

Lampiran 1:

Tabel Ringkasan Penelitian Sebelumnya

No	Peneliti	Tahun Penelitian	Judul Penelitian	Metode	Hasil
1	Milhem <i>et al.</i>	2019	The effect of emotional intelligence, transformational leadership, and employee engagement: The Mediating Effect of Leader's Emotional Intelligence	Metode analisis <i>structural equation model</i> (SEM) dengan program AMOS 21.0	Temuan menunjukkan bahwa gaya kepemimpinan transformasional memiliki efek signifikan terhadap <i>keterikatan karyawan</i> .
2	Zhao dan Sheng	2019	The Effect of Leadership Style on Employee Engagement: The Moderating Role of Task Structure	Metode analisis korelasi dengan program AMOS 23.0	Hasil penelitian menunjukkan bahwa kepemimpinan karismatik secara positif berkorelasi positif dengan keterikatan karyawan. Kepemimpinan otoriter secara signifikan berkorelasi negatif dengan keterikatan karyawan.
3	Siddiqui dan Sahar	2019	The Impact of Training & Development and Communication on Employee Engagement – A Study of Banking Sector	Metode analisis <i>structural equation model</i> (SEM) dengan program SmartPLS 3.0	Hasil penelitian menunjukkan dampak positif dari pelatihan dan pengembangan terhadap keterikatan karyawan.
4	Chandrasekara	2019	The Effect of Transformational Leadership Styles on Job Satisfaction and Job Performance: A Case of Apparel Manufacturing Industry in Sri Lanka	Metode analisis korelasi dengan program SPSS 20.0	Hasil penelitian menunjukkan bahwa gaya kepemimpinan transformasional memiliki pengaruh signifikan positif terhadap kepuasan kerja. Kemudian, kepuasan kerja memiliki hubungan positif signifikan terhadap kinerja karyawan.
5	Garg <i>et al.</i>	2017	Job Satisfaction and Work Engagement: A Study Using Private Sector Bank Manager	Metode analisis korelasi dengan program SPSS 20.0	Hasil penelitian menunjukkan bahwa kepuasan kerja memiliki pengaruh signifikan terhadap keterikatan kerja para manajer bank.
6	Al Mehrzi dan Singh	2016	Competing through keterikatan karyawan: a proposed framework	Metode analisis <i>structural equation model</i> (SEM) dengan program AMOS 21.0	Hasil penelitian menunjukkan bahwa kepemimpinan, memiliki hubungan positif signifikan dengan <i>keterikatan karyawan</i> .
7	Jehanzeb dan Mohanty	2018	Impact of Employee Development on Job Satisfaction and Organizational Commitment:	Metode analisis <i>structural equation model</i> (SEM) dengan	Hasil penelitian menunjukkan bahwa inisiatif pengembangan karyawan memiliki pengaruh positif signifikan terhadap kepuasan kerja karyawan dan kemudian, kepuasan kerja

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			Person–Organization Fit as Moderator	program AMOS 21.0	memiliki dampak signifikan terhadap komitmen organisasi.
8	Permadi <i>et al.</i>	2018	The Influence of Transformational Leadership on Organizational Culture and Keterikatan karyawan	Metode analisis jalur dengan program SPSS	Hasil penelitian menunjukkan bahwa kepemimpinan transformasional dan budaya organisasi berpengaruh positif terhadap <i>keterikatan karyawan</i> .
9	Kertiriasih <i>et al.</i>	2018	The Effect of Leadership Style to Job Satisfaction, Keterikatan karyawan and Employee Performance	Metode analisis <i>structural equation model</i> (SEM) dengan program SmartPLS	Hasil penelitian menunjukkan bahwa gaya kepemimpinan berpengaruh positif signifikan terhadap kepuasan kerja, gaya kepemimpinan tidak berpengaruh signifikan terhadap <i>keterikatan karyawan</i>
10	Ezam <i>et al.</i>	2018	Impact of Training and Development on Employees' Engagement: Empirical Evidence From Pakistan Banking Sector	Metode analisis regresi linear berganda dengan program SPSS	Pengembangan SDM memiliki pengaruh signifikan terhadap <i>keterikatan karyawan</i> .
11	Evelyn dan Hazel	2015	Effects Of Transformational Leadership On Employee Engagement: The Mediating Role Of Employee Engagement	Metode analisis regresi berganda dengan program SPSS versi 22.	Temuan ini mengungkapkan bahwa kepemimpinan transformasional berpengaruh terhadap keterikatan karyawan. Kemudian kepemimpinan transformasional berpengaruh terhadap kinerja organisasi.
12	Thisera dan Sewwandi	2018	Transformational Leadership and Employee Engagement in Hospitality Sector in Sri Lanka	Metode analisis regresi sederhana dengan program SPSS.	Temuan mengungkapkan bahwa kepemimpinan transformasional dan masing-masing dimensi secara positif mempengaruhi keterikatan karyawan.
13	Hasibuan	2019	Domination of Job Satisfaction in Moderate Influence Transformational Leadership Towards Engagement ASN Employees	Metode analisis jalur dengan program SPSS	Hasil transformasi membuktikan kepemimpinan transformasional positif dan signifikan terhadap kepuasan. Kepemimpinan transformasional berpengaruh positif dan signifikan terhadap keterikatan karyawan. Kepuasan karyawan memiliki dampak positif dan signifikan terhadap keterikatan karyawan. Kepemimpinan transformasional tidak mempengaruhi keterikatan karyawan melalui kepuasan sebagai variabel intervening
14	Mansor <i>et al.</i>	2017	Influence of Transformation Leadership Style on Keterikatan karyawan among Generation Y	Metode analisis regresi berganda dengan program SPSS.	Hasil penelitian menunjukkan bahwa ada hubungan yang signifikan antara dimensi stimulasi intelektual, motivasi inspirasi dan pertimbangan individu pada keterikatan

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					karyawan. Sebaliknya, hasilnya telah mengungkapkan bahwa tidak ada hubungan yang signifikan antara pengaruh ideal seorang pemimpin terhadap keterikatan karyawan.
15	Khan <i>et al.</i>	2018	Impact of Transformational Leadership on Employee's Job Satisfaction and Well-Being Through Team Efficacy in PMBMC	Metode analisis jalur dengan program SPSS	Dalam penelitian ini ditemukan bahwa ada hubungan langsung antara transformational leadership ke job satisfaction, well-being dan tidak langsung melalui team efficacy. Jadi itu berarti bahwa team efficacy memediasi sebagian hubungan antara transformational leadership dan job satisfaction dan juga antara transformational leadership dan well-being.
16	Milhem <i>et al.</i>	2019	The Effect Of Perceived Transformational Leadership Style On Keterikatan karyawan: The Mediating Effect Of Leader's Emotional Intelligence	Metode analisis <i>structural equation model</i> (SEM) dengan program AMOS	Temuan menunjukkan bahwa gaya kepemimpinan transformasional memiliki efek signifikan pada keterikatan karyawan untuk peran mediasi kecerdasan emosional.
17	Devi dan Narayanamma	2016	Impact of Leadership Style on Employee Engagement	Metode analisis regresi berganda dengan program SPSS.	Temuan mengungkapkan bahwa ada korelasi positif yang signifikan antara kepemimpinan transaksional dan keterikatan karyawan serta antara kepemimpinan transformasional dan keterikatan karyawan.
18	Nurtjahjani <i>et al.</i>	2020	Transformational Leadership Influence On Job Engagement: Case Study In Indonesian Lecturers	Metode analisis menggunakan Structural Equation Modeling (SEM) dengan program Partial Least Square (PLS)	Hasil penelitian menunjukkan bahwa kepemimpinan transformasional tidak memiliki pengaruh yang signifikan terhadap keterikatan kerja. Selanjutnya, kepuasan kerja telah memediasi pengaruh kepemimpinan transformasional terhadap keterikatan kerja secara signifikan, dan remunerasi tidak memediasi pengaruh kepemimpinan transformasional terhadap keterikatan kerja secara signifikan.
19	Al-Amin	2017	Transformational Leadership And Employee Performance Mediating Effect Of Keterikatan karyawan	Metode analisis regresi berganda dengan program SPSS.	Temuan penelitian ini menunjukkan bahwa perilaku kepemimpinan transformasional berhubungan positif dengan kinerja karyawan. Hasilnya mengkonfirmasi mediasi keterikatan karyawan juga.

No	Peneliti	Tahun Penelitian	Judul Penelitian	Metode	Hasil
20	Rahmawati dan Tobing	2019	The Role Of Transformational Leadership On Organizational Commitment And Job Satisfaction Of Tax Office Officers (KPP) In Banjarmasin	Metode analisis jalur dengan program SPSS	Berdasarkan hasil analisis dan pembahasan, dapat disimpulkan bahwa ada pengaruh kepemimpinan transformasional terhadap komitmen organisasi dan kepuasan kerja karyawan Kantor Pelayanan Pajak di kota Banjarmasin.
21	Priyatmo	2020	Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Dengan Mediasi Kepuasan Kerja	Metode analisis menggunakan Structural Equation Modeling (SEM)	Hasil penelitian menunjukkan bahwa kepemimpinan transformasional mempengaruhi kinerja karyawan secara positif baik secara langsung maupun tidak langsung dengan perantara mediasi kepuasan kerja. Selain itu dalam penelitian ini terbukti secara signifikan bahwa kepuasan kerja berpengaruh terhadap kinerja karyawan.
22	Niam dan Syah	2019	Pengaruh Motivasi, Kepemimpinan dan Budaya Organisasi terhadap Kepuasan Kerja serta Dampaknya pada Kinerja Karyawan	Metode analisis menggunakan Structural Equation Modeling (SEM)	Hasil penelitian menunjukkan bahwa motivasi kerja yang tidak signifikan berpengaruh terhadap kepuasan kerja dan kepuasan kerja tidak memediasi kinerja karyawan terhadap variabel motivasi, kepemimpinan dan budaya organisasi. Hasil penelitian lainnya menunjukkan bahwa variabel motivasi kerja, budaya organisasi dan pemimpin transformasional signifikan berpengaruh terhadap kinerja karyawan.
23	Jamaluddin dan Ruswanti	2017	Impact of Service Quality and Customer Satisfaction on Customer Loyalty: A Case Study in a Private Hospital in Indonesia	Metode analisis menggunakan Structural Equation Modeling (SEM)	Hasil penelitian menunjukkan bahwa: tidak ada pengaruh langsung dari setiap dimensi kualitas pelayanan terhadap kepuasan pasien, kecuali jaminan. Penelitian ini juga menemukan bahwa ada pengaruh kualitas layanan terhadap peningkatan kepuasan pelanggan. Ada pengaruh langsung kualitas layanan terhadap loyalitas pelanggan tanpa mediasi kepuasan pelanggan.
24	Rosiana dan Safitri	2015	Pengaruh Persepsi Gaya Kepemimpinan Atasan Terhadap Motivasi Berprestasi Bawahan (Studi Pada Karyawan BCA Kantor Cabang Alam Sutera)	Metode analisis menggunakan koefisien korelasi	Hasil penelitian korelasi persepsi gaya kepemimpinan transformasional dengan motivasi berprestasi memiliki nilai sig 0,000 ($p < 0,05$) dan korelasi sebesar 0,989, dan korelasi persepsi gaya kepemimpinan transaksional dengan motivasi berprestasi memiliki nilai sig 0,000 ($p <$

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					0,05) dan korelasi sebesar 0,730, artinya terdapat pengaruh signifikan antara persepsi gaya kepemimpinan transformasional dan transaksional terhadap motivasi berprestasi.
25	Uzlah	2011	Hubungan Antara Persepsi Gaya Kepemimpinan Atasan Dengan Kepuasan Kerja Pegawai Puskesmas Mekar Baru	Metode analisis menggunakan <i>analisis product moment</i>	Hasilnya dalam penelitian ini menunjukkan bahwa hubungan yang positif dan signifikan antara persepsi gaya kepemimpinan supervisor dan kepuasan kerja. Hubungan yang positif dan signifikan antara persepsi gaya kepemimpinan transformasional dan transaksional dengan kepuasan kerja.

Lampiran 2:

Definisi Operasional Variabel

Kepemimpinan Transformasional (X₁)

Pemimpin transformasional memotivasi dan menginspirasi pengikut untuk mencapai hasil pekerjaan yang luar biasa atau melebihi harapan (Bass dan Avolio, 2010).

Dimensi	Original	Operasionalisasi
Idealized influence	<i>The leader gives me instructions on how to get things done.</i>	Pemimpin memberikan petunjuk kepada saya bagaimana menyelesaikan suatu pekerjaan.
	<i>The leader is my role model in the company.</i>	Pemimpin merupakan <i>Role Model</i> (panutan) saya dalam perusahaan.
	<i>The leader has complete faith in me.</i>	Pemimpin memiliki keyakinan penuh pada saya.
Inspirational motivation	<i>The leader motivated me to work better.</i>	Pemimpin memotivasi saya untuk bekerja lebih baik.
	<i>The leader fosters my confidence in doing work.</i>	Pemimpin menumbuhkan kepercayaan diri saya dalam melakukan pekerjaan.
	<i>Leaders help to find meaning in work.</i>	Pemimpin membantu menemukan makna dalam pekerjaan.
Intellectual stimulation	<i>The leader encouraged me to always be innovative in completing work.</i>	Pemimpin mendorong saya untuk selalu inovatif dalam menyelesaikan pekerjaan.
	<i>The leader encouraged me to use creativity in getting work done.</i>	Pemimpin mendorong saya untuk menggunakan kreativitas dalam menyelesaikan pekerjaan.
Individualized consideration	<i>The leader is willing to listen to the difficulties and complaints that I experience.</i>	Pemimpin bersedia mendengarkan kesulitan dan keluhan yang saya alami.
	<i>My leader treats employees as individuals who each have different needs, abilities, and aspirations.</i>	Pemimpin saya memperlakukan karyawan sebagai individu yang masing-masing memiliki kebutuhan, kemampuan, dan aspirasi yang berbeda.
	<i>Leaders help in self-development.</i>	Pemimpin membantu dalam pengembangan diri.

Sumber: Bass dan Avolio (2010)

Pengembangan SDM (X₂)

Pengembangan karyawan mengacu pada pelatihan serta pendidikan formal, pengalaman kerja, hubungan dan penilaian kepribadian, keterampilan dan kemampuan yang membantu karyawan mempersiapkan diri untuk pekerjaan dan posisi di masa depan sebagai pertumbuhan pribadi dan profesional individu dari perspektif jangka panjang (Noe, 2017).

Dimensi	Original	Operasionalisasi
Pendidikan formal	<i>I received formal training and education to further develop my knowledge.</i>	Saya mendapat pelatihan dan pendidikan formal untuk dapat lebih mengembangkan pengetahuan saya.
	<i>The education I gained was able to develop my knowledge at work.</i>	Pendidikan yang saya dapatkan mampu mengembangkan pengetahuan saya di tempat kerja.
	<i>The company supports the desire of employees to self-actualize.</i>	Perusahaan mendukung keinginan karyawan untuk mengaktualisasikan diri.
Penilaian	<i>The results of my performance appraisal can reflect my responsibilities while working.</i>	Hasil penilaian kinerja saya dapat mencerminkan tanggung jawab saya saat bekerja.
	<i>Employees who receive training are based on the results of the HR development team assessment.</i>	Karyawan yang menerima pelatihan didasarkan pada hasil penilaian tim pengembangan SDM.
Pengalaman kerja	<i>The training that has been conducted has been oriented to adding work experience to employees.</i>	Pelatihan yang telah dilakukan berorientasi pada penambahan pengalaman kerja karyawan.
	<i>Work experience really supports my productivity level at work.</i>	Pengalaman kerja sangat mendukung tingkat produktivitas saya di tempat kerja.
Hubungan interpersonal	<i>Interpersonal relationships among employees who support each other, can increase work productivity.</i>	Hubungan interpersonal antar karyawan yang saling mendukung, dapat meningkatkan produktivitas kerja.
	<i>Interpersonal relationships between employees and organizational networks can improve my ability to work.</i>	Hubungan interpersonal antar karyawan dan jaringan organisasi dapat meningkatkan kemampuan saya dalam bekerja.

Sumber: Noe (2017)

Kepuasan Kerja (Z)

Kepuasan kerja merupakan bagaimana perasaan orang tentang pekerjaan mereka dan berbagai aspek pekerjaan mereka. Sejauh mana orang menyukai (puasan) atau tidak suka (ketidakpuasan) pekerjaan mereka (Spector, 1985).

Dimensi	Original	Operasionalisasi
Satisfaction with pay	<i>I received an adequate and appropriate salary, based on the work responsibilities assigned to me.</i>	Saya menerima gaji yang memadai dan sesuai, berdasarkan tanggung jawab pekerjaan yang diberikan kepada saya.
	<i>I receive a raise based on work performance and my responsibilities towards work.</i>	Saya menerima kenaikan gaji berdasarkan kinerja dan tanggung jawab saya terhadap pekerjaan.
	<i>I feel that the increase in salary makes me more enthusiastic about working.</i>	Saya merasa dengan adanya kenaikan gaji membuat saya lebih bersemangat bekerja.
	<i>I feel very appreciated for the work I have done.</i>	Saya merasa sangat dihargai dengan hasil pekerjaan yang telah saya lakukan.
Promotional opportunities	<i>I get the same opportunity to be promoted.</i>	Saya mendapatkan kesempatan yang sama untuk dipromosikan.
	<i>I am happy with the assessment for promotion based on employee performance and work.</i>	Saya senang dengan penilaian untuk promosi berdasarkan prestasi dan hasil kerja karyawan.
	<i>Lots of opportunities for promotion at my job.</i>	Banyak sekali peluang untuk promosi di pekerjaan saya.
	<i>I feel there is a fair system to be promoted.</i>	Saya merasa ada sistem yang adil untuk dipromosikan.
Fringe benefit	<i>I am satisfied with the facilities provided by the company.</i>	Saya merasa puas dengan fasilitas yang disediakan oleh perusahaan.
	<i>I feel happy because the income from my current job can make ends meet every day.</i>	Saya merasa senang karena penghasilan dari pekerjaan saat ini dapat memenuhi kebutuhan setiap hari.
	<i>I feel satisfied with the benefits received in this company fairly.</i>	Saya merasa puas dengan manfaat yang diterima dalam perusahaan ini secara adil.
	<i>I am satisfied with the timely provision of benefits.</i>	Saya merasa puas dengan pemberian tunjangan yang tepat waktu.
Contingen rewards	<i>I feel happy that my work has been rewarded.</i>	Saya merasa senang bahwa pekerjaan saya telah dihargai.
	<i>I receive awards when I do a good job.</i>	Saya menerima penghargaan ketika saya melakukan pekerjaan dengan baik.
	<i>I feel good about being supported for the work I do.</i>	Saya merasa senang didukung untuk pekerjaan yang saya lakukan.
	<i>I feel happy with the bonus that the company provides.</i>	Saya merasa senang dengan bonus yang diberikan perusahaan.
Supervision	<i>Superiors provide input when I have difficulty in completing work.</i>	Atasan memberikan masukan ketika saya mengalami kesulitan dalam menyelesaikan pekerjaan.
	<i>Bosses always provide opportunities for the delivery of ideas or input that may be useful in supporting the achievement of work programs.</i>	Atasan selalu memberikan peluang untuk penyampaian ide atau masukan yang mungkin berguna dalam mendukung pencapaian program kerja.

Dimensi	Original	Operasionalisasi
	<i>The boss is very competent in doing his job.</i>	Atasan sangat kompeten dalam melakukan pekerjaannya.
	<i>Bosses are fair with all employees.</i>	Atasan bersikap adil terhadap semua karyawan.
Co-workers	<i>Relationships with colleagues are well established.</i>	Hubungan dengan rekan kerja terjalin dengan baik.
	<i>My coworkers always give advice, support and help me when facing difficulties at work.</i>	Rekan kerja saya selalu memberi saran, dukungan dan membantu saya ketika menghadapi kesulitan di tempat kerja.
	<i>I feel comfortable working with colleagues in this company.</i>	Saya merasa nyaman bekerja sama dengan rekan kerja di perusahaan ini.
Nature of work it self	<i>I am already satisfied with the work currently being undertaken.</i>	Saya sudah puas dengan pekerjaan yang sedang dilakukan.
	<i>The work that I do now is in accordance with my educational background, abilities, and expertise.</i>	Pekerjaan yang saya lakukan sekarang sesuai dengan latar belakang pendidikan, kemampuan, dan keahlian saya.
	<i>I take pride in the work I am currently doing.</i>	Saya bangga dalam pekerjaan yang saya kerjakan saat ini.
Communication	<i>Communication between parts within the company is well established.</i>	Komunikasi antara bagian-bagian di dalam perusahaan terjalin dengan baik.
	<i>Communication with subordinates is well-established in solving work problems.</i>	Komunikasi dengan bawahan terjalin dengan baik dalam menyelesaikan masalah pekerjaan.
	<i>Communication with superiors is well established in solving work problems.</i>	Komunikasi dengan atasan terjalin dengan baik dalam menyelesaikan masalah pekerjaan.
	<i>The communication carried out in the division of tasks has been fully explained.</i>	Komunikasi yang dilakukan dalam pembagian tugas dijelaskan dengan sepenuhnya.
Work conditions	<i>I feel comfortable with the condition of the workspace that is occupied.</i>	Saya merasa nyaman dengan ruang kerja yang ditempati.
	<i>Workspace lighting / lighting is very good.</i>	Pencahayaan/penerangan ruang kerja sangat baik.
	<i>The air condition in the workspace gives me comfort while working.</i>	Kondisi udara di ruang kerja memberikan kenyamanan pada saya selama bekerja.
	<i>I am satisfied with the condition of my work environment now.</i>	Saya puas dengan kondisi lingkungan kerja saya sekarang.

Sumber: Spector (1985)

Keterikatan Kerja (Y)

Engagement adalah kondisi pikiran yang positif, memuaskan, dan terkait dengan pekerjaan yang ditandai dengan semangat, dedikasi, dan penyerapan. Daripada keadaan sesaat dan spesifik, keterikatan mengacu pada keadaan kognitif-afektif yang lebih persisten dan meresap yang tidak fokus pada objek, peristiwa, individu, atau perilaku tertentu (Schaufeli dan Bakker, 2010).

Dimensi	Original	Operasionalisasi
<i>Vigour</i>	<i>At my work, I feel bursting with energy</i>	Saya sangat bersemangat untuk melakukan pekerjaan setiap hari.
	<i>At my job, I feel strong and vigorous.</i>	Ketika di tempat kerja, saya tidak mudah menyerah meskipun ada kendala dan kesulitan.
	<i>I can continue working for a very long time at a time.</i>	Saya dapat terus bekerja untuk waktu yang sangat lama pada suatu waktu.
	<i>In the work I do today, I am very resilient, and have a strong mentality.</i>	Dalam pekerjaan saya saya lakukan saat ini, saya sangat ulet, dan memiliki mental yang kuat.
	<i>I have high energy and stamina when I work.</i>	Saya memiliki energi dan stamina yang tinggi saat bekerja.
	<i>I try earnestly in doing my job.</i>	Saya berusaha dengan sungguh-sungguh dalam mengerjakan pekerjaan.
<i>Dedication</i>	<i>I am enthusiastic about my job.</i>	Saya antusias dengan pekerjaan saya.
	<i>My job inspires me</i>	Pekerjaan saya menginspirasi saya.
	<i>The work I am doing right now is very challenging.</i>	Pekerjaan yang saya lakukan saat ini sangat menantang.
	<i>I am proud of the work I do.</i>	Saya bangga dengan pekerjaan yang saya lakukan.
<i>Absorption</i>	<i>I find the work I do is full of meaning and purpose.</i>	Saya menemukan pekerjaan yang saya lakukan penuh dengan makna dan tujuan.
	<i>I feel happy when I am working intensely</i>	Saya senang ketika saya bekerja secara intens.
	<i>I am immersed in my work.</i>	Saya memilih fokus ketika sedang bekerja.
	<i>I'm serious about doing my job.</i>	Saya serius dalam mengerjakan pekerjaan.
	<i>I feel like time flies quickly when I work.</i>	Saya merasa waktu berlalu dengan cepat ketika bekerja.
	<i>I enjoy work so much that I forget about other things.</i>	Saya menikmati pekerjaan sehingga lupa akan hal-hal lain.
	<i>I find it very difficult to get away from my job.</i>	Saya sangat sulit untuk melepaskan diri dari pekerjaan saya.

Sumber: Schaufeli dan Bakker (2010)

Lampiran 3:

Kuesioner Penelitian

A. Identitas Responden

Untuk kelengkapan data penelitian, kami mohon Bapak/Ibu untuk menjawab beberapa pertanyaan sesuai dengan keadaan sebenarnya.

1. Jenis Kelamin
 - a. Pria
 - b. Wanita

2. Usia
 - a. < 25 Tahun
 - b. 25 – 35 Tahun
 - c. 35 – 45 Tahun
 - d. > 45 Tahun

3. Pendidikan
 - a. SMA/SMK/Sederajat
 - b. D3
 - c. S1
 - d. S2
 - e. S3

4. Lama Bekerja di kantor pusat PT. Wijaya Karyawan (Persero) Tbk.
 - a. < 2 Tahun
 - b. 2 – 5 Tahun
 - c. > 5 Tahun

B. Petunjuk Pengisian

Dibawah ini merupakan daftar pernyataan yang mendukung terkait penelitian tesis yang berjudul “Pengaruh Kepemimpinan Transformasional Dan Pengembangan Sdm Terhadap Keterikatan Kerja Dengan Kepuasan Kerja Sebagai Variabel *Intevening*”. Berilah tanda checklist pada salah satu kolom di setiap pernyataan yang paling sesuai dengan persepsi Bapak/Ibu.

Keterangan:

- 1 : Sangat Tidak Setuju
- 2 : Tidak Setuju
- 3 : Cukup Setuju
- 4 : Setuju
- 5 : Sangat Setuju

No	Pernyataan	Alternatif Jawaban				
		1	2	3	4	5
Kepemimpinan Transformasional (X1)						
<i>Idealized Influence</i>						
1	Pemimpin memberikan petunjuk kepada saya bagaimana menyelesaikan suatu pekerjaan.					
2	Pemimpin merupakan <i>Role Model</i> (panutan) saya dalam perusahaan.					
3	Pemimpin memiliki keyakinan penuh pada saya.					
<i>Inspirational Motivation</i>						
4	Pemimpin memotivasi saya untuk bekerja lebih baik.					
5	Pemimpin menumbuhkan kepercayaan diri saya dalam melakukan pekerjaan.					
6	Pemimpin membantu menemukan makna dalam pekerjaan.					
<i>Intellectual stimulation</i>						
7	Pemimpin mendorong saya untuk selalu inovatif dalam menyelesaikan pekerjaan.					
8	Pemimpin mendorong saya untuk menggunakan kreativitas dalam menyelesaikan pekerjaan.					
<i>Individualized consideration</i>						
9	Pemimpin bersedia mendengarkan kesulitan dan keluhan yang saya alami.					
10	Pemimpin saya memperlakukan karyawan sebagai individu yang masing-masing memiliki kebutuhan, kemampuan, dan aspirasi yang berbeda.					
11	Pemimpin membantu dalam pengembangan diri.					
Pengembangan SDM (X2)						
Pendidikan formal						
12	Saya mendapat pelatihan dan pendidikan formal untuk dapat lebih mengembangkan pengetahuan saya.					
13	Pendidikan yang saya dapatkan mampu mengembangkan pengetahuan saya di tempat kerja.					
14	Perusahaan mendukung keinginan karyawan untuk mengaktualisasikan diri.					
Penilaian						
15	Hasil penilaian kinerja saya dapat mencerminkan tanggung jawab saya saat bekerja.					
16	Karyawan yang menerima pelatihan didasarkan pada hasil penilaian tim pengembangan SDM.					

No	Pernyataan	Alternatif Jawaban				
		1	2	3	4	5
Pengalaman kerja						
17	Pelatihan yang telah dilakukan berorientasi pada penambahan pengalaman kerja karyawan.					
18	Pengalaman kerja sangat mendukung tingkat produktivitas saya di tempat kerja.					
Hubungan interpersonal						
19	Hubungan interpersonal antar karyawan yang saling mendukung, dapat meningkatkan produktivitas kerja.					
20	Hubungan interpersonal antar karyawan dan jaringan organisasi dapat meningkatkan kemampuan saya dalam bekerja.					
Kepuasan Kerja (Z)						
<i>Satisfaction with pay</i>						
21	Saya menerima gaji yang memadai dan sesuai, berdasarkan tanggung jawab pekerjaan yang diberikan kepada saya.					
22	Saya menerima kenaikan gaji berdasarkan kinerja dan tanggung jawab saya terhadap pekerjaan.					
23	Saya merasa dengan adanya kenaikan gaji membuat saya lebih bersemangat bekerja.					
24	Saya merasa sangat dihargai dengan hasil pekerjaan yang telah saya lakukan.					
<i>Promotional opportunities</i>						
25	Saya mendapatkan kesempatan yang sama untuk dipromosikan.					
26	Saya senang dengan penilaian untuk promosi berdasarkan prestasi dan hasil kerja karyawan.					
27	Banyak sekali peluang untuk promosi di pekerjaan saya.					
28	Saya merasa ada sistem yang adil untuk dipromosikan.					
<i>Fringe benefit</i>						
29	Saya merasa puas dengan fasilitas yang disediakan oleh perusahaan.					
30	Saya merasa senang karena penghasilan dari pekerjaan saat ini dapat memenuhi kebutuhan setiap hari.					
31	Saya merasa puas dengan manfaat yang diterima dalam perusahaan ini secara adil.					
32	Saya merasa puas dengan pemberian tunjangan yang tepat waktu.					
<i>Contingen rewards</i>						
33	Saya merasa senang bahwa pekerjaan saya telah dihargai.					
34	Saya menerima penghargaan ketika saya melakukan pekerjaan dengan baik.					
35	Saya merasa senang didukung untuk pekerjaan yang saya lakukan.					
36	Saya merasa senang dengan bonus yang diberikan perusahaan.					
<i>Supervision</i>						
37	Atasan memberikan masukan ketika saya mengalami kesulitan dalam menyelesaikan pekerjaan.					

No	Pernyataan	Alternatif Jawaban				
		1	2	3	4	5
38	Atasan selalu memberikan peluang untuk penyampaian ide atau masukan yang mungkin berguna dalam mendukung pencapaian program kerja.					
39	Atasan sangat kompeten dalam melakukan pekerjaannya.					
40	Atasan bersikap adil terhadap semua karyawan.					
<i>Co-workers</i>						
41	Hubungan dengan rekan kerja terjalin dengan baik.					
42	Rekan kerja saya selalu memberi saran, dukungan dan membantu saya ketika menghadapi kesulitan di tempat kerja.					
43	Saya merasa nyaman bekerja sama dengan rekan kerja di perusahaan ini.					
<i>Nature of work it self</i>						
44	Saya sudah puas dengan pekerjaan yang sedang dilakukan.					
45	Pekerjaan yang saya lakukan sekarang sesuai dengan latar belakang pendidikan, kemampuan, dan keahlian saya.					
46	Saya bangga dalam pekerjaan yang saya kerjakan saat ini.					
<i>Communication</i>						
47	Komunikasi antara bagian-bagian di dalam perusahaan terjalin dengan baik.					
48	Komunikasi antara atasan dan bawahan sudah terjalin dengan baik dalam menyelesaikan masalah pekerjaan.					
49	Komunikasi dengan atasan terjalin dengan baik dalam menyelesaikan masalah pekerjaan.					
50	Komunikasi yang dilakukan dalam pembagian tugas dijelaskan dengan sepenuhnya.					
<i>Work conditions</i>						
51	Saya merasa nyaman dengan kondisi ruang kerja yang ditempati.					
52	Pencahayaan/penerangan ruang kerja sangat baik.					
53	Kondisi udara di ruang kerja memberikan kenyamanan pada saya selama bekerja.					
54	Saya puas dengan kondisi lingkungan kerja saya sekarang.					
Kepuasan Kerja (Z)						
<i>Vigour</i>						
55	Saya sangat bersemangat untuk melakukan pekerjaan setiap hari.					
56	Ketika di tempat kerja, saya tidak mudah menyerah meskipun ada kendala dan kesulitan.					
57	Saya dapat terus bekerja untuk waktu yang sangat lama pada suatu waktu.					
58	Dalam pekerjaan saya saya lakukan saat ini, saya sangat ulet, dan memiliki mental yang kuat.					
59	Saya memiliki energi dan stamina yang tinggi saat bekerja.					
60	Saya berusaha dengan sungguh-sungguh dalam mengerjakan pekerjaan.					

No	Pernyataan	Alternatif Jawaban				
		1	2	3	4	5
<i>Dedication</i>						
61	Saya antusias dengan pekerjaan saya.					
62	Pekerjaan saya menginspirasi saya.					
63	Pekerjaan yang saya lakukan saat ini sangat menantang.					
64	Saya bangga dengan pekerjaan yang saya lakukan.					
65	Saya menemukan pekerjaan yang saya lakukan penuh dengan makna dan tujuan.					
<i>Absorption</i>						
66	Saya senang ketika saya bekerja secara intens.					
67	Saya memilih fokus ketika sedang bekerja.					
68	Saya serius dalam mengerjakan pekerjaan.					
69	Saya merasa waktu berlalu dengan cepat ketika bekerja.					
70	Saya menikmati pekerjaan sehingga lupa akan hal-hal lain.					
71	Saya sangat sulit untuk melepaskan diri dari pekerjaan saya.					

Terima kasih atas segala bantuan yang Bapak/Ibu berikan.

Lampiran 4:

Data Responden Penelitian

A. Input Data Penelitian

Respon Kuesioner Variabel Kepemimpinan Transformasional (X_1)

No	KT1	KT2	KT3	KT4	KT5	KT6	KT7	KT8	KT9	KT10	KT11
1	5	5	5	5	5	5	5	4	5	5	5
2	4	4	4	4	4	4	4	4	4	4	4
3	4	4	4	4	4	4	4	4	4	4	4
4	4	4	4	4	4	3	4	3	4	4	5
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16	5	5	5	4	4	4	5	4	4	4	4
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18	3	3	3	4	4	4	4	3	4	4	3
19	4	5	5	4	4	4	5	4	4	4	4
20	4	2	3	3	3	3	3	3	3	4	4
21	3	3	4	4	4	3	4	4	4	4	4
22	2	3	3	4	4	4	4	3	4	3	4
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34	2	2	2	2	2	2	3	2	4	3	3
35	2	2	2	3	2	3	3	2	2	3	3
36	5	5	5	5	5	5	5	5	5	5	5
37	4	3	3	3	3	3	3	3	3	3	4
38	4	4	5	4	4	5	5	5	4	4	4
39	3	3	4	4	4	4	4	3	4	4	3
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41	5	5	5	5	5	5	5	5	5	5	5
42	5	5	5	5	5	5	5	5	5	4	5
43	4	4	5	5	5	5	5	5	4	5	5
44	4	4	4	5	4	4	5	5	5	5	4
45	4	4	4	5	4	4	5	5	5	5	4
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47	4	4	4	4	4	4	4	4	4	4	4
48	4	4	4	5	5	5	4	5	5	3	5
49	5	4	5	4	4	4	5	4	4	4	4

No	KT1	KT2	KT3	KT4	KT5	KT6	KT7	KT8	KT9	KT10	KT11
50	5	5	4	5	4	4	5	5	5	5	4
51	5	5	4	5	5	4	5	5	5	4	4
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63	5	5	4	5	4	4	5	5	5	5	4
64	5	4	4	5	5	5	4	5	5	3	5
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66	4	4	4	4	5	3	4	4	4	4	3
67	4	4	4	4	4	4	4	4	4	4	4
68	5	5	4	4	5	5	5	5	4	5	5
69	3	2	4	3	4	4	4	3	3	3	3
70	4	4	4	4	3	4	5	3	4	3	3
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77	4	4	4	4	4	4	4	4	4	4	4
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79	4	4	4	4	4	4	4	3	4	4	3
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82	4	3	4	4	5	4	4	2	4	4	4
83	2	3	4	4	4	4	4	4	4	4	4
84	2	4	2	2	2	2	3	2	4	3	3
85	2	4	3	4	4	4	4	3	4	4	3
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94	5	5	5	5	5	5	5	5	5	4	5
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98	4	4	4	4	4	4	4	4	4	4	4
99	4	4	4	4	4	4	4	4	4	4	4
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No	KT1	KT2	KT3	KT4	KT5	KT6	KT7	KT8	KT9	KT10	KT11
107	5	5	3	2	3	4	3	5	5	4	4
108	4	4	4	4	5	3	4	4	4	4	3
109	4	4	4	4	4	3	4	3	4	4	5
110	4	4	4	4	4	4	4	4	4	4	4
111	4	4	3	3	4	3	4	3	2	3	3
112	4	4	4	4	4	4	4	4	4	4	4
113	4	4	3	4	4	4	3	2	3	3	3
114	4	4	4	4	5	4	4	4	4	4	4
115	4	5	3	3	3	3	4	2	3	4	4
116	4	5	3	4	4	5	5	5	5	4	5
117	4	4	4	5	5	5	4	5	5	3	5
118	4	4	4	3	4	4	4	3	3	3	3
119	5	5	5	5	5	5	5	4	5	5	5
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146	2	2	4	4	4	3	4	4	4	4	4
147	4	4	4	4	4	4	4	4	4	4	4
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161	4	4	4	4	4	4	4	4	4	4	4
162	4	4	4	4	4	4	4	4	4	4	4
163	5	5	5	5	5	5	5	5	5	5	5

No	KT1	KT2	KT3	KT4	KT5	KT6	KT7	KT8	KT9	KT10	KT11
164	5	5	4	5	5	5	5	5	5	5	5
165	4	5	5	5	5	5	5	5	4	5	5
166	4	4	4	4	5	4	4	4	4	4	4
167	4	5	3	4	5	3	5	5	5	4	4
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170	4	4	3	3	3	3	3	3	3	4	4
171	2	2	3	4	4	4	4	2	3	3	3
172	4	2	3	3	3	3	3	3	3	4	4
173	2	3	3	3	3	3	4	4	3	2	3
174	4	5	5	5	5	5	5	4	5	5	5
175	4	4	5	5	5	5	5	5	5	5	5
176	5	5	5	5	5	5	5	5	5	4	5

Respon Kuesioner Variabel Pengembangan SDM (X₂)

No	PS1	PS2	PS3	PS4	PS5	PS6	PS7	PS8	PS9
1	5	5	5	4	4	4	5	5	5
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3	4	4	4	4	4	4	4	4	4
4	4	4	4	4	4	4	4	4	4
5	4	4	4	4	4	4	4	4	4
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17	5	5	5	5	5	5	4	4	4
18	3	3	3	3	3	3	4	3	3
19	4	3	5	5	5	5	5	5	5
20	4	4	4	3	4	3	4	3	4
21	4	4	4	4	4	4	3	2	3
22	4	3	4	3	4	3	3	4	3
23	5	4	5	5	5	5	5	5	5
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34	2	2	2	2	3	2	4	2	2
35	2	2	2	2	2	2	3	3	3
36	5	5	5	5	5	5	5	5	5
37	5	4	4	4	5	4	4	4	4
38	5	5	5	5	4	5	4	4	4
39	4	4	4	4	4	4	4	4	4
40	5	5	5	5	5	5	4	5	4

No	PS1	PS2	PS3	PS4	PS5	PS6	PS7	PS8	PS9
41	5	5	5	4	5	5	5	5	5
42	5	5	4	4	4	4	5	4	5
43	5	5	5	5	5	5	5	5	5
44	5	5	5	5	5	5	5	4	5
45	5	5	4	4	5	4	5	5	5
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No	PS1	PS2	PS3	PS4	PS5	PS6	PS7	PS8	PS9
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154	5	4	4	4	4	4	4	4	4

No	PS1	PS2	PS3	PS4	PS5	PS6	PS7	PS8	PS9
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158	5	4	4	4	4	4	4	4	4
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169	5	3	2	3	2	2	3	3	2
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172	2	2	3	2	3	2	4	4	2
173	3	3	3	3	3	3	4	3	3
174	5	5	5	5	5	5	5	5	5
175	5	5	5	5	5	5	5	5	5
176	5	5	5	5	5	5	5	5	5

Respon Kuesioner Variabel Kepuasan Kerja (Y)

No	KK 1	KK 2	KK 3	KK 4	KK 5	KK 6	KK 7	KK 8	KK 9	KK 10	KK 11	KK 12	KK 13	KK 14	KK 15	KK 16	KK 17
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No	KK 1	KK 2	KK 3	KK 4	KK 5	KK 6	KK 7	KK 8	KK 9	KK 10	KK 11	KK 12	KK 13	KK 14	KK 15	KK 16	KK 17
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111	4	3	4	4	4	4	4	4	4	5	3	4	4	3	4	4	4
112	4	4	5	3	5	5	5	4	5	5	4	5	5	4	4	4	5
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No	KK 1	KK 2	KK 3	KK 4	KK 5	KK 6	KK 7	KK 8	KK 9	KK 10	KK 11	KK 12	KK 13	KK 14	KK 15	KK 16	KK 17
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141	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
142	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
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144	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
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149	4	4	4	4	5	5	4	4	5	4	4	5	5	4	4	5	5
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156	3	2	5	5	5	4	5	2	5	4	2	4	5	2	5	3	5
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166	5	5	4	4	4	5	5	5	5	5	5	5	5	5	5	3	5
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168	3	4	4	5	5	5	5	4	4	5	4	5	5	4	5	4	5
169	2	2	2	2	3	2	2	2	2	3	2	2	2	2	2	2	2
170	3	4	3	3	4	4	4	4	2	4	4	4	4	4	4	4	4

No	KK 1	KK 2	KK 3	KK 4	KK 5	KK 6	KK 7	KK 8	KK 9	KK 10	KK 11	KK 12	KK 13	KK 14	KK 15	KK 16	KK 17
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173	4	2	3	3	3	3	2	2	3	3	2	3	2	2	4	2	2
174	5	4	4	5	5	5	5	4	5	5	4	5	5	4	5	5	4
175	5	5	4	4	4	5	5	5	5	4	5	5	5	5	4	4	4
176	4	4	5	5	5	5	5	4	4	5	4	5	5	4	4	4	5

Lanjutan Respon Kuesioner Variabel Kepuasan Kerja (Y)

No	KK 18	KK 19	KK 20	KK 21	KK 22	KK 23	KK 24	KK 25	KK 26	KK 27	KK 28	KK 29	KK 30	KK 31	KK 32	KK 33	KK 34
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5	4	5	4	4	4	4	4	4	4	5	5	5	5	5	4	4	4
6	4	5	5	4	4	4	3	3	5	5	4	5	5	4	4	4	4
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12	4	4	4	4	4	5	5	5	4	4	4	4	4	4	4	4	4
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16	5	5	4	5	4	5	4	4	4	5	5	5	5	5	5	3	4
17	4	5	5	5	5	4	5	5	4	5	5	5	5	5	5	3	4
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19	5	5	5	5	5	5	5	5	5	5	2	4	5	2	5	3	4
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24	3	2	3	2	3	3	3	3	3	4	2	3	2	2	4	2	5
25	3	4	3	2	3	3	3	3	3	3	3	3	4	3	3	3	4
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36	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
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38	4	5	4	4	4	4	5	4	5	5	5	5	5	5	5	5	5
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46	4	5	5	5	2	2	4	2	4	4	5	4	5	5	4	5	5
47	5	5	2	3	4	4	5	4	5	2	4	3	5	5	2	5	5

No	KK 18	KK 19	KK 20	KK 21	KK 22	KK 23	KK 24	KK 25	KK 26	KK 27	KK 28	KK 29	KK 30	KK 31	KK 32	KK 33	KK 34
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68	5	5	5	5	4	4	5	4	4	5	4	4	5	5	5	5	5
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83	5	3	4	4	5	4	4	4	5	5	5	5	3	3	5	3	3
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103	3	5	5	4	4	4	3	3	5	5	4	5	5	4	4	4	4
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No	KK 18	KK 19	KK 20	KK 21	KK 22	KK 23	KK 24	KK 25	KK 26	KK 27	KK 28	KK 29	KK 30	KK 31	KK 32	KK 33	KK 34
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109	4	2	5	5	4	4	4	4	4	5	5	5	2	2	4	5	4
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114	5	4	5	5	5	5	5	5	5	5	2	4	4	3	5	4	5
115	3	4	3	2	3	3	3	3	4	4	4	4	4	4	3	4	3
116	5	4	5	5	5	5	5	5	4	5	5	5	4	3	5	5	5
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174	5	5	4	5	5	5	4	5	5	5	4	5	5	4	5	5	5
175	5	5	4	4	4	5	4	4	4	5	5	5	5	5	4	4	4
176	4	5	5	4	4	5	5	5	5	5	4	5	5	4	4	4	4

Respon Kuesioner Variabel Keterikatan Kerja (Y)

No	KKE1	KKE2	KKE3	KKE4	KKE5	KKE6	KKE7	KKE8	KKE9
1	5	5	5	4	5	4	5	5	5
2	4	4	4	4	4	4	4	4	4
3	4	4	4	4	4	4	4	4	4
4	4	4	4	4	4	4	4	4	4
5	5	4	5	4	4	4	4	4	4
6	5	4	4	4	4	4	5	4	4
7	5	4	5	5	5	4	4	4	4
8	5	5	4	5	5	5	4	5	5
9	5	4	4	4	4	4	5	4	4
10	4	5	4	4	5	5	5	5	5
11	4	4	4	4	4	4	4	4	4
12	4	4	4	4	4	4	4	4	4
13	4	4	4	5	4	4	4	4	4
14	5	5	5	4	5	5	5	5	4
15	4	3	4	5	3	3	3	3	3
16	5	5	5	5	5	5	4	5	4
17	5	5	5	4	4	5	5	5	5
18	3	3	3	5	3	3	3	3	2
19	4	5	2	5	5	5	5	5	5
20	4	2	4	5	2	3	3	2	3
21	3	3	3	5	3	3	3	3	4
22	2	3	3	5	3	3	3	3	3
23	5	4	4	3	4	4	4	4	5
24	3	2	2	3	3	3	3	2	3
25	3	2	3	4	3	2	3	2	3
26	3	3	3	4	2	5	2	3	2
27	4	4	3	4	4	4	4	4	4
28	4	4	4	4	4	4	4	4	4
29	4	4	4	4	4	4	4	4	4
30	4	4	4	4	4	4	4	4	4
31	4	4	4	4	4	4	4	4	4
32	4	4	4	4	4	4	4	4	4
33	4	4	4	4	4	4	4	4	4
34	2	2	2	2	3	3	3	3	2
35	2	2	2	3	3	2	2	2	2
36	5	5	5	5	5	5	5	5	5
37	4	3	4	3	3	3	3	3	3
38	4	4	5	5	4	4	4	4	4
39	3	3	4	3	3	3	3	3	3
40	5	5	5	5	5	5	5	5	5
41	5	5	5	5	5	5	5	5	5
42	5	5	5	5	5	5	5	5	5
43	4	4	5	5	5	4	5	5	4
44	4	4	5	5	5	5	5	5	4
45	4	4	5	5	5	5	5	5	4
46	2	2	5	5	4	5	5	5	2
47	4	4	5	4	5	2	2	3	4
48	4	4	5	5	4	4	4	4	4
49	5	4	4	4	4	4	4	4	4
50	5	5	5	4	5	5	4	5	5

No	KKE1	KKE2	KKE3	KKE4	KKE5	KKE6	KKE7	KKE8	KKE9
51	5	5	4	4	5	5	5	5	5
52	5	5	4	5	5	5	5	5	5
53	4	4	4	4	4	4	4	4	4
54	4	4	4	4	4	4	4	4	4
55	4	4	4	4	4	4	4	4	4
56	4	4	4	4	4	4	4	4	4
57	4	4	4	4	4	4	4	4	4
58	4	4	4	4	4	4	4	4	4
59	4	4	4	4	4	4	4	4	4
60	4	4	4	4	4	4	4	4	4
61	4	4	4	4	4	4	4	4	4
62	4	4	4	4	4	4	4	4	4
63	5	5	5	5	4	4	4	4	4
64	5	4	5	5	5	5	5	5	5
65	4	5	5	5	5	5	5	5	5
66	4	4	5	5	4	4	4	4	4
67	4	4	4	5	4	5	5	5	4
68	5	5	5	5	5	5	5	5	4
69	3	2	3	3	4	4	4	4	4
70	4	4	2	4	4	4	4	4	2
71	2	4	4	2	4	3	4	3	3
72	4	5	2	4	2	2	2	2	4
73	2	3	4	3	3	3	3	3	3
74	4	5	5	4	5	5	5	5	5
75	4	5	5	5	4	4	4	4	5
76	5	4	5	5	5	5	5	5	4
77	4	4	3	4	3	3	3	3	3
78	4	4	4	3	5	5	5	5	5
79	4	4	3	4	4	5	4	4	4
80	5	3	3	5	2	2	2	2	4
81	4	3	3	4	4	3	3	3	3
82	4	3	3	3	4	4	4	4	4
83	2	3	3	3	5	4	4	4	5
84	2	4	3	3	2	2	2	2	3
85	2	4	4	3	3	3	2	2	3
86	2	3	3	3	3	3	3	3	4
87	2	4	4	3	2	2	3	2	3
88	4	4	5	4	4	4	4	4	5
89	4	4	4	5	5	5	5	5	5
90	4	4	4	5	4	4	4	4	4
91	5	4	4	5	4	4	4	4	4
92	5	4	4	5	5	5	5	5	5
93	4	4	4	4	4	4	4	4	4
94	5	5	5	5	5	5	5	5	5
95	5	5	5	5	5	5	5	5	5
96	5	5	5	4	5	5	5	5	5
97	4	4	4	4	4	4	4	4	4
98	4	4	4	4	4	4	4	4	4
99	4	4	4	4	4	4	4	4	4
100	4	4	4	4	4	4	4	4	4
101	5	5	5	4	5	4	5	5	5

No	KKE1	KKE2	KKE3	KKE4	KKE5	KKE6	KKE7	KKE8	KKE9
102	4	4	4	4	4	4	4	4	4
103	4	4	4	4	4	4	4	4	4
104	4	4	4	4	4	4	4	4	4
105	4	4	5	4	4	4	4	4	4
106	4	4	4	4	4	4	5	4	4
107	5	5	5	5	5	4	4	4	4
108	4	4	4	5	5	5	4	5	5
109	4	4	4	4	4	4	5	4	4
110	4	4	4	4	5	5	5	5	5
111	4	4	4	4	4	4	4	4	4
112	4	4	4	4	4	4	4	4	4
113	4	4	4	5	4	4	4	4	4
114	4	4	5	4	5	5	5	5	4
115	4	5	4	5	3	3	3	3	3
116	4	5	5	5	5	5	4	5	4
117	4	4	5	4	4	5	5	5	5
118	4	4	3	5	3	3	3	3	2
119	5	5	2	5	5	5	5	5	5
120	5	5	4	5	2	3	3	2	3
121	4	4	3	5	3	3	3	3	4
122	5	5	3	5	3	3	3	3	3
123	4	4	4	3	4	4	4	4	5
124	2	2	2	3	3	3	3	2	3
125	4	4	3	4	3	2	3	2	3
126	4	5	3	4	2	5	2	3	2
127	4	4	3	4	4	4	4	4	4
128	4	4	4	4	4	4	4	4	4
129	4	4	4	4	4	4	4	4	4
130	4	4	4	4	4	4	4	4	4
131	4	4	4	4	4	4	4	4	4
132	4	4	4	4	4	4	4	4	4
133	4	4	4	4	4	4	4	4	4
134	2	2	2	2	3	3	3	3	2
135	2	2	2	3	3	2	2	2	2
136	5	5	5	5	5	5	5	5	5
137	4	3	4	3	3	3	3	3	3
138	4	4	5	5	4	4	4	4	4
139	3	3	4	3	3	3	3	3	3
140	5	5	5	5	5	5	5	5	5
141	5	5	5	5	5	5	5	5	5
142	5	5	5	5	5	5	5	5	5
143	4	4	5	5	5	4	5	5	4
144	4	4	5	5	5	5	5	5	4
145	4	4	5	5	5	5	5	5	4
146	2	2	5	5	4	5	5	5	2
147	4	4	5	4	5	2	2	3	4
148	4	4	5	5	4	4	4	4	4
149	5	5	4	4	4	4	4	4	4
150	5	5	5	4	5	5	4	5	5
151	5	5	4	4	5	5	5	5	5
152	5	5	4	5	5	5	5	5	5

No	KKE1	KKE2	KKE3	KKE4	KKE5	KKE6	KKE7	KKE8	KKE9
153	4	4	4	4	4	4	4	4	4
154	4	4	4	4	4	4	4	4	4
155	4	4	4	4	4	4	4	4	4
156	4	4	4	4	4	4	4	4	4
157	4	4	4	4	4	4	4	4	4
158	4	4	4	4	4	4	4	4	4
159	4	4	4	4	4	4	4	4	4
160	4	4	4	4	4	4	4	4	4
161	4	4	4	4	4	4	4	4	4
162	4	4	4	4	4	4	4	4	4
163	5	5	5	5	4	4	4	4	4
164	5	5	5	5	5	5	5	5	5
165	4	5	5	5	5	5	5	5	5
166	4	4	5	5	4	4	4	4	4
167	4	5	4	5	4	5	5	5	4
168	5	5	5	5	5	5	5	5	4
169	3	3	3	3	4	4	4	4	4
170	4	4	2	4	4	4	4	4	2
171	2	2	4	2	4	3	4	3	3
172	4	2	2	4	2	2	2	2	4
173	2	3	4	3	3	3	3	3	3
174	4	5	5	4	5	5	5	5	5
175	4	4	5	5	4	4	4	4	5
176	5	5	5	5	5	5	5	5	4

Lanjutan Respon Kuesioner Variabel Keterikatan Kerja (Y)

No	KKE10	KKE11	KKE12	KKE13	KKE14	KKE15	KKE16	KKE17
1	5	4	5	5	5	4	5	5
2	4	4	4	4	4	4	4	4
3	4	4	4	4	4	4	4	4
4	4	4	4	4	4	4	4	4
5	4	4	4	4	5	5	5	5
6	4	3	3	5	5	4	5	5
7	5	4	4	4	5	5	5	5
8	5	4	5	5	5	4	5	5
9	5	5	5	5	5	4	5	5
10	4	4	4	4	4	4	4	4
11	4	4	4	4	4	4	4	4
12	5	5	5	4	4	4	4	4
13	4	4	4	4	4	4	4	4
14	4	4	4	4	5	5	5	5
15	4	3	3	4	4	4	4	4
16	4	4	4	4	5	5	5	5
17	5	5	5	4	5	5	5	5
18	2	3	2	3	3	3	3	3
19	5	5	5	5	5	2	4	5
20	3	3	3	4	4	4	4	4
21	3	3	3	3	4	3	3	4
22	3	3	3	3	3	2	2	4
23	5	5	5	5	5	5	5	5
24	2	3	3	3	4	3	3	2

No	KKE10	KKE11	KKE12	KKE13	KKE14	KKE15	KKE16	KKE17
25	4	3	3	3	3	3	3	4
26	2	2	2	3	3	5	3	4
27	4	4	4	4	4	4	4	4
28	4	4	4	4	4	4	4	4
29	4	4	4	4	4	4	4	4
30	4	4	4	4	4	4	4	4
31	4	4	4	4	4	4	4	4
32	4	4	4	4	4	4	4	4
33	4	4	4	4	4	4	4	4
34	2	2	2	2	2	2	2	2
35	3	3	2	3	3	3	3	2
36	5	5	5	5	5	5	5	5
37	4	3	4	3	4	3	3	5
38	4	5	4	5	5	5	5	5
39	3	3	3	4	3	3	3	4
40	5	5	5	5	5	5	5	5
41	5	5	5	5	5	5	5	5
42	5	5	5	5	4	5	5	5
43	4	5	4	5	5	5	5	5
44	4	5	4	5	5	5	5	5
45	4	5	4	5	5	5	5	5
46	2	4	2	4	4	5	4	5
47	4	5	4	5	2	4	3	5
48	4	4	4	4	5	5	5	4
49	5	5	5	4	5	4	4	4
50	5	5	5	5	4	4	4	5
51	5	4	5	5	5	4	5	4
52	5	5	5	5	5	5	5	4
53	4	4	4	4	4	4	4	4
54	4	4	4	4	4	4	4	4
55	4	4	4	4	4	4	4	4
56	4	4	4	4	4	4	4	4
57	4	4	4	4	4	4	4	4
58	4	4	4	4	4	4	4	4
59	4	4	4	4	4	4	4	4
60	4	4	4	4	4	4	4	4
61	4	4	4	4	4	4	4	4
62	4	4	4	4	4	4	4	4
63	4	5	4	5	5	5	5	5
64	5	4	5	5	4	4	4	5
65	5	5	5	5	5	5	5	5
66	4	4	4	4	5	5	5	5
67	4	4	4	4	4	4	4	4
68	4	5	4	4	5	4	4	5
69	4	2	3	2	2	2	2	2
70	2	4	2	4	2	4	3	2
71	4	4	3	4	4	3	3	4
72	4	5	4	4	2	2	2	2
73	3	3	3	3	4	3	3	4
74	5	5	5	5	5	5	5	5
75	5	5	5	5	5	5	5	5

No	KKE10	KKE11	KKE12	KKE13	KKE14	KKE15	KKE16	KKE17
76	4	4	4	5	5	5	5	5
77	3	3	3	4	4	3	3	3
78	5	5	5	5	5	5	5	4
79	4	4	4	4	4	4	4	3
80	4	4	4	4	4	4	4	3
81	3	3	3	3	5	2	3	3
82	4	4	4	4	4	4	4	3
83	4	4	4	5	5	5	5	3
84	3	3	3	3	3	2	2	4
85	2	3	2	3	3	3	3	4
86	4	2	3	2	2	2	2	3
87	3	3	3	3	3	3	3	4
88	5	5	5	5	5	5	5	4
89	5	4	5	4	4	4	4	4
90	4	4	4	4	4	4	4	4
91	4	4	4	4	4	4	4	4
92	4	5	5	5	5	4	5	4
93	4	4	4	4	4	4	4	4
94	5	5	5	5	5	5	5	5
95	5	5	5	5	5	5	5	5
96	5	4	5	5	5	4	5	5
97	4	4	4	4	4	4	4	4
98	4	4	4	4	4	4	4	4
99	4	4	4	4	4	4	4	4
100	4	4	4	4	5	5	5	4
101	5	4	5	5	5	4	5	5
102	4	4	4	4	4	4	4	4
103	4	4	4	4	4	4	4	4
104	4	4	4	4	4	4	4	4
105	4	4	4	4	5	5	5	5
106	4	3	3	5	5	4	5	5
107	5	4	4	4	5	5	5	5
108	5	4	5	5	5	4	5	5
109	5	5	5	5	5	4	5	5
110	4	4	4	4	4	4	4	4
111	4	4	4	4	4	4	4	4
112	5	5	5	4	4	4	4	4
113	4	4	4	4	4	4	4	4
114	4	4	4	4	5	5	5	5
115	4	3	3	4	4	4	4	4
116	4	4	4	4	5	5	5	5
117	5	5	5	4	5	5	5	5
118	2	3	2	3	3	3	3	3
119	5	5	5	5	5	2	4	5
120	3	3	3	4	4	4	4	4
121	3	3	3	3	4	3	3	4
122	3	3	3	3	3	2	2	4
123	5	5	5	5	5	5	5	5
124	2	3	3	3	4	3	3	2
125	4	3	3	3	3	3	3	4
126	2	2	2	3	3	5	3	4

No	KKE10	KKE11	KKE12	KKE13	KKE14	KKE15	KKE16	KKE17
127	4	4	4	4	4	4	4	4
128	4	4	4	4	4	4	4	4
129	4	4	4	4	4	4	4	4
130	4	4	4	4	4	4	4	4
131	4	4	4	4	4	4	4	4
132	4	4	4	4	4	4	4	4
133	4	4	4	4	4	4	4	4
134	2	2	2	2	2	2	2	2
135	3	3	2	3	3	3	3	2
136	5	5	5	5	5	5	5	5
137	4	3	4	3	4	3	3	5
138	4	5	4	5	5	5	5	5
139	3	3	3	4	3	3	3	4
140	5	5	5	5	5	5	5	5
141	5	5	5	5	5	5	5	5
142	5	5	5	5	4	5	5	5
143	4	5	4	5	5	5	5	5
144	4	5	4	5	5	5	5	5
145	4	5	4	5	5	5	5	5
146	2	4	2	4	4	5	4	5
147	4	5	4	5	2	4	3	5
148	4	4	4	4	5	5	5	4
149	5	5	5	4	5	4	4	4
150	5	5	5	5	4	4	4	5
151	5	4	5	5	5	4	5	4
152	5	5	5	5	5	5	5	4
153	4	4	4	4	4	4	4	4
154	4	4	4	4	4	4	4	4
155	4	4	4	4	4	4	4	4
156	4	4	4	4	4	4	4	4
157	4	4	4	4	4	4	4	4
158	4	4	4	4	4	4	4	4
159	4	4	4	4	4	4	4	4
160	4	4	4	4	4	4	4	4
161	4	4	4	4	4	4	4	4
162	4	4	4	4	4	4	4	4
163	4	5	4	5	5	5	5	5
164	5	4	5	5	4	4	4	5
165	5	5	5	5	5	5	5	5
166	4	4	4	4	5	5	5	5
167	4	4	4	4	4	4	4	4
168	4	5	4	4	5	4	4	5
169	4	2	3	2	2	2	2	2
170	2	4	2	4	2	4	3	2
171	4	4	3	4	4	3	3	4
172	4	5	4	4	2	2	2	2
173	3	3	3	3	4	3	3	4
174	5	5	5	5	5	5	5	5
175	5	5	5	5	5	5	5	5
176	4	4	4	5	5	5	5	5

B. Data Responden Penelitian

Profil	Deskripsi	Jumlah Responden	Presentase
Jenis Kelamin	Pria	137	77.8%
	Wanita	39	22.2%
	Total	176	100%
Usia	< 25 Tahun	9	5.1%
	25 - 35 Tahun	126	71.6%
	35 - 45 Tahun	24	13.6%
	> 45 Tahun	17	9.7%
	Total	176	100%
Pendidikan	SMA/SMK/Sederajat	12	6.8%
	D3	16	9.1%
	S1	110	62.5%
	S2	38	21.6%
	Total	176	100%
Lama Bekerja	< 2 Tahun	23	13.1%
	2 - 5 Tahun	80	45.5%
	> 5 Tahun	73	41.5%
	Total	176	100%

Lampiran 5:

Analisa Statistik Hasil Penelitian

A. Output Analisa Validitas dan Reliabilitas dengan SPSS 20

1. Variabel Kepemimpinan Transformatif

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.718
Bartlett's Test of Sphericity	Approx. Chi-Square 328.894
	df 55
	Sig. .000

Anti-image Matrices

		KT1	KT2	KT3	KT4	KT5	KT6	KT7	KT8	KT9	KT10	KT11
Anti-image Covariance	KT1	.274	-.082	-.009	.015	-.022	-.039	.045	-.080	-.137	.028	-.074
	KT2	-.082	.417	-.022	-.030	-.016	-.015	.019	.006	-.055	.021	-.041
	KT3	-.009	-.022	.053	.004	.005	-.003	.010	-.043	-.014	-.022	-.006
	KT4	.015	-.030	.004	.259	-.045	-.014	.008	.003	-.116	.010	.017
	KT5	-.022	-.016	.005	-.045	.037	.027	-.023	-.021	.053	-.020	-.021
	KT6	-.039	-.015	-.003	-.014	.027	.044	-.043	.026	.033	-.022	.016
	KT7	.045	.019	.010	.008	-.023	-.043	.051	-.053	-.053	.018	-.029
	KT8	-.080	.006	-.043	.003	-.021	.026	-.053	.228	.041	.008	.099
	KT9	-.137	-.055	-.014	-.116	.053	.033	-.053	.041	.471	-.022	.018
	KT10	.028	.021	-.022	.010	-.020	-.022	.018	.008	-.022	.023	-.005
	KT11	-.074	-.041	-.006	.017	-.021	.016	-.029	.099	.018	-.005	.111
Anti-image Correlation	KT1	.748 ^a	-.242	-.078	.056	-.215	-.354	.382	-.320	-.380	.348	-.424
	KT2	-.242	.908 ^a	-.146	-.091	-.127	-.109	.132	.021	-.124	.209	-.191
	KT3	-.078	-.146	.835 ^a	.034	.113	-.057	.194	-.392	-.090	-.639	-.076
	KT4	.056	-.091	.034	.899 ^a	-.462	-.132	.073	.012	-.332	.129	.101
	KT5	-.215	-.127	.113	-.462	.700 ^a	.669	-.535	-.225	.405	-.672	-.324
	KT6	-.354	-.109	-.057	-.132	.669	.569 ^a	-.911	.263	.233	-.683	.225
	KT7	.382	.132	.194	.073	-.535	-.911	.574 ^a	-.495	-.344	.531	-.385
	KT8	-.320	.021	-.392	.012	-.225	.263	-.495	.677 ^a	.126	.104	.619
	KT9	-.380	-.124	-.090	-.332	.405	.233	-.344	.126	.666 ^a	-.211	.077
	KT10	.348	.209	-.639	.129	-.672	-.683	.531	.104	-.211	.654 ^a	-.095
	KT11	-.424	-.191	-.076	.101	-.324	.225	-.385	.619	.077	-.095	.797 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component		
	1	2	3
KT1	.737	-.451	.185
KT2	.664	-.564	.023
KT3	.795	.325	-.403
KT4	.829	-.185	-.003
KT5	.895	-.138	-.291
KT6	.719	.577	.181
KT7	.741	.220	.461
KT8	.660	.112	.235
KT9	.520	.078	.585
KT10	.812	.348	-.420
KT11	.844	-.295	-.187

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Iterasi 1 Variabel Kepemimpinan Trnasformasional

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.645
Bartlett's Test of Sphericity	Approx. Chi-Square
	260.309
	df
	45
	Sig.
	.000

Anti-image Matrices

		KT1	KT2	KT4	KT5	KT6	KT7	KT8	KT9	KT10	KT11
Anti-image Covariance	KT1	.276	-.088	.016	-.021	-.040	.049	-.104	-.141	.041	-.076
	KT2	-.088	.426	-.029	-.014	-.016	.025	-.014	-.062	.020	-.045
	KT4	.016	-.029	.259	-.046	-.014	.008	.007	-.116	.020	.018
	KT5	-.021	-.014	-.046	.037	.027	-.025	-.020	.056	-.030	-.021
	KT6	-.040	-.016	-.014	.027	.044	-.044	.028	.033	-.039	.016
	KT7	.049	.025	.008	-.025	-.044	.053	-.055	-.053	.040	-.029
	KT8	-.104	-.014	.007	-.020	.028	-.055	.270	.035	-.021	.112
	KT9	-.141	-.062	-.116	.056	.033	-.053	.035	.475	-.048	.016
	KT10	.041	.020	.020	-.030	-.039	.040	-.021	-.048	.039	-.012
	KT11	-.076	-.045	.018	-.021	.016	-.029	.112	.016	-.012	.112
	Anti-image Correlation	KT1	.713 ^a	-.257	.059	-.208	-.360	.407	-.382	-.390	.389
KT2		-.257	.908 ^a	-.087	-.112	-.119	.166	-.040	-.139	.152	-.205
KT4		.059	-.087	.884 ^a	-.470	-.130	.067	.027	-.330	.197	.104
KT5		-.208	-.112	-.470	.646 ^a	.681	-.571	-.198	.420	-.785	-.318
KT6		-.360	-.119	-.130	.681	.476 ^a	-.919	.262	.229	-.937	.222
KT7		.407	.166	.067	-.571	-.919	.512 ^a	-.464	-.334	.868	-.378
KT8		-.382	-.040	.027	-.198	.262	-.464	.677 ^a	.099	-.208	.642
KT9		-.390	-.139	-.330	.420	.229	-.334	.099	.623 ^a	-.350	.071
KT10		.389	.152	.197	-.785	-.937	.868	-.208	-.350	.492 ^a	-.187
KT11		-.433	-.205	.104	-.318	.222	-.378	.642	.071	-.187	.770 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component	
	1	2
KT1	.762	-.327
KT2	.685	-.500
KT4	.843	-.139
KT5	.889	-.218
KT6	.696	.607
KT7	.772	.434
KT8	.671	.234
KT9	.533	.296
KT10	.756	.138
KT11	.852	-.322

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Iterasi 2 Variabel Kepemimpinan Trnasformasional

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.749
Bartlett's Test of Sphericity	Approx. Chi-Square
	184.993
	df
	36
	Sig.
	.000

Anti-image Matrices

		KT1	KT2	KT4	KT5	KT7	KT8	KT9	KT10	KT11
Anti-image Covariance	KT1	.317	-.120	.004	.008	.067	-.097	-.135	.050	-.075
	KT2	-.120	.432	-.035	-.007	.056	-.003	-.054	.044	-.042
	KT4	.004	-.035	.263	-.071	-.040	.018	-.113	.063	.024
	KT5	.008	-.007	-.071	.069	.029	-.075	.069	-.086	-.059
	KT7	.067	.056	-.040	.029	.340	-.184	-.132	.016	-.091
	KT8	-.097	-.003	.018	-.075	-.184	.290	.016	.034	.115
	KT9	-.135	-.054	-.113	.069	-.132	.016	.501	-.160	.005
	KT10	.050	.044	.063	-.086	.016	.034	-.160	.323	.012
	KT11	-.075	-.042	.024	-.059	-.091	.115	.005	.012	.118
Anti-image Correlation	KT1	.820 ^a	-.324	.013	.055	.205	-.320	-.339	.156	-.388
	KT2	-.324	.911 ^a	-.104	-.043	.145	-.009	-.116	.119	-.185
	KT4	.013	-.104	.863 ^a	-.525	-.134	.064	-.311	.217	.137
	KT5	.055	-.043	-.525	.698 ^a	.191	-.532	.370	-.573	-.657
	KT7	.205	.145	-.134	.191	.734 ^a	-.588	-.321	.047	-.454
	KT8	-.320	-.009	.064	-.532	-.588	.609 ^a	.041	.111	.621
	KT9	-.339	-.116	-.311	.370	-.321	.041	.619 ^a	-.397	.021
	KT10	.156	.119	.217	-.573	.047	.111	-.397	.778 ^a	.062
	KT11	-.388	-.185	.137	-.657	-.454	.621	.021	.062	.717 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component
	1
KT1	.787
KT2	.720
KT4	.861
KT5	.908
KT7	.732
KT8	.668
KT9	.509
KT10	.724
KT11	.872

Extraction Method:
Principal Component
Analysis.

a. 1 components
extracted.

2. Variabel Kepuasan Kerja

Kepuasan Kerja Dimensi 1

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.749
Bartlett's Test of Sphericity	Approx. Chi-Square	95.211
	df	6
	Sig.	.000

Anti-image Matrices

		KK1	KK2	KK3	KK4
Anti-image Covariance	KK1	.318	-.147	.033	-.092
	KK2	-.147	.212	-.111	.029
	KK3	.033	-.111	.184	-.139
	KK4	-.092	.029	-.139	.258
Anti-image Correlation	KK1	.785 ^a	-.567	.138	-.320
	KK2	-.567	.739 ^a	-.561	.125
	KK3	.138	-.561	.717 ^a	-.639
	KK4	-.320	.125	-.639	.766 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component
	1
KK1	.879
KK2	.924
KK3	.929
KK4	.900

Extraction Method:
Principal Component
Analysis.

a. 1 components
extracted.

Kepuasan Kerja Dimensi 2

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.723
Bartlett's Test of Sphericity	Approx. Chi-Square	121.971
	df	6
	Sig.	.000

Anti-image Matrices

		KK5	KK6	KK7	KK8
Anti-image Covariance	KK5	.255	-.193	-.026	-.005
	KK6	-.193	.449	-.016	.021
	KK7	-.026	-.016	.055	-.054
	KK8	-.005	.021	-.054	.061
Anti-image Correlation	KK5	.823 ^a	-.571	-.218	-.037
	KK6	-.571	.765 ^a	-.103	.124
	KK7	-.218	-.103	.673 ^a	-.925
	KK8	-.037	.124	-.925	.672 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component
	1
KK5	.920
KK6	.776
KK7	.942
KK8	.922

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

Kepuasan Kerja Dimensi 3**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.829
Bartlett's Test of Sphericity	Approx. Chi-Square	91.537
	df	6
	Sig.	.000

Anti-image Matrices

		KK9	KK10	KK11	KK12
Anti-image Covariance	KK9	.205	-.110	-.074	-.086
	KK10	-.110	.242	-.093	.029
	KK11	-.074	-.093	.223	-.101
	KK12	-.086	.029	-.101	.461
Anti-image Correlation	KK9	.811 ^a	-.494	-.347	-.280
	KK10	-.494	.809 ^a	-.401	.088
	KK11	-.347	-.401	.832 ^a	-.316
	KK12	-.280	.088	-.316	.879 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component
	1
KK9	.940
KK10	.910
KK11	.936
KK12	.824

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.924	.924	4

Kepuasan Kerja Dimensi 4**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.775
Bartlett's Test of Sphericity	Approx. Chi-Square	60.285
	df	6
	Sig.	.000

Anti-image Matrices

		KK13	KK14	KK15	KK16
Anti-image Covariance	KK13	.371	-.197	-.024	.010
	KK14	-.197	.257	-.130	-.115
	KK15	-.024	-.130	.468	-.134
	KK16	.010	-.115	-.134	.565
Anti-image Correlation	KK13	.746 ^a	-.638	-.057	.021
	KK14	-.638	.704 ^a	-.374	-.301
	KK15	-.057	-.374	.848 ^a	-.261
	KK16	.021	-.301	-.261	.861 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component
	1
KK13	.847
KK14	.925
KK15	.844
KK16	.785

Extraction Method:
Principal Component
Analysis.

a. 1 components
extracted.

Kepuasan Kerja Dimensi 5**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.789
Bartlett's Test of Sphericity	Approx. Chi-Square	71.464
	df	6
	Sig.	.000

Anti-image Matrices

		KK17	KK18	KK19	KK20
Anti-image Covariance	KK17	.454	-.063	-.120	-.082
	KK18	-.063	.227	-.145	-.168
	KK19	-.120	-.145	.406	.031
	KK20	-.082	-.168	.031	.333
Anti-image Correlation	KK17	.892 ^a	-.196	-.280	-.211
	KK18	-.196	.726 ^a	-.479	-.611
	KK19	-.280	-.479	.809 ^a	.085
	KK20	-.211	-.611	.085	.770 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component
	1
KK17	.851
KK18	.932
KK19	.851
KK20	.871

Extraction Method:
Principal Component
Analysis.

a. 1 components
extracted.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.899	4

Kepuasan Kerja Dimensi 6

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.597
Bartlett's Test of Sphericity	Approx. Chi-Square
	36.262
	df
	3
	Sig.
	.000

Anti-image Matrices

		KK21	KK22	KK23
Anti-image Covariance	KK21	.496	-.251	.060
	KK22	-.251	.320	-.247
	KK23	.060	-.247	.523
Anti-image Correlation	KK21	.622 ^a	-.629	.118
	KK22	-.629	.560 ^a	-.603
	KK23	.118	-.603	.632 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component
	1
KK21	.824
KK22	.936
KK23	.813

Extraction Method:
Principal Component
Analysis.

a. 1 components
extracted.

Kepuasan Kerja Dimensi 7**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.722
Bartlett's Test of Sphericity	Approx. Chi-Square	40.223
	df	3
	Sig.	.000

Anti-image Matrices

		KK24	KK25	KK26
Anti-image Covariance	KK24	.369	-.214	-.194
	KK25	-.214	.444	-.105
	KK26	-.194	-.105	.487
Anti-image Correlation	KK24	.676 ^a	-.529	-.458
	KK25	-.529	.735 ^a	-.225
	KK26	-.458	-.225	.770 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component
	1
KK24	.914
KK25	.882
KK26	.867

Extraction Method:
Principal Component
Analysis.

a. 1 components
extracted.

Kepuasan Kerja Dimensi 8**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.714
Bartlett's Test of Sphericity	Approx. Chi-Square	63.947
	df	6
	Sig.	.000

Anti-image Matrices

		KK27	KK28	KK29	KK30
Anti-image Covariance	KK27	.398	-.224	-.096	.077
	KK28	-.224	.348	-.064	-.064
	KK29	-.096	-.064	.303	-.229
	KK30	.077	-.064	-.229	.407
Anti-image Correlation	KK27	.697 ^a	-.603	-.276	.192
	KK28	-.603	.753 ^a	-.198	-.169
	KK29	-.276	-.198	.721 ^a	-.651
	KK30	.192	-.169	-.651	.678 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component
	1
KK27	.814
KK28	.880
KK29	.899
KK30	.793

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

Kepuasan Kerja Dimensi 9

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.794
Bartlett's Test of Sphericity	Approx. Chi-Square
	68.352
	df
	6
	Sig.
	.000

Anti-image Matrices

		KK31	KK32	KK33	KK34
Anti-image Covariance	KK31	.543	-.158	-.023	.004
	KK32	-.158	.244	-.077	-.152
	KK33	-.023	-.077	.439	-.126
	KK34	.004	-.152	-.126	.286
Anti-image Correlation	KK31	.841 ^a	-.435	-.048	.010
	KK32	-.435	.739 ^a	-.235	-.575
	KK33	-.048	-.235	.873 ^a	-.355
	KK34	.010	-.575	-.355	.767 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component
	1
KK31	.777
KK32	.930
KK33	.847
KK34	.903

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

3. Variabel Keterikatan Kerja

Keterikatan Kerja Dimensi 1

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.776
Bartlett's Test of Sphericity	Approx. Chi-Square	135.599
	df	15
	Sig.	.000

Anti-image Matrices

		KKE1	KKE2	KKE3	KKE4	KKE5	KKE6
Anti-image Covariance	KKE1	.173	-.107	-.033	-.047	.011	-.005
	KKE2	-.107	.145	-.075	.003	.004	-.022
	KKE3	-.033	-.075	.249	-.110	.024	-.029
	KKE4	-.047	.003	-.110	.556	-.061	.041
	KKE5	.011	.004	.024	-.061	.262	-.202
	KKE6	-.005	-.022	-.029	.041	-.202	.224
Anti-image Correlation	KKE1	.808 ^a	-.678	-.159	-.153	.049	-.027
	KKE2	-.678	.782 ^a	-.398	.009	.020	-.120
	KKE3	-.159	-.398	.878 ^a	-.295	.092	-.122
	KKE4	-.153	.009	-.295	.899 ^a	-.160	.115
	KKE5	.049	.020	.092	-.160	.614 ^a	-.832
	KKE6	-.027	-.120	-.122	.115	-.832	.677 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component	
	1	2
KKE1	.886	-.298
KKE2	.908	-.247
KKE3	.882	-.277
KKE4	.732	-.252
KKE5	.616	.746
KKE6	.729	.628

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Iterasi 1 Keterikatan Kerja Dimensi 1

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.838
Bartlett's Test of Sphericity	Approx. Chi-Square	101.857
	df	10
	Sig.	.000

Anti-image Matrices

		KKE1	KKE2	KKE3	KKE4	KKE6
Anti-image Covariance	KKE1	.174	-.108	-.034	-.046	.009
	KKE2	-.108	.145	-.076	.004	-.061
	KKE3	-.034	-.076	.251	-.108	-.035
	KKE4	-.046	.004	-.108	.570	-.021
	KKE6	.009	-.061	-.035	-.021	.730
Anti-image Correlation	KKE1	.800 ^a	-.680	-.165	-.147	.025
	KKE2	-.680	.765 ^a	-.401	.013	-.186
	KKE3	-.165	-.401	.879 ^a	-.285	-.082
	KKE4	-.147	.013	-.285	.923 ^a	-.033
	KKE6	.025	-.186	-.082	-.033	.950 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component
	1
KKE1	.922
KKE2	.937
KKE3	.915
KKE4	.755
KKE6	.631

Extraction Method:
Principal Component
Analysis.

a. 1 components extracted.

Keterikatan Kerja Dimensi 2

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.720
Bartlett's Test of Sphericity	Approx. Chi-Square
	68.725
	df
	10
	Sig.
	.000

Anti-image Matrices

		KKE7	KKE8	KKE9	KKE10	KKE11
Anti-image Covariance	KKE7	.374	-.175	.066	-.039	-.171
	KKE8	-.175	.214	-.164	-.070	.082
	KKE9	.066	-.164	.337	-.098	-.144
	KKE10	-.039	-.070	-.098	.582	.039
	KKE11	-.171	.082	-.144	.039	.795
Anti-image Correlation	KKE7	.709 ^a	-.619	.186	-.084	-.314
	KKE8	-.619	.664 ^a	-.610	-.199	.200
	KKE9	.186	-.610	.722 ^a	-.221	-.279
	KKE10	-.084	-.199	-.221	.911 ^a	.057
	KKE11	-.314	.200	-.279	.057	.615 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component
	1
KKE7	.834
KKE8	.917
KKE9	.863
KKE10	.759
KKE11	.468

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

Keterikatan Kerja Dimensi 3

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.727
Bartlett's Test of Sphericity	Approx. Chi-Square	102.683
	df	15
	Sig.	.000

Anti-image Matrices

		KKE12	KKE13	KKE14	KKE15	KKE16	KKE17
Anti-image Covariance	KKE12	.202	-.175	-.066	.014	-.037	-.133
	KKE13	-.175	.311	.134	.016	-.079	.019
	KKE14	-.066	.134	.385	-.074	-.159	-.069
	KKE15	.014	.016	-.074	.386	-.159	-.149
	KKE16	-.037	-.079	-.159	-.159	.329	.121
	KKE17	-.133	.019	-.069	-.149	.121	.403
Anti-image Correlation	KKE12	.713 ^a	-.698	-.238	.050	-.143	-.467
	KKE13	-.698	.623 ^a	.387	.048	-.246	.054
	KKE14	-.238	.387	.749 ^a	-.191	-.447	-.174
	KKE15	.050	.048	-.191	.808 ^a	-.445	-.377
	KKE16	-.143	-.246	-.447	-.445	.735 ^a	.332
	KKE17	-.467	.054	-.174	-.377	.332	.733 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component	
	1	2
KKE12	.870	.383
KKE13	.673	.664
KKE14	.753	-.508
KKE15	.807	-.364
KKE16	.815	-.224
KKE17	.763	.103

Extraction Method: Principal
Component Analysis.
a. 2 components extracted.

Iterasi 1 Keterikatan Kerja Dimensi 3

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.679
Bartlett's Test of Sphericity	Approx. Chi-Square	78.709
	df	10
	Sig.	.000

Anti-image Matrices

		KKE12	KKE13	KKE15	KKE16	KKE17
Anti-image Covariance	KKE12	.214	-.189	.002	-.085	-.159
	KKE13	-.189	.365	.051	-.034	.052
	KKE15	.002	.051	.401	-.245	-.173
	KKE16	-.085	-.034	-.245	.411	.119
	KKE17	-.159	.052	-.173	.119	.415
Anti-image Correlation	KKE12	.674 ^a	-.677	.005	-.286	-.532
	KKE13	-.677	.692 ^a	.134	-.088	.134
	KKE15	.005	.134	.676 ^a	-.604	-.425
	KKE16	-.286	-.088	-.604	.688 ^a	.288
	KKE17	-.532	.134	-.425	.288	.668 ^a

a. Measures of Sampling Adequacy(MSA)

Component Matrix^a

	Component
	1
KKE12	.905
KKE13	.757
KKE15	.771
KKE16	.781
KKE17	.771

Extraction Method:
Principal Component
Analysis.

a. 1 components extracted.

Variabel Kepemimpinan Transformasional

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.903	.906	9

Variabel Pengembangan Sumber Daya Manusia

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.937	.939	9

Variabel Kepuasan Kerja

Kepuasan Kerja Dimensi 1

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.927	.929	4

Kepuasan Kerja Dimensi 2**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.901	.913	4

Kepuasan Kerja Dimensi 3**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.924	.924	4

Kepuasan Kerja Dimensi 4**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.869	.872	4

Kepuasan Kerja Dimensi 5**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.899	4

Kepuasan Kerja Dimensi 6**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.816	.821	3

Kepuasan Kerja Dimensi 7**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.856	.866	3

Kepuasan Kerja Dimensi 8**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.868	.868	4

Kepuasan Kerja Dimensi 9**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.885	.887	4

Variabel Keterikatan Kerja**Iterasi 1 Keterikatan Kerja Dimensi 1****Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.892	.890	5

Keterikatan Kerja Dimensi 2**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.833	.831	5

Iterasi 1 Keterikatan Kerja Dimensi 3**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.840	.857	5

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

Variabel	Standard Loading	Error	Construct Reliability				Variance Extracted								
			\sum Std. Loading	(\sum Std. Loading) ²	\sum Error	Nilai CR	Standard Loading ²	\sum (Std. Loading) ²	Nilai VE						
Kepemimpinan Transformasional															
KT1	0,69	0,53	6,6	43,56	4,13	0,91	0,47	4,85	0,54						
KT2	0,69	0,52					0,47								
KT4	0,79	0,37					0,62								
KT5	0,77	0,40					0,59								
KT7	0,72	0,48					0,51								
KT8	0,78	0,39					0,60								
KT9	0,79	0,38					0,62								
KT10	0,64	0,58					0,40								
KT11	0,73	0,48					0,57								
Pengembangan sumber daya manusia															
PS1	0,70	0,51					7,1			50,41	3,33	0,93	0,49	5,62	0,62
PS2	0,83	0,30	0,68												
PS3	0,83	0,31	0,68												
PS4	0,85	0,28	0,72												
PS5	0,84	0,30	0,70												
PS6	0,90	0,18	0,81												
PS7	0,70	0,51	0,49												
PS8	0,70	0,51	0,49												
PS9	0,75	0,43	0,56												
Kepuasan kerja															
KKD1 (Satisfaction with pay)	0,97	0,06	8,38	70,22	1,15	0,98	0,94	7,78	0,87						
KKD2 (Promotional opportunitie)	0,99	0,01					0,98								
KKD3 (Fringe benefit)	0,96	0,08					0,92								
KKD4 (Contingen reward)	0,94	0,11					0,88								
KKD5 (Supervision)	0,94	0,11					0,88								
KKD6 (Co-workers)	0,86	0,26					0,73								
KKD7 (Nature of work it self)	0,87	0,25					0,75								
KKD8 (Communication)	0,94	0,10					0,88								
KKD9 (Work conditions)	0,91	0,17					0,82								
Keterikatan kerja															
KKED1 (Vigour)	0,88	0,22	2,71	7,34	0,54	0,93	0,77	2,44	0,81						
KKED2 (Dedication)	0,89	0,21					0,79								
KKED3 (Absorption)	0,94	0,11					0,88								

C. Output Analisis SEM Dengan Lisrel

LISREL 8.80

BY

Karl G. Jöreskog & Dag Sörbom

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The following lines were read from file D:\FAJAR OLAH DATA_ESA\DATA SEM FAJAR
ESA\FAJAR.pr2:

RAW DATA FROM FILE FAJAR.PSF
LATENT VARIABLES: KT PS KK KKE
RELATIONSHIP
KT1 = KT
KT2 = KT
KT4 = KT
KT5 = KT
KT7 = KT
KT8 = KT
KT9 = KT
KT10 = KT
KT11 = KT
PS1 = PS
PS2 = PS
PS3 = PS
PS4 = PS
PS5 = PS
PS6 = PS
PS7 = PS
PS8 = PS
PS9 = PS
KKD1 = KK
KKD2 = KK
KKD3 = KK
KKD4 = KK

KKD5 = KK
 KKD6 = KK
 KKD7 = KK
 KKD8 = KK
 KKD9 = KK
 KKED1 = KKE
 KKED2 = KKE
 KKED3 = KKE
 KKE = KT PS KK
 KK = KT PS

SET ERROR COVARIANCE OF KKD9 AND KKD4 FREE
 SET ERROR COVARIANCE OF KT1 AND KKED1 FREE
 SET ERROR COVARIANCE OF PS6 AND PS4 FREE
 SET ERROR COVARIANCE OF PS9 AND PS7 FREE
 SET ERROR COVARIANCE OF KT2 AND KKED1 FREE
 SET ERROR COVARIANCE OF KT2 AND KT1 FREE
 SET ERROR COVARIANCE OF KKD8 AND KKD1 FREE
 SET ERROR COVARIANCE OF KKD8 AND KKD3 FREE
 SET ERROR COVARIANCE OF KKED2 AND KKD1 FREE
 SET ERROR COVARIANCE OF PS6 AND PS5 FREE
 SET ERROR COVARIANCE OF KKED2 AND KKD7 FREE
 SET ERROR COVARIANCE OF PS8 AND PS7 FREE
 SET ERROR COVARIANCE OF PS6 AND PS3 FREE
 SET ERROR COVARIANCE OF KT5 AND KT4 FREE
 SET ERROR COVARIANCE OF KKD2 AND KKD1 FREE
 SET ERROR COVARIANCE OF KKD9 AND KKD7 FREE
 SET ERROR COVARIANCE OF PS5 AND KKD4 FREE
 SET ERROR COVARIANCE OF KKED3 AND KKD3 FREE
 SET ERROR COVARIANCE OF KKED3 AND KKD8 FREE
 SET ERROR COVARIANCE OF KT8 AND KKED2 FREE
 SET ERROR COVARIANCE OF PS7 AND PS3 FREE
 SET ERROR COVARIANCE OF PS9 AND PS8 FREE
 SET ERROR COVARIANCE OF PS9 AND KKD2 FREE
 SET ERROR COVARIANCE OF KT9 AND KT4 FREE
 SET ERROR COVARIANCE OF PS2 AND KKD5 FREE
 SET ERROR COVARIANCE OF KKED3 AND KKD7 FREE
 SET ERROR COVARIANCE OF PS6 AND KKED1 FREE
 SET ERROR COVARIANCE OF KT10 AND KT4 FREE
 SET ERROR COVARIANCE OF KT2 AND KKD7 FREE
 SET ERROR COVARIANCE OF PS4 AND PS3 FREE
 SET ERROR COVARIANCE OF PS1 AND KT2 FREE
 SET ERROR COVARIANCE OF KT9 AND KKED3 FREE
 SET ERROR COVARIANCE OF KT11 AND KT4 FREE
 SET ERROR COVARIANCE OF KKD7 AND KKD6 FREE
 SET ERROR COVARIANCE OF KKED2 AND KKD6 FREE
 SET ERROR COVARIANCE OF PS2 AND KKD6 FREE
 SET ERROR COVARIANCE OF KKD4 AND KKD1 FREE

SET ERROR COVARIANCE OF KKD6 AND KKD5 FREE
 SET ERROR COVARIANCE OF KKD6 AND KKD1 FREE
 SET ERROR COVARIANCE OF PS2 AND KKD4 FREE
 SET ERROR COVARIANCE OF KKD8 AND KKD4 FREE
 OPTIONS SC
 PATH DIAGRAM
 END OF PROBLEMS

Sample Size = 176

Covariance Matrix

	KKD1	KKD2	KKD3	KKD4	KKD5	KKD6
KKD1	1.00					
KKD2	0.92	1.00				
KKD3	0.92	0.96	1.00			
KKD4	0.87	0.94	0.90	1.00		
KKD5	0.93	0.93	0.90	0.88	1.00	
KKD6	0.91	0.82	0.83	0.77	0.87	1.00
KKD7	0.86	0.84	0.83	0.79	0.83	0.89
KKD8	0.85	0.94	0.95	0.90	0.86	0.76
KKD9	0.87	0.91	0.88	0.96	0.85	0.76
KKED1	0.82	0.84	0.83	0.79	0.80	0.77
KKED2	0.88	0.83	0.84	0.77	0.84	0.89
KKED3	0.88	0.91	0.93	0.86	0.85	0.81
KT1	0.53	0.55	0.55	0.49	0.51	0.52
KT2	0.50	0.52	0.50	0.50	0.49	0.52
KT4	0.52	0.52	0.52	0.49	0.51	0.49
KT5	0.54	0.54	0.53	0.50	0.52	0.51
KT7	0.41	0.41	0.40	0.36	0.39	0.39
KT8	0.69	0.67	0.66	0.64	0.65	0.63
KT9	0.53	0.53	0.53	0.48	0.50	0.49
KT10	0.43	0.46	0.44	0.44	0.44	0.40
KT11	0.43	0.44	0.43	0.42	0.44	0.40
PS1	0.43	0.49	0.48	0.47	0.46	0.40
PS2	0.64	0.65	0.64	0.68	0.60	0.60
PS3	0.50	0.54	0.54	0.56	0.52	0.46
PS4	0.57	0.60	0.60	0.59	0.59	0.53
PS5	0.50	0.53	0.52	0.55	0.51	0.46
PS6	0.64	0.67	0.67	0.66	0.65	0.59
PS7	0.44	0.45	0.47	0.41	0.43	0.42
PS8	0.51	0.51	0.53	0.48	0.50	0.48
PS9	0.50	0.56	0.56	0.53	0.50	0.45

Covariance Matrix

	KKD7	KKD8	KKD9	KKED1	KKED2	KKED3
KKD7	1.00					
KKD8	0.78	1.00				
KKD9	0.80	0.86	1.00			
KKED1	0.76	0.80	0.75	1.00		
KKED2	0.85	0.80	0.75	0.80	1.00	
KKED3	0.84	0.91	0.85	0.85	0.86	1.00
KT1	0.54	0.52	0.46	0.70	0.55	0.56
KT2	0.53	0.48	0.45	0.69	0.54	0.53
KT4	0.49	0.49	0.48	0.47	0.52	0.52
KT5	0.49	0.50	0.49	0.48	0.53	0.52
KT7	0.39	0.40	0.36	0.40	0.41	0.39
KT8	0.65	0.63	0.62	0.63	0.61	0.66
KT9	0.50	0.50	0.46	0.50	0.50	0.51
KT10	0.42	0.44	0.42	0.41	0.42	0.44
KT11	0.42	0.43	0.41	0.42	0.46	0.44
PS1	0.38	0.50	0.43	0.47	0.44	0.51
PS2	0.54	0.64	0.65	0.61	0.59	0.66
PS3	0.46	0.54	0.55	0.51	0.47	0.57
PS4	0.52	0.62	0.57	0.54	0.57	0.62
PS5	0.44	0.51	0.51	0.52	0.48	0.56
PS6	0.58	0.67	0.65	0.65	0.62	0.70
PS7	0.43	0.43	0.41	0.44	0.45	0.47
PS8	0.47	0.49	0.49	0.52	0.51	0.53
PS9	0.48	0.53	0.52	0.51	0.48	0.57

Covariance Matrix

	KT1	KT2	KT4	KT5	KT7	KT8
KT1	0.70					
KT2	0.50	0.66				
KT4	0.29	0.30	0.53			
KT5	0.30	0.31	0.41	0.54		
KT7	0.26	0.26	0.27	0.25	0.38	
KT8	0.42	0.41	0.44	0.40	0.34	0.89
KT9	0.35	0.32	0.40	0.34	0.31	0.50
KT10	0.25	0.28	0.34	0.27	0.24	0.33
KT11	0.29	0.27	0.35	0.31	0.19	0.35
PS1	0.28	0.33	0.24	0.24	0.17	0.33
PS2	0.36	0.38	0.36	0.38	0.30	0.47
PS3	0.34	0.31	0.32	0.32	0.25	0.42
PS4	0.34	0.32	0.31	0.32	0.28	0.45
PS5	0.33	0.34	0.29	0.30	0.23	0.36

PS6	0.41	0.40	0.36	0.35	0.31	0.48
PS7	0.31	0.28	0.27	0.26	0.20	0.35
PS8	0.35	0.36	0.32	0.32	0.23	0.43
PS9	0.31	0.33	0.32	0.30	0.24	0.36

Covariance Matrix

	KT9	KT10	KT11	PS1	PS2	PS3
KT9	0.58					
KT10	0.30	0.58				
KT11	0.33	0.29	0.47			
PS1	0.24	0.22	0.24	0.73		
PS2	0.37	0.28	0.28	0.46	0.75	
PS3	0.31	0.25	0.26	0.40	0.46	0.57
PS4	0.34	0.30	0.29	0.45	0.52	0.49
PS5	0.30	0.26	0.24	0.39	0.47	0.41
PS6	0.37	0.33	0.31	0.50	0.58	0.56
PS7	0.28	0.22	0.25	0.26	0.26	0.25
PS8	0.32	0.29	0.27	0.32	0.34	0.37
PS9	0.32	0.24	0.25	0.33	0.35	0.35

Covariance Matrix

	PS4	PS5	PS6	PS7	PS8	PS9
PS4	0.67					
PS5	0.44	0.56				
PS6	0.64	0.55	0.73			
PS7	0.28	0.29	0.33	0.41		
PS8	0.37	0.33	0.41	0.35	0.60	
PS9	0.35	0.34	0.41	0.35	0.36	0.53

Number of Iterations = 43

LISREL Estimates (Maximum Likelihood)

Measurement Equations

$$\begin{aligned}
 \text{KKD1} &= 0.96 * \text{KK}, \text{ Errorvar.} = 0.057, R^2 = 0.94 \\
 &\quad (0.0089) \\
 &\quad 6.42
 \end{aligned}$$

KKD2 = 0.99*KK, Errorvar.= 0.015 , R² = 0.99
 (0.028) (0.0045)
 35.10 3.29

KKD3 = 0.96*KK, Errorvar.= 0.080 , R² = 0.92
 (0.028) (0.0087)
 34.06 9.21

KKD4 = 0.94*KK, Errorvar.= 0.11 , R² = 0.89
 (0.034) (0.011)
 27.75 9.40

KKD5 = 0.95*KK, Errorvar.= 0.11 , R² = 0.89
 (0.031) (0.011)
 30.93 9.44

KKD6 = 0.84*KK, Errorvar.= 0.25 , R² = 0.74
 (0.036) (0.025)
 23.32 10.34

KKD7 = 0.86*KK, Errorvar.= 0.24 , R² = 0.75
 (0.040) (0.025)
 21.24 9.72

KKD8 = 0.94*KK, Errorvar.= 0.12 , R² = 0.88
 (0.038) (0.013)
 24.74 8.87

KKD9 = 0.91*KK, Errorvar.= 0.17 , R² = 0.83
 (0.036) (0.017)
 25.60 9.78

KKED1 = 0.87*KKE, Errorvar.= 0.22 , R² = 0.78
 (0.024)
 8.94

KKED2 = 0.88*KKE, Errorvar.= 0.21 , R² = 0.79
 (0.049) (0.023)
 17.79 9.01

KKED3 = 0.94*KKE, Errorvar.= 0.11 , R² = 0.89
 (0.045) (0.014)
 20.75 7.81

KT1 = 0.57*KT, Errorvar.= 0.36 , R² = 0.47
 (0.055) (0.040)
 10.29 8.95

KT2 = 0.56*KT, Errorvar.= 0.34 , R² = 0.48
 (0.054) (0.037)
 10.43 9.13

KT4 = 0.57*KT, Errorvar.= 0.20 , R² = 0.63
 (0.046) (0.022)
 12.45 8.92

KT5 = 0.57*KT, Errorvar.= 0.22 , R² = 0.60
 (0.047) (0.025)
 12.06 8.69

KT7 = 0.44*KT, Errorvar.= 0.19 , R² = 0.52
 (0.041) (0.021)
 10.85 8.88

KT8 = 0.74*KT, Errorvar.= 0.34 , R² = 0.61
 (0.060) (0.040)
 12.25 8.58

KT9 = 0.60*KT, Errorvar.= 0.22 , R² = 0.62
 (0.048) (0.026)
 12.36 8.49

KT10 = 0.49*KT, Errorvar.= 0.34 , R² = 0.42
 (0.052) (0.037)
 9.41 9.04

KT11 = 0.50*KT, Errorvar.= 0.22 , R² = 0.53
 (0.045) (0.025)
 11.11 8.85

PS1 = 0.60*PS, Errorvar.= 0.37 , R² = 0.49
 (0.057) (0.042)
 10.48 8.88

PS2 = 0.72*PS, Errorvar.= 0.22 , R² = 0.70
 (0.053) (0.027)
 13.62 8.21

PS3 = 0.63*PS, Errorvar.= 0.17 , R² = 0.69
 (0.047) (0.021)
 13.42 8.23

PS4 = 0.70*PS, Errorvar.= 0.19 , R² = 0.72
 (0.050) (0.024)
 13.82 8.02

PS5 = 0.63*PS, Errorvar.= 0.16 , R² = 0.70
 (0.046) (0.020)
 13.63 8.28

PS6 = 0.77*PS, Errorvar.= 0.14 , R² = 0.82
 (0.050) (0.016)
 15.35 8.40

PS7 = 0.45*PS, Errorvar.= 0.22 , R² = 0.49
 (0.043) (0.024)
 10.42 8.91

PS8 = 0.54*PS, Errorvar.= 0.31 , R² = 0.49
 (0.052) (0.035)
 10.42 8.88

PS9 = 0.55*PS, Errorvar.= 0.23 , R² = 0.57
 (0.047) (0.026)
 11.60 8.85

Error Covariance for KKD2 and KKD1 = -0.03
 (0.0041)
 -7.27

Error Covariance for KKD4 and KKD1 = -0.02
 (0.0047)
 -4.26

Error Covariance for KKD6 and KKD1 = 0.039
 (0.0085)
 4.67

Error Covariance for KKD6 and KKD5 = 0.048
 (0.0096)
 4.98

Error Covariance for KKD7 and KKD6 = 0.14
 (0.018)
 7.67

Error Covariance for KKD8 and KKD1 = -0.04
(0.0067)
-5.97

Error Covariance for KKD8 and KKD3 = 0.049
(0.0089)
5.55

Error Covariance for KKD8 and KKD4 = 0.018
(0.0050)
3.52

Error Covariance for KKD9 and KKD4 = 0.096
(0.012)
7.97

Error Covariance for KKD9 and KKD7 = 0.025
(0.0079)
3.17

Error Covariance for KKED2 and KKD1 = 0.047
(0.0097)
4.87

Error Covariance for KKED2 and KKD6 = 0.12
(0.018)
7.03

Error Covariance for KKED2 and KKD7 = 0.097
(0.016)
5.98

Error Covariance for KKED3 and KKD3 = 0.046
(0.0080)
5.80

Error Covariance for KKED3 and KKD7 = 0.027
(0.0090)
3.04

Error Covariance for KKED3 and KKD8 = 0.044
(0.0096)
4.55

Error Covariance for KT1 and KKED1 = 0.19
(0.027)
7.21

Error Covariance for KT2 and KKD7 = 0.031
(0.012)
2.73

Error Covariance for KT2 and KKED1 = 0.19
(0.026)
7.47

Error Covariance for KT2 and KT1 = 0.16
(0.030)
5.42

Error Covariance for KT5 and KT4 = 0.084
(0.017)
5.02

Error Covariance for KT8 and KKED2 = -0.06
(0.018)
-3.31

Error Covariance for KT9 and KKED3 = -0.03
(0.011)
-2.71

Error Covariance for KT9 and KT4 = 0.053
(0.015)
3.49

Error Covariance for KT10 and KT4 = 0.049
(0.017)
2.85

Error Covariance for KT11 and KT4 = 0.039
(0.014)
2.78

Error Covariance for PS1 and KT2 = 0.061
(0.020)
3.09

Error Covariance for PS2 and KKD4 = 0.028
(0.0079)
3.54

Error Covariance for PS2 and KKD5 = -0.04
 (0.012)
 -3.21

Error Covariance for PS2 and KKD6 = 0.039
 (0.013)
 2.89

Error Covariance for PS4 and PS3 = 0.048
 (0.017)
 2.90

Error Covariance for PS5 and KKD4 = 0.023
 (0.0062)
 3.78

Error Covariance for PS6 and KKED1 = 0.017
 (0.0051)
 3.27

Error Covariance for PS6 and PS3 = 0.068
 (0.014)
 4.95

Error Covariance for PS6 and PS4 = 0.097
 (0.016)
 6.24

Error Covariance for PS6 and PS5 = 0.055
 (0.010)
 5.48

Error Covariance for PS7 and PS3 = -0.03
 (0.011)
 -3.09

Error Covariance for PS8 and PS7 = 0.12
 (0.023)
 5.15

Error Covariance for PS9 and KKD2 = 0.022
 (0.0066)
 3.31

Error Covariance for PS9 and PS7 = 0.10
 (0.020)
 5.35

Error Covariance for PS9 and PS8 = 0.072

(0.022)
3.32

Structural Equations

KK = 0.67*KT + 0.30*PS, Errorvar.= 0.11 , R² = 0.89

(0.085) (0.079) (0.017)
7.92 3.77 6.71

KKE = 0.24*KK + 0.47*KT + 0.33*PS, Errorvar.= 0.0042 , R² = 1.00

(0.069) (0.082) (0.053) (0.0072)
3.46 5.72 6.19 0.59

Reduced Form Equations

KK = 0.67*KT + 0.30*PS, Errorvar.= 0.11, R² = 0.89

(0.085) (0.079)
7.92 3.77

KKE = 0.63*KT + 0.40*PS, Errorvar.= 0.011, R² = 0.99

(0.073) (0.062)
8.64 6.46

Correlation Matrix of Independent Variables

	KT	PS
KT	1.00	
PS	0.87	1.00
	(0.02)	
	35.24	

Covariance Matrix of Latent Variables

	KK	KKE	KT	PS
KK	1.00			
KKE	0.96	1.00		
KT	0.93	0.98	1.00	
PS	0.88	0.95	0.87	1.00

Goodness of Fit Statistics

Degrees of Freedom = 358
 Minimum Fit Function Chi-Square = 626.99 (P = 0.00)
 Normal Theory Weighted Least Squares Chi-Square = 548.20 (P = 0.00)
 Estimated Non-centrality Parameter (NCP) = 190.20
 90 Percent Confidence Interval for NCP = (130.93 ; 257.42)

Minimum Fit Function Value = 3.58
 Population Discrepancy Function Value (F0) = 1.09
 90 Percent Confidence Interval for F0 = (0.75 ; 1.47)
 Root Mean Square Error of Approximation (RMSEA) = 0.055
 90 Percent Confidence Interval for RMSEA = (0.046 ; 0.064)
 P-Value for Test of Close Fit (RMSEA < 0.05) = 0.18

Expected Cross-Validation Index (ECVI) = 4.36
 90 Percent Confidence Interval for ECVI = (4.02 ; 4.74)
 ECVI for Saturated Model = 5.31
 ECVI for Independence Model = 194.11

Chi-Square for Independence Model with 435 Degrees of Freedom = 33908.98
 Independence AIC = 33968.98
 Model AIC = 762.20
 Saturated AIC = 930.00
 Independence CAIC = 34094.09
 Model CAIC = 1208.44
 Saturated CAIC = 2869.28

Normed Fit Index (NFI) = 0.98
 Non-Normed Fit Index (NNFI) = 0.99
 Parsimony Normed Fit Index (PNFI) = 0.81
 Comparative Fit Index (CFI) = 0.99
 Incremental Fit Index (IFI) = 0.99
 Relative Fit Index (RFI) = 0.98

Critical N (CN) = 119.11

Root Mean Square Residual (RMR) = 0.032
 Standardized RMR = 0.046
 Goodness of Fit Index (GFI) = 0.83
 Adjusted Goodness of Fit Index (AGFI) = 0.78
 Parsimony Goodness of Fit Index (PGFI) = 0.64

The Modification Indices Suggest to Add the

Path to	from	Decrease in Chi-Square	New Estimate
KKD6	KKE	10.7	0.36
PS1	KT	12.3	-0.44

Standardized Solution

LAMBDA-Y

	KK	KKE
KKD1	0.96	--
KKD2	0.99	--
KKD3	0.96	--
KKD4	0.94	--
KKD5	0.95	--
KKD6	0.84	--
KKD7	0.86	--
KKD8	0.94	--
KKD9	0.91	--
KKED1	--	0.87
KKED2	--	0.88
KKED3	--	0.94

LAMBDA-X

	KT	PS
KT1	0.57	--
KT2	0.56	--
KT4	0.57	--
KT5	0.57	--
KT7	0.44	--
KT8	0.74	--
KT9	0.60	--
KT10	0.49	--
KT11	0.50	--
PS1	--	0.60
PS2	--	0.72
PS3	--	0.63
PS4	--	0.70
PS5	--	0.63
PS6	--	0.77
PS7	--	0.45
PS8	--	0.54

PS9 -- 0.55

BETA

	KK	KKE
KK	--	--
KKE	0.24	--

GAMMA

	KT	PS
KK	0.67	0.30
KKE	0.47	0.33

Correlation Matrix of ETA and KSI

	KK	KKE	KT	PS
KK	1.00			
KKE	0.96	1.00		
KT	0.93	0.98	1.00	
PS	0.88	0.95	0.87	1.00

PSI

Note: This matrix is diagonal.

	KK	KKE
KK	0.11	0.00
KKE	0.00	0.00

Regression Matrix ETA on KSI (Standardized)

	KT	PS
KK	0.67	0.30
KKE	0.63	0.40

Completely Standardized Solution

LAMBDA-Y

	KK	KKE
	-----	-----
KKD1	0.97	--
KKD2	0.99	--
KKD3	0.96	--
KKD4	0.94	--
KKD5	0.94	--
KKD6	0.86	--
KKD7	0.87	--
KKD8	0.94	--
KKD9	0.91	--
KKED1	--	0.88
KKED2	--	0.89
KKED3	--	0.94

LAMBDA-X

	KT	PS
	-----	-----
KT1	0.69	--
KT2	0.69	--
KT4	0.79	--
KT5	0.77	--
KT7	0.72	--
KT8	0.78	--
KT9	0.79	--
KT10	0.64	--
KT11	0.73	--
PS1	--	0.70
PS2	--	0.83
PS3	--	0.83
PS4	--	0.85
PS5	--	0.84
PS6	--	0.90
PS7	--	0.70
PS8	--	0.70
PS9	--	0.75

BETA

	KK	KKE
KK	--	--
KKE	0.24	--

GAMMA

	KT	PS
KK	0.67	0.30
KKE	0.47	0.33

Correlation Matrix of ETA and KSI

	KK	KKE	KT	PS
KK	1.00			
KKE	0.96	1.00		
KT	0.93	0.98	1.00	
PS	0.88	0.95	0.87	1.00

PSI

Note: This matrix is diagonal.

	KK	KKE
	0.11	0.00

THETA-EPS

	KKD1	KKD2	KKD3	KKD4	KKD5	KKD6
KKD1	0.06					
KKD2	-0.03	0.01				
KKD3	--	--	0.08			
KKD4	-0.02	--	--	0.11		
KKD5	--	--	--	--	0.11	
KKD6	0.04	--	--	--	0.05	0.26
KKD7	--	--	--	--	--	0.15
KKD8	-0.04	--	0.05	0.02	--	--
KKD9	--	--	--	0.10	--	--
KKED1	--	--	--	--	--	--
KKED2	0.05	--	--	--	--	0.13
KKED3	--	--	0.05	--	--	--

THETA-EPS

	KKD7	KKD8	KKD9	KKED1	KKED2	KKED3
KKD7	0.25					
KKD8	--	0.12				
KKD9	0.03	--	0.17			
KKED1	--	--	--	0.22		
KKED2	0.10	--	--	--	0.21	
KKED3	0.03	0.04	--	--	--	0.11

THETA-DELTA-EPS

	KKD1	KKD2	KKD3	KKD4	KKD5	KKD6
KT1	--	--	--	--	--	--
KT2	--	--	--	--	--	--
KT4	--	--	--	--	--	--
KT5	--	--	--	--	--	--
KT7	--	--	--	--	--	--
KT8	--	--	--	--	--	--
KT9	--	--	--	--	--	--
KT10	--	--	--	--	--	--
KT11	--	--	--	--	--	--
PS1	--	--	--	--	--	--
PS2	--	--	0.03	-0.05	0.05	--
PS3	--	--	--	--	--	--
PS4	--	--	--	--	--	--
PS5	--	--	0.03	--	--	--
PS6	--	--	--	--	--	--
PS7	--	--	--	--	--	--
PS8	--	--	--	--	--	--
PS9	--	0.03	--	--	--	--

THETA-DELTA-EPS

	KKD7	KKD8	KKD9	KKED1	KKED2	KKED3
KT1	--	--	--	0.24	--	--
KT2	0.04	--	--	0.24	--	--
KT4	--	--	--	--	--	--
KT5	--	--	--	--	--	--
KT7	--	--	--	--	--	--
KT8	--	--	--	--	-0.06	--
KT9	--	--	--	--	--	-0.04
KT10	--	--	--	--	--	--
KT11	--	--	--	--	--	--

PS1	--	--	--	--	--	--
PS2	--	--	--	--	--	--
PS3	--	--	--	--	--	--
PS4	--	--	--	--	--	--
PS5	--	--	--	--	--	--
PS6	--	--	--	0.02	--	--
PS7	--	--	--	--	--	--
PS8	--	--	--	--	--	--
PS9	--	--	--	--	--	--

THETA-DELTA

	KT1	KT2	KT4	KT5	KT7	KT8
KT1	0.53					
KT2	0.25	0.52				
KT4	--	--	0.37			
KT5	--	--	0.16	0.40		
KT7	--	--	--	--	0.48	
KT8	--	--	--	--	--	0.39
KT9	--	--	0.10	--	--	--
KT10	--	--	0.09	--	--	--
KT11	--	--	0.08	--	--	--
PS1	--	0.09	--	--	--	--
PS2	--	--	--	--	--	--
PS3	--	--	--	--	--	--
PS4	--	--	--	--	--	--
PS5	--	--	--	--	--	--
PS6	--	--	--	--	--	--
PS7	--	--	--	--	--	--
PS8	--	--	--	--	--	--
PS9	--	--	--	--	--	--

THETA-DELTA

	KT9	KT10	KT11	PS1	PS2	PS3
KT9	0.38					
KT10	--	0.58				
KT11	--	--	0.47			
PS1	--	--	--	0.51		
PS2	--	--	--	--	0.30	
PS3	--	--	--	--	--	0.31
PS4	--	--	--	--	--	0.08
PS5	--	--	--	--	--	--
PS6	--	--	--	--	--	0.10
PS7	--	--	--	--	--	-0.07

PS8 -- -- -- -- --
 PS9 -- -- -- -- --

THETA-DELTA

	PS4	PS5	PS6	PS7	PS8	PS9
PS4	0.28					
PS5	--	0.30				
PS6	0.14	0.09	0.18			
PS7	--	--	--	0.51		
PS8	--	--	--	0.23	0.51	
PS9	--	--	--	0.22	0.13	0.43

Regression Matrix ETA on KSI (Standardized)

	KT	PS
KK	0.67	0.30
KKE	0.63	0.40

Time used: 0.266 Seconds

D. Hasil Analisis *Goodness of Fit*

Group	Indicator	Value	Keterangan
1	<i>Degree of Freedom</i>	358	<i>Good fit</i>
	<i>Chi Square</i>	626,99	
	NCP	190,20	
	<i>Confidence Interval</i>	130,93 ; 257,42	
2	RMSEA	0,055	<i>Good fit</i>
	<i>Confidence Interval</i>	0,046 ; 0,064	
	<i>P Value</i>	0,18	
3	<i>ECVI Model</i>	4,36	<i>Good fit</i>
	<i>ECVI Saturated</i>	5,31	
	<i>ECVI Independence</i>	194,11	
	<i>Confidence Interval</i>	4,02 ; 4,74	
4	<i>AIC Model</i>	762,20	<i>Good fit</i>
	<i>AIC Saturated</i>	930,00	
	<i>AIC Independence</i>	33968,98	
	<i>CAIC Model</i>	1208,44	
	<i>CAIC Saturated</i>	2869,28	
	<i>CAIC Independence</i>	34094,09	
5	NFI	0,98	<i>Good fit</i>
	CFI	0,99	
	NNFI	0,99	
	IFI	0,99	
	RFI	0,98	
	PNFI	0,81	
6	<i>Critical N</i>	119,11	<i>Marginal fit</i>
7	GFI	0,83	<i>Good fit</i>
	AGFI	0,78	
	PGFI	0,64	

Lampiran 6:

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TYPE TITLE OF YOUR ARTICLES (Cambria 16)

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Second Author^{2*} (Cambria 11; 1.15 space)

1 First author's affiliation (Institution / University)

2 Second author's affiliation (Institution / University)

* Correspondence author: correspondence and email

Abstract (Cambria 12)

Abstract consists of: subject matter, objectives, methods, results, and conclusions. Abstracts are written in the form of a single paragraph, without reference, acronyms, software, and footnote. Abstracts are written not in mathematical form, questions, and conjectures. Abstract is not a result of copy and paste of sentences in the content of the manuscript. The abstract content of English is a maximum of 250 words. (Cambria 11; 1.15 space)

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JEL Classification : M41, M42

Article history: *Submission date:* *Revised date:* *Accepted date:*

INTRODUCTION (Cambria 12)

Introduction includes background to interest, issues, phenomena, and novelty. The subtitle formulation of the problem, the purpose, usefulness of the research, and the benefits of the research do not need to be written but are directly written in the form of paragraphs. Hypothesis is implicitly explained in the research gap. No need to show conceptual framework. The purpose of the study is written at the end of the introduction. (Cambria 11; 1.15 space)

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Research method includes data sources, collection techniques, processing, and data analysis. Method reflects how to analyze research/ study data. From the analysis of this data, results and discussion of study/ research are obtained. There is no need for subheadings such as research design, sample and data collection techniques, validity and reliability tests, but directly in paragraph form. (Cambria 11; 1.15 space)

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Result (Cambria 11)

Results are not raw data, but data that have been processed/ analyzed by a particular method. (Cambria 11; 1.15 space)

Table 1
Hypothesis Testing

Hypothesis	Estimate	p-value	Decision

Source:

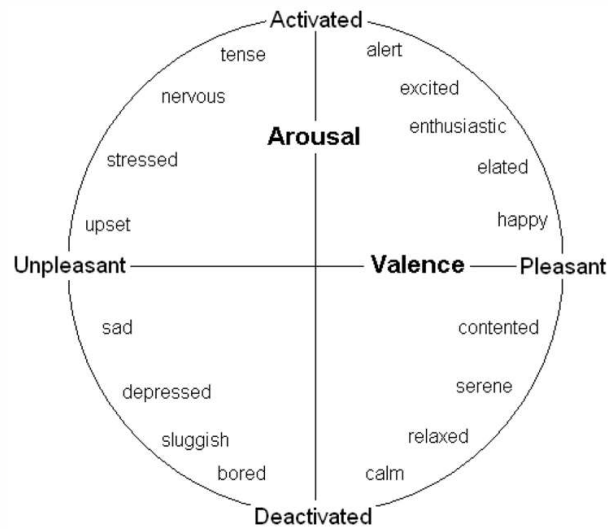


Figure 1
A two-dimensional representation of emotional state

Discussion (Cambria 11)

The discussion is the result of the interpretation of data analysis, to be associated with relevant scientific theories/ concepts. (Cambria 11; 1.15 space)

CONCLUSION (Cambria 12)

The conclusion should be the answer to the research question, and expressed not in statistical sentences. Followed by implications, and suggestions for further research. It must be written along one paragraph in essay form, not numerically. (Cambria 11; 1.15 space)

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The references should be within the last 10 years 80%. The list of expected referrals is 80% of primary sources derived from national and international research articles. Self-citation authors' frequency maximum is three articles. One reference to article writing should be taken from an article published in the previous edition. Indonesian bibliography, must be accompanied by the English title.

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Example:

Citation:

Scientific journals: (Belanche et al., 2019)

Books: (Joseph F Hair et al., 2018)

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THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND HUMAN RESOURCE DEVELOPMENT TO JOB SATISFACTION AND IMPACT ON WORK ENGAGEMENT

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ABSTRACT

Human resource practices play a key role in attracting, motivating, rewarding and retaining employees. Other human resource management practices include hiring employees, selecting employees, jobs, compensating employees, and developing good working and employee relationships. Therefore, minimizing labor recruitment expenses or costs to maintain sustainable performance, human resources are needed, or in this case employees who have a sense of attachment to the company and a sense of belonging to the organization or often interpreted as involvement. This study aims to see and analyze the effect of transformational leadership and human resource development on job satisfaction and its impact on job impact. This type of research is conducted using a quantitative approach. The sampling method using probability sampling with simple random sampling technique. Thus, the number of samples was determined as much as 176 samples. Methods of data analysis in this study using structural equation modeling (SEM) analysis using the Lisrel 7.8 statistical program. The results of the study found that transformational leadership and human resource development had a positive and significant effect on job satisfaction. increases. In addition, the company also carries out formal training and education activities.

Keywords : *Transformational Leadership, HR Development, Job Satisfaction, Work Engagement*

1. Introduction

Work engagement display deep and positive emotions to connect employees with work. Engagement requires leaders to support employees in solving problems and motivate them to be more committed (Mansor et al., 2017). Leaders in supporting employees to solve problems and motivate them to be more committed must practice two-way communication in order to get the expected work results. Lai et al. (2020), Milhem et al. (2019), Arokiasamy and Tat (2020), and Hawkes et al. (2017) found that transformational leadership has a significant effect on employee work engagement. Arokiasamy and Tat (2020) tested four behaviors of leadership, namely intellectual stimulation, idealized influence, inspirational motivation, and individual consideration, the results show that the direct relationship between transformational leadership and job involvement is accepted. This indicates that employees who have a transformed manager are more likely to be energetic, dedicated and absorbed in work. Testing of the effect of transformational leadership was also carried out by Gözükarar and Şimşek (2015), who found that work autonomy has a full mediator effect on the relationship between transformational leadership and job involvement. Human Resources (HR) development is also a factor in the emergence of a sense of work engagement

between employees and the company. This is because with the development carried out by the company, employees will feel cared for and expect the development of their career. HR development by the company in the end will also affect the level of satisfaction of these employees with the tasks assigned by the company. With a sense of satisfaction, it can create a sense of desire to remain attached to a higher company. Yassin (2018) found that there is a significant effect of resource management practices on employee work engagement in the company. The focus of previous research conducted by Lai et al. (2020) examined the effect of transformational leadership on work engagement. Then Milhem et al. (2019) on the effect of transformational leadership on work engagement. Arokiasamy and Tat (2020) examined the effect of transformational leadership on work involvement and employee workplace spirituality, whereas Hawkes et al. (2017) looked at the influence of transformational leadership and work resources on work involvement.

There are, however, few studies currently available (eg, Lai et al., 2020); Arokiasamy and Tat, 2020); Hawkes et al., 2017) have not tested the influence of transformational leadership and HR development on job satisfaction and its impact on work engagement. Therefore, this study adds work engagement variables as the impact of the effect of transformational leadership and human resource development on employee job satisfaction. The level of satisfaction is one of the motivators for a person or individual to be able to feel support from the company they work for (Garg et al., 2018). Satisfied employees will have a higher level of engagement than employees who are dissatisfied with their work. Garg et al. (2018) explained that in a dynamic environment like today, organizations face difficulties in retaining talented employees. More in-depth evaluation is needed to understand whether intrinsic or extrinsic job satisfaction increases job engagement. Thus, the existence of job satisfaction can be a driving force for employee work engagement. Meanwhile, employee job satisfaction is also influenced by various factors, including the existing leadership style in the organization and the existence of organizational support in the form of human resource or employee development. Employee development is a factor that determines a person's satisfaction with his company (Jehanzeb and Mohanty, 2018). Furthermore, Chandrasekara (2019) found that transformational leadership style has a significant positive correlation with employee job satisfaction. Thus, the purpose of this study was to determine and analyze the effect of transformational leadership and human resource development on job satisfaction and its impact on work engagement.

2. LITERATURE REVIEW

2.1 Transformational leadership

Leadership has been considered as individuals who articulate, create and create a shared vision that ultimately guides the organization towards new directions and also achieves organizational success through individuals, not strategic vision (Nasidi et al., 2019). Transformational leadership encourages employees to go beyond self-interest and realization. This type of leader increases the sensitivity of subordinates about the problems of consequences, growth, self-actualization and ideals (Mansor et al., 2017). The concept of transformational leadership was first coined by leadership expert James MacGregor Burns in 1978 who stated that transformational leadership is a process in which a leader engages followers by motivating them through empowerment, learning, trust, and communication. Transformational leaders encourage a collaborative approach in which the leader and followers work together on a common vision for the current and future of the organization (Devi and Narayanamma, 2016). Khan et al. (2018) stated that leaders motivate followers through inspiration by having high expectations and encouragement to push them through their thoughts. Pushing team members to the status quo challenge to hold back and answer their own influenced questions through tacit knowledge, the motivation is enhanced from the dimension of intellectual stimulation. Leaders mostly do such work to do the phenomenon of things right and create trust among their team members and also create an environment where everyone respects each other, such dimensions fall under idealized influence.

2.2 Human Resource Development

Human resource management is a management system that seeks to obtain employee commitment and involvement in line with the goals and objectives of the organization. Human resources are defined as a strategic and coherent approach to organizational management that is most valuable, because it is involved in managing people in the organization to achieve goals (Yassin, 2018). HR management is a science and practice that deals with the nature of working relationships and all the decisions, actions and problems associated with these relationships. Furthermore, Yassin (2018) explains the practice of human resources which is expected to develop worker abilities and work engagement. This suggests that human resource practices play an important role in employee job engagement. HR development can increase organizational profitability by encouraging positive employee attitudes to help the organization earn a profit (Siddiqui and Sahar, 2019). For individual employees, training and development can increase information related to work problems that may be encountered while on duty. Training and development is defined as strategic knowledge and experience that shows employees how to perform and complete their current and future tasks.

2.3 Work Engagement

To maintain high levels of productivity and functional effectiveness, organizations must ensure that their employees are focused and invest their full energy in completing tasks. Lai et al. (2020) proposed the concept of job involvement to assess the extent of psychological attendance or absence of employees at work. Job engagement refers to the simultaneous work and self-expression of one's choice in task behavior that promotes connection to work and other people, personal presence (physical, cognitive, and emotional). In addition, engaged employees are attentive, connected, integrated, and focused on task performance. Employees are more open to others, willing to establish relationships with others at work, and are more likely to take themselves fully to fulfill their job roles. Job involvement is a positive, satisfying, and affective motivational state of work-related well-being that can be seen from job fatigue. Engaged employees have a high energy level and are enthusiastically involved in their work (Arokiasamy and Tat, 2020). In addition, work engagement reflects intense involvement in work (dedication). The involved employees will consider important details while achieving the essence of a challenging problem.

2.4 Job Satisfaction

Job satisfaction can be defined by comparing employees' expectations of their work and work results. This is related to the optimistic mindset of employees towards work and has been evaluated based on their point of view. Since it's a simple principle, even the layman can understand that if employees are satisfied with their work, they are connected to the organization or we can say that they feel that it is their own organization; automatically they work with a higher commitment, resulting in organizational success (Mazeed et al., 2019). Job satisfaction consists of two components: affective and cognitive. The affective part is the level of feelings towards work in a positive and negative direction, while the cognitive part consists of employees' thoughts and beliefs about their work (Garg et al., 2018). Job satisfaction can be defined as the attitudes that individuals have about their work, the result of their perceptions of work and the extent to which there is a good fit between individuals and organizations (Jehanzeb and Mohanty, 2018).

3. Hypothesis

3.1 Transformational Leadership and Job Satisfaction

Milhem et al. (2019) show that there is a direct relationship between transformational leadership and employee work engagement. Chandrasekara (2019) found that transformational leadership style has a significant positive correlation with employee job satisfaction. Garg et al. (2018) also explained that in a dynamic environment like today, organizations face difficulties in retaining talented employees. A more in-depth evaluation is needed to understand whether intrinsic or extrinsic job satisfaction increases employee job engagement. Based on the above statement, the research hypothesis is as follows:

H1: Transformational leadership will increase job satisfaction

3.2 Human Resource Development and Job Satisfaction

Work bondage to employees in poor conditions at work can be a hurdle for many organizations (Shahid, 2019). Businesses need engagement with their staff to keep the workforce motivated and productive. Then, Al-Mehrzi and Singh (2016) also added that work attachment to employees is an important element in determining organizational success. Therefore, management must support actions that can give each employee a sense of belonging, one of which is by developing human resources. Yassin (2018) found that human resource practices are a factor that has a positive impact on employee work engagement. However, this determination can be further improved by management by paying attention to the level of job satisfaction of employees as a mediating factor between the development given and the employee's work engagement. Employee development is a factor that determines a person's satisfaction with his company (Jehanzeb and Mohanty, 2018). Because with developments that can provide more satisfaction to employees, the sense of belonging to the company will be even higher. Based on the above statement, the hypothesis of this study is as follows:

H2: Human Resource Development will increase job satisfaction

3.3 Transformational Leadership and Work Engagement

Transformational leaders give personal attention to each member, try to understand their needs, and provide emotional support when they are frustrated at work. These support cues increase members' feelings of security and encourage them to present themselves of their choice while working on assignments. Thus, transformational leaders encourage members to effectively use intelligence or experience, view problems from multiple angles, master the problem-solving process, and determine the best solutions to increase efficiency. This implies that the leader can offer members sufficient resources (eg, physical, emotional, or psychological) to try new solutions to task-related problems. This might result in psychological availability and increased member job engagement (Lai et al., 2020). Previous research (eg, Arokiasamy and Tat, 2020); Hawkes et al., 2017) show that transformational leaders increase job engagement. Based on the above statement, the research hypothesis is as follows:

H3: Transformational leadership will increase work engagement

3.4 Human Resource Development and Job Engagement

Employee development according to Jehanzeb and Mohanty (2018) provides an increase in positive results that are expected to increase by involving in job training, reducing employee turnover and absenteeism, better employee commitment, establishing a strong internal structure for career development, and increasing teamwork, exchanging relationships and morals. HR development is related to productivity and involvement in how the manager's strategy is to develop his workers to become involved in the work given. In short, engaged workers have an energetic and effective drive to complete their tasks. They also act with confidence and see themselves competently handling challenges arising from their work. Yassin (2018) in research found resource management practices have an influence on employee work engagement. This shows that employers need to develop appropriate and well-structured HR policies to achieve a high level of work engagement among employees. Based on the above statement, the research hypothesis is as follows:

H4: Human Resource Development will increase work engagement

3.5 Job Satisfaction and Job Engagement

Job satisfaction is an individual's attitude towards his job. Someone who has high job satisfaction will have a positive attitude towards his job. Thus, people who are dissatisfied (low job satisfaction) will have negative attitudes towards their work. Attitudes of employees towards work related to the workplace. uasi, teamwork among employees, gifts received at work and matters

relating to physical and psychological factors. Job-related feelings involve aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placements, job company organizational structure, quality of supervision. The results of this study support the research conducted by Garg et al. (2018) which states that there is a positive relationship between job satisfaction and job involvement. Previous research which is in line with these findings was conducted by Hasibuan (2019) which stated that employee satisfaction has a positive and significant impact on job involvement. Previous research conducted by Alzyoud (2018) stated that job satisfaction can increase work engagement. Based on the above statement, the research hypothesis is as follows::

H5 : job satisfaction will increase work engagement

Based on the description of the hypothesis that has been presented, a conceptual framework can be formed as in Figure 1 below:

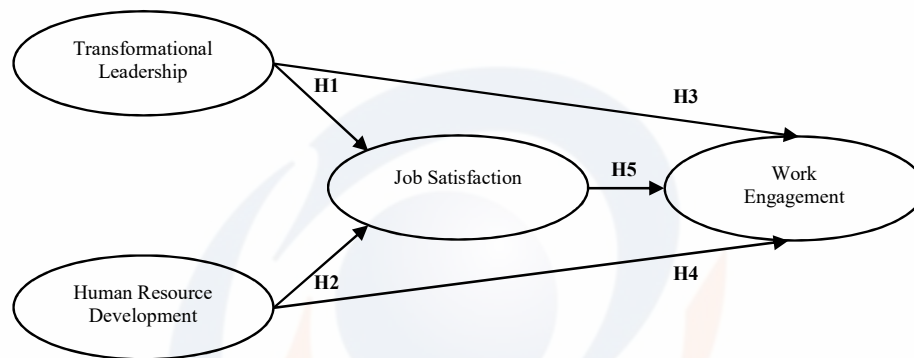


Figure 1 Conceptual Framework

4. Methodology

The research methodology used is a quantitative approach and aims to examine the relationship between four variables, namely transformational leadership, human resource development, work engagement, and job satisfaction as intervening variables. According to Bass and Avolio (2010) indicators for measuring transformational leadership are: 1) idealized influence, 2) inspirational motivation, 3) intellectual stimulation, and 4) individualized consideration. Furthermore, according to Noe (2017) the indicators used to measure HR development are: 1) formal education, 2) assessment, 3), work experience, and 4) interpersonal relationships. Then the work attachment variable according to Schaufeli and Bakker (2010) is measured by indicators, namely: 1) vigor, 2) dedication, and 3) absorption. While the job satisfaction variable is measured using indicators, namely (Spector, 1985): 1) satisfaction with pay, 2) promotional opportunities, 3) fringe benefits, 3) contingent rewards, 4) supervision, 5) co-workers, 6) nature of work itself, 7) communication, and 8) work conditions. This research was conducted in April 2020 at the head office of PT. Wijaya Karya (Persero) Tbk (WIKA). WIKA is one of the largest State-Owned Enterprises (BUMN) engaged in the construction service sector in Indonesia.

The sample method used is non-probability sampling. The method or sampling technique above is done by census sampling or another term is saturated sampling. Census sampling or saturated sampling is a sampling technique when all members of the population are used as samples (Sugiyono, 2016). Because the total population in this study amounted to 176 people, the sample was determined as many as 176 samples. The survey was conducted by distributing online questionnaires to employees who work at the company at the staff position level. In this questionnaire using a Likert scale as a form of level or level of importance (Sekaran and Bougie, 2017). In the Likert scale there is a set of statements that are offered for the real or hypothetical situation under study. Respondents were asked to indicate the level of agreement from strongly disagree to strongly agree) with the statements

given (items) on a scale of 1 to 5. To obtain a good research result, the questionnaire used as a means of collecting data in a study is tested for validity and reliability first so that the conclusions obtained are not wrong. Reliability is a test to measure the consistency of the instrument, while validity is a test that shows the validity of the instrument developed in measuring a particular concept of a study (Hair et al., 2014). Validity and reliability testing was carried out using Lisrel software version 7.8 with the Confirmatory Factor Analysis (CFA) test. SEM analysis was performed using the Lisrel 7.8 statistical program. The transformational leadership style and human resource development are exogenous variables, while job engagement and job satisfaction are endogenous variables. Hypothesis testing by looking at the results of the t value (t-values) with the provisions of 1.96 (Hair et al., 2014). If the t value is greater than 1.96 then H_0 is rejected and H_a is accepted, and vice versa if the t value is less than 1.96 then H_0 is accepted and H_a is rejected.

5. Results

This study uses Lisrel (Linear Structural Relationship) 7.8 software to investigate the relationship of four variables, namely transformational leadership style, human resource development, work engagement, and job satisfaction. Research respondents were the entire population of 176 respondents. The characteristics of the respondents in this study consisted of gender, age of the respondent, last education, and years of service. Employees of PT. Wijaya Karya (Persero) Tbk with the majority staff level is male, namely as many as 137 employees or 77.8% and the remaining 39 women or 22.2%. Age of employees of PT. Wijaya Karya (Persero) Tbk, with a majority staff level aged 25-35 years, totaling 126 employees or 71.6%. Judging from the level of education, employees of PT. Wijaya Karya (Persero) Tbk with the majority staff position level with S1 graduates of 110 employees or 62.5%, and for the tenure of the employees the majority of employees have worked for > 5 years with 80 employees or 45.5%.

The construct validity and reliability tests were carried out based on the recommendations from Hair et al. (2014), the observational variable that is suitable for use as operational to the construct or the latent variable must have a factor load (loading factor) greater than 0.5 and a t-value greater than 1.96 so that the validity of the factor can be said to be valid. All indicators on each variable of transformational leadership, human resource development, job satisfaction and work engagement can be said to be valid because the factor loading values all have a good match (> 0.50) and the t-value is greater than t-table (1, 96) at the 5% significance level. Good reliability requirements according to Hair et al. (2014) has construct reliability > 0.60 and variance extracted > 0.50. In this study, all variables meet In this study all the variables calculated for CR show a value above 0.60 and a VE value above 0.50, namely: transformational leadership (CR = 0.91; VE = 0.54), HR development (CR = 0.93; VE = 0.62), job satisfaction (CR = 0.98; VE = 0.87), work engagement (CR = 0.93; VE = 0.81). Further information on construct validity and reliability can be seen in Appendix 5.B.

Structural test analysis was conducted to determine the value of R^2 in each equation. The value of R^2 serves to show how far the independent variable is able to explain the dependent variable. Based on the results of the SEM analysis, the results of the analysis are firstly, the variable job satisfaction is jointly influenced by the transformational leadership variable and HR development with an R^2 value of 0.89. Thus it can be interpreted that 89% of the variants of the job satisfaction variable can be explained by the transformational leadership and HR development variables, while the remaining 11% can be explained by other variables not included in this study.

The second analysis is that the work engagement variable is jointly influenced by transformational leadership, human resource development and job satisfaction variables with an R^2 value of 1.00. This means that 100% of the variants of work engagement can be explained by the variables of transformational leadership, human resource development and job satisfaction.

Based on the suitability test analysis, most of the tests showed a good fit including Chi Square, ECVI, AIC, CAIC, Fit Index, Critical N and Goodness of Fit. Based on the results of the analysis, it can be seen that there is a goodness of fit, although some are still at the level of marginal fit.

The research results are as illustrated in the T-value diagram as follows :

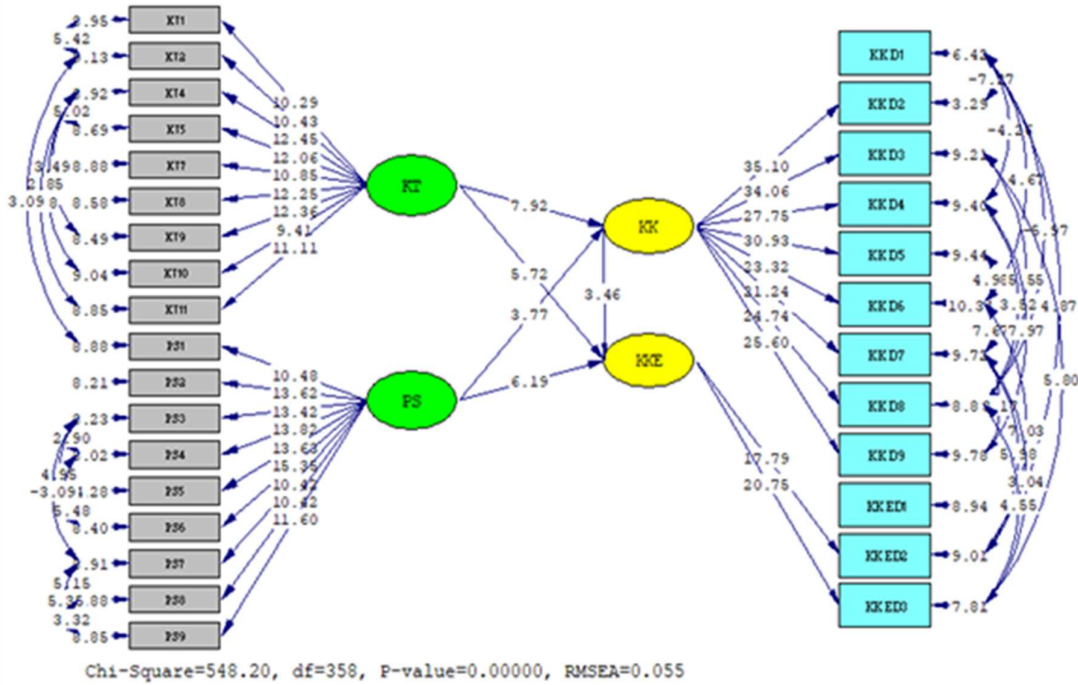


Figure 2 The T-value diagram

Based on the t-value path diagram as shown in Figure 2 above, the hypothesis testing of the research model can be presented as follows

Table 1 Research Model Hypothesis Test

Hypothesis	Pernyataan Hipotesis	T-Value	Validity
H1	Transformational Leadership increases Job Satisfaction	7,92	The data support the hypothesis
H2	HR development increases Job Satisfaction	3,77	The data support the hypothesis
H3	Transformational Leadership enhances Work Engagement	5,72	The data support the hypothesis
H4	Human Resource Development increases Work Engagement	6,19	The data support the hypothesis
H5	Job Satisfaction increases Job Engagement	3,46	The data support the hypothesis

Source : Lisrel Data Processing Results (2020)

Based on the hypothesis test table above, it is known that all variables have a T-value above 1.96 and thus the data in this study support all the research hypotheses that were built.

6. Discussion

Transformational Leadership Increases Job Satisfaction

Based on the results of hypothesis testing which states that transformational leadership has a positive and significant effect on job satisfaction. This means that the better the implementation of transformational leadership in the organization will encourage a collaborative approach in which leaders and followers work together on a shared vision for the current and future of the organization. So that the better the job satisfaction felt by employees in the organization. Transformational

leadership encourages employees to go beyond self-interest and realization. This type of leader increases the sensitivity of subordinates about the problems of consequences, growth, self-actualization and ideals (Mansor et al., 2017). This type of transformational leader provides personal attention, encourages individualized consideration, introduces new ways of working in teammates, encourages their members to provide solutions to innovative problems, and provides training and enhances intellectual stimulation of team members' behavior. Leaders who are expected by company employees are leaders who are able to provide job satisfaction for their employees. Because job satisfaction, as stated by Jehanzeb and Mohanty (2018) is an important factor affecting employee life satisfaction because most of the employee's time is spent working. As one of the determinants of organizational performance, job satisfaction is a very complex factor because job satisfaction is influenced by various factors, including leadership style. The results of this study support the research of Chandrasekara (2019) and Rahmawati and Tobing (2019) which found that transformational leadership styles have a significant positive correlation to employee job satisfaction.

HR Development Increases Job Satisfaction

The second hypothesis in this study is accepted, this is because HR development has a positive and significant effect on job satisfaction. This means that the higher the human resource development provided by the company to employees, the higher the level of job satisfaction felt by employees. Developing skills and abilities in employees provides a psychological and emotional bond over employees, thereby encouraging employees to reciprocate through greater involvement in the workplace and efficient execution of assigned work in the organization while making them more valuable in the external world of work (Jehanzeb and Mohanty, 2018). Employee development according to Noe (2017) refers to formal training and education, work experience, relationships and personality assessments, skills and abilities that help employees prepare for future jobs and positions as individual personal and professional growth from a long-term perspective. Employee development is a factor that determines a person's satisfaction with his company (Jehanzeb and Mohanty, 2018). Because with developments that can provide more satisfaction to employees, the sense of belonging to the company will be even higher. In line with this, Al-Mehrzi and Singh (2016) state that work engagement is an important element in determining organizational success. Therefore it must be supported by actions that can give each employee a sense of belonging, one of which is by developing human resources. The results of this study also support Yassin's (2018) research which found that human resource practices have an effect on employee work engagement in the company.

Transformational Leadership Increases Work Engagement

The results of the third hypothesis indicate that transformational leadership has a positive and significant effect on work engagement. In teamwork, transformational leaders provide holistic and challenging but attainable goals, and encourage followers to look beyond their personal interests to achieve collective goals. Transformational leaders encourage members to effectively use intelligence or experience, view problems from multiple angles, master the problem-solving process, and determine the best solutions to increase efficiency. The results of this study are in line with previous findings conducted by (Arokiasamy and Tat, 2020; Hawkes et al., 2017) which show that transformational leadership has an effect on job involvement. This implies that the leader can offer members sufficient resources (eg, physical, emotional, or psychological) to try new solutions to task-related problems. This might result in psychological availability and increased member job engagement (Lai et al., 2020).

HR Development Increases Work Engagement

Human resource development has a positive and significant effect on work engagement. Thus the fourth hypothesis is accepted. Engaged workers have an energetic and effective drive to complete the task at hand. Employees act with confidence and see themselves competently handling challenges arising from the work being done. Employee development according to Jehanzeb and Mohanty (2018)

provides an increase in positive results that are expected to increase by involving in job training, reducing employee turnover and absenteeism, better employee commitment, establishing a strong internal structure for career development, and increasing teamwork, exchanging relationships and morals. Career development has an important advantage in organizations, namely increasing employee skills through serious training in the career development process so that it can be tailored to the needs of the company. This result is in line with Yassin's (2018) research which found that resource management practices have an influence on employee work engagement. This shows that employers need to develop appropriate and well-structured HR policies to achieve a high level of work engagement among employees.

Job Satisfaction Increases Job Engagement

The results in this study indicate the relationship between job satisfaction and work engagement has a positive and significant effect. This indicates that job satisfaction is an individual's attitude towards his job. Someone who has high job satisfaction will have a positive attitude towards his job. Job satisfaction can be defined by comparing employees' expectations of their work and work results. This is related to the optimistic mindset of employees towards work and has been evaluated based on their point of view. Since it's a simple principle, even the layman can understand that if employees are satisfied with their work, they are connected to the organization or we can say that they feel that it is their own organization; automatically they work with a higher commitment, resulting in organizational success (Mazeed et al., 2019). People who are dissatisfied (low job satisfaction) will have negative attitudes towards their work. Attitudes of employees towards work related to the workplace. After teamwork among employees, gifts received in work and matters relating to physical and psychological factors. Job-related feelings involve aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placements, job company organizational structure, quality of supervision. Meanwhile, the feelings related to it include age, health condition, ability, education. Job involvement is a positive, satisfying, and affective motivational state of work-related well-being that can be seen from job fatigue. Engaged employees have a high energy level and are enthusiastically involved in their work (Arokiasamy and Tat, 2020). The results of this study support the research conducted by Garg et al. (2018) which states that there is a positive relationship between job satisfaction and job involvement. Previous research which is in line with these findings was conducted by Hasibuan (2019) and Alzyoud (2018) which stated that employee satisfaction has a positive and significant impact on job involvement.

7. Conclusion

The first test results, transformational leadership has a positive and significant effect on job satisfaction. This means that the better the implementation of transformational leadership in the organization will encourage a collaborative approach in which leaders and followers work together on a shared vision for the current and future of the organization. The second result states that human resource development has a positive and significant effect on job satisfaction. This means that the higher the HR development provided by the company to the employees, the higher the level of job satisfaction felt by employees. The third test result states that transformational leadership has a positive and significant effect on work engagement. Transformational leaders provide holistic and challenging but attainable goals, and encourage followers to look beyond their personal interests to achieve collective goals. The fourth research result states that human resource development has a positive and significant effect on work engagement. This shows that employers need to develop appropriate and well-structured HR policies to achieve a high level of work engagement among employees. This study has certain limitations that were considered when analyzing the research results. First, this study has not been able to reveal the overall factors that affect job satisfaction and job engagement. In addition, this study involved a limited number of research subjects, namely only using employees at the head office and the sample set in this study was 176 samples. In this study only analyzes the effect of transformational leadership and human resource development on job

satisfaction and their impact on work engagement. Future research is expected to carry out other research by including other variables that can affect job satisfaction and work engagement such as work environment, workload and organizational culture. Then, related to research variables can be added with other variables that can also determine job satisfaction and work attachment to the company such as work environment, compensation, and organizational culture. So that it will be more known the dominant factors that influence the formation of employee satisfaction and work engagement.

8. Mangerial Implications

The implication of this research result is expected to be useful for companies, especially those engaged in construction services. Based on this research, transformational leadership and human resource development play a major role in increasing job satisfaction which in turn also has an impact on increasing employee work engagement. In this case, companies need to instill transformational leadership attitudes and styles where managers provide motivation to employees so that employees feel valued, respected and enthusiastic to achieve company goals, which in the end employees will have a sense of attachment to the company. In addition, the company is also expected to pay attention to and provide opportunities for employees to develop through training programs, employee rotation or other policies that can improve employee competence and insight to develop and get better. Thus, the company and employees will form a mutually beneficial bond. For companies it will be easier to increase work productivity and be able to motivate employees at a more efficient cost, while for employees there will be a sense of pleasure and loyalty to work in the company and have good job satisfaction.

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Lampiran 8:

Sekilas Bio Data Penulis



Muhammad Fajar Rahman P. Pardede, SE. dilahirkan di Medan, 17 Oktober 1992. Sebagai anak pertama dari 4 bersaudara dari pasangan Bapak Muhammad Tavip Pardede dan Ibu Herlina Suryani, penulis sejak usia dini sudah dibentuk untuk menjadi pribadi yang berkarakter islami dan berkepemimpinan.

Penulis pernah menempuh pendidikan Sekolah Dasar di Madrasah Ibtidaiyah Swasta (MIS) Islamiyah Medan, dan melanjutkan ke pendidikannya di SMP Negeri 9 Medan, kemudian menamatkan pendidikan menengah atas di SMA Negeri 3 Banda Aceh. Gelar Sarjana Ekonomi diperoleh Penulis dari Jurusan Akuntansi, Fakultas Ekonomi dan Bisnis, Universitas Syiah Kuala, Banda Aceh.

Saat ini, Penulis bekerja di PT Wijaya Karya (Persero) Tbk sebagai Staff Ahli di Divisi Keuangan. Adanya keinginan untuk terus menimba ilmu dan mengeksplorasi pengetahuan lebih luas mendorong Penulis untuk terus menempuh pendidikan lanjutan ke jenjang pasca sarjana pada program studi Magister Manajemen di Fakultas Ekonomi dan Bisnis, Universitas Esa Unggul dengan menyelesaikan penelitian tugas akhir yang berjudul **“Pengaruh Kepemimpinan Transformasional dan Pengembangan Sumber Daya Manusia Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Keterikatan Kerja”**.

Dengan mengucapkan puji dan syukur ke hadirat Allah SWT, Penulis berharap tulisan/tugas akhir ini dapat memberikan manfaat bagi banyak pihak dan berkontribusi positif pada bidang keilmuan, khususnya manajemen.