Lampiran 1:

Tabel 1. Ringkasan Daftar Penelitian Terdahulu

No	Nama Peneliti	Judul Penelitian	Hasil Penelitian
1.	(Huang et al., 2018)	Organizational forgetting, absorptive capacity, and innovation performance A moderated mediation analysis	▪ *Organizational forgetting* memiliki hubungan signifikan positif dengan inovasi pelayanan ▪ Kapasitas daya serap berkorelasi positif denfan inovasi pelayanan ▪ Peran moderasi dari turbolensi/tekanan lingkungan dalam meningkatkan hubugan antara *organizational forgetting* dan kapasitas daya serap
2	(Raisal et al., 2019)	Interplay of Knowledge Creation Capability and Organizational Forgetting on Absorptive Capacity and Innovation Performance among SMEs: A Symmetrical Approaches	▪ Pengaruh positif dari *Knowledge Creation Capability* (KCC) and *Organizational Forgeting* tehadap kinerja inovasi perusahaan ▪ Kapasitas daya serap memediasi hubungan antara *Knowledge Creation Capacity, Organizational Forgetting* dan kinerja inovasi
3.	(Feizi & Ardebili, 2013)	Surveying the Impact of Intentional Organizational Forgetting on Strategic Innovation	Seluruh dimensi dari *organizational forgetting* memiliki korelasi postif dengan inovasi

No	Nama Peneliti	Judul Penelitian	Hasil Penelitian
4.	(Fernandez, M, Simo, & Enache, 2012)	*Organizational Forgetting/Unlearning: The Dark Side of the Absorptive Capacity*	*organizational forgetting* tergantung pada kapasitas daya serap akan pengetahuan organisasi
5.	(Remor et al., 2010)	*Organizational forgetting and its consequences for the process of organizational learning*	*organizational forgetting* merupakan bagian dari proses pembelajaran dan berkorelasi positif pada kinerja organisasi.
6.	(Empresa et al., 2004)	*Remembrance of Things Past?* *The Dynamics of Organizational Forgetting*	*Organizational forgetting* merupakan aspek penting dalam pembelajaran organisasi
7.	(Mariano, Casey, & Olivera, 2018)	*Managers and organizational forgetting: a synthesis*	Pemimpin berpengaruh pada proses *organizational forgetting* baik yang disengaja maupun tidak
8.	(Holan & Phillips, 2004b)	*Organizational forgetting as strategy*	▪ organizational forgetting memberikan kontribusi terhadap pengetahuan organisasi guna menciptakan competitive advantage ▪ organizational for-getting berkontribusi positif strategi manajemen organisasi untuk mengelola pengetahuan management. ▪ organizational forgetting pengaruh signifikan terhadap praktel pengelolaan pengetahuan dalam organisasi

No	Nama Peneliti	Judul Penelitian	Hasil Penelitian
9.	(Ratten, 2016)	*Service Innovations in Cloud Computing: A Study of Top Management Leadership, Absorptive Capacity, Government Support, and Learning Orientation*	▪ Sikap pemimpin berpengaruh terhadap kinerja inovasi. ▪ Kapasitas daya serap memiliki pengaruh positif pada kinerja pelayanan
10.	(Shafique & Kalyar, 2018)	*Linking Transformational Leadership, Absorptive Capacity, and Corporate Entrepreneurship*	Kepemimpinan transformasional memiliki pengaruh postif pada inovasi perusahaan dengan di mediasi oleh kapasitas daya serap.
11.	(Lee & Hidayat, 2018)	*The Influence of Knowledge Sharing and Absorptive Capacity on Service Innovation Performance of Islamic Banking in North Borneo Indonesia*	▪ Sharing pengetahuan berpengaruh positif pada kinerja inovasi pelayanan ▪ Kapasitas daya serap berpengaruh positif pada kinerja inovasi pelayanan
12	(Liu et al., 2017)	*Tie strength, absorptive capacity and innovation performance in Chinese manufacturing industries*	Kapasitas daya serap tidak terbukti memediasi hubungan antara ikatan kekuatan dengan kinerja inovasi pelayanan.
13	(Nätti et al., 2014)	*Absorptive capacity and network orchestration in innovation communities – promoting service innovation*	Kapasitas daya serap memiliki peran signifikan dalam inovasi pelayanan.
14	(Afsar et al., 2014)	*Transformational leadership and innovative work behavior*	Kepemimpinan transformasional berkorelasi positif dengan perilaku kerja yang inovatif

No	Nama Peneliti	Judul Penelitian	Hasil Penelitian
15	(Alsalami et al., 2016)	*Transformational Leadership and Its Effects on Organizational Learning and Innovation: Evidence from Dubai*	▪ Kepemimpinan transformasional memiliki pengaruh positif pada kinerja inovasi ▪ Proses pembejaran organisasi mediasi hubungan antara kepemimpinan transformasional dan kinerja inovasi
16	(Noruzy et al., 2013)	*Relations between transformational leadership, organizational learning, knowledge management, organizational innovation, and organizational performance: an empirical investigation of manufacturing firms*	▪ Kepemimpinan transformasional memiliki pengaruh positif proses pembelajaran dalam organisasi ▪ Kepemimpinan transformasional memiliki pengaruh positif pada manajemen inovasi ▪ Proses pembelajaran memiliki pengaruh positif pada kinerja organisasi dengan dimediasi oleh manajemen inovasi

Lampiran 2:

Definisi Operasional Variabel

No	*Original Quesioner*	Operasionalisasi
A	**Kinerja Inovasi Pelayanan/** *Service Innovation Performance* **(Hu et al. 2009)**	
1.	*Overall, I consider myself a creative member of my team*	Saya menganggap diri saya seorang anggota tim yang kreatif di pekerjaan
2.	*This hotel provides a suitable environment for developing new services*	Kantor PMI tempat saya bekerja menyediakan lingkungan yang cocok untuk mengembangkan layanan baru
3.	*All departments and units interact well to develop new businesses*	Semua Divisi, Biro, Unit dan Bagian berinteraksi dengan baik untuk mengembangkan program layanan baru
4.	*When developing and executing new service projects, managers and front-line service personnel collaborate closely*	Terdapat kolaborasi yang bagus antara manager program dan pelaksana proyek dilapangan dalam mengembangkan dan melaksanakan proyek layanan baru
5.	*This hotel will offer incentives or promotions to members involved in the development of new businesses upon the success of their project*	Kantor PMI tempat saya bekerja menawarkan insentif atau promosi kepada anggota yang terlibat dalam pengembangan bisnis baru setelah keberhasilan proyek
6.	*This hotel will dedicate some resources to developing new services*	Kantor PMI tempat saya bekerja mengalokasi beberapa sumber daya untuk pengembangan layanan baru
7.	*The hotel's current manpower is sufficient for the new services that have to be developed*	SDM di Kantor PMI tempat saya berkerja saat ini cukup untuk melaksanakan layanan baru yang dikembangkan
8.	*This team is professional in developing new services or new products*	Tim PMI bekerja secara profesional dalam pengembangan layanan baru
9.	*The new services developed by this team are effective with respect to timing, resources and process*	Layanan baru yang dikembangkan oleh PMI dirasa efektif dari sisi waktu, sumber daya dan proses

No	*Original Quesioner*	Operasionalisasi
B	**Kapasitas Daya Serap/*Absorptive Capacity* (Huang et al. 2017)**	
10	*Resources for enterprises to look for external knowledge inputs*	PMI memiliki ketersediaan sumber daya untuk mencari masukan dari pengetahuan dari luar organisasi
11	*The ability of enterprises to understand external knowledge*	Kemampuan organisasi PMI untuk memahami pengetahuan eksternal
12	*The ability of enterprises to transform external knowledge into their own knowledge*	Kemampuan organisasi PMI untuk mengubah pengetahuan eksteral menjadi pengetahuan internal
13	*The frequency of updating old knowledge*	PMI sering melakukan pembaharuan pengetahuan lama
14	*The ability of enterprises to improve the original technology by applying new knowledge*	Kemampuan organisasi PMI untuk mengembangkan teknologi yang sudah ada dengan menerapkan pengetahua baru
15	*The ability of enterprises to provide new knowledge quickly and efficiently*	Kemampuan organisasi untuk memberikan pengetahuan baru dengan cepat dan efisien
16	*The ability of enterprises to apply new knowledge to production*	Kemampuan organisasi untuk menerapkan pengetahuan baru pada jenis layanan kepalangmerahan
17	*The ability of enterprises to apply new knowledge to production and service*	Kemampuan organisasi untuk menerapkan pengetahuan baru pada jenis layanan kepalangmerahan dan pelayanan kepada masyarakat
C	*Organizational Forgetting* (Huang et al. 2017)	
18	*The company will introduce new knowledge that conflicts with previously experience and skill*	Organisasi PMI akan memperkenalkan pengetahuan baru yang bertentangan dengan pengalaman dan keterampilan sebelumnya
19	*The organization can change the new product development process according to the change of the external environment*	Organisasi PMI dapat mengubah proses pengembangan produk layanan baru sesuai dengan perubahan lingkungan eksternal

No	*Original Quesioner*	Operasionalisasi
20	*The organization is able to continuously optimize its team decision- making process*	Organisasi ini dapat terus mengoptimalkan proses pengambilan keputusan oleh Tim bukan perorangan
21	*Organizations can change their internal information sharing mechanism*	Organisasi dapat mengubah mekanisme berbagi informasi internal PMI sesuai kebutuhan
22	*Companies are willing to acquire new technologies from different sources*	PMI mau dan berupaya memperoleh teknologi baru dari sumber yang berbeda
D	**Kepempimpinan Transformational Transformational Leadership (Carless A. Sally et al. 2000)**	
23	*Communicates a clear and positive vision of the future,*	Pimpinan /Pengurus PMI mengkomunikasi visi masa depan yang jelas dan positif
24	*treats staff as individuals, supports and encourages their development*	Pimpinan /Pengurus PMI memperlakukan staf sebagai individu, mendukung dan mendorong perkembangan mereka
25	*gives encouragement and recognition to staff*	Pimpinan/Pengurus PMI memberikan dorongan semangat dan pengakuan kepada staf
26	*fosters trust, involve ment and co-operation among team members*	Pimpinan/Pengurus PMI menumbuhkan kepercayaan, keterlibatan dan kerja sama di antara anggota tim
27	*encourages thinking about problems in new ways and questions assumptions*	Pimpinan/Pengurus PMI mendorong pemikiran dengan cara baru dalam menghadapi masalah dan mempertanyakan asumsi
28	*is clear about hislher values and practises what helshe preaches*	Pimpinan/Pengurus PMI memiliki kejelasan dan konsistensi antara nilai-nilai yang disampaikan dengan pelaksanaan dari nilai-nilai dimaksud
29	*instills pride and respect in others and inspires me by being highly competent*	Pimpinan/Pengurus PMI menanamkan kebanggaan dan rasa hormat pada orang lain dan menginspirasi saya dengan menjadi sangat kompeten

Lampiran 3:

Kuesioner Penelitian

Kuesioner Kinerja Pelayanan Inovatif di PMI

Bapak/Ibu/Sdr. Yth.

Dengan Hormat,

Kuesioner penelitian ini ditujukan untuk mengetahui pengaruh dari "Organizational Forgetting' atau kemampuan untuk "move on" dan berpikir strategis terhadap kinerja Inovasi dalam pelayanan. Kuesioner ini dibuat dalam rangka mengetahui hubungan antara "Organizational Forgeting" dengan gaya Kepemimpinan Transformasional, Kapasitas Daya Serap dan Inovasi Pelayanan.

Inovasi pelayanan yang dimaksud dengan cara kerja pelayanan dengan lebih mengutamakan masyarakat atau kelompok sasaran (beneficeries). Responden dari penelitian adalah karyawan PMI yang bekerja dalam bidang pelayanan PMI (unit yang membidangi Penanggulangan Bencana - Unit yang membidangi Kesehatan)/Unit Donor Darah dan RS/Poliklinik PMI).

Sehubungan dengan hal tersebut mohon berkenan bantuannya dari Bapak/Ibu/Sdr untuk meluangkan waktu sejenak untuk mengisi Kuesioner yang saya sampaikan ini, dengan penilain secara objektif. Data yang diisikan akan dijaga kerahasiaannnya dan digunakan untuk semata-mata untuk kepentingan penelitian/studi ilmiah saya.

Atas perhatian dan kesediaannya untuk mengisi kuesiner ini disampaikan terima kasih.

Salam,

Puji Astuti

* Wajib

Data Diri Anda:

1. **Nama/Inisial** *
2. **Jenis Kelamin** *

Tandai salah satu saja.

Laki-Laki

Perempuan

3. **Usia** *

Tandai salah satu saja.

17-21 tahun

22-26 tahun

27 -31 tahun

32- 36 tahun

36-40 tahun

41 - 45 tahun

> 45 tahun

4. **Pendidikan terakhir Anda:** *

Tandai salah satu saja.

SD

SMP

SMA/SMK

Diploma

S1

S2/S3

5. **Di Unit manakah Anda bekerja di PMI saat ini** *

Tandai salah satul saja.

Markas Pusat
Unit Donor Darah (UDD) Pusat
RS PMI Bogor
Markas PMI Provinsi
UDD PMI Provinsi
Markas PMI Kabupaten/Kota
UDD PMI Kab/Kota

6. **Sudah berapa lama Anda bekerja di PMI** *

Tandai salah satu saja.

1-3 tahun
3-5 tahun
5-10 tahun
Lebih dari 10 tahun

7. Berapa rata-rata pengeluaran anda dalam sebulan

Tandai salah satu saja.

Kurang dari 3 juta rupiah
3-5 juta rupiah
5-7 juta rupiah
Lebih dari 7 juta rupiah

Petunjuk Pengisian Bagian berikutnya:

1. STSS : Sangat Tidak Setuju Sekali
2. STS   : Sangat Tidak Setuju
3. TS   : Tidak Setuju
4. N   : Antara Setuju dan Tidak Setuju
5. S   : Setuju
6. SS   : Sangat Setuju
7. SSS   : Sangat Setuju Sekali

Kinerja Inovasi Pelayanan

8. **Saya menganggap diri saya seorang anggota tim yang kreatif di pekerjaan** *

Tandai satu saja.

1	2	3	4	5	6	7
STSS						SSS

9. **Kantor PMI tempat saya bekerja menyediakan lingkungan yang cocok untuk mengembangkan layanan baru** *

Tandai satu saja.

1	2	3	4	5	6	7
STSS						SSS

10. **Semua Divisi, Biro, unit dan Bagian berinteraksi dengan baik untuk mengembangkan program layanan baru** *

Tandai satu saja.

1	2	3	4	5	6	7
STSS						SSS

11. **Terdapat kolaborasi yang bagus antara manager program dan pelaksana proyek dilapangan dalam mengembangkan dan melaksanakan proyek layanan baru** *

Tandai satu saja.

1	2	3	4	5	6	7
STSS						SSS

12. **Kantor PMI tempat saya bekerja menawarkan insentif atau promosi kepada anggota yang terlibat dalam pengembangan bisnis baru setelah keberhasilan proyek** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

13. **Kantor PMI tempat saya bekerja mengalokasi beberapa sumber daya untuk pengembangan layanan baru** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

14. **SDM di PMI saat ini cukup untuk melaksanakan layanan baru yang dikembangkan** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

15. **Tim PMI bekerja secara profesional dalam pengembangan layanan baru** *

.

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

16. **Layanan baru yang dikembangkan oleh PMI dirasa efektif dari sisi waktu, sumber daya dan proses** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

Kapasitas Penyerapan (Absorptive Capacity)

17. **PMI memiliki ketersediaan sumber daya untuk mencari masukan dari pengetahuan dari luar organisasi** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

18. **Kemampuan organisasi PMI untuk memahami pengetahuan eksternal** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

19. **Kemampuan organisasi PMI untuk mengubah pengetahuan eksteral menjadi pengetahuan internal** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

20. **PMI sering melakukan pembaharuan pengetahuan lama** *
Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

21. **Kemampuan organisasi PMI untuk mengembangkan teknologi yang sudah ada dengan menerapkan pengetahuan baru** *
Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

22. **Kemampuan organisasi untuk memberikan pengetahuan baru dengan cepat dan efisien** *
Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

23. **Kemampuan organisasi untuk menerapkan pengetahuan baru pada jenis layanan kepalangmerahan** *
Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

24. **Kemampuan organisasi untuk menerapkan pengetahuan baru pada jenis layanan kepalangmerahan dan pelayanan kepada masyarakat** *
Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

Organizational Forgetting

Yaitu Kemampuan untuk "move on", mengabaikan hal-hal yan tidak penting sebelumnya untuk memikirkan sesuatu yang lebih strategis

25. **Organisasi PMI akan memperkenalkan pengetahuan baru yang berbeda/bertentangan dengan pengalaman dan keterampilan sebelumnya** *
Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS
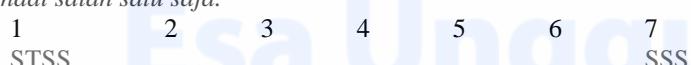
26. **Organisasi PMI dapat mengubah proses pengembangan produk layanan baru sesuai dengan perubahan lingkungan eksternal**
Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

27. **Organisasi ini dapat terus mengoptimalkan proses pengambilan keputusan oleh Tim bukan perorangan** *
Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS
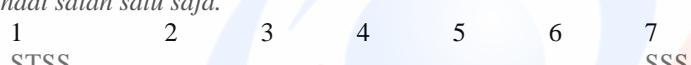
28. **Organisasi dapat mengubah mekanisme berbagi informasi internal PMI sesuai kebutuhan**
*

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

29. **PMI mau dan berupaya memperoleh teknologi baru dari yang berbedasumber** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

Kepemimpinan Transformasional

yang dimaksud Pemimpin/Pengurus dalam konteks ini adalah sesuai tingkatan masing-masing

30. **Pimpinan /Pengurus PMI mengkomunikasi visi masa depan yang jelas dan positif** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

31. **Pimpinan /Pengurus PMI memperlakukan staf sebagai individu, mendukung dan mendorong perkembangan mereka** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

32. **Pimpinan/Pengurus PMI memberikan dorongan motivasi/semangat dan pengakuan kepada staf** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

33. **Pimpinan/Pengurus PMI menumbuhkan kepercayaan, keterlibatan dan kerja sama di antara anggota tim** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS
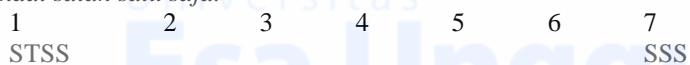
34. **Pimpinan/Pengurus PMI mendorong pemikiran dengan cara baru dalam menghadapi masalah dan mempertanyakan asumsi** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

36. **Pimpinan/Pengurus PMI memiliki kejelasan dan konsistensi antara nilai-nilai yang disampaikan dengan pelaksanaan dari nilai-nilai dimaksud** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

37. **Pimpinan/Pengurus PMI menanamkan kebanggaan dan rasa hormat pada orang lain dan menginspirasi saya dengan menjadi sangat kompeten** *

Tandai salah satu saja.

1	2	3	4	5	6	7
STSS						SSS

Lampiran 4.

Data Responden Penelitian
A. Input Data Penelitian

No. Resp	Kinerja Inovasi Pelayanan									Kapasitas Penyerapan								Organizational Forgeting					Kepemimpinan Transformasional						
	SIP1	SIP2	SIP3	SIP4	SIP5	SIP6	SIP7	SIP8	SIP9	AC1	AC2	AC3	AC4	AC5	AC6	AC7	AC8	OF1	OF2	OF3	OF4	OF5	TL1	TL2	TL3	TL4	TL5	TL6	TL7
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
1	4	4	3	3	3	3	3	3	3	6	4	4	3	3	3	3	3	4	5	4	3	4	3	4	4	4	3	3	5
2	6	6	7	6	5	6	6	6	6	6	5	5	5	5	6	5	5	6	6	6	6	6	6	6	6	6	6	6	6
3	6	4	4	4	1	3	4	4	4	3	3	2	4	4	4	4	5	4	4	4	3	4	4	4	6	5	5	4	5
4	7	6	6	6	5	5	6	6	5	6	5	5	5	6	5	6	5	4	5	6	6	6	6	6	5	6	5	6	6
5	6	3	3	3	3	5	3	5	3	3	5	3	3	3	3	5	5	3	5	5	5	4	5	5	5	5	5	5	5
6	6	5	5	6	2	4	3	6	5	2	4	3	3	4	4	4	3	5	4	4	5	4	4	6	3	3	3	3	4
7	5	5	3	6	3	3	3	3	3	4	4	5	5	5	5	1	5	3	5	5	5	5	5	5	2	4	4	3	3
8	7	2	2	2	2	2	2	4	3	3	4	5	2	1	1	1	3	6	7	7	7	5	5	2	5	2	2	2	2
9	7	2	2	2	2	3	4	4	3	3	3	5	2	1	1	1	3	6	7	7	5	5	2	4	3	3	3	3	2
10	6	4	4	4	3	3	3	5	3	6	4	6	5	6	6	6	7	3	6	6	6	6	7	5	6	5	6	6	6
11	5	4	3	5	5	5	5	5	5	6	5	5	5	6	5	5	4	6	6	4	5	5	5	4	5	4	6	5	5
12	6	7	3	7	5	4	6	7	6	6	4	6	6	6	6	6	6	6	5	6	6	7	5	5	6	5	6	6	6
13	6	5	4	5	1	5	5	5	6	6	4	4	6	6	5	4	4	6	6	6	6	5	5	4	5	5	4	5	5
14	6	4	6	5	5	5	4	6	6	4	4	6	6	6	6	5	6	6	5	5	5	5	6	5	5	5	5	5	5
15	4	4	5	7	5	6	6	5	5	5	5	5	5	5	5	5	5	5	5	5	6	5	3	5	5	3	6	3	5
16	6	6	6	5	6	5	5	5	3	5	6	5	5	6	5	5	6	5	5	5	5	5	4	5	5	5	6	5	5
17	4	4	5	5	2	3	5	4	4	6	5	6	5	5	5	6	6	5	5	5	6	5	5	3	5	5	3	5	5
18	5	5	5	2	2	1	4	3	2	5	4	5	5	5	5	3	4	5	2	5	6	5	3	4	2	3	2	1	2
19	5	5	5	3	2	4	2	3	3	5	5	3	2	2	2	3	2	2	5	2	3	3	4	3	4	2	4	2	4
20	6	4	5	4	1	4	3	4	4	4	2	4	4	3	3	5	5	3	6	7	4	4	5	5	4	4	4	4	4
21	5	5	5	6	4	4	5	3	2	5	4	5	5	6	6	2	2	6	6	3	6	6	2	4	3	3	3	3	3
22	6	6	5	4	2	2	2	4	3	4	6	3	2	2	2	3	3	2	2	7	6	6	5	3	4	4	4	3	5
23	5	2	3	5	3	3	3	2	6	5	5	5	4	3	3	7	7	5	5	7	7	6	7	5	7	7	7	7	7
24	6	3	6	7	6	7	6	6	2	6	6	7	7	7	7	7	6	7	7	5	5	7	2	7	4	5	5	7	6
25	6	7	7	4	3	2	6	6	3	6	5	6	6	5	5	6	7	6	3	4	5	2	2	3	3	3	5	3	6
26	7	7	5	7	3	7	6	6	2	6	5	6	6	5	5	6	6	6	3	4	5	2	2	3	3	3	5	3	6
27	6	6	5	5	3	5	5	5	4	5	5	5	5	5	5	4	5	3	4	5	5	5	5	5	5	4	4	4	4

No. Resp	Kinerja Inovasi Pelayanan									Kapasitas Penyerapan								Organizational Forgeting					Kepemimpinan Transformasional						
	SIP1	SIP2	SIP3	SIP4	SIP5	SIP6	SIP7	SIP8	SIP9	AC1	AC2	AC3	AC4	AC5	AC6	AC7	AC8	OF1	OF2	OF3	OF4	OF5	TL1	TL2	TL3	TL4	TL5	TL6	TL7
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
28	5	6	5	6	1	2	3	6	5	5	5	3	5	3	3	4	2	2	3	3	3	3	1	1	1	1	1	1	1
29	5	3	3	3	2	2	2	3	3	5	5	4	3	4	2	2	2	4	4	2	4	3	3	3	2	3	3	2	2
30	7	7	7	6	6	6	6	6	6	6	6	6	5	5	5	5	5	5	5	5	5	5	4	5	4	4	4	4	4
31	5	4	5	5	3	3	3	4	4	3	4	4	4	5	5	5	4	5	4	2	5	5	3	4	5	3	4	4	4
32	4	5	5	4	1	5	5	5	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	6	5	5	5
33	6	4	5	4	4	4	5	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	6	4	5	4	4	4	4
34	5	4	3	3	3	3	3	4	4	5	5	5	5	5	4	5	4	4	4	3	5	5	3	3	4	4	4	4	4
35	6	6	6	5	4	5	5	5	5	5	5	5	6	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
36	6	5	5	5	4	5	5	5	5	6	5	4	5	5	5	5	5	5	6	5	5	5	5	5	5	5	5	5	5
37	5	5	5	4	4	3	6	4	4	4	4	3	3	3	3	4	4	3	3	4	5	4	3	3	3	3	3	3	3
38	7	5	5	4	3	4	4	5	5	5	5	4	5	4	5	5	4	5	6	5	5	5	3	3	3	3	4	3	4
39	7	5	5	4	3	4	4	5	5	5	5	4	5	5	5	5	4	5	6	5	5	5	3	3	3	3	4	3	4
40	5	4	4	3	3	3	4	4	3	4	4	5	5	5	4	3	3	4	4	5	5	4	3	4	3	3	3	4	3
41	6	1	6	3	3	4	6	2	2	5	3	4	7	7	5	6	6	5	5	6	6	6	3	3	3	3	3	4	5
42	6	1	6	3	3	4	6	2	2	5	3	4	7	7	6	6	6	5	5	6	5	5	3	3	5	3	3	4	5
43	6	6	6	6	6	6	6	6	6	5	6	6	6	6	6	6	6	6	6	6	6	6	5	6	6	6	5	6	6
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45	4	3	3	6	2	3	3	5	3	4	4	6	4	4	3	4	4	3	3	4	4	4	4	4	4	3	3	4	3
46	6	6	5	5	5	5	5	5	5	5	6	6	5	6	5	5	6	6	6	6	6	6	6	6	6	6	5	5	6
47	4	5	4	5	4	4	3	6	4	4	5	5	5	5	4	5	5	5	5	5	5	5	3	3	3	3	6	5	6
48	2	7	5	5	5	5	5	5	6	5	4	4	3	3	5	3	4	3	4	2	3	2	5	6	6	6	7	5	7
49	5	6	6	5	4	6	5	6	5	5	6	5	5	5	5	6	5	6	6	6	5	6	2	3	3	3	3	3	4
50	5	6	7	6	6	7	7	7	7	7	7	6	6	6	6	5	6	7	7	7	6	6	5	6	6	6	6	5	5
51	7	7	7	5	5	7	1	5	1	1	5	5	1	1	1	4	7	7	4	7	5	5	7	7	7	7	7	7	7
52	7	7	5	6	5	7	4	5	5	5	5	5	7	5	5	5	5	5	5	7	5	5	5	7	5	5	7	5	7
53	5	5	5	5	5	4	5	5	5	4	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5
54	5	5	5	5	5	5	5	5	5	5	5	5	6	5	5	6	5	5	6	5	5	5	5	5	5	5	5	5	5
55	4	5	5	6	2	4	3	4	4	6	7	6	5	5	5	6	1	4	6	2	6	6	4	4	5	4	5	5	4
56	5	5	5	3	5	5	5	5	5	5	4	5	5	5	5	5	5	5	3	5	4	5	4	4	4	4	5	4	4
57	6	2	3	3	3	3	3	3	1	5	4	3	2	1	1	2	1	4	6	2	6	6	4	4	4	3	3	5	3
58	6	5	6	6	3	5	5	5	5	5	5	4	5	6	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5
59	7	5	6	6	4	5	5	5	5	5	5	4	5	6	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5

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No. Resp	Kinerja Inovasi Pelayanan									Kapasitas Penyerapan								Organizational Forgeting					Kepemimpinan Transformasional						
	SIP1	SIP2	SIP3	SIP4	SIP5	SIP6	SIP7	SIP8	SIP9	AC1	AC2	AC3	AC4	AC5	AC6	AC7	AC8	OF1	OF2	OF3	OF4	OF5	TL1	TL2	TL3	TL4	TL5	TL6	TL7
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
60	6	5	5	4	4	4	4	5	4	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5
61	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	5	5	5
62	4	7	7	7	4	7	7	7	6	7	7	7	7	7	4	4	4	6	6	7	7	7	5	7	4	7	7	5	5
63	6	7	7	6	3	3	5	6	4	6	6	7	7	6	6	6	6	5	5	6	6	5	7	7	6	7	6	6	6
64	6	6	6	5	6	6	6	6	6	6	6	6	6	6	6	6	6	7	7	7	6	7	7	7	6	7	7	7	7
65	6	6	6	5	6	6	6	6	6	6	6	6	6	6	6	6	6	7	7	7	6	7	6	6	6	7	7	7	7
66	5	7	6	5	2	5	6	5	5	5	6	6	6	6	6	6	6	5	5	6	6	6	6	6	6	6	6	6	6
67	7	6	6	6	6	6	5	5	6	6	6	6	6	6	7	6	6	6	6	6	6	6	6	6	6	6	6	6	7
68	6	6	6	7	6	5	6	7	6	7	6	5	5	7	7	6	7	4	5	6	5	5	7	7	7	7	7	7	6
69	4	6	6	6	4	6	5	5	6	4	5	5	4	5	4	6	6	4	6	6	5	5	6	6	6	6	6	4	5
70	5	6	4	5	6	6	5	6	5	5	5	5	6	5	5	5	4	4	5	5	5	5	2	3	3	3	4	3	4
71	5	6	6	6	5	5	4	5	7	6	6	4	5	5	5	5	6	5	6	4	4	5	3	5	6	6	4	4	4
72	5	6	5	6	4	5	6	5	6	5	5	6	5	5	6	5	6	6	5	6	6	5	4	6	6	6	5	5	5
73	5	5	4	4	4	4	4	4	5	5	4	4	3	4	4	4	4	4	3	4	5	4	6	4	4	6	4	4	4
74	6	6	6	5	2	4	7	6	4	4	7	7	4	7	5	6	5	6	6	6	6	5	7	6	7	6	5	5	5
75	7	7	6	5	6	4	6	7	5	7	7	7	6	5	6	7	6	4	5	7	5	7	6	6	6	6	7	6	4
76	6	5	5	5	2	2	4	4	7	5	4	4	7	7	6	6	7	6	6	7	6	6	7	6	6	6	5	5	6
77	6	6	6	6	6	5	2	5	5	4	5	4	5	5	5	5	6	6	5	7	5	7	6	5	6	6	6	6	6
78	6	5	5	4	5	7	3	5	4	2	5	4	4	7	5	7	6	4	6	6	6	6	5	5	6	6	6	6	6
79	6	7	6	5	7	2	3	5	6	2	5	4	4	7	5	6	6	6	6	7	5	7	5	4	6	6	6	6	6
80	6	6	6	5	7	6	3	5	6	4	5	6	5	6	5	5	5	5	6	4	5	6	5	5	5	5	4	5	3
81	4	5	5	4	1	5	2	4	3	5	5	6	4	5	5	5	5	2	5	5	4	5	5	4	6	5	5	4	5
82	5	5	5	4	4	5	5	5	5	5	5	5	6	6	5	5	5	5	5	5	5	6	6	5	5	5	5	5	5
83	5	6	6	5	6	4	4	6	5	5	5	6	4	5	5	6	6	6	6	5	5	6	5	6	6	5	6	6	5
84	5	4	5	6	4	6	4	6	5	6	5	6	5	6	6	6	5	5	5	6	6	5	7	5	5	7	6	5	6
85	6	6	6	6	5	6	4	6	5	6	5	6	5	6	5	6	5	6	4	4	5	5	6	4	4	6	5	5	4
86	6	4	5	4	3	5	3	5	5	4	4	6	6	6	4	6	4	4	5	6	4	6	4	5	5	6	4	4	5
87	5	5	6	6	4	4	3	5	5	5	5	6	6	6	6	6	6	5	5	6	6	5	5	5	5	6	5	6	5
88	5	5	6	6	4	5	3	5	5	5	5	6	6	6	6	6	6	5	7	6	6	7	5	7	7	7	6	4	6
89	5	3	6	4	6	6	3	6	6	2	4	6	7	7	7	6	7	7	7	7	7	7	6	7	7	7	6	6	1
90	7	7	3	1	1	1	7	4	1	1	1	1	1	1	1	1	1	1	1	3	1	1	1	1	1	1	1	1	1
91	5	5	5	4	3	3	5	5	5	5	4	5	4	5	5	5	5	4	5	5	4	5	4	4	5	5	5	5	5

No. Resp	Kinerja Inovasi Pelayanan									Kapasitas Penyerapan								Organizational Forgeting					Kepemimpinan Transformasional						
	SIP1	SIP2	SIP3	SIP4	SIP5	SIP6	SIP7	SIP8	SIP9	AC1	AC2	AC3	AC4	AC5	AC6	AC7	AC8	OF1	OF2	OF3	OF4	OF5	TL1	TL2	TL3	TL4	TL5	TL6	TL7
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
92	7	5	5	4	3	5	4	4	4	5	5	6	5	4	5	5	5	5	4	6	6	5	6	6	6	6	6	6	6
93	6	7	5	6	5	5	5	6	5	4	6	7	6	7	6	6	7	3	5	7	7	7	7	7	7	7	6	7	6
94	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
95	5	3	3	4	3	4	4	4	4	4	4	4	3	3	3	4	4	4	3	3	4	3	3	3	3	4	4	3	4
96	6	5	3	4	5	5	1	4	4	6	6	4	5	5	4	5	4	5	6	5	6	5	4	5	3	5	5	5	5
97	5	6	6	6	3	5	5	5	6	5	5	5	6	5	3	5	5	3	5	4	6	6	6	6	6	6	6	4	5
98	5	5	5	6	5	5	5	5	5	5	6	5	5	5	5	5	5	6	5	5	5	6	6	6	6	6	6	6	6
99	5	6	5	5	5	6	3	6	5	6	4	4	5	6	5	5	5	4	4	5	5	6	6	6	5	5	6	5	6
100	4	4	5	6	5	6	3	2	6	6	6	2	6	6	6	6	6	4	4	5	6	6	6	5	5	6	5	6	5
101	5	2	2	2	1	1	3	5	2	4	5	4	3	2	2	3	3	7	2	1	2	4	2	2	1	2	1	1	1
102	5	5	5	5	4	5	4	5	4	5	5	5	5	5	5	5	5	4	5	4	5	5	5	5	5	5	5	5	5
103	5	5	5	5	4	5	5	6	5	6	5	5	5	5	5	5	5	4	5	5	5	5	5	6	6	6	6	6	6
104	7	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	7	7	7	6	7	7	7	6	6	6
105	5	5	5	5	6	6	6	6	6	6	5	6	5	6	6	5	5	5	5	6	6	5	5	6	6	6	6	6	5
106	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5
107	5	4	4	3	4	4	4	4	4	6	6	6	4	4	4	5	6	4	4	6	5	6	6	4	4	4	4	4	4
108	5	6	5	6	6	6	3	5	4	5	5	6	5	5	5	5	5	5	5	6	6	6	5	5	6	6	6	6	6
109	7	4	6	5	3	5	5	7	4	5	3	6	5	4	4	5	7	5	6	6	7	6	7	4	4	4	5	4	5
110	4	6	6	6	3	5	6	1	1	5	1	3	1	3	3	3	3	1	1	2	1	3	4	4	4	4	4	3	7
111	4	1	3	2	1	1	1	1	4	1	4	4	4	4	4	4	3	3	4	3	3	3	3	3	3	3	3	3	4
112	7	7	4	3	6	5	6	4	4	5	4	5	4	4	4	4	4	4	4	4	4	5	3	3	3	3	3	3	3
113	5	5	4	1	3	4	3	4	4	3	4	5	4	4	4	4	4	4	7	4	4	5	3	3	3	4	3	3	3
114	6	1	1	1	1	1	1	1	1	7	7	5	6	6	7	7	7	7	7	7	7	7	1	1	1	1	1	1	1
115	7	7	6	6	6	7	7	7	6	6	6	6	6	6	6	6	6	6	6	5	6	7	7	6	6	6	7	7	7
116	4	3	2	2	2	3	2	3	2	3	3	2	2	2	2	2	2	2	2	2	2	3	3	2	2	2	2	3	2
117	5	5	5	5	5	5	5	5	5	4	4	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5
118	6	6	6	5	5	6	6	6	5	5	6	6	5	6	5	5	5	5	6	5	6	6	5	5	5	6	5	6	6
119	5	5	4	4	5	3	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	5	4	5
120	6	6	4	4	3	3	3	4	4	3	3	4	4	5	5	5	5	3	3	6	5	5	4	4	4	4	3	3	4
121	5	5	4	4	6	5	4	5	5	5	5	5	5	5	5	5	5	3	5	6	5	5	4	5	5	5	5	5	4
122	5	6	4	4	6	5	4	5	5	5	5	5	5	5	5	5	5	3	5	6	5	5	6	7	7	7	7	6	6
123	3	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	4	5	5	4	5	5	5	5	5	5	5	5

No. Resp	Kinerja Inovasi Pelayanan									Kapasitas Penyerapan								Organizational Forgeting					Kepemimpinan Transformasional						
	SIP1	SIP2	SIP3	SIP4	SIP5	SIP6	SIP7	SIP8	SIP9	AC1	AC2	AC3	AC4	AC5	AC6	AC7	AC8	OF1	OF2	OF3	OF4	OF5	TL1	TL2	TL3	TL4	TL5	TL6	TL7
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
124	5	4	3	3	1	1	1	2	3	6	3	4	4	5	5	5	5	5	5	3	5	6	5	5	5	5	3	6	3
125	6	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	4	5	2	2	4	2	2	2	2	2
126	5	5	5	4	3	5	3	5	5	5	5	5	3	5	5	5	5	5	5	4	5	5	5	4	4	4	4	4	4
127	4	4	2	2	2	3	2	3	4	6	6	5	5	5	4	4	4	4	4	3	3	4	3	3	2	3	3	3	2
128	4	1	1	4	1	1	1	1	1	4	2	3	2	3	3	3	3	3	4	1	2	1	2	2	2	2	2	2	1
129	3	1	1	2	1	1	2	3	3	3	1	2	5	5	3	3	2	3	3	2	2	3	2	3	2	1	1	1	1
130	5	4	4	4	3	3	3	3	3	3	3	4	4	4	3	3	3	3	3	4	4	4	4	3	3	4	3	3	3
131	4	2	1	3	2	1	1	2	2	5	3	4	4	4	3	3	4	3	3	2	2	2	3	3	1	1	1	1	1
132	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	3	3	3	3	3	3	3
133	3	3	3	3	2	3	5	3	3	5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3
134	6	6	6	6	5	4	3	3	4	6	6	6	3	4	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4
135	4	5	4	3	4	5	3	3	3	5	5	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
136	6	6	6	5	6	7	5	7	6	4	5	5	3	5	6	6	5	6	6	6	5	6	5	6	6	5	6	5	5
137	5	5	5	5	4	4	6	5	5	6	5	5	5	5	5	5	5	3	5	6	6	5	5	5	4	5	5	4	5
138	5	5	6	5	4	5	3	5	6	5	5	7	5	7	7	6	7	5	6	5	5	6	6	5	5	6	6	6	6
139	7	7	4	7	2	7	6	7	7	7	7	7	7	7	7	7	7	5	7	7	7	7	7	7	7	7	7	7	7
140	5	4	3	4	4	4	3	3	4	3	4	4	4	5	5	5	5	4	3	3	3	3	4	4	4	3	5	4	4
141	4	6	6	4	4	4	4	4	3	6	6	2	3	4	5	6	5	6	6	5	6	4	6	6	6	6	5	5	5
142	6	3	6	6	5	6	5	6	5	6	5	5	5	5	5	5	5	6	5	6	6	6	3	3	3	2	3	4	4
143	5	6	5	5	3	3	3	6	6	5	5	5	4	6	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5
144	5	6	6	6	5	5	6	3	5	5	5	6	5	7	6	6	6	4	6	7	7	7	7	5	7	6	7	6	4
145	7	7	6	6	6	7	7	6	5	6	7	6	7	7	6	7	7	7	7	7	7	7	5	7	7	6	7	7	7
146	5	7	6	7	5	6	6	6	5	6	6	6	6	6	6	6	6	5	5	6	5	5	5	5	6	6	6	6	4
147	4	5	6	4	4	4	4	4	3	4	4	4	4	4	3	4	4	4	4	5	5	5	5	5	4	4	5	4	5
148	7	7	7	7	2	3	3	3	5	5	4	4	5	5	5	5	5	5	5	6	5	5	5	5	5	5	5	4	4
149	5	4	4	5	3	3	4	5	2	6	5	5	2	1	3	3	4	4	4	1	2	5	4	2	2	3	4	4	5
150	5	4	3	4	1	3	1	5	6	5	5	5	5	5	6	4	5	3	6	5	6	6	1	5	5	5	2	4	4
151	4	4	4	3	4	5	5	5	6	6	6	5	5	4	6	5	4	4	4	6	6	5	4	5	5	5	4	4	4
152	5	4	4	7	4	6	6	6	4	6	6	5	3	5	4	5	4	6	4	6	5	5	4	3	5	4	4	4	4
153	7	7	7	7	7	7	7	7	7	5		4	4	5	5	6	6	6	4	3	5	2	5	4	5	4	7		7
154	6	6	4	5	4	4	5	4	5	3	4	4	4	6	4	5	4	6	6	3	5	3	4	4	4	4	4	6	6
155	5	6	5	5	4	6	4	5	5	4	3	6	4	5	4	5	6	6	7	4	4	4	5	4	6	6	5	5	6

No. Resp	SIP1	SIP2	SIP3	SIP4	SIP5	SIP6	SIP7	SIP8	SIP9	AC1	AC2	AC3	AC4	AC5	AC6	AC7	AC8	OF1	OF2	OF3	OF4	OF5	TL1	TL2	TL3	TL4	TL5	TL6	TL7
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
156	7	7	7	7	7	6	7	6	6	7	7	7	5	5	6	6	6	6	6	6	6	6	7	7	6	7	7	7	7
157	6	6	6	6	6	6	6	6	6	6	6	5	5	5	6	6	6	6	6	6	6	6	6	6	6	6	3	7	6
158	5	6	6	6	5	5	5	5	6	5	5	5	5	5	5	5	5	7	6	5	5	5	5	5	5	5	1	6	5
159	6	6	6	5	5	6	5	5	6	6	6	6	6	6	5	5	5	6	7	6	6	5	5	5	5	5	5	5	6
160	4	4	3	4	4	4	4	4	4	3	3	4	4	5	4	4	4	6	4	3	3	3	4	6	6	4	6	5	4
161	6	6	7	6	6	6	6	6	4	7	6	5	7	7	6	6	7	6	6	6	6	6	7	6	5	5	7	7	7
162	7	7	7	7	7	7	7	7	7	5	3	4	4	5	5	6	4	6	4	3	5	2	5	4	5	4	7	7	7
163	6	6	4	5	4	4	5	4	5	3	4	4	4	6	4	5	4	6	6	3	5	3	4	4	4	4	4	6	6
164	5	6	5	5	4	6	4	5	5	4	3	6	4	5	4	5	6	6	7	4	4	4	5	4	6	6	5	5	6
165	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
166	6	6	6	6	6	6	6	6	6	6	6	5	5	5	6	6	6	7	6	6	6	5	6	6	6	6	3	6	6
167	5	6	6	6	4	5	5	6	6	5	5	5	5	5	5	5	5	6	6	5	5	5	5	5	5	5	1	5	5
168	6	6	6	5	4	6	5	5	6	6	6	6	6	6	5	5	6	6	7	5	6	3	5	6	5	5	5	5	6
169	3	3	3	4	4	5	5	4	4	3	3	4	4	5	4	4	3	6	4	3	3	6	3	3	4	3	4	4	4
170	6	6	7	6	6	6	6	6	7	7	6	5	7	7	6	6	7	6	6	6	6	6	7	6	6	6	6	7	7
171	6	4	3	4	4	4	2	5	4	5	4	5	5	5	5	5	6	5	6	6	6	6	4	6	6	4	4	4	4
172	5	3	5	5	2	4	2	6	5	4	4	4	6	6	4	6	5	5	5	5	5	6	6	6	7	7	5	6	6
173	7	7	7	7	7	7	7	7	6	5	7	7	7	7	6	7	7	7	4	5	7	5	7	7	7	7	7	6	7
174	5	5	5	5	3	3	3	4	3	4	5	5	5	5	5	5	5	5	5	5	5	5	4	3	4	5	4	3	5
175	6	6	5	5	6	6	4	4	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	5	6	6	6
176	7	1	1	2	1	1	1	1	7	7	7	7	7	7	7	7	5	5	7	7	7	7	3	4	5	7	2	2	4
177	6	6	5	5	6	6	6	5	5	3	5	5	5	5	5	5	5	4	5	5	5	5	6	6	6	7	4	4	4
178	6	4	5	5	3	3	3	4	4	4	3	3	4	4	4	4	4	4	4	4	4	4	4	6	5	4	4	4	4
179	5	6	5	5	3	4	6	5	5	6	5	4	6	5	4	4	5	5	5	6	4	5	5	4	6	5	5	4	4
180	4	4	5	5	4	5	4	5	4	4	5	5	5	5	5	6	6	5	6	6	6	6	5	6	5	6	6	6	6
181	4	4	4	4	1	3	5	5	5	5	5	5	5	5	4	5	5	1	5	5	5	4	4	4	4	5	4	4	5
182	4	4	5	4	5	2	4	7	5	5	5	5	5	5	5	4	5	2	4	5	4	5	6	5	5	3	4	4	5
183	5	5	5	5	5	5	5	5	5	5	5	5	6	5	5	6	5	6	5	6	5	7	5	5	6	6	6	6	6
184	5	5	5	5	4	4	4	5	5	5	5	5	5	5	5	5	5	4	6	5	5	5	5	5	5	5	5	5	5
185	5	5	5	5	1	5	5	4	5	5	5	5	5	5	5	5	5	3	5	6	6	5	5	5	5	6	6	5	5
186	5	5	5	5	1	5	3	6	5	4	5	5	5	5	5	5	5	3	5	6	5	5	5	5	5	6	5	5	5
187	5	5	5	5	1	5	3	6	5	4	5	5	5	5	5	5	5	3	5	6	5	5	5	5	5	5	5	5	5

No. Resp	SIP1	SIP2	SIP3	SIP4	SIP5	SIP6	SIP7	SIP8	SIP9	AC1	AC2	AC3	AC4	AC5	AC6	AC7	AC8	OF1	OF2	OF3	OF4	OF5	TL1	TL2	TL3	TL4	TL5	TL6	TL7
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
188	6	6	6	6	5	6	6	6	6	6	6	6	2	2	6	6	6	6	6	5	6	7	5	6	6	6	5	6	7
189	6	6	6	6	6	6	5	7	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	7
190	5	4	4	4	4	4	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
191	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
192	6	3	4	5	4	6	5	6	5	5	6	6	6	6	5	6	6	6	5	6	6	6	7	6	6	6	6	6	7
193	5	5	5	6	5	3	3	5	3	5	5	5	5	5	5	5	5	5	5	6	5	5	5	5	5	5	5	5	5
194	6	6	6	5	5	6	6	6	6	5	6	1	6	6	6	6	7	6	6	7	7	7	7	7	7	7	7	7	7
195	4	2	3	2	1	1	1	2	2	1	1	1	6	2	2	2	2	2	2	1	5	6	6	4	3	2	1	1	2
196	5	5	5	5	5	5	4	6	5	5	5	5	5	5	6	6	6	3	4	6	5	5	5	5	5	5	5	5	6
197	2	5	5	6	5	5	7	7	7	5	7	7	7	7	7	7	7	7	7	7	6	7	7	7	7	7	7	7	7
198	3	6	6	6	4	3	6	6	6	3	4	4	6	6	6	6	6	6	6	6	4	6	6	4	6	6	6	4	6
199	5	6	3	3	2	3	3	5	5	5	5	5	5	5	5	3	4	4	5	3	5	5	5	4	4	5	4	4	4
200	5	5	5	5	3	5	6	5	5	5	5	5	5	5	5	5	5	5	5	5	5	7	6	6	6	7	6	6	7
201	5	5	5	5	4	4	3	5	6	4	5	4	6	4	6	6	6	5	4	4	4	5	4	5	5	5	4	4	4
202	4	5	4	5	4	4	4	3	5	3	5	5	5	5	5	6	6	5	6	5	5	7	7	7	7	7	7	7	7
203	7	7	5	5	4	5	5	7	3	6	6	7	5	7	5	6	7	5	6	7	6	7	7	5	7	7	4	7	7
204	5	5	5	5	4	5	4	5	6	6	6	5	5	5	5	6	5	4	6	6	6	5	4	5	5	5	5	5	5
205	5	4	3	3	4	6	3	3	5	3	6	5	4	5	5	5	7	5	6	7	5	7	7	7	7	7	6	4	6
206	5	6	5	6	7	7	7	7	7	7	7	7	7	7	7	7	5	7	7	7	5	5	7	7	7	7	7	7	5
207	7	5	5	6	4	4	4	4	4	6	6	6	6	6	6	6	6	5	4	6	7	7	5	7	7	7	6	6	7
208	5	5	6	5	4	6	5	5	5	5	5	5	4	5	5	6	5	4	6	5	6	5	6	5	5	6	5	6	6
209	6	5	5	5	4	5	5	4	5	5	5	5	6	5	5	6	6	5	5	5	6	5	6	7	6	4	5	5	5
210	5	5	4	6	5	5	5	5	5	7	5	5	5	5	5	6	7	7	6	7	7	6	5	4	5	4	4	5	7
211	5	7	3	4	3	1	4	4	4	5	5	4	5	5	5	4	4	4	7	4	4	5	5	4	7	7	5	4	4
212	4	5	3	4	5	6	6	4	5	5	5	6	5	6	7	5	5	5	5	5	6	4	5	4	4	4	5	4	5
213	5	7	5	4	3	6	5	6	5	5	6	7	5	6	7	7	7	6	6	7	6	4	6	4	5	6	6	4	6
214	6	6	6	7	5	6	7	6	6	6	7	5	5	7	7	6	5	6	6	5	5	6	7	7	6	7	6	5	7
215	7	5	6	6	3	5	5	6	7	6	5	4	5	6	7	5	6	6	7	6	5	5	5	5	7	5	5	7	5
216	5	6	7	5	5	6	5	5	5	5	7	6	6	6	5	6	5	6	5	6	7	6	6	5	5	7	7	7	7
217	7	6	6	7	7	7	6	7	7	6	5	5	6	6	4	5	6	4	5	6	5	7	6	6	6	6	5	5	6
218	6	6	6	6	6	6	6	5	5	6	5	5	6	6	4	5	5	6	6	6	4	5	6	4	6	6	6	5	6
219	5	7	4	4	4	5	7	4	5	7	6	7	6	4	6	6	6	6	5	6	5	6	6	5	4	5	5	5	4

No. Resp	Kinerja Inovasi Pelayanan									Kapasitas Penyerapan								Organizational Forgeting					Kepemimpinan Transformasional						
	SIP1	SIP2	SIP3	SIP4	SIP5	SIP6	SIP7	SIP8	SIP9	AC1	AC2	AC3	AC4	AC5	AC6	AC7	AC8	OF1	OF2	OF3	OF4	OF5	TL1	TL2	TL3	TL4	TL5	TL6	TL7
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
220	5	3	3	4	2	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4
221	5	7	5	4	5	6	6	6	5	5	6	6	5	6	5	5	5	5	6	5	6	6	4	5	4	4	5	4	5
222	6	6	5	7	3	5	5	6	6	7	7	7	7	6	7	7	7	6	6	5	5	6	7	6	6	6	6	4	6
223	7	6	6	6	5	6	7	6	7	7	7	7	5	6	7	6	6	6	7	7	7	7	6	7	7	7	6	5	7
224	5	5	5	5	3	5	5	5	5	5	5	4	5	5	5	5	5	4	5	6	5	6	5	5	5	5	5	5	5
225	4	4	3	3	3	3	3	3	3	6	4	4	3	3	3	3	3	4	5	4	3	4	3	4	4	4	3	3	5
226	6	6	7	6	5	6	6	6	6	6	5	5	5	6	6	5	6	6	6	6	6	6	6	6	6	6	6	6	6
227	6	4	4	4	1	3	4	4	4	3	3	2	4	4	4	4	5	4	4	4	3	4	4	4	4	5	5	4	5
228	7	6	6	6	5	5	6	6	5	6	5	5	5	6	5	6	5	4	5	6	6	6	6	6	6	6	5	6	6
229	5	3	3	3	3	3	3	5	3	3	5	3	3	3	3	5	5	3	5	5	5	5	5	5	5	5	5	5	5
230	7	7	5	6	3	5	4	5	5	3	5	5	6	6	6	6	6	5	4	6	6	6	7	7	7	7	7	7	7
231	6	5	6	5	4	6	5	5	5	5	5	6	4	5	5	6	5	4	5	6	5	5	5	5	6	6	5	6	6
232	5	5	5	6	4	5	5	5	5	5	5	5	6	5	5	6	6	5	6	5	6	6	5	6	5	5	4	5	5

B. Data Responden Penelitian

Komponen	Jumlah	Persentase
Kapasitas Organisasi PMI		
Baik/Tinggi	70	30 %
Cukup	116	50%
Rendah	46	20%
Total	**232**	

Keterwakilan demografi wilayah provinsi adalah 97% (33 Provinsi dari 34 Provinsi)

Lampiran 5:

Analisa Statistik Hasil Penelitian

A. Output Analisa Validitas dan Reliabilitas dengan SPSS 25

```
FACTOR
 /VARIABLES OF1 OF2 OF3 OF4 OF5
 /MISSING LISTWISE
 /ANALYSIS OF1 OF2 OF3 OF4 OF5
 /PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
 /CRITERIA MINEIGEN (1) ITERATE (25)
 /EXTRACTION PC
 /ROTATION NOROTATE
 /METHOD=CORRELATION.
```

Factor Analysis

Correlation Matrix[a]

		OF1	OF2	OF3	OF4	OF5
Correlation	OF1	1.000	.717	.482	.561	.488
	OF2	.717	1.000	.687	.703	.633
	OF3	.482	.687	1.000	.792	.723
	OF4	.561	.703	.792	1.000	.760
	OF5	.488	.633	.723	.760	1.000
Sig. (1-tailed)	OF1		.000	.000	.000	.000
	OF2	.000		.000	.000	.000
	OF3	.000	.000		.000	.000
	OF4	.000	.000	.000		.000
	OF5	.000	.000	.000	.000	

a. Determinant = ,031

Inverse of Correlation Matrix

	OF1	OF2	OF3	OF4	OF5
OF1	2.115	-1.416	.300	-.377	-.066
OF2	-1.416	3.164	-.869	-.529	-.282
OF3	.300	-.869	3.201	-1.512	-.762
OF4	-.377	-.529	-1.512	3.678	-1.182
OF5	-.066	-.282	-.762	-1.182	2.660

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.839
Bartlett's Test of Sphericity	Approx. Chi-Square	797.307
	df	10
	Sig.	.000

Anti-image Matrices

		OF1	OF2	OF3	OF4	OF5
Anti-image Covariance	OF1	.473	-.212	.044	-.048	-.012
	OF2	-.212	.316	-.086	-.045	-.033
	OF3	.044	-.086	.312	-.128	-.090
	OF4	-.048	-.045	-.128	.272	-.121
	OF5	-.012	-.033	-.090	-.121	.376
Anti-image Correlation	OF1	.797[a]	-.547	.115	-.135	-.028
	OF2	-.547	.822[a]	-.273	-.155	-.097
	OF3	.115	-.273	.841[a]	-.441	-.261
	OF4	-.135	-.155	-.441	.841[a]	-.378
	OF5	-.028	-.097	-.261	-.378	.887[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
OF1	1.000	.562
OF2	1.000	.771
OF3	1.000	.760
OF4	1.000	.814
OF5	1.000	.724

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.631	72.624	72.624	3.631	72.624	72.624
2	.655	13.105	85.729			
3	.295	5.894	91.622			
4	.228	4.555	96.177			
5	.191	3.823	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component 1
OF1	.749
OF2	.878
OF3	.872
OF4	.902
OF5	.851

Extraction Method: Principal Component Analysis.[a]
a. 1 components extracted.

Reproduced Correlations

		OF1	OF2	OF3	OF4	OF5
Reproduced Correlation	OF1	.562[a]	.658	.653	.676	.637
	OF2	.658	.771[a]	.766	.792	.747
	OF3	.653	.766	.760[a]	.787	.742
	OF4	.676	.792	.787	.814[a]	.768
	OF5	.637	.747	.742	.768	.724[a]
Residual[b]	OF1		.059	-.171	-.115	-.149
	OF2	.059		-.078	-.089	-.114
	OF3	-.171	-.078		.005	-.019
	OF4	-.115	-.089	.005		-.008
	OF5	-.149	-.114	-.019	-.008	

Extraction Method: Principal Component Analysis.
a. Reproduced communalities
b. Residuals are computed between observed and reproduced correlations. There are 7 (70,0%) nonredundant residuals with absolute values greater than 0.05.

```
FACTOR
 /VARIABLES AC1 AC2 AC3 AC4 AC5 AC6 AC7 AC8
 /MISSING LISTWISE
 /ANALYSIS AC1 AC2 AC3 AC4 AC5 AC6 AC7 AC8
 /PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
 /CRITERIA MINEIGEN (1) ITERATE (25)
 /EXTRACTION PC
 /ROTATION NOROTATE
 /METHOD=CORRELATION.
```

Factor Analysis

Correlation Matrix^a

		AC1	AC2	AC3	AC4	AC5	AC6	AC7
Correlation	AC1	1.000	.674	.585	.490	.428	.527	.493
	AC2	.674	1.000	.772	.571	.560	.632	.644
	AC3	.585	.772	1.000	.586	.622	.654	.638
	AC4	.490	.571	.586	1.000	.807	.728	.688
	AC5	.428	.560	.622	.807	1.000	.811	.769
	AC6	.527	.632	.654	.728	.811	1.000	.853
	AC7	.493	.644	.638	.688	.769	.853	1.000
	AC8	.464	.638	.683	.679	.730	.819	.878
Sig. (1-tailed)	AC1		.000	.000	.000	.000	.000	.000
	AC2	.000		.000	.000	.000	.000	.000
	AC3	.000	.000		.000	.000	.000	.000
	AC4	.000	.000	.000		.000	.000	.000
	AC5	.000	.000	.000	.000		.000	.000
	AC6	.000	.000	.000	.000	.000		.000
	AC7	.000	.000	.000	.000	.000	.000	
	AC8	.000	.000	.000	.000	.000	.000	.000

Correlation Matrix[a]

		AC8
Correlation	AC1	.464
	AC2	.638
	AC3	.683
	AC4	.679
	AC5	.730
	AC6	.819
	AC7	.878
	AC8	1.000
Sig. (1-tailed)	AC1	.000
	AC2	.000
	AC3	.000
	AC4	.000
	AC5	.000
	AC6	.000
	AC7	.000
	AC8	

a. Determinant = ,001

Inverse of Correlation Matrix

	AC1	AC2	AC3	AC4	AC5	AC6	AC7	AC8
AC1	1.987	-.963	-.300	-.394	.414	-.492	-.121	.372
AC2	-.963	3.281	-1.549	-.210	.250	-.009	-.639	-.059
AC3	-.300	-1.549	3.104	.085	-.598	-.119	.529	-.979
AC4	-.394	-.210	.085	3.211	-1.986	-.232	.165	-.427
AC5	.414	.250	-.598	-1.986	4.471	-1.586	-.918	.247
AC6	-.492	-.009	-.119	-.232	-1.586	5.197	-1.846	-1.006
AC7	-.121	-.639	.529	.165	-.918	-1.846	6.083	-3.168
AC8	.372	-.059	-.979	-.427	.247	-1.006	-3.168	5.249

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.893
Bartlett's Test of Sphericity	Approx. Chi-Square	1717.415
	df	28
	Sig.	.000

Anti-image Matrices

		AC1	AC2	AC3	AC4	AC5	AC6
Anti-image Covariance	AC1	.503	-.148	-.049	-.062	.047	-.048
	AC2	-.148	.305	-.152	-.020	.017	-.001
	AC3	-.049	-.152	.322	.009	-.043	-.007
	AC4	-.062	-.020	.009	.311	-.138	-.014
	AC5	.047	.017	-.043	-.138	.224	-.068
	AC6	-.048	-.001	-.007	-.014	-.068	.192
	AC7	-.010	-.032	.028	.008	-.034	-.058
	AC8	.036	-.003	-.060	-.025	.011	-.037
Anti-image Correlation	AC1	.891[a]	-.377	-.121	-.156	.139	-.153
	AC2	-.377	.877[a]	-.485	-.065	.065	-.002
	AC3	-.121	-.485	.894[a]	.027	-.161	-.030
	AC4	-.156	-.065	.027	.905[a]	-.524	-.057
	AC5	.139	.065	-.161	-.524	.877[a]	-.329
	AC6	-.153	-.002	-.030	-.057	-.329	.929[a]
	AC7	-.035	-.143	.122	.037	-.176	-.328
	AC8	.115	-.014	-.243	-.104	.051	-.193

Anti-image Matrices

		AC7	AC8
Anti-image Covariance	AC1	-.010	.036
	AC2	-.032	-.003
	AC3	.028	-.060
	AC4	.008	-.025
	AC5	-.034	.011
	AC6	-.058	-.037
	AC7	.164	-.099
	AC8	-.099	.191
Anti-image Correlation	AC1	-.035	.115
	AC2	-.143	-.014
	AC3	.122	-.243
	AC4	.037	-.104
	AC5	-.176	.051
	AC6	-.328	-.193
	AC7	.881[a]	-.561
	AC8	-.561	.890[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
AC1	1.000	.457
AC2	1.000	.659
AC3	1.000	.677
AC4	1.000	.689
AC5	1.000	.743
AC6	1.000	.821
AC7	1.000	.807
AC8	1.000	.787

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.640	70.494	70.494	5.640	70.494	70.494
2	.868	10.853	81.348			
3	.457	5.707	87.054			
4	.376	4.703	91.757			
5	.221	2.760	94.517			
6	.196	2.446	96.963			
7	.138	1.723	98.685			
8	.105	1.315	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
AC1	.676
AC2	.812
AC3	.823
AC4	.830
AC5	.862
AC6	.906
AC7	.898
AC8	.887

Extraction Method: Principal Component Analysis.[a]

a. 1 components extracted.

Reproduced Correlations

		AC1	AC2	AC3	AC4	AC5	AC6
Reproduced Correlation	AC1	.457[a]	.549	.556	.561	.583	.612
	AC2	.549	.659[a]	.668	.674	.700	.735
	AC3	.556	.668	.677[a]	.683	.709	.745
	AC4	.561	.674	.683	.689[a]	.716	.752
	AC5	.583	.700	.709	.716	.743[a]	.781
	AC6	.612	.735	.745	.752	.781	.821[a]
	AC7	.607	.729	.739	.746	.774	.814
	AC8	.600	.720	.730	.737	.765	.804
Residual[b]	AC1		.126	.029	-.071	-.154	-.086
	AC2	.126		.105	-.103	-.139	-.103
	AC3	.029	.105		-.097	-.087	-.091
	AC4	-.071	-.103	-.097		.091	-.025
	AC5	-.154	-.139	-.087	.091		.030
	AC6	-.086	-.103	-.091	-.025	.030	
	AC7	-.114	-.085	-.101	-.058	-.005	.039
	AC8	-.136	-.082	-.047	-.058	-.035	.015

Reproduced Correlations

		AC7	AC8
Reproduced Correlation	AC1	.607	.600
	AC2	.729	.720
	AC3	.739	.730
	AC4	.746	.737
	AC5	.774	.765
	AC6	.814	.804
	AC7	.807[a]	.797
	AC8	.797	.787[a]
Residual[b]	AC1	-.114	-.136
	AC2	-.085	-.082
	AC3	-.101	-.047
	AC4	-.058	-.058
	AC5	-.005	-.035
	AC6	.039	.015
	AC7		.081
	AC8	.081	

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 20 (71,0%) nonredundant residuals with absolute values greater than 0.05.

```
FACTOR
 /VARIABLES TL1 TL2 TL3 TL4 TL5 TL6 TL7
 /MISSING LISTWISE
 /ANALYSIS TL1 TL2 TL3 TL4 TL5 TL6 TL7
 /PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
 /CRITERIA MINEIGEN (1) ITERATE (25)
 /EXTRACTION PC
 /ROTATION NOROTATE
 /METHOD=CORRELATION.
```

Factor Analysis

Correlation Matrixᵃ

		TL1	TL2	TL3	TL4	TL5	TL6	TL7
Correlation	TL1	1.000	.821	.821	.798	.759	.787	.735
	TL2	.821	1.000	.890	.853	.782	.769	.759
	TL3	.821	.890	1.000	.938	.825	.846	.840
	TL4	.798	.853	.938	1.000	.824	.838	.837
	TL5	.759	.782	.825	.824	1.000	.837	.831
	TL6	.787	.769	.846	.838	.837	1.000	.876
	TL7	.735	.759	.840	.837	.831	.876	1.000
Sig. (1-tailed)	TL1		.000	.000	.000	.000	.000	.000
	TL2	.000		.000	.000	.000	.000	.000
	TL3	.000	.000		.000	.000	.000	.000
	TL4	.000	.000	.000		.000	.000	.000
	TL5	.000	.000	.000	.000		.000	.000
	TL6	.000	.000	.000	.000	.000		.000
	TL7	.000	.000	.000	.000	.000	.000	

a. Determinant = 7,40E-005

Inverse of Correlation Matrix

	TL1	TL2	TL3	TL4	TL5	TL6	TL7
TL1	3.878	-1.519	-.605	-.234	-.366	-1.131	.299
TL2	-1.519	5.601	-3.286	-.458	-.641	.481	.121
TL3	-.605	-3.286	12.125	-6.389	-.081	-.943	-1.009
TL4	-.234	-.458	-6.389	9.321	-.741	-.524	-.835
TL5	-.366	-.641	-.081	-.741	4.488	-1.208	-1.229
TL6	-1.131	.481	-.943	-.524	-1.208	6.013	-2.564
TL7	.299	.121	-1.009	-.835	-1.229	-2.564	5.501

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.928
Bartlett's Test of Sphericity	Approx. Chi-Square	2166.884
	df	21
	Sig.	.000

Anti-image Matrices

		TL1	TL2	TL3	TL4	TL5	TL6
Anti-image Covariance	TL1	.258	-.070	-.013	-.006	-.021	-.049
	TL2	-.070	.179	-.048	-.009	-.026	.014
	TL3	-.013	-.048	.082	-.057	-.001	-.013
	TL4	-.006	-.009	-.057	.107	-.018	-.009
	TL5	-.021	-.026	-.001	-.018	.223	-.045
	TL6	-.049	.014	-.013	-.009	-.045	.166
	TL7	.014	.004	-.015	-.016	-.050	-.078
Anti-image Correlation	TL1	.953[a]	-.326	-.088	-.039	-.088	-.234
	TL2	-.326	.931[a]	-.399	-.063	-.128	.083
	TL3	-.088	-.399	.889[a]	-.601	-.011	-.110
	TL4	-.039	-.063	-.601	.916[a]	-.115	-.070
	TL5	-.088	-.128	-.011	-.115	.963[a]	-.233
	TL6	-.234	.083	-.110	-.070	-.233	.925[a]
	TL7	.065	.022	-.124	-.117	-.247	-.446

Anti-image Matrices

		TL7
Anti-image Covariance	TL1	.014
	TL2	.004
	TL3	-.015
	TL4	-.016
	TL5	-.050
	TL6	-.078
	TL7	.182
Anti-image Correlation	TL1	.065
	TL2	.022
	TL3	-.124
	TL4	-.117
	TL5	-.247
	TL6	-.446
	TL7	.931[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
TL1	1.000	.786
TL2	1.000	.831
TL3	1.000	.915
TL4	1.000	.894
TL5	1.000	.825
TL6	1.000	.853
TL7	1.000	.832

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.936	84.799	84.799	5.936	84.799	84.799
2	.348	4.967	89.766			
3	.230	3.288	93.054			
4	.184	2.632	95.686			
5	.131	1.869	97.555			
6	.115	1.641	99.196			
7	.056	.804	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component 1
TL1	.886
TL2	.911
TL3	.957
TL4	.946
TL5	.908
TL6	.924
TL7	.912

Extraction Method: Principal Component Analysis.[a]
a. 1 components extracted.

Reproduced Correlations

		TL1	TL2	TL3	TL4	TL5	TL6
Reproduced Correlation	TL1	.786[a]	.808	.848	.838	.805	.819
	TL2	.808	.831[a]	.872	.862	.828	.842
	TL3	.848	.872	.915[a]	.905	.869	.884
	TL4	.838	.862	.905	.894[a]	.859	.874
	TL5	.805	.828	.869	.859	.825[a]	.839
	TL6	.819	.842	.884	.874	.839	.853[a]
	TL7	.809	.831	.873	.863	.829	.842
Residual[b]	TL1		.014	-.027	-.040	-.047	-.032
	TL2	.014		.018	-.009	-.046	-.073
	TL3	-.027	.018		.033	-.044	-.038
	TL4	-.040	-.009	.033		-.035	-.035
	TL5	-.047	-.046	-.044	-.035		-.002
	TL6	-.032	-.073	-.038	-.035	-.002	
	TL7	-.073	-.072	-.033	-.026	.003	.033

Reproduced Correlations

		TL7
Reproduced Correlation	TL1	.809
	TL2	.831
	TL3	.873
	TL4	.863
	TL5	.829
	TL6	.842
	TL7	.832[a]
Residual[b]	TL1	-.073
	TL2	-.072
	TL3	-.033
	TL4	-.026
	TL5	.003
	TL6	.033
	TL7	

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 3 (14,0%)
nonredundant residuals with absolute values greater than 0.05.

```
FACTOR
 /VARIABLES SIP1 SIP2 SIP3 SIP4 SIP5 SIP6 SIP7 SIP8 SIP9
 /MISSING LISTWISE
 /ANALYSIS SIP1 SIP2 SIP3 SIP4 SIP5 SIP6 SIP7 SIP8 SIP9
 /PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
 /CRITERIA MINEIGEN (1) ITERATE (25)
 /EXTRACTION PC
 /ROTATION NOROTATE
 /METHOD=CORRELATION.
```

Factor Analysis

Correlation Matrix[a]

		SIP1	SIP2	SIP3	SIP4	SIP5	SIP6	SIP7
Correlation	SIP1	1.000	.305	.345	.270	.231	.243	.266
	SIP2	.305	1.000	.728	.634	.558	.650	.606
	SIP3	.345	.728	1.000	.722	.555	.695	.658
	SIP4	.270	.634	.722	1.000	.541	.641	.513
	SIP5	.231	.558	.555	.541	1.000	.768	.541
	SIP6	.243	.650	.695	.641	.768	1.000	.577
	SIP7	.266	.606	.658	.513	.541	.577	1.000
	SIP8	.234	.625	.635	.665	.524	.676	.656
	SIP9	.243	.546	.584	.656	.594	.673	.618
Sig. (1-tailed)	SIP1		.000	.000	.000	.000	.000	.000
	SIP2	.000		.000	.000	.000	.000	.000
	SIP3	.000	.000		.000	.000	.000	.000
	SIP4	.000	.000	.000		.000	.000	.000
	SIP5	.000	.000	.000	.000		.000	.000
	SIP6	.000	.000	.000	.000	.000		.000
	SIP7	.000	.000	.000	.000	.000	.000	
	SIP8	.000	.000	.000	.000	.000	.000	.000
	SIP9	.000	.000	.000	.000	.000	.000	.000

Correlation Matrix[a]

		SIP8	SIP9
Correlation	SIP1	.234	.243
	SIP2	.625	.546
	SIP3	.635	.584
	SIP4	.665	.656
	SIP5	.524	.594
	SIP6	.676	.673
	SIP7	.656	.618
	SIP8	1.000	.745
	SIP9	.745	1.000
Sig. (1-tailed)	SIP1	.000	.000
	SIP2	.000	.000
	SIP3	.000	.000
	SIP4	.000	.000
	SIP5	.000	.000
	SIP6	.000	.000
	SIP7	.000	.000
	SIP8		.000
	SIP9	.000	

a. Determinant = ,002

Inverse of Correlation Matrix

	SIP1	SIP2	SIP3	SIP4	SIP5	SIP6	SIP7	SIP8
SIP1	1.150	-.125	-.292	-.017	-.065	.105	-.044	.052
SIP2	-.125	2.557	-.901	-.323	-.225	-.313	-.327	-.396
SIP3	-.292	-.901	3.494	-1.192	.280	-.939	-.887	.086
SIP4	-.017	-.323	-1.192	2.768	-.193	-.011	.473	-.569
SIP5	-.065	-.225	.280	-.193	2.651	-1.767	-.425	.465
SIP6	.105	-.313	-.939	-.011	-1.767	3.835	.304	-.752
SIP7	-.044	-.327	-.887	.473	-.425	.304	2.379	-.713
SIP8	.052	-.396	.086	-.569	.465	-.752	-.713	3.145
SIP9	-.073	.212	.256	-.687	-.367	-.458	-.495	-1.145

Inverse of Correlation Matrix

	SIP9
SIP1	-.073
SIP2	.212
SIP3	.256
SIP4	-.687
SIP5	-.367
SIP6	-.458
SIP7	-.495
SIP8	-1.145
SIP9	2.888

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.896
Bartlett's Test of Sphericity	Approx. Chi-Square	1393.316
	df	36
	Sig.	.000

Anti-image Matrices

		SIP1	SIP2	SIP3	SIP4	SIP5	SIP6
Anti-image Covariance	SIP1	.869	-.042	-.073	-.005	-.021	.024
	SIP2	-.042	.391	-.101	-.046	-.033	-.032
	SIP3	-.073	-.101	.286	-.123	.030	-.070
	SIP4	-.005	-.046	-.123	.361	-.026	-.001
	SIP5	-.021	-.033	.030	-.026	.377	-.174
	SIP6	.024	-.032	-.070	-.001	-.174	.261
	SIP7	-.016	-.054	-.107	.072	-.067	.033
	SIP8	.014	-.049	.008	-.065	.056	-.062
	SIP9	-.022	.029	.025	-.086	-.048	-.041
Anti-image Correlation	SIP1	.945[a]	-.073	-.146	-.009	-.037	.050
	SIP2	-.073	.943[a]	-.301	-.122	-.086	-.100
	SIP3	-.146	-.301	.878[a]	-.383	.092	-.256
	SIP4	-.009	-.122	-.383	.905[a]	-.071	-.003
	SIP5	-.037	-.086	.092	-.071	.860[a]	-.554
	SIP6	.050	-.100	-.256	-.003	-.554	.874[a]
	SIP7	-.027	-.133	-.308	.184	-.169	.101
	SIP8	.027	-.140	.026	-.193	.161	-.217
	SIP9	-.040	.078	.080	-.243	-.133	-.138

Anti-image Matrices

		SIP7	SIP8	SIP9
Anti-image Covariance	SIP1	-.016	.014	-.022
	SIP2	-.054	-.049	.029
	SIP3	-.107	.008	.025
	SIP4	.072	-.065	-.086
	SIP5	-.067	.056	-.048
	SIP6	.033	-.062	-.041
	SIP7	.420	-.095	-.072
	SIP8	-.095	.318	-.126
	SIP9	-.072	-.126	.346
Anti-image Correlation	SIP1	-.027	.027	-.040
	SIP2	-.133	-.140	.078
	SIP3	-.308	.026	.080
	SIP4	.184	-.193	-.243
	SIP5	-.169	.161	-.133
	SIP6	.101	-.217	-.138
	SIP7	.899[a]	-.261	-.189
	SIP8	-.261	.898[a]	-.380
	SIP9	-.189	-.380	.908[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
SIP1	1.000	.150
SIP2	1.000	.664
SIP3	1.000	.729
SIP4	1.000	.668
SIP5	1.000	.587
SIP6	1.000	.742
SIP7	1.000	.613
SIP8	1.000	.702
SIP9	1.000	.673

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.529	61.433	61.433	5.529	61.433	61.433
2	.902	10.019	71.452			
3	.596	6.627	78.079			
4	.535	5.946	84.025			
5	.492	5.466	89.491			
6	.313	3.476	92.967			
7	.255	2.829	95.796			
8	.221	2.453	98.249			
9	.158	1.751	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component 1
SIP1	.387
SIP2	.815
SIP3	.854
SIP4	.817
SIP5	.766
SIP6	.861
SIP7	.783
SIP8	.838
SIP9	.820

Extraction Method: Principal Component Analysis.[a]

a. 1 components extracted.

Reproduced Correlations

		SIP1	SIP2	SIP3	SIP4	SIP5	SIP6
Reproduced Correlation	SIP1	.150[a]	.316	.331	.316	.297	.333
	SIP2	.316	.664[a]	.696	.666	.625	.702
	SIP3	.331	.696	.729[a]	.698	.654	.735
	SIP4	.316	.666	.698	.668[a]	.627	.704
	SIP5	.297	.625	.654	.627	.587[a]	.660
	SIP6	.333	.702	.735	.704	.660	.742[a]
	SIP7	.303	.638	.669	.640	.600	.674
	SIP8	.324	.683	.715	.685	.642	.722
	SIP9	.318	.669	.701	.671	.629	.707
Residual[b]	SIP1		-.011	.015	-.046	-.066	-.091
	SIP2	-.011		.032	-.032	-.067	-.052
	SIP3	.015	.032		.024	-.099	-.041
	SIP4	-.046	-.032	.024		-.086	-.063
	SIP5	-.066	-.067	-.099	-.086		.108
	SIP6	-.091	-.052	-.041	-.063	.108	
	SIP7	-.037	-.032	-.011	-.127	-.059	-.097
	SIP8	-.090	-.058	-.080	-.020	-.118	-.045
	SIP9	-.075	-.123	-.117	-.015	-.035	-.034

Reproduced Correlations

		SIP7	SIP8	SIP9
Reproduced Correlation	SIP1	.303	.324	.318
	SIP2	.638	.683	.669
	SIP3	.669	.715	.701
	SIP4	.640	.685	.671
	SIP5	.600	.642	.629
	SIP6	.674	.722	.707
	SIP7	.613[a]	.656	.643
	SIP8	.656	.702[a]	.687
	SIP9	.643	.687	.673[a]
Residual[b]	SIP1	-.037	-.090	-.075
	SIP2	-.032	-.058	-.123
	SIP3	-.011	-.080	-.117
	SIP4	-.127	-.020	-.015
	SIP5	-.059	-.118	-.035
	SIP6	-.097	-.045	-.034
	SIP7		.000	-.025
	SIP8	.000		.057
	SIP9	-.025	.057	

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 19 (52,0%) nonredundant residuals with absolute values greater than 0.05.

```
FACTOR
 /VARIABLES OFTL1 OFTL2 OFTL3 OFTL4 OFTL5 OFTL6 OFTL7
 /MISSING LISTWISE
 /ANALYSIS OFTL1 OFTL2 OFTL3 OFTL4 OFTL5 OFTL6 OFTL7
 /PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
 /CRITERIA MINEIGEN (1) ITERATE(25)
 /EXTRACTION PC
 /ROTATION NOROTATE
 /METHOD=CORRELATION.
```

Factor Analysis

Correlation Matrix[a,b]

		OFTL1	OFTL2	OFTL3	OFTL4	OFTL5	OFTL6	OFTL7
Correlation	OFTL1	1.000	.915	.913	.910	.910	.913	.898
	OFTL2	.915	1.000	.953	.941	.941	.905	.911
	OFTL3	.913	.953	1.000	.977	.977	.923	.933
	OFTL4	.910	.941	.977	1.000	1.000	.923	.932
	OFTL5	.910	.941	.977	1.000	1.000	.923	.932
	OFTL6	.913	.905	.923	.923	.923	1.000	.946
	OFTL7	.898	.911	.933	.932	.932	.946	1.000

a. Determinant = .000

b. This matrix is not positive definite.

Communalities

	Initial	Extraction
OFTL1	1.000	.903
OFTL2	1.000	.934
OFTL3	1.000	.966
OFTL4	1.000	.968
OFTL5	1.000	.968
OFTL6	1.000	.924
OFTL7	1.000	.930

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.593	94.191	94.191	6.593	94.191	94.191
2	.142	2.029	96.220			
3	.116	1.663	97.883			
4	.071	1.007	98.890			
5	.051	.728	99.618			
6	.027	.382	100.000			
7	6.469E-18	9.241E-17	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
OFTL1	.950
OFTL2	.966
OFTL3	.983
OFTL4	.984
OFTL5	.984
OFTL6	.961
OFTL7	.964

Extraction Method: Principal Component Analysis.[a]

a. 1 components extracted.

Reproduced Correlations

		OFTL1	OFTL2	OFTL3	OFTL4	OFTL5	OFTL6
Reproduced Correlation	OFTL1	.903[a]	.918	.934	.935	.935	.914
	OFTL2	.918	.934[a]	.950	.951	.951	.929
	OFTL3	.934	.950	.966[a]	.967	.967	.945
	OFTL4	.935	.951	.967	.968[a]	.968	.946
	OFTL5	.935	.951	.967	.968	.968[a]	.946
	OFTL6	.914	.929	.945	.946	.946	.924[a]
	OFTL7	.917	.932	.948	.949	.949	.927

Residual[b]							
OFTL1		-.003	-.021	-.025	-.025	-.001	
OFTL2	-.003		.003	-.010	-.010	-.024	
OFTL3	-.021	.003		.010	.010	-.022	
OFTL4	-.025	-.010	.010		.032	-.023	
OFTL5	-.025	-.010	.010	.032		-.023	
OFTL6	-.001	-.024	-.022	-.023	-.023		
OFTL7	-.018	-.021	-.015	-.017	-.017	.019	

Reproduced Correlations

		OFTL7
Reproduced Correlation	OFTL1	.917
	OFTL2	.932
	OFTL3	.948
	OFTL4	.949
	OFTL5	.949
	OFTL6	.927
	OFTL7	.930[a]
Residual[b]	OFTL1	-.018
	OFTL2	-.021
	OFTL3	-.015
	OFTL4	-.017
	OFTL5	-.017
	OFTL6	.019
	OFTL7	

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 0 (0.0%) nonredundant residuals with absolute values greater than 0.05.

```
RELIABILITY
 /VARIABLES=OF1 OF2 OF3 OF4 OF5
 /SCALE ('ALL VARIABLES') ALL
 /MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	232	100.0
	Excludedª	0	.0
	Total	232	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.903	5

```
RELIABILITY
 /VARIABLES=AC1 AC2 AC3 AC4 AC5 AC6 AC7 AC8
 /SCALE ('ALL VARIABLES') ALL
 /MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	232	100.0
	Excludedª	0	.0
	Total	232	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.939	8

```
RELIABILITY
 /VARIABLES=TL1 TL2 TL3 TL4 TL5 TL6 TL7
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	232	100.0
	Excluded^a	0	.0
	Total	232	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.970	7

```
RELIABILITY
 /VARIABLES=SIP1 SIP2 SIP3 SIP4 SIP5 SIP6 SIP7 SIP8 SIP9
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA.
```

Reliability
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	232	100.0
	Excluded^a	0	.0
	Total	232	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.919	9

```
RELIABILITY
 /VARIABLES=OFTL1 OFTL2 OFTL3 OFTL4 OFTL5 OFTL6 OFTL7
 /SCALE ('ALL VARIABLES') ALL
 /MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	232	100.0
	Excluded^a	0	.0
	Total	232	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.990	7

B. Data Perhitungan *Construct Reliability* **(CR) dan** *Variance Extracted* **(VE)**

VARIABEL	INDIKATOR	FAKTOR LOADING	ERROR	∑ Faktor Loading	(∑ Faktor Loading)2	∑ Error	CR	∑(Faktor Loading)2	VE
OF	OF1	0,77	0,41	4,18	17,472	1,490	0,921	2,745	0,648
	OF2	0,82	0,33						
	OF3	0,86	0,25						
	OF4	0,87	0,24						
	OF5	0,86	0,26						
TL	TL1	0,83	0,32	5,29	27,984	1,500	0,949	4,508	0,750
	TL2	0,88	0,23						
	TL3	0,94	0,11						
	TL4	0,1	0						
	TL5	0,83	0,31						
	TL6	0,85	0,27						
	TL7	0,86	0,26						
AC	AC1	0,54	0,71	6,27	39,313	2,870	0,932	5,035	0,637
	AC2	0,71	0,5						
	AC3	0,76	0,42						
	AC4	0,73	0,46						
	AC5	0,79	0,3						
	AC6	0,88	0,22						
	AC7	0,93	0,13						
	AC8	0,93	0,13						
SIP	**SIP1**	**0,32**	**0,9**	6,06	36,724	3,390	0,915	4,617	0,577
	SIP2	0,71	0,5						
	SIP3	0,72	0,48						
	SIP4	0,77	0,41						
	SIP5	0,72	0,48						
	SIP6	0,84	0,3						
	SIP7	0,67	0,55						
	SIP8	0,81	0,35						
	SIP9	0,82	0,32						
OFTL	OFTL1	0,91	0,16	6,7	44,890	1,030	0,978	3,712	0,783
	OFTL2	0,94	0,11						
	OFTL3	0,98	0,5						
	OFTL4	1	0						
	OFTL5	1	0						
	OFTL6	0,93	0,14						
	OFTL7	0,94	0,12						

Sumber: Data Olahan SEM Lisrel

C. OUTPUT ANALISIS SEM DENGAN LISREL

DATE: 3/ 9/2020
TIME: 17:27

L I S R E L 8.80

BY

Karl G. Jöreskog & Dag Sörbom

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The following lines were read from file C:\Users\puji\Desktop\TESIS MM\SYNTAX1.spl:

RAW DATA FROM FILE PUJIAS.PSF
LATENT VARIABLE: OF AC TL SIP OFTL
RELATIONSHIPS:
OF1 = OF
OF2 = OF
OF3 = OF
OF4 = OF
OF5 = OF
AC1 = AC
AC2 = AC
AC3 = AC
AC4 = AC
AC5 = AC
AC6 = AC
AC7 = AC
AC8 = AC
TL1 = TL
TL2 = TL
TL3 = TL
TL4 = TL
TL5 = TL
TL6 = TL
TL7 = TL

```
!SIP1 = SIP
SIP2 = SIP
SIP3 = SIP
SIP4 = SIP
SIP5 = SIP
SIP6 = SIP
SIP7 = SIP
SIP8 = SIP
SIP9 = SIP
OFTL1 = OFTL
OFTL2 = OFTL
OFTL3 = OFTL
OFTL4 = OFTL
OFTL5 = OFTL
OFTL6 = OFTL
OFTL7 = OFTL

SIP = AC OF TL
AC = OFTL OF

SET THE ERROR COVARIANCE OFTL7 OFTL6 FREE
SET THE ERROR COVARIANCE OFTL2 OFTL1 FREE
SET THE ERROR COVARIANCE OFTL5 OFTL4 FREE
SET THE ERROR COVARIANCE OFTL6 OFTL1 FREE
!SET THE ERROR COVARIANCE OFTL1 TL1 FREE
SET THE ERROR COVARIANCE OFTL7 TL7 FREE
ADMISSIBILITY CHEK OFF
SET THE ERROR COVARIANCE OFTL6 TL6 FREE
SET THE ERROR COVARIANCE OFTL1 TL1 FREE
SET THE ERROR COVARIANCE OFTL2 TL2 FREE
SET THE ERROR COVARIANCE OFTL3 TL3 FREE
SET THE ERROR COVARIANCE SIP6 SIP5 FREE
SET THE ERROR COVARIANCE AC2 AC1 FREE
SET THE ERROR COVARIANCE AC5 AC4 FREE
SET THE ERROR COVARIANCE OF3 OF1 FREE
SET THE ERROR COVARIANCE AC3 AC1 FREE
SET THE ERROR COVARIANCE SIP7 AC1 FREE
!ADMISSIBILITY CHEK OFF
SET THE ERROR COVARIANCE AC3 AC2 FREE
SET THE ERROR COVARIANCE SIP3 SIP2 FREE
SET THE ERROR COVARIANCE OF2 OF1 FREE
SET THE ERROR COVARIANCE SIP9 AC6 FREE
SET THE ERROR COVARIANCE SIP9 SIP8 FREE
SET THE ERROR COVARIANCE SIP8 SIP7 FREE
SET THE ERROR COVARIANCE SIP4 SIP3 FREE
SET THE ERROR COVARIANCE OF3 SIP3 FREE
SET THE ERROR COVARIANCE SIP7 SIP3 FREE
SET THE ERROR COVARIANCE SIP7 SIP2 FREE
SET THE ERROR COVARIANCE SIP6 SIP3 FREE
SET THE ERROR COVARIANCE TL5 SIP8 FREE
```

SET THE ERROR COVARIANCE AC6 AC5 FREE
SET THE ERROR COVARIANCE SIP9 AC5 FREE
SET THE ERROR COVARIANCE SIP9 AC4 FREE
SET THE ERROR COVARIANCE TL5 SIP7 FREE
SET THE ERROR COVARIANCE TL5 SIP7 FREE
SET THE ERROR COVARIANCE TL5 SIP6 FREE
SET THE ERROR COVARIANCE SIP4 SIP2 FREE
SET THE ERROR COVARIANCE TL1 OF5 FREE
SET THE ERROR COVARIANCE OF5 SIP7 FREE
SET THE ERROR COVARIANCE AC6 AC4 FREE
SET THE ERROR COVARIANCE OF2 SIP9 FREE
SET THE ERROR COVARIANCE TL5 AC7 FREE
SET THE ERROR COVARIANCE TL2 TL1 FREE
SET THE ERROR COVARIANCE OF5 OF2 FREE
SET THE ERROR COVARIANCE OF1 SIP8 FREE
SET THE ERROR COVARIANCE OF5 OF1 FREE
SET THE ERROR COVARIANCE AC7 AC3 FREE
SET THE ERROR COVARIANCE SIP8 SIP5 FREE
SET THE ERROR COVARIANCE OF4 OF1 FREE
SET THE ERROR COVARIANCE TL6 AC4 FREE

OPTIONS: SC
PATH DIAGRAM
END OF PROBLEM

Sample Size =   232

Covariance Matrix

	AC1	AC2	AC3	AC4	AC5	AC6
AC1	1.60					
AC2	1.03	1.47				
AC3	0.89	1.13	1.46			
AC4	0.81	0.91	0.93	1.71		
AC5	0.71	0.89	0.99	1.39	1.73	
AC6	0.86	0.99	1.02	1.23	1.38	1.67
AC7	0.78	0.98	0.96	1.13	1.27	1.38
AC8	0.74	0.98	1.05	1.13	1.22	1.35
SIP2	0.52	0.82	0.78	0.63	0.71	0.73
SIP3	0.55	0.67	0.71	0.72	0.85	0.85
SIP4	0.65	0.76	0.79	0.78	0.86	0.94
SIP5	0.61	0.80	0.83	0.71	0.89	0.91
SIP6	0.66	0.96	1.01	0.77	0.97	1.02
SIP7	0.85	0.82	0.79	0.85	0.90	0.90
SIP8	0.63	0.90	0.85	0.78	0.82	0.91
SIP9	0.84	1.02	0.95	1.04	1.15	1.20
OF1	0.67	0.83	0.85	0.76	0.80	0.86
OF2	0.72	0.90	0.96	0.80	0.88	0.93
OF3	0.73	1.04	1.09	1.03	1.07	1.17

OF4	0.68	0.94	0.97	0.94	0.93	0.98
OF5	0.70	1.04	0.98	1.04	1.00	1.08
TL1	0.58	0.86	0.94	1.00	1.05	1.13
TL2	0.49	0.87	0.85	0.93	1.00	1.09
TL3	0.62	0.94	1.00	0.99	1.13	1.23
TL4	0.63	0.98	1.08	0.99	1.14	1.25
TL5	0.59	0.91	0.97	0.95	1.14	1.18
TL6	0.63	0.82	0.90	0.86	1.09	1.11
TL7	0.67	0.85	0.99	0.90	1.08	1.16
OFTL1	6.17	8.48	8.96	8.89	9.07	9.89
OFTL2	5.69	8.69	8.62	8.75	9.12	9.89
OFTL3	6.28	8.88	9.19	8.92	9.59	10.42
OFTL4	6.34	8.97	9.53	9.02	9.68	10.53
OFTL5	6.34	8.97	9.53	9.02	9.68	10.53
OFTL6	6.12	8.05	8.43	8.26	9.26	9.57
OFTL7	6.50	8.49	9.14	8.57	9.44	10.04

Covariance Matrix

	AC7	AC8	SIP2	SIP3	SIP4	SIP5
AC7	1.57					
AC8	1.40	1.62				
SIP2	0.77	0.74	2.14			
SIP3	0.88	0.81	1.44	1.84		
SIP4	0.93	0.89	1.18	1.24	1.62	
SIP5	0.95	0.85	1.28	1.18	1.08	2.47
SIP6	1.10	1.07	1.42	1.41	1.22	1.80
SIP7	0.82	0.75	1.35	1.36	1.00	1.30
SIP8	0.94	0.92	1.20	1.13	1.11	1.08
SIP9	1.08	1.00	1.10	1.09	1.15	1.28
OF1	0.90	0.93	0.66	0.65	0.70	1.03
OF2	0.95	1.03	0.61	0.60	0.69	0.94
OF3	1.13	1.28	0.74	0.91	0.75	1.05
OF4	0.95	1.03	0.66	0.74	0.74	0.90
OF5	1.07	1.17	0.61	0.69	0.72	0.79
TL1	1.10	1.20	0.98	0.96	1.02	1.10
TL2	1.00	1.07	1.05	0.95	1.04	1.14
TL3	1.26	1.31	1.15	1.09	1.07	1.29
TL4	1.27	1.36	1.14	1.07	1.12	1.20
TL5	1.22	1.18	1.22	1.10	1.13	1.27
TL6	1.27	1.24	1.17	1.15	1.20	1.29
TL7	1.26	1.26	1.24	1.22	1.19	1.36
OFTL1	9.71	10.63	7.95	8.09	8.39	9.69
OFTL2	9.39	10.10	8.51	8.23	8.63	10.17
OFTL3	10.51	11.12	8.61	8.50	8.45	10.53
OFTL4	10.63	11.40	8.53	8.41	8.75	10.15
OFTL5	10.63	11.40	8.53	8.41	8.75	10.15
OFTL6	10.41	10.62	8.77	8.84	9.08	10.54
OFTL7	10.57	10.89	9.04	9.28	9.12	10.96

Covariance Matrix

	SIP6	SIP7	SIP8	SIP9	OF1	OF2
SIP6	2.24					
SIP7	1.32	2.33				
SIP8	1.33	1.32	1.74			
SIP9	1.38	1.30	1.35	1.89		
OF1	1.01	0.75	0.64	0.89	1.75	
OF2	0.97	0.74	0.78	0.99	1.19	1.59
OF3	1.12	0.86	0.94	0.98	0.90	1.22
OF4	0.95	0.76	0.88	0.98	0.90	1.07
OF5	0.92	0.55	0.82	0.98	0.85	1.05
TL1	1.30	0.90	1.04	1.10	0.89	0.91
TL2	1.28	0.85	0.95	1.03	0.77	0.79
TL3	1.45	0.95	1.07	1.22	0.95	0.93
TL4	1.39	0.89	1.03	1.18	0.93	0.93
TL5	1.50	1.08	1.18	1.16	0.81	0.85
TL6	1.48	1.00	1.16	1.13	0.92	0.86
TL7	1.56	1.13	1.21	1.22	1.00	0.99
OFTL1	10.76	8.23	9.23	9.86	9.39	9.78
OFTL2	10.98	8.07	8.81	9.66	8.86	9.21
OFTL3	11.41	8.13	9.05	10.44	9.66	9.79
OFTL4	11.15	7.92	8.86	10.28	9.51	9.83
OFTL5	11.15	7.92	8.86	10.28	9.51	9.83
OFTL6	11.48	8.48	9.49	9.77	9.24	9.27
OFTL7	12.02	9.13	9.78	10.40	9.86	10.14

Covariance Matrix

	OF3	OF4	OF5	TL1	TL2	TL3
OF3	2.01					
OF4	1.36	1.47				
OF5	1.34	1.21	1.72			
TL1	1.30	1.07	1.19	2.14		
TL2	1.18	0.95	1.09	1.66	1.91	
TL3	1.39	1.08	1.18	1.78	1.82	2.20
TL4	1.40	1.08	1.23	1.74	1.75	2.07
TL5	1.24	0.97	1.00	1.65	1.60	1.82
TL6	1.15	0.97	1.01	1.67	1.54	1.82
TL7	1.24	1.04	0.99	1.57	1.53	1.82
OFTL1	12.28	10.35	11.13	15.24	12.37	13.54
OFTL2	11.77	9.84	10.89	13.02	13.94	14.08
OFTL3	12.64	10.33	11.24	13.41	13.31	15.72
OFTL4	12.72	10.39	11.48	13.32	13.04	15.17
OFTL5	12.72	10.39	11.48	13.32	13.04	15.17
OFTL6	11.30	9.61	10.22	12.96	11.90	13.65
OFTL7	11.94	10.22	10.42	12.64	12.01	13.87

Covariance Matrix

	TL4	TL5	TL6	TL7	OFTL1	OFTL2
TL4	2.21					
TL5	1.82	2.21				
TL6	1.81	1.80	2.11			
TL7	1.81	1.80	1.85	2.13		
OFTL1	13.42	12.37	12.61	12.41	125.30	
OFTL2	13.80	12.39	12.17	12.42	111.48	118.72
OFTL3	15.14	13.05	13.17	13.49	115.95	117.76
OFTL4	15.84	13.10	13.19	13.52	116.02	116.78
OFTL5	15.84	13.10	13.19	13.52	116.02	116.78
OFTL6	13.64	12.96	14.58	13.54	110.95	107.04
OFTL7	13.87	13.09	13.44	14.97	111.85	110.34

Covariance Matrix

	OFTL3	OFTL4	OFTL5	OFTL6	OFTL7
OFTL3	128.89				
OFTL4	126.34	130.09			
OFTL5	126.34	129.96	130.09		
OFTL6	113.83	114.27	114.27	118.17	
OFTL7	117.84	118.25	118.25	114.35	123.95

Number of Iterations = 74

LISREL Estimates (Maximum Likelihood)

Measurement Equations

AC1 = 0.67*AC, Errorvar.= 1.11 , R^2 = 0.29
          (0.10)
           10.71

AC2 = 0.86*AC, Errorvar.= 0.73 , R^2 = 0.50
  (0.080)   (0.071)
   10.77   10.28

AC3 = 0.92*AC, Errorvar.= 0.60 , R^2 = 0.58
  (0.094)   (0.061)
   9.81   9.79

AC4 = 0.96*AC, Errorvar.= 0.79 , R^2 = 0.54
  (0.12)   (0.076)
   8.29   10.28

$$AC5 = 1.04*AC, \text{Errorvar.}= 0.63, R^2 = 0.63$$
$$(0.12) \qquad (0.063)$$
$$8.64 \qquad 9.92$$

$$AC6 = 1.13*AC, \text{Errorvar.}= 0.36, R^2 = 0.78$$
$$(0.12) \qquad (0.040)$$
$$9.10 \qquad 9.12$$

$$AC7 = 1.17*AC, \text{Errorvar.}= 0.20, R^2 = 0.87$$
$$(0.13) \qquad (0.027)$$
$$9.31 \qquad 7.30$$

$$AC8 = 1.19*AC, \text{Errorvar.}= 0.21, R^2 = 0.87$$
$$(0.13) \qquad (0.027)$$
$$9.30 \qquad 7.84$$

$$SIP2 = 1.03*SIP, \text{Errorvar.}= 1.08, R^2 = 0.50$$
$$(0.11)$$
$$9.80$$

$$SIP3 = 0.98*SIP, \text{Errorvar.}= 0.90, R^2 = 0.51$$
$$(0.071) \qquad (0.088)$$
$$13.72 \qquad 10.30$$

$$SIP4 = 0.97*SIP, \text{Errorvar.}= 0.67, R^2 = 0.58$$
$$(0.078) \qquad (0.071)$$
$$12.44 \qquad 9.40$$

$$SIP5 = 1.13*SIP, \text{Errorvar.}= 1.18, R^2 = 0.52$$
$$(0.11) \qquad (0.13)$$
$$10.21 \qquad 9.30$$

$$SIP6 = 1.23*SIP, \text{Errorvar.}= 0.63, R^2 = 0.71$$
$$(0.10) \qquad (0.076)$$
$$11.96 \qquad 8.23$$

$$SIP7 = 0.99*SIP, \text{Errorvar.}= 1.21, R^2 = 0.45$$
$$(0.090) \qquad (0.12)$$
$$11.03 \qquad 10.17$$

$$SIP8 = 1.04*SIP, \text{Errorvar.}= 0.58, R^2 = 0.65$$
$$(0.091) \qquad (0.068)$$
$$11.46 \qquad 8.46$$

$$SIP9 = 1.14*SIP, \text{Errorvar.}= 0.63, R^2 = 0.68$$
$$(0.097) \qquad (0.072)$$
$$11.79 \qquad 8.64$$

$OF1 = 1.02*OF$, Errorvar.$= 0.72$, $R^2 = 0.59$
    (0.076)   (0.080)
     13.30   8.94

$OF2 = 1.03*OF$, Errorvar.$= 0.51$, $R^2 = 0.67$
    (0.068)   (0.054)
     15.14   9.39

$OF3 = 1.22*OF$, Errorvar.$= 0.51$, $R^2 = 0.75$
    (0.074)   (0.055)
     16.47   9.26

$OF4 = 1.06*OF$, Errorvar.$= 0.35$, $R^2 = 0.76$
    (0.063)   (0.038)
     16.71   9.09

$OF5 = 1.13*OF$, Errorvar.$= 0.44$, $R^2 = 0.74$
    (0.069)   (0.050)
     16.35   8.85

$TL1 = 1.28*TL$, Errorvar.$= 0.77$, $R^2 = 0.68$
    (0.069)   (0.071)
     18.57   10.83

$TL2 = 1.28*TL$, Errorvar.$= 0.50$, $R^2 = 0.77$
    (0.066)   (0.046)
     19.42   10.78

$TL3 = 1.42*TL$, Errorvar.$= 0.25$, $R^2 = 0.89$
    (0.070)   (0.024)
     20.42   10.48

$TL4 = 1.48*TL$, Errorvar.$= 0.0084$, $R^2 = 1.00$
    (0.069)   (0.0037)
     21.41   2.26

$TL5 = 1.25*TL$, Errorvar.$= 0.71$, $R^2 = 0.69$
    (0.079)   (0.066)
     15.87   10.80

$TL6 = 1.27*TL$, Errorvar.$= 0.61$, $R^2 = 0.73$
    (0.066)   (0.057)
     19.23   10.70

$TL7 = 1.37*TL$, Errorvar.$= 0.65$, $R^2 = 0.74$
    (0.071)   (0.061)
     19.34   10.67

OFTL1 = 10.33*OFTL, Errorvar.= 20.95, R^2 = 0.84
(0.51)   (1.95)
20.12   10.75

OFTL2 = 10.52*OFTL, Errorvar.= 13.38, R^2 = 0.89
(0.51)   (1.26)
20.61   10.65

OFTL3 = 11.08*OFTL, Errorvar.= 5.92 , R^2 = 0.95
(0.53)   (0.57)
21.05   10.45

OFTL4 = 11.39*OFTL, Errorvar.= 0.30 , R^2 = 1.00
(0.53)   (0.093)
21.44   3.24

OFTL5 = 11.39*OFTL, Errorvar.= 0.30 , R^2 = 1.00
(0.53)   (0.093)
21.44   3.24

OFTL6 = 10.17*OFTL, Errorvar.= 16.39, R^2 = 0.86
(0.50)   (1.51)
20.44   10.87

OFTL7 = 10.84*OFTL, Errorvar.= 15.86, R^2 = 0.88
(0.53)   (1.47)
20.56   10.82

Error Covariance for AC2 and AC1 = 0.43
(0.067)
6.45

Error Covariance for AC3 and AC1 = 0.25
(0.059)
4.34

Error Covariance for AC3 and AC2 = 0.32
(0.053)
6.07

Error Covariance for AC5 and AC4 = 0.37
(0.056)
6.67

Error Covariance for AC6 and AC4 = 0.13
(0.040)
3.16

Error Covariance for AC6 and AC5 = 0.18
(0.039)
4.56

Error Covariance for AC7 and AC3 = -0.10
(0.025)
-4.03

Error Covariance for SIP3 and SIP2 = 0.43
(0.074)
5.79

Error Covariance for SIP4 and SIP2 = 0.19
(0.063)
2.98

Error Covariance for SIP4 and SIP3 = 0.33
(0.057)
5.84

Error Covariance for SIP6 and SIP3 = 0.12
(0.039)
3.07

Error Covariance for SIP6 and SIP5 = 0.33
(0.078)
4.28

Error Covariance for SIP7 and AC1 = 0.25
(0.062)
4.01

Error Covariance for SIP7 and SIP2 = 0.25
(0.075)
3.34

Error Covariance for SIP7 and SIP3 = 0.32
(0.061)
5.22

Error Covariance for SIP8 and SIP5 = -0.15
(0.049)
-3.10

Error Covariance for SIP8 and SIP7 = 0.17
(0.055)
3.17

Error Covariance for SIP9 and AC4 = 0.23
(0.049)
4.76

Error Covariance for SIP9 and AC5 = 0.23
(0.045)
5.05

Error Covariance for SIP9 and AC6 = 0.20
(0.036)
5.50

Error Covariance for SIP9 and SIP8 = 0.12
(0.047)
2.50

Error Covariance for OF1 and SIP8 = -0.15
(0.039)
-3.89

Error Covariance for OF2 and SIP9 = 0.14
(0.035)
4.00

Error Covariance for OF2 and OF1 = 0.11
(0.053)
2.08

Error Covariance for OF3 and SIP3 = 0.13
(0.036)
3.70

Error Covariance for OF3 and OF1 = -0.33
(0.051)
-6.41

Error Covariance for OF4 and OF1 = -0.13
(0.042)
-2.97

Error Covariance for OF5 and SIP7 = -0.16
(0.046)
-3.47

Error Covariance for OF5 and OF1 = -0.31
(0.050)
-6.26

Error Covariance for OF5 and OF2 = -0.13
(0.035)
-3.68

Error Covariance for TL1 and OF5 = 0.021
(0.0092)
2.28

Error Covariance for TL2 and TL1 = 0.023
(0.0079)
2.95

Error Covariance for TL5 and AC7 = 0.079
(0.027)
2.93

Error Covariance for TL5 and SIP6 = 0.16
(0.041)
3.96

Error Covariance for TL5 and SIP7 = 0.19
(0.055)
3.39

Error Covariance for TL5 and SIP8 = 0.24
(0.044)
5.42

Error Covariance for TL6 and AC4 = -0.03
(0.0082)
-3.21

Error Covariance for OFTL1 and TL1 = 3.87
(0.37)
10.58

Error Covariance for OFTL2 and TL2 = 2.51
(0.24)
10.55

Error Covariance for OFTL2 and OFTL1 = -0.19
(0.21)
-0.90

Error Covariance for OFTL3 and TL3 = 1.18
(0.11)
10.43

Error Covariance for OFTL5 and OFTL4 = 0.17
(0.089)
1.91

Error Covariance for OFTL6 and TL6 = 3.07
        (0.29)
        10.57

Error Covariance for OFTL6 and OFTL1 = 0.27
        (0.066)
         4.15

Error Covariance for OFTL7 and TL7 = 3.11
        (0.29)
        10.56

Error Covariance for OFTL7 and OFTL6 = 0.43
        (0.075)
         5.81

Structural Equations

AC = 0.40*OF + 0.48*OFTL, Errorvar.= 0.27 , R² = 0.73
  (0.093) (0.096)   (0.064)
   4.34   4.94   4.28

SIP = 0.31*AC + 0.24*OF + 0.33*TL, Errorvar.= 0.36 , R² = 0.64
  (0.099) (0.088) (0.073)   (0.065)
   3.08   2.70   4.55   5.55

Reduced Form Equations

AC = 0.40*OF + 0.0*TL + 0.48*OFTL, Errorvar.= 0.27, R² = 0.73
  (0.093)   (0.096)
   4.34   4.94

SIP = 0.36*OF + 0.33*TL + 0.15*OFTL, Errorvar.= 0.39, R² = 0.61
  (0.077) (0.073) (0.052)
   4.68   4.55   2.78

Correlation Matrix of Independent Variables

	OF	TL	OFTL
OF	1.00		
TL	0.69	1.00	
	(0.04)		
	19.51		
OFTL	0.87	0.93	1.00
	(0.02)	(0.01)	
	50.29	107.30	

Covariance Matrix of Latent Variables

	AC	SIP	OF	TL	OFTL
AC	1.00				
SIP	0.74	1.00			
OF	0.82	0.72	1.00		
TL	0.72	0.72	0.69	1.00	
OFTL	0.83	0.77	0.87	0.93	1.00

Goodness of Fit Statistics

Degrees of Freedom = 506
Minimum Fit Function Chi-Square = 1280.09 (P = 0.0)
Normal Theory Weighted Least Squares Chi-Square = 1430.77 (P = 0.0)
Estimated Non-centrality Parameter (NCP) = 924.77
90 Percent Confidence Interval for NCP = (815.65 ; 1041.52)

Minimum Fit Function Value = 5.54
Population Discrepancy Function Value (F0) = 4.00
90 Percent Confidence Interval for F0 = (3.53 ; 4.51)
Root Mean Square Error of Approximation (RMSEA) = 0.089
90 Percent Confidence Interval for RMSEA = (0.084 ; 0.094)
P-Value for Test of Close Fit (RMSEA < 0.05) = 0.00

Expected Cross-Validation Index (ECVI) = 7.27
90 Percent Confidence Interval for ECVI = (6.80 ; 7.77)
ECVI for Saturated Model = 5.45
ECVI for Independence Model = 238.07

Chi-Square for Independence Model with 595 Degrees of Freedom = 54923.78
Independence AIC = 54993.78
Model AIC = 1260.00
Saturated AIC = 1678.77
Independence CAIC = 55149.41
Model CAIC = 2230.17
Saturated CAIC = 4061.44

Normed Fit Index (NFI) = 0.98
Non-Normed Fit Index (NNFI) = 0.98
Parsimony Normed Fit Index (PNFI) = 0.83
Comparative Fit Index (CFI) = 0.99
Incremental Fit Index (IFI) = 0.99
Relative Fit Index (RFI) = 0.97

Critical N (CN) = 106.19

Root Mean Square Residual (RMR) = 0.76
Standardized RMR = 0.049
Goodness of Fit Index (GFI) = 0.74
Adjusted Goodness of Fit Index (AGFI) = 0.67
Parsimony Goodness of Fit Index (PGFI) = 0.59

The Modification Indices Suggest to Add the

Path to	from	Decrease in Chi-Square	New Estimate
AC2	SIP	8.7	0.22
OF3	TL	9.6	0.23
OFTL1	OF	16.4	0.81
OFTL2	OF	13.7	0.56
OFTL7	TL	11.5	-1.06
AC	TL	10.0	0.50

Standardized Solution

LAMBDA-Y

	AC	SIP
AC1	0.67	- -
AC2	0.86	- -
AC3	0.92	- -
AC4	0.96	- -
AC5	1.04	- -
AC6	1.13	- -
AC7	1.17	- -
AC8	1.19	- -
SIP2	- -	1.03
SIP3	- -	0.98
SIP4	- -	0.97
SIP5	- -	1.13
SIP6	- -	1.23
SIP7	- -	0.99
SIP8	- -	1.04
SIP9	- -	1.14

LAMBDA-X

	OF	TL	OFTL
OF1	1.02	- -	- -
OF2	1.03	- -	- -
OF3	1.22	- -	- -
OF4	1.06	- -	- -
OF5	1.13	- -	- -
TL1	- -	1.28	- -
TL2	- -	1.28	- -
TL3	- -	1.42	- -
TL4	- -	1.48	- -
TL5	- -	1.25	- -
TL6	- -	1.27	- -
TL7	- -	1.37	- -

```
OFTL1    - -      - -     10.33
OFTL2    - -      - -     10.52
OFTL3    - -      - -     11.08
OFTL4    - -      - -     11.39
OFTL5    - -      - -     11.39
OFTL6    - -      - -     10.17
OFTL7    - -      - -     10.84
```

BETA

	AC	SIP
AC	- -	- -
SIP	0.31	- -

GAMMA

	OF	TL	OFTL
AC	0.40	- -	0.48
SIP	0.24	0.33	- -

Correlation Matrix of ETA and KSI

	AC	SIP	OF	TL	OFTL
AC	1.00				
SIP	0.74	1.00			
OF	0.82	0.72	1.00		
TL	0.72	0.72	0.69	1.00	
OFTL	0.83	0.77	0.87	0.93	1.00

PSI
Note: This matrix is diagonal.

	AC	SIP
	0.27	0.36

Regression Matrix ETA on KSI (Standardized)

	OF	TL	OFTL
AC	0.40	- -	0.48
SIP	0.36	0.33	0.15

Completely Standardized Solution

LAMBDA-Y

	AC	SIP
AC1	0.54	- -
AC2	0.71	- -
AC3	0.76	- -
AC4	0.73	- -
AC5	0.79	- -
AC6	0.88	- -
AC7	0.93	- -
AC8	0.93	- -
SIP2	- -	0.70
SIP3	- -	0.72
SIP4	- -	0.76
SIP5	- -	0.72
SIP6	- -	0.84
SIP7	- -	0.67
SIP8	- -	0.81
SIP9	- -	0.82

LAMBDA-X

	OF	TL	OFTL
OF1	0.77	- -	- -
OF2	0.82	- -	- -
OF3	0.86	- -	- -
OF4	0.87	- -	- -
OF5	0.86	- -	- -
TL1	- -	0.83	- -
TL2	- -	0.88	- -
TL3	- -	0.94	- -
TL4	- -	1.00	- -
TL5	- -	0.83	- -
TL6	- -	0.85	- -
TL7	- -	0.86	- -
OFTL1	- -	- -	0.91
OFTL2	- -	- -	0.94
OFTL3	- -	- -	0.98
OFTL4	- -	- -	1.00
OFTL5	- -	- -	1.00
OFTL6	- -	- -	0.93
OFTL7	- -	- -	0.94

BETA

	AC	SIP
AC	- -	- -
SIP	0.31	- -

GAMMA

	OF	TL	OFTL
AC	0.40	- -	0.48
SIP	0.24	0.33	- -

Correlation Matrix of ETA and KSI

	AC	SIP	OF	TL	OFTL
AC	1.00				
SIP	0.74	1.00			
OF	0.82	0.72	1.00		
TL	0.72	0.72	0.69	1.00	
OFTL	0.83	0.77	0.87	0.93	1.00

PSI

Note: This matrix is diagonal.

	AC	SIP
	0.27	0.36

THETA-EPS

	AC1	AC2	AC3	AC4	AC5	AC6
AC1	0.71					
AC2	0.28	0.50				
AC3	0.17	0.22	0.42			
AC4	- -	- -	- -	0.46		
AC5	- -	- -	- -	0.22	0.37	
AC6	- -	- -	- -	0.08	0.11	0.22
AC7	- -	- -	-0.07	- -	- -	- -
AC8	- -	- -	- -	- -	- -	- -
SIP2	- -	- -	- -	- -	- -	- -
SIP3	- -	- -	- -	- -	- -	- -
SIP4	- -	- -	- -	- -	- -	- -
SIP5	- -	- -	- -	- -	- -	- -
SIP6	- -	- -	- -	- -	- -	- -
SIP7	0.13	- -	- -	- -	- -	- -
SIP8	- -	- -	- -	- -	- -	- -
SIP9	- -	- -	- -	0.13	0.13	0.11

THETA-EPS

	AC7	AC8	SIP2	SIP3	SIP4	SIP5
AC7	0.13					
AC8	- -	0.13				
SIP2	- -	- -	0.50			
SIP3	- -	- -	0.21	0.49		
SIP4	- -	- -	0.10	0.19	0.42	
SIP5	- -	- -	- -	- -	- -	0.48
SIP6	- -	- -	- -	0.06	- -	0.14
SIP7	- -	- -	0.12	0.16	- -	- -
SIP8	- -	- -	- -	- -	- -	-0.07
SIP9	- -	- -	- -	- -	- -	- -

THETA-EPS

	SIP6	SIP7	SIP8	SIP9
SIP6	0.29			
SIP7	- -	0.55		
SIP8	- -	0.09	0.35	
SIP9	- -	- -	0.06	0.32

THETA-DELTA-EPS

	AC1	AC2	AC3	AC4	AC5	AC6
OF1	- -	- -	- -	- -	- -	- -
OF2	- -	- -	- -	- -	- -	- -
OF3	- -	- -	- -	- -	- -	- -
OF4	- -	- -	- -	- -	- -	- -
OF5	- -	- -	- -	- -	- -	- -
TL1	- -	- -	- -	- -	- -	- -
TL2	- -	- -	- -	- -	- -	- -
TL3	- -	- -	- -	- -	- -	- -
TL4	- -	- -	- -	- -	- -	- -
TL5	- -	- -	- -	- -	- -	- -
TL6	- -	- -	- -	-0.01	- -	- -
TL7	- -	- -	- -	- -	- -	- -
OFTL1	- -	- -	- -	- -	- -	- -
OFTL2	- -	- -	- -	- -	- -	- -
OFTL3	- -	- -	- -	- -	- -	- -
OFTL4	- -	- -	- -	- -	- -	- -
OFTL5	- -	- -	- -	- -	- -	- -
OFTL6	- -	- -	- -	- -	- -	- -
OFTL7	- -	- -	- -	- -	- -	- -

THETA-DELTA-EPS

	AC7	AC8	SIP2	SIP3	SIP4	SIP5
OF1	--	--	--	--	--	--
OF2	--	--	--	--	--	--
OF3	--	--	--	0.07	--	--
OF4	--	--	--	--	--	--
OF5	--	--	--	--	--	--
TL1	--	--	--	--	--	--
TL2	--	--	--	--	--	--
TL3	--	--	--	--	--	--
TL4	--	--	--	--	--	--
TL5	0.04	--	--	--	--	--
TL6	--	--	--	--	--	--
TL7	--	--	--	--	--	--
OFTL1	--	--	--	--	--	--
OFTL2	--	--	--	--	--	--
OFTL3	--	--	--	--	--	--
OFTL4	--	--	--	--	--	--
OFTL5	--	--	--	--	--	--
OFTL6	--	--	--	--	--	--
OFTL7	--	--	--	--	--	--

THETA-DELTA-EPS

	SIP6	SIP7	SIP8	SIP9
OF1	--	--	-0.09	--
OF2	--	--	--	0.08
OF3	--	--	--	--
OF4	--	--	--	--
OF5	--	-0.08	--	--
TL1	--	--	--	--
TL2	--	--	--	--
TL3	--	--	--	--
TL4	--	--	--	--
TL5	0.07	0.08	0.12	--
TL6	--	--	--	--
TL7	--	--	--	--
OFTL1	--	--	--	--
OFTL2	--	--	--	--
OFTL3	--	--	--	--
OFTL4	--	--	--	--
OFTL5	--	--	--	--
OFTL6	--	--	--	--
OFTL7	--	--	--	--

THETA-DELTA

	OF1	OF2	OF3	OF4	OF5	TL1
OF1	0.41					
OF2	0.07	0.33				
OF3	-0.18	- -	0.25			
OF4	-0.08	- -	- -	0.24		
OF5	-0.18	-0.08	- -	- -	0.26	
TL1	- -	- -	- -	- -	0.01	0.32
TL2	- -	- -	- -	- -	- -	0.01
TL3	- -	- -	- -	- -	- -	- -
TL4	- -	- -	- -	- -	- -	- -
TL5	- -	- -	- -	- -	- -	- -
TL6	- -	- -	- -	- -	- -	- -
TL7	- -	- -	- -	- -	- -	- -
OFTL1	- -	- -	- -	- -	- -	0.22
OFTL2	- -	- -	- -	- -	- -	- -
OFTL3	- -	- -	- -	- -	- -	- -
OFTL4	- -	- -	- -	- -	- -	- -
OFTL5	- -	- -	- -	- -	- -	- -
OFTL6	- -	- -	- -	- -	- -	- -
OFTL7	- -	- -	- -	- -	- -	- -

THETA-DELTA

	TL2	TL3	TL4	TL5	TL6	TL7
TL2	0.23					
TL3	- -	0.11				
TL4	- -	- -	0.00			
TL5	- -	- -	- -	0.31		
TL6	- -	- -	- -	- -	0.27	
TL7	- -	- -	- -	- -	- -	0.26
OFTL1	- -	- -	- -	- -	- -	- -
OFTL2	0.15	- -	- -	- -	- -	- -
OFTL3	- -	0.07	- -	- -	- -	- -
OFTL4	- -	- -	- -	- -	- -	- -
OFTL5	- -	- -	- -	- -	- -	- -
OFTL6	- -	- -	- -	- -	0.19	- -
OFTL7	- -	- -	- -	- -	- -	0.17

THETA-DELTA

	OFTL1	OFTL2	OFTL3	OFTL4	OFTL5	OFTL6
OFTL1	0.16					
OFTL2	0.00	0.11				
OFTL3	- -	- -	0.05			
OFTL4	- -	- -	- -	0.00		
OFTL5	- -	- -	- -	0.00	0.00	
OFTL6	0.00	- -	- -	- -	- -	0.14
OFTL7	- -	- -	- -	- -	- -	0.00

THETA-DELTA

	OFTL7
OFTL7	0.12

Regression Matrix ETA on KSI (Standardized)

	OF	TL	OFTL
AC	0.40	- -	0.48
SIP	0.36	0.33	0.15

Time used: 0.688 Seconds

D. Hasil Analisis *Goodness of Fit*

Group	Indicator	Value	Keterangan
1	*Degree of Freedom*	506	
	Minimum Fit Function Chi Square	1280,09	
	Normal Theory WLS Chi Square	1430.77	*Good fit*
	NCP	924,77	
	Confidence Interval	815.65 ; 1041.52	
2	RMSEA	0,089	
	Confidence Interval	0,084 ; 0,094	*Marginal fit*
	P Value	0,00	
3	ECVI *Model*	7.27	
	ECVI *Saturated*	5.45	*Good fit*
	ECVI *Independence*	238.07	
4	AIC *Model*	1260.00	
	AIC *Saturated*	1678.77	
	AIC Independence	54993.78	*Good fit*
	CAIC *Model*	2230.17	
	CAIC *Saturated*	4061.44	
	CAIC *Independence*	55149.41	
5	NFI	0,98	
	NNFI	0.98	
	PNFI	0,83	*Good fit*
	CFI	0.99	
	IFI	0.99	
	RFI	0.97	
6	*Critical N*	106.19	*Marginal fit*
7	RMR	0.76	
	SRMR	0.049	
	GFI	0.74	*Poor fit*
	AGFI	0.67	
	PGFI	0,59	

Sumber: hasil uji SEM (2020)

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Organizational Forgetting and Service Innovation Performance: The Mediation Role of Absorptive Capacity: A Moderated Analysis

Dimas Angga Negoro[1], Puji Astuti[2], Tantri Yanuar Rahmat Syah[3], Suharno Pawirosumarto[4]

Abstract

This study aims to explore the effect of organizational forgetting on service innovation performance with absorptive capacity as mediation and to investigate the moderation role of transformational leadership.

According to the results of previous studies and empirical theories related to the learning process and organizational innovation, this study was designed to collect data by a purposive sampling method from 232 service managers in the national headquarter, provincial, and district level of Indonesian Red Cross.

The findings of this study are first, the positive influence among organizational forgetting and service innovation performance. Second, there is the mediating role of absorptive capacity and the moderating role of transformational leadership. The managerial implication of research for organizations is to increase the part of leaders in encouraging and ensuring and accustoming organizational forgetting for a better change and increasing organizational competitive and sustainable advantage.

Keyword: Organizational Forgetting, Absorptive Capacity, Service Innovation Performance, Transformational Leadership

INTRODUCTION

Performing innovative services in organizations is important in the current situation. Increasing organizational capacity by increasing absorption capacity and learning in organizations is very important to do to carry out innovation. Organizational forgetting is a strategy in organizational learning. Besides that, the leadership style and absorptive capacity have affected organizational performance. The intentional aspect of organizational forgetting has the potential to add an important new aspect to strategic thinking about knowledge management. Second, organizational forgetting has the potential to affect knowledge management practice significantly.

Organizational Forgetting is a consequence of the learning process in the organization. It is therefore considered important to link it with the learning process because sometimes it can interfere with the learning process in question. In its development in general organizational forgetting is often ignored in the learning process (Remor et al., 2010).

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Organizational forgetting can also be used as one of the strategies in efforts to increase organizational progress. Refer to the previous study by Holan & Phillips (2004), the important roles or contributions of organizational forgetting are organizational forgetting, which intentionally has the potential to add important new aspects to strategic thinking about knowledge management in organizations. Both organizational forgettings have the potential to influence knowledge management practices significantly. On the other hand, we know a lot about learning and learning. However, knowledge of "forgetting" is still small, even though it is essential, and the third organizational forgetting provides new directions for improving knowledge management strategies. Organizational forgetting is one of the core things in strategic management in organizational learning. as companies or organizations become increasingly clever in the creation of knowledge, collaboration, and innovation, then a better understanding of organizational forgetting becomes more critical (Saudi, 2018).

The best service is the main goal of every service business. In the current industrial situation, good and innovative service is a pre-condition that must be fulfilled by service providers to win the unggetion for the profit organization or industrial and improve the image and trust from the community for non-profit organizations. Service innovation performance is important because, in it, there is consistency from the management of the organization to ensure employees are encouraged to be able to meet all service needs of the customer (Hu, Horng, & Sun, 2009).
Successfully service innovation will depend on the understanding of managers who understand the role of leaders, absorptive capacity, government support, learning orientation, and performance (Ratten, 2016).

The previous study by Fernandez & Sune (2009) stated that organizational forgetting is closely related to innovation. The result of organizational forgetting in the internal innovation process will be intentional because the specific purpose of innovation is to abandon the use of prior knowledge. if innovation is an obvious need, the resulting organizational forgetting will be unintentional. innovations that occur are not managed internally by an empirical framework but are external forces. These are in line with the previous studies related to linking organizational forgetting with service innovation performance is also in line with previous studies (Feizi & Ardebili, 2013; Huang et al., 2018; Remor et al., 2010; Zhao, Lu, & Wang, 2013; Smith, Lyles, & Tsang, 2011 and Asger, Umer & Hanif, 2018).

Several previous studies explain that the performance of service innovation is also influenced by other variables, one of which is the absorptive capacity. Absorptive capacity has a mediating role on the effect of organizational forgetting and service innovation performance (Tseng, Pai, & Hung, 2011; Huang et al., 2018 and Raisal, Tarofder, & Haleem, 2019). Absorptive capacity also has positive effect among service innovation performance (Tseng et al., 2011; Liu et al., 2017; Ratten, 2016; Lee & Hidayat, 2018 and Cohen & Levinthal, 1990), the other several studies find that absorptive capacity has a moderating role for service innovation performance (Noor & Aljanabi, 2016 and Wang, Yang, & Xue, 2017).

The purpose of this study was to explore the effect of organizational forgetting on service innovation performance with the mediation role of absorptive capacity. This study also investigates the moderation role of transformational leadership to service innovation performance in nonprofit organizations.

Several previous studies about *organizational forgetting* and service innovation performance mostly use moderation role from an external factor, dan According to the previous study (Huang et al., 2018), this study uses the transformational leadership as moderation variable. An interesting thing is also to examine the urgency of organizational forgetting that is still not widely calculated, compared to organizational learning (Alsalami, Behery, & Abdullah, 2016 dan Song, 2015). On the other hand, several studies mostly conduct in manufacture or profit companies, and this study has conducted in nonprofit organizations.

LITERATURE REVIEW and HYPOTHESES DEVELOPMENT
The relationship between Organizational Forgetting and Service Innovation Performance

The concept of organizational forgetting was first introduced by Herberg, who stated that organizations could deliberately dispose of their knowledge. Organizations must carefully get rid of existing and useless knowledge. If they don't, the survival of the organization will be at risk. Although it is not directly stated that organizational forgetting consists of intentional and unintentional (Mohammadpour et al., 2017).

Organizational forgetting is defined as the loss of organizational knowledge voluntarily or forced, intentionally or unintentionally, which results in changes in the organization's capability (Holan & Phillips, 2004b). According to Easterby et al., (2011), organizational forgetting has been examined as a loss of organizational knowledge, which is not planned or intended. Organizational forgetting includes aspects of cognitive views, behavioral views, and social views. As a learning process, organizational forgetting is influenced by internal factors and external factors of the organization. Still, organizational forgetting can be considered as a corporate strategy to gain a competitive advantage (Turi et al., 2019).

Service innovation is an approach or development for the design of new services, modifying old services that focus on the needs of external parties, namely customers, and meet the requirements of internal service management. Service innovation performances are something new or something that is improved and done by the company to create significant added value either directly to the company or straight to customers. (Hu et al., 2009). Service Innovation Performance must ensure better collaborative functions, increased flexibility, and higher efficiency results (Ratten, 2016).

According to Hanif & Asgher (2018), the typology of service innovation is new things in service products, service processes, and service business models. The multi-dimensions of service innovation will significantly influence the service innovation performance. New service development is the process of managing new ideas or being adopted to be efficient to create sustainable competitive advantages for companies or organizations. Therefore, service providers need to encourage and motivate their employees for the process of developing innovation in gaining a competitive advantage (Lee & Hidayat, 2018).

Organizational forgetting allows individuals in organizations to discard unused knowledge and experience to do something new and innovative programs. (Feizi & Ardebili, 2013). By discarding unnecessary knowledge or experience, there is a tendency to find something new that is better in exchange for the old one thrown away. With an effective organizational learning process, namely by analyzing the strengths and weaknesses of the organization, what is the competitiveness of the company or organization, it can be identified things that must abandon and what new things to do that feel better. In line with research from (Holan & Phillips, 2004a) hat without an active and effective learning process, an organization cannot develop itself and maintain its competitiveness. The link between organizational forgetting and innovation gives the critical role of organizational forgetting in learning in organizations (Mieres, Sánchez, & Vijande, 2012; Fernandez & Sune, 2009; Huang et al., 2018; Aydin & Gormus, 2015 and Remor et al., 2010). Related to previous studies, we expect that:

H1: Organizational Forgetting has a positive influence on service innovation performance

The relationship between Organizational Forgetting and Absorptive Capacity

Organizational forgetting is not only an instrument for ignoring old knowledge that is considered useless but also a regulatory way to create a space for change and find something new learning. The individual's absorption capacity strongly influences the organizational forgetting process (Raisal et al., 2019). Absorption is the ability of each individual to absorb learning from an event and then analyze whether a knowledge needs to be replaced or maintained.

Absorptive capacity is a series of routines and processes in an organization where companies or organizations acquire, assimilate, change, and exploit knowledge to produce dynamic organizational capabilities. Absorption is the intensity of the business, and corporate speed in identifying and gaining the knowledge needed for its operations obtains from the external environment. Organizational ability to examine or assess previously owned knowledge, synthesize knowledge, and combine knowledge acquired from external sources. (Zahra & George, 2002).

Absorption capacity is the ability of an organization to recognize the value of new external information, assimilate and apply it to the benefit of the organization. The absorption capacity of an organization will depend on the absorption capacity of the individual or its members. In developing absorptive capacity, the organization expects to grow essential investments in developing individual absorptive elements. Organizational absorption is not just as simple as combining the ability of its members, and therefore it is important to consider my aspects of what is organizational clear. Organizational absorption capacity does not only refer to the acquisition or assimilation of information by the organization but also the organization's ability to exploit it. To develop sufficient absorption capacity,

whether related to general knowledge, problem-solving, or learning skills, it is not enough to simply expose someone briefly to the relevant prior experience (Cohen & Levinthal, 1990).

The organizational forgetting uses the competitive advantages of a company as standard and in the procedure referred to individuals in the organization brought to recall things that have been done and identified positive and negative aspects. The method of analyzing meant if done regularly and the more often it is practiced, the better the absorption capacity of individuals in the organization.

That is in line with several previous studies that the organizational forgetting, would affect the capacity of the individual's absorption capacity in the organization concerned. (Remor et al., 2010; Raisal et al., 2019; Fernandez & Sune, 2009; Holan & Phillips, 2004a; Zhao et al., 2013; Turi et al., 2019 and Zhao et al., 2013). To sum up, we hypothesize:

H2: **Organizational forgetting has a positive relationship with absorptive capacity**

Mediation role of absorptive capacity

In creating innovative services in non-profit organizations, absorptive capacity has an important role, and absorptive capacity influences organizational performance or performance(Chen, Lee, & Chen, 2017). The absorption capacity of individuals in organizations directly will be able to increase innovation because the ability to absorb things that are not good and must be replaced with new ones, will make individuals or employees do innovative things. Several previous studies have also explored much about the effect of absorptive capacity on organizational performance both directly and indirectly (Nätti, Hurmelinna, & Johnston, 2014; Ratten, 2016; Y. S. Chen, Chang, & Lin, 2014; Lee & Hidayat, 2018; Liu et al., 2017; Cohen & Levinthal, 1990; Huang et al., 2018; and Martelo et al., 2018). Based on the result of previous studies, we assume:

H3: Absorptive capacity has a positive relation with service innovation performance

From **H2** and **H3**, the absorption capacity is possible to be able to mediate the relationship between organizational forgetting and service innovation performance.

The role of transformational leadership

Transformational leadership is a style of leadership where leaders encourage their teams to be creative, independent in achieving the organization's vision, and inspire their teams to achieve extraordinary results. Transformational leaders support followers to grow and develop into leaders according to the needs of each individual and empower them with the achievement of organizational goals that in line with the goals and objectives of individuals, leaders, groups, and larger organizations (Bass & Riggio, 2006). A right transformational leadership style will be able to add job satisfaction to employees or subordinates that will encourage the creation of excellent performance (Syah, 2018).

Transformational leadership has a strong correlation with innovative work behavior. It positively influences the formation of ideas and employee creativity on the one hand and the implementation of plans on the other (Afsar, Badir & Saeed, 2014). Transformational leadership will increase employee involvement in organizations (Syah et al., 2019). Transformational leadership will encourage the creation of innovation in organizations and will directly improve organizational performance. Transformational leadership allows for openness and learning in organizations (Noruzy et al., 2013)

Several previous studies find that transformational leadership is believed to have a positive influence on employee performance and will directly or indirectly encourage innovation in service. Leaders with transformational style will tend to listen, involve, and accompany their subordinates. Openness and the opportunity for new things to emerge, transformational leadership is a leadership style that gives assistants the chance to be innovative (Reuvers et al., 2008; Alsalami et al., 2016; Arif, 2018; and Noruzy et al., 2013). Extrapolating from previous research, we hypothesize:

H4: The transformational leadership will increase the relationship between organizational forgetting and absorptive capacity

H5: Transformational leadership has a positive influence on service innovation performance.

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Research Design and Methodology

Based on the above theoretical analysis, the conceptual model shown in figure 1.
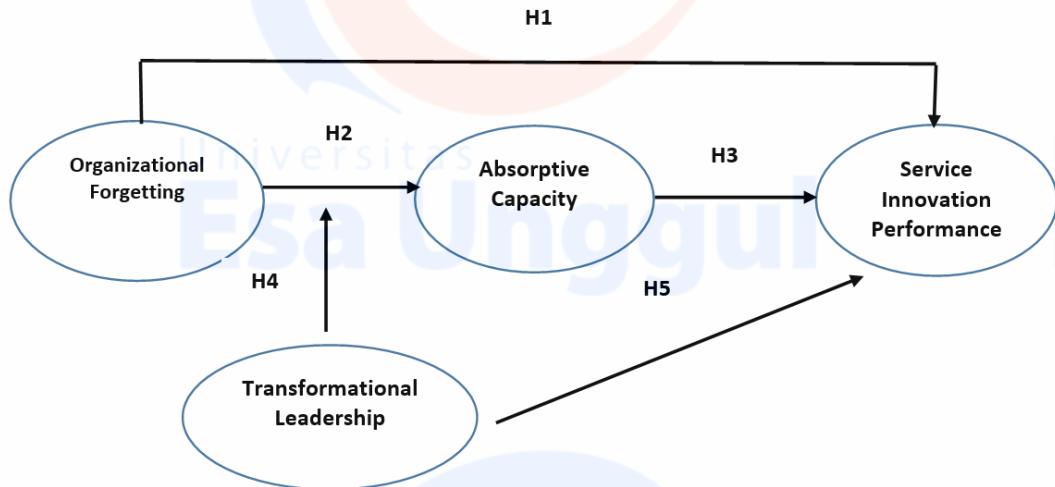
Figure 1: The conceptual model

Data Collection

Data collection in this study used a survey method by distributing questionnaires both directly and online questionnaires. The respondents of this study were selected using the purposive sampling method in the Indonesian Red Cross. They are representative of PMI Offices at the national headquarter, provincial, and district levels. They are a service manager or staff in the services unit that had worked for at least three years. The underlying assumption that a minimum time of three years is considered sufficient to see aspects of absorptive capacity and service innovations carried out. The Indonesian Red Cross (PMI) was chosen as the object of research finding that PMI is the oldest humanitarian organization in Indonesia and has a big and global network of representatives from each Province and regency. It is also a member of international humanitarian organizations, namely the International Federation Red Cross and Red Crescent (IFRC) and ICRC.

The research design using SEM, where the determination of the number of samples was at least five times the number of questions (Hair et al., 2014), and the number of samples in this study were 232 people.

Measurement

In this study, the measurement scale refers to several previous studies. All items measure with a seven-point Likert scale (1 = totally disagree and 7 = absolutely agree. *Organizational Forgetting* (OF) variable was adopted from (Huang et al., 2018), consist of 5 questions. The absorptive capacity variable was taken from (Huang et al., 2018) consist of 12 items. Measurements of transformational leadership adopted from (Sally & Alexander, 2000) with 7 questions. Service innovation performance refers to scale from (Hu et al., 2009), consist of 14 items; total of all variables are 38 items.

Data collection techniques began with the distribution of the initial questionnaire (pre-test) to 38 respondents. The study was a quantitative study using the Structural Equation Model (SEM) method, and data processing and analysis using SPSS 25 and Lisrel 88 software. Based on the pre-test analysis, the researchers conducted a factor analysis for the validity and reliability test with SPSS. The Validity test uses the measurement value of Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA). KMO and MSA value must be greater than 0.5, which means that factor analysis is appropriate. Reliability tests use Cronbach's Alpha measurements. The better is reliable and valid items if the Cronbach's Alpha value approaches 1(Hair et al., 2014). After analyzing the results of the pre-test, the organizational forgetting variable, and the transformational leadership variable were all declared valid. The absorptive

capacity variable of 12 questions, only 8 were accurate, and the service innovation performance variable out of 14 items, only 9 were declared valid. Thus for the number of questions on this study totaled 29 items.

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RESULT

In this study, we focus on the service unit in the Indonesian Red Cross (PMI) that present by managers of the service department that was work for more than 3 years. Based on the research result, from 232 respondents, 4 persons from PMI national headquarter, 33 people from the provincial level, and 195 employees from the district office. According to construct reliability (CR) and variance extracted (VE) analysis, all component indicated appropriate with the standard of CR and VE test from (Hair et al., 2014) that CR values are more than 0,60 and VE test not less from 0,50. Organizational Forgetting (CR=0,921; VE=0,648), transformational leadership (CR=0,949; VE =0,750), absorptive capacity (CR=0.932; VE =0,637) and service innovation performance (CR=0.915; VE=0,577).

The structural equation analysis indicated by R² values. R² values have a function to describe how the independent variable can indicate relations with the dependent variables. SEM analysis indicated firstly, Absorptive capacity (AC) is influenced jointly between organizational forgetting (OF) and moderation role of transformational leadership (OFTL) with R2 value is 0,73. That describes that there is 27%; absortive capacity may be influenced by the other variables from this study. Second, service innovation performance (SIP) has influenced by absorptive capacity (AC), organizational forgetting (OF), and moderation role from transformational leadership (OFTL) with R2 value is 0,64.

The fit model analysis in this study indicated a good fit in the *Chi-Square,* ECVI, AIC, CAIC, *Fit Index, Critical N,* and *Goodness of Fit.* Almost all of the goodness of fit is in a *good fit*, although there is a *marginal fit* in several items.

This study obtains a positive result on all hypotheses. That suggests that organizational forgetting is positively direct influences service innovation performance. Absorptive capacity will mediate the relationships between organizational forgetting and service innovation performance. Transformational leadership provides a positive adjustment between organizational forgetting and absorptive capacity. Transformational leadership will moderate the strength of the mediated relationships between organizational forgetting with service innovation performance through absorptive capacity, such that the mediated relationship will be stronger under high transformational leadership than lower under low transformational leadership.

Chi-Square=1430.77, df=506, P-value=0.00000, RMSEA=0.089
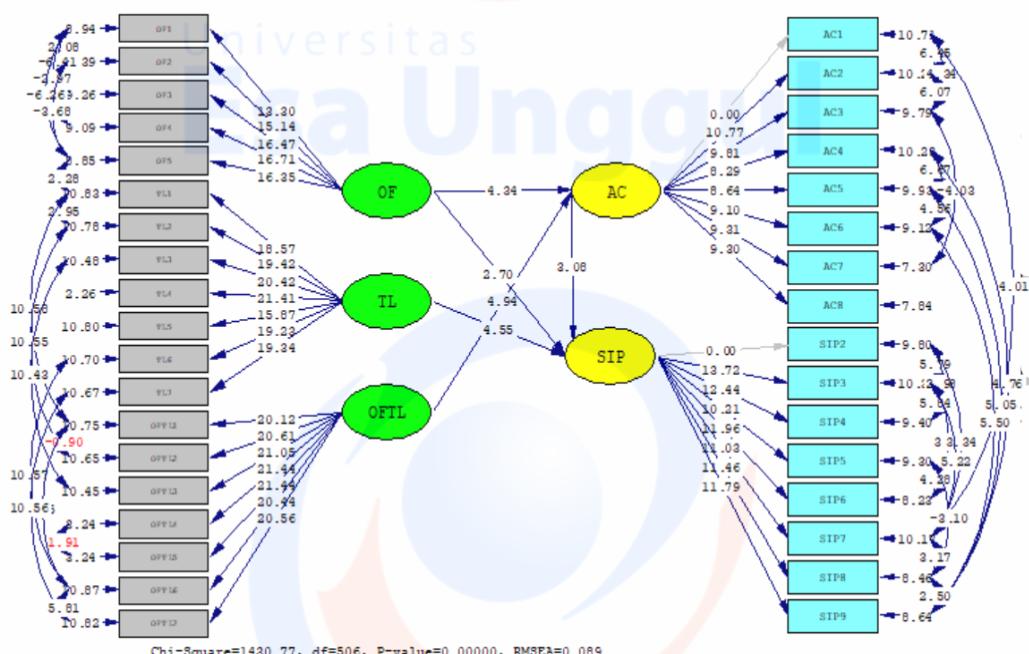
Figure 2. *Path Diagram T- Value*

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Table 1: Hypothesis Model Test Result

Hypothesis	Description	T- Value	Remarks
H1	Organizational Forgetting has a positive influence on service innovation performance.	2,70	Data support the hypothesis
H2	Organizational forgetting has a positive relationship with absorptive capacity.	4,34	Data support the hypothesis
H3	Absorptive capacity has a positive relation with service innovation performance	3,08	Data support the hypothesis
H4	Transformational leadership will increase the relationship between organizational forgetting and absorptive capacity.	4,94	Data support the hypothesis
H5	Transformational leadership has a positive influence on service innovation performance.	4,55	Data support the hypothesis.

Source: SEM Lisrel analysis (2020)

The T-Value test result above 1,96 that means this study support all hypothesis.

DISCUSSION

This study intends to explore the influence and linkages between Organizational Forgetting, Service Innovation Performance, and Absorptive Capacity as mediation moderated by Transformational Leadership. In testing the first hypothesis (H1), this study shows that organizational forgetting has a positive effect on the performance of service innovation. The stage in organizational forgetting include leaving old knowledge, no value matters are replaced by new things that are more useful, more simple, as needed, and are an essential part of facing the current dynamics of competition. As part of the dynamic learning process in organizations, organizational forgetting is a part of the strategy to get innovative ideas in doing services.

Organizational forgetting is a process that not different from organizational unlearning because both are stages of a dynamic learning process in organizations. This study is in line with the thoughts and findings of several previous studies related to organizational management. According to Zhao et al. (2013), Organizational unlearning is a process that can help organizations get rid of outdated and useless knowledge, which is an essential process of dynamic knowledge management. Organizational forgetting provides an extraordinary contribution to creating dynamic knowledge management. Organizational forgetting has the potential to be able to find or add new aspects and strategic thinking in knowledge management in organizations to bring up innovative ideas that are useful to improve organizational competitiveness.

The finding that organizational forgetting has a positive effect on the performance of service innovation can contribute to the learning process theory. This study recommended should be abandoned and encourage each individual in the organization to set new and innovative steps in dealing with organizational competition. That does not only add further information or knowledge to individuals in the organization but also invites to identify which processes and experience do not provide valuable benefits, which old ways. The results of the study are in line with and support the findings of several researchers. They emphasized the critical role of organizational

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forgetting in creating creative ideas, strategies, and innovative services according to the needs of the stakeholders and target beneficiaries of the organization. (Holan & Phillips, 2004b; Raisal et al., 2019; Nielsen, 2006; Bello & Adeoye, 2018; Song, 2015; Holan & Phillips, 2004a; Huang et al., 2018; Cavallaro et al., 2018 and Coghlan & Rashford, 2006).

This study has also proven that there is a positive effect of organizational forgetting with absorptive capacity (H2). The organizational forgetting activities through the stages of identification and trying to find things that must be abandoned and the organization will become accustomed to critical thinking and increase their capacity to absorb things over things the new one. Absorption capacity is the ability of individuals and organizations to absorb new information and knowledge and make adjustments to the new information and knowledge. Potential absorptive capacity shows the acquisition and assimilation of knowledge and realized absorptive capacity shows the capacity of a company or organization to transform knowledge and learning processes into operational processes (Sánchez, Morales, & Rojas, 2018). The diversity of information and knowledge gained by the organization while doing the learning process in the organization, especially organizational forgetting, will increase the absorption and accustomed to accepting new things.

Thus the absorption capacity will also affect the ability to innovate in doing services or work. The third thing in this study is that the absorption capacity has a positive effect on the performance of service innovation (H3). The higher the level of absorptive capacity, the more innovative it can be. The capacity and ability of individuals in an organization or company to absorb new information or knowledge that enters will influence the level of creative thought and innovative action. There is a difference among individuals in an organization (Lowik, Kraaijenbrink, & Groen, 2017). Absorptive capacity has a role in facilitating knowledge management for innovative services (Nätti et al., 2014). That finding is in line with several previous studies about service innovations (Sánchez et al., 2018; Liu et al., 2017; Noor & Aljanabi, 2016; Cohen & Levinthal, 2006; Tseng et al., 2011 and Lee & Hidayat, 2018).

This study found that transformational leadership has a moderation role in the relationship between organizational forgetting and absorptive capacity.   Transformational leadership will make a stronger relationship between organizational forgetting and absorptive capacity (H4).   The leader that supports and gives motivations their teams to identify unless knowledge to analyze the improvement things will improve the individual absorptive capacity in the organization. Transformational leadership, where one of the main focuses is to motivate individuals to be able to work beyond expectations and improve their performance in all aspects of the organization, will strengthen the performance of individuals in the organization (Chang et al., 2018). Transformational leaders will increase the space to absorb new knowledge and motivate the innovative thinking of team members

The results of this study can contribute to reinforcing previous findings that transformational leadership has a role to strengthen the effect of organizational forgetting processes in particular and organizational learning in general on the ability of individual absorption in organizations. (Shafique & Kalyar, 2018; Syah & Rosady, 2018; Sánchez et al., 2018; Collins, 1999 and Noruzy et al., 2013).

Transformational leadership also has a positive influence on the performance of service innovation (H5). The character of transformational leaders who are open to providing opportunities and motivating teams to create and make positive changes in the organization will increase creativity and individual innovation power in the organization. Transformational leadership and organizational performance have strong relationships (Arif & Akram, 2018). Transformational leadership has a direct influence on the learning process and knowledge management in organizations. Furthermore, transformational leadership positively influences organizational innovation and company performance (Noruzy et al., 2013). Transformational leadership has a positive effect on employee creativity (Suifan & Al-janini, 2017).

Transformational leadership presents the organization's vision and mission clearly. The second transformational leader will motivate and inspires employees to work towards achieving that vision by building connections with employees, understanding employee needs, helping employees reach their potential to be able to innovate, and contribute to good results for the organization. The results of research on the influence of transformational leadership on innovation performance in organizations are in line with some of the opinions and findings of previous studies. (Fitzgerald & Schutte, 2010; Noruzy et al., 2013; Arif & Akram, 2018; Ocak & Ozturk, 2018; Shafique & Kalyar, 2018; and Afsar et al., 2014)

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CONCLUSION and RECOMMENDATION FOR FUTURE RESEARCH

All the hypotheses built in this study have full proof that there is a relationship between organizational forgetting, absorptive capacity, and performance of service innovation and the role of transformational leadership in the relationship between these variables. However, this research still has some limitations. First, this research is limited to one non-profit organization, so it may not necessarily describe the conditions or represent other non-profit organizations. In the future, the same study can be done but involves not only one institution or organization. Second, the learning process and innovation in organizations are not simple processes and require time before changes occur. This study is cross-sectional can be less precise, and research that is long-term sustainable (more longitudinal) is more recommended. Third, there is the other factor that can influence absorptive capacities, such as the work environment, organizational culture, or even external factors as service demands from beneficiaries.

There are important managerial implications from this study: First, since organizational forgetting and absorptive capacity have stronger if there are transformational leadership styles, then managers or leaders must apply the principles of transformational leadership. Second, the leader must usually use the organizational forgetting process. The leader motivates and increases the team's ability to find new knowledge. Provide space to promote innovation among others by implementing a reward and recognize system for innovators in the organization so that all members are motivated to provide the best for the organization.

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