.22

(0.042)  
5.20

Error Covariance for ID6 and OD2 = 0.078

(0.031)  
2.55

#### Structural Equations

OCB = 0.15\*TRANS + 0.81\*IKLIM, Errorvar.= 0.14 , R<sup>2</sup> = 0.86

(0.071) (0.10) (0.038)  
2.11 7.88 3.66

LO = 0.60\*OCB + 0.18\*TRANS + 0.18\*IKLIM, Errorvar.= 0.16 , R<sup>2</sup> = 0.84

(0.16) (0.065) (0.14) (0.036)  
3.88 2.74 1.28 4.51



## Reduced Form Equations

$$\text{OCB} = 0.15 * \text{TRANS} + 0.81 * \text{IKLIM}, \text{Errorvar.} = 0.14, R^2 = 0.86$$

(0.071)	(0.10)
2.11	7.88

$$\text{LO} = 0.27 * \text{TRANS} + 0.67 * \text{IKLIM}, \text{Errorvar.} = 0.21, R^2 = 0.79$$

(0.075)	(0.083)
3.55	8.10

## Correlation Matrix of Independent Variables

	TRANS	IKLIM
TRANS	1.00	
IKLIM	0.74	1.00
	(0.04)	
	17.00	

## Covariance Matrix of Latent Variables

	OCB	LO	TRANS	IKLIM
OCB	1.00			
LO	0.90	1.00		
TRANS	0.75	0.76	1.00	
IKLIM	0.92	0.87	0.74	1.00

### Goodness of Fit Statistics

Degrees of Freedom = 136

Minimum Fit Function Chi-Square = 166.53 (P = 0.039)

Normal Theory Weighted Least Squares Chi-Square = 167.33 (P = 0.035)

Estimated Non-centrality Parameter (NCP) = 31.33

90 Percent Confidence Interval for NCP = (2.59 ; 68.26)

Minimum Fit Function Value = 0.84

Population Discrepancy Function Value (F0) = 0.16

90 Percent Confidence Interval for F0 = (0.013 ; 0.34)

Root Mean Square Error of Approximation (RMSEA) = 0.034

90 Percent Confidence Interval for RMSEA = (0.0098 ; 0.050)

P-Value for Test of Close Fit (RMSEA < 0.05) = 0.95

Expected Cross-Validation Index (ECVI) = 1.58

90 Percent Confidence Interval for ECVI = (1.44 ; 1.77)

ECVI for Saturated Model = 2.11

ECVI for Independence Model = 55.83

Chi-Square for Independence Model with 190 Degrees of Freedom = 11070.11

Independence AIC = 11110.11

Model AIC = 315.33

Saturated AIC = 420.00

Independence CAIC = 11196.08

Model CAIC = 633.41

Saturated CAIC = 1322.65

Normed Fit Index (NFI) = 0.98

Non-Normed Fit Index (NNFI) = 1.00

Parsimony Normed Fit Index (PNFI) = 0.71

Comparative Fit Index (CFI) = 1.00

Incremental Fit Index (IFI) = 1.00

Relative Fit Index (RFI) = 0.98

Critical N (CN) = 212.84

Root Mean Square Residual (RMR) = 0.033

Standardized RMR = 0.033

Goodness of Fit Index (GFI) = 0.92

Adjusted Goodness of Fit Index (AGFI) = 0.88

Parsimony Goodness of Fit Index (PGFI) = 0.60

Standardized Solution

## LAMBDA-Y

	OCB	LO
OD1	0.66	--
OD2	0.84	--
OD3	0.84	--
OD4	0.85	--
OD5	0.72	--
OD6	0.83	--
LD1	--	0.88
LD2	--	0.80
LD3	--	0.86
LD4	--	0.78

## LAMBDA-X

	TRANS	IKLIM
TD1	0.64	--
TD2	0.79	--
TD3	0.70	--
TD4	0.87	--
ID1	--	0.82
ID2	--	0.74
ID3	--	0.54
ID4	--	0.72
ID5	--	0.86
ID6	--	0.73

## BETA

	OCB	LO
OCB	--	--
LO	0.60	--

## GAMMA

	TRANS	IKLIM
OCB	0.15	0.81
LO	0.18	0.18

## Correlation Matrix of ETA and KSI

	OCB	LO	TRANS	IKLIM

OCB	1.00			
LO	0.90	1.00		
TRANS	0.75	0.76	1.00	
IKLIM	0.92	0.87	0.74	1.00

PSI

Note: This matrix is diagonal.

OCB	LO
-----	-----
0.14	0.16

Regression Matrix ETA on KSI (Standardized)

	TRANS	IKLIM
-----	-----	-----
OCB	0.15	0.81
LO	0.27	0.67

Completely Standardized Solution

LAMBDA-Y

	OCB	LO
-----	-----	-----
OD1	0.66	--
OD2	0.84	--
OD3	0.84	--
OD4	0.85	--
OD5	0.73	--
OD6	0.83	--
LD1	--	0.88
LD2	--	0.80
LD3	--	0.86
LD4	--	0.78

LAMBDA-X

	TRANS	IKLIM
-----	-----	-----
TD1	0.64	--
TD2	0.79	--
TD3	0.70	--
TD4	0.87	--
ID1	--	0.82
ID2	--	0.75

ID3	--	0.54
ID4	--	0.72
ID5	--	0.87
ID6	--	0.74

## BETA

	OCB	LO
OCB	--	--
LO	0.60	--

## GAMMA

	TRANS	IKLIM
OCB	0.15	0.81
LO	0.18	0.18

## Correlation Matrix of ETA and KSI

	OCB	LO	TRANS	IKLIM
OCB	1.00			
LO	0.90	1.00		
TRANS	0.75	0.76	1.00	
IKLIM	0.92	0.87	0.74	1.00

## PSI

Note: This matrix is diagonal.

	OCB	LO
	0.14	0.16

## THETA-EPS

	OD1	OD2	OD3	OD4	OD5	OD6
OD1	0.56					
OD2	0.11	0.29				
OD3	--	--	0.30			
OD4	--	--	--	0.28		
OD5	--	--	--	0.03	0.47	
OD6	-0.08	--	--	--	0.10	0.31
LD1	--	-0.08	0.04	--	--	--
LD2	--	--	--	--	0.07	--
LD3	--	--	--	--	--	0.07

LD4    --    --    --    --    0.11    --

THETA-EPS

	LD1	LD2	LD3	LD4
LD1	0.22			
LD2	--	0.35		
LD3	-0.09	0.08	0.26	
LD4	-0.16	--	--	0.39

THETA-DELTA-EPS

	OD1	OD2	OD3	OD4	OD5	OD6
TD1	--	--	--	--	--	--
TD2	--	--	--	--	--	--
TD3	--	--	--	--	--	--
TD4	--	--	--	-0.04	--	--
ID1	--	--	--	--	--	--
ID2	--	--	--	--	--	--
ID3	--	--	--	--	--	--
ID4	--	--	--	--	--	--
ID5	--	-0.01	--	0.07	--	--
ID6	0.22	0.08	--	--	--	--

THETA-DELTA-EPS

	LD1	LD2	LD3	LD4
TD1	--	--	--	--
TD2	--	--	--	--
TD3	--	--	--	--
TD4	--	--	--	--
ID1	--	-0.06	--	--
ID2	--	--	--	--
ID3	--	--	--	--
ID4	-0.08	0.03	--	--
ID5	--	--	--	--
ID6	--	--	--	--

THETA-DELTA

	TD1	TD2	TD3	TD4	ID1	ID2
TD1	0.59					
TD2	0.19	0.38				
TD3	-0.03	0.10	0.51			

TD4	--	-0.12	--	0.24		
ID1	--	--	--	--	0.33	
ID2	--	--	--	0.09	0.13	0.44
ID3	--	--	--	--	--	0.16
ID4	--	--	--	--	--	--
ID5	--	--	--	--	--	-0.02
ID6	--	--	--	--	--	--

## THETA-DELTA

	ID3	ID4	ID5	ID6
ID3	0.71			
ID4	--	0.49		
ID5	--	--	0.25	
ID6	--	--	--	0.46

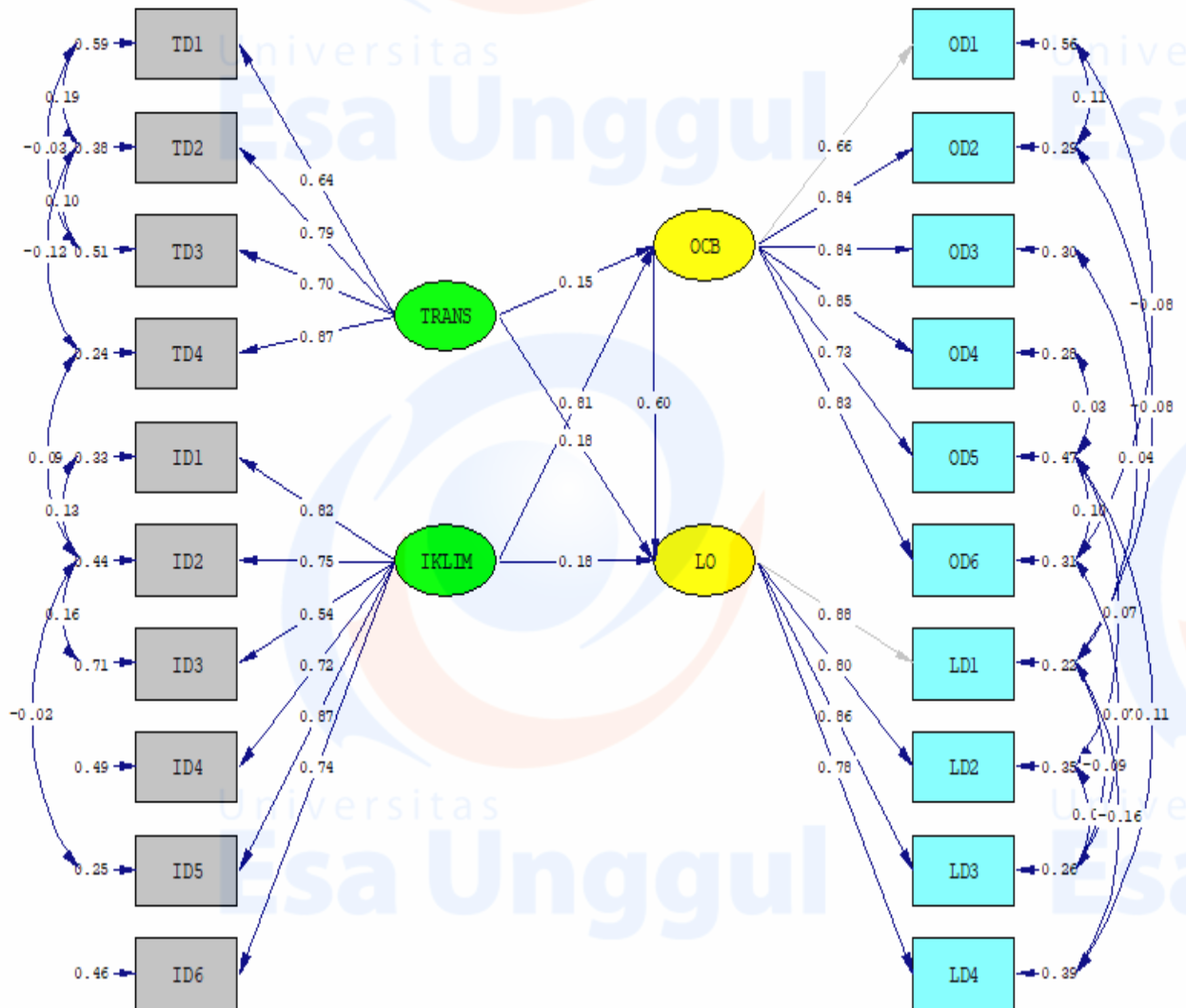
## Regression Matrix ETA on KSI (Standardized)

	TRANS	IKLIM
OCB	0.15	0.81
LO	0.27	0.67

Time used: 0.094 Seconds

Lampiran 7

Path Diagram Standardized Solution



Chi-Square=167.33, df=136, P-value=0.03509, RMSEA=0.034



Lampiran 8

Path Diagram t-Value

