

Lampiran 1

**PERMOHONAN KESEDIAAN PENGISIAN
KUESIONER PENELITIAN**

Dengan hormat,

Sehubungan dengan penyelesaian tugas akhir tesis untuk memenuhi persyaratan gelar sarjana Strata 2 (S-2) pada program studi Magister Administrasi Rumah Sakit, Universitas Esa Unggul Jakarta, maka peneliti mengadakan penelitian yang berjudul **“Pengaruh Iklim Organisasi dan Sistem *Reward* terhadap *Workplace Deviant Behavior* dengan Motivasi Kerja Sebagai Variabel *Intervening* di RS Karya Medika Bantar Gebang”**.

Saya yang bertanda tangan di bawah ini :

Nama : Elsa Widjaja

NIM : 20200309068

Fakultas/Program Studi : Magister Administrasi Rumah Sakit (MARS)

Dengan ini memohon kesediaan Bapak/Ibu/Saudara untuk mengisi kuesioner ini. Publikasi yang akan diterbitkan hanyalah dalam bentuk statistik total dari sekelompok individu yang menjadi responden. Oleh karena itu jawaban yang terbaik adalah jawaban yang benar-benar menggambarkan kondisi keadaan yang sebenarnya. Atas kesediaan dan perhatian Bapak/Ibu/Saudara saya ucapkan terima kasih.

Hormat Saya,



Elsa Widjaja

Lampiran 2

**LEMBAR PERSETUJUAN SUBJEK PENELITIAN
(INFORMED CONSENT)**

Saya yang bertanda tangan di bawah ini :

Inisial nama :
Pendidikan :
Usia :
Jenis kelamin :
Pekerjaan :

Setelah mendapatkan penjelasan dari peneliti tentang prosedur penelitian, maka saya menyatakan bersedia untuk menjadi responden dan mengisi kuesioner sehubungan dengan penelitian yang dilakukan oleh dr. Elsa Widjaja dengan judul :

**“PENGARUH IKLIM ORGANISASI DAN SISTEM *REWARD*
TERHADAP *WORKPLACE DEVIANT BEHAVIOR* DENGAN MOTIVASI
KERJA SEBAGAI VARIABEL *INTERVENING* DI RS KARYA MEDIKA
BANTAR GEBANG”**

Demikian pernyataan ini saya buat dengan sebenarnya tanpa tekanan dari pihak manapun.

Peneliti

Bekasi, 30 Juni 2022



(Elsa Widjaja)

(Responden)

Saksi

(.....)

Lampiran 3

KUESIONER PENELITIAN

Pada kesempatan ini saya selaku peneliti, memohon kesediaan Bapak/Ibu yang telah terpilih sebagai responden untuk dapat mengisi dan menjawab kuesioner penelitian ini. Kebenaran dan kualitas jawaban responden sangat diperlukan agar diperoleh data yang akurat dan objektif bagi penelitian ini. Semua jawaban hanya akan digunakan untuk penulisan tesis dan segala kerahasiaan data responden beserta jawabannya dijamin peneliti. Atas bantuan dan kerjasamanya, kami ucapkan terima kasih.

Petunjuk Pengisian

Berilah **tanda silang (X)** pada garis kontinum berskala 1 s/d 5 yang berada di sebelah kanan/bawah dari setiap pernyataan/pertanyaan sesuai dengan tingkat kesetuju-an anda atau kondisi yang terjadi , dimulai dari **Sangat Tidak Setuju** sampai **Sangat Setuju**.

Sangat Tidak Setuju	Tidak Setuju	Netral	Setuju	Sangat Setuju
1	2	3	4	5

Khusus variabel *Workplace Deviant Behavior*

Tidak Pernah	Jarang	Kadang-Kadang	Sering	Selalu
1	2	3	4	5

Identitas & Karakteristik Responden

Dalam soal pilihan, pilihlah salah satu jawaban yang paling tepat menurut Anda dengan memberikan **tanda silang (X)** pada diantara tanda () yang disediakan.

1	Nama		
2	Jenis Kelamin	() Laki-Laki	() Perempuan
3	Usia Responden	() <= 30 tahun () 31-40 tahun	() 41- 50 tahun () 51 tahun keatas
4	Pendidikan Terakhir	() SMA () Diploma	() S1 () S2/S3
5	Jenis Pekerjaan	() Medis	() Nonmedis
6	Lama Bekerja	() Kurang dari 3 tahun () 3 – 4 tahun	() 4-5 tahun () > 5 tahun

A	Variabel <i>Workplace Deviant Behavior</i> (Y)					
No	Indikator Variabel	TP	J	KK	SR	SL
1	Saya berbohong akan jam kerja agar bisa cepat pulang					
2	Saya meminjam inventaris rumah sakit tanpa izin dan lupa mengembalikan					
3	Saya mensabotase peralatan di rumah sakit					
4	Saya me- <i>reimburse</i> uang sedikit lebih dari pengeluaran yang sebenarnya					
5	Saya menerima hadiah/uang dari pihak luar					
6	Saya membuang – buang sumber daya rumah sakit seperti bermain internet atau <i>youtube</i> dengan <i>wifi</i> rumah sakit saat bekerja					
7	Saya meninggalkan pekerjaan dengan cepat					
8	Saya memperlambat intensitas bekerja dengan sengaja saat tidak diawasi					
9	Saya datang terlambat tanpa izin					
10	Saya suka bermain <i>handphone</i> di tengah jam kerja					
11	Saya mengambil waktu istirahat lebih lama					
12	Saya membicarakan rahasia rumah sakit dengan orang yang tidak berkepentingan					
13	Saya memfitnah rekan kerja					
14	Saya pilih kasih dalam bekerja sama					
15	Saya bergosip tentang sesama rekan kerja					
16	Saya bersaing secara tidak menguntungkan dengan rekan kerja					
17	Saya mengutuk atau memaki rekan kerja					
18	Saya mengolok-olok rekan kerja dengan bahasa kasar ataupun bahasa halus					
19	Saya mengambil barang milik rekan kerja dan tidak mengembalikan jika tidak diminta					
20	Saya membahayakan keselamatan dan keamanan rekan kerja					

B	Variabel Motivasi Kerja (Z)					
No	Indikator Variabel	STS	TS	N	S	SS
1	Penghasilan yang diterima mencukupi kebutuhan hidup saya dan keluarga					
2	Penghasilan yang saya terima sudah memuaskan					
3	Saya akan bekerja lebih giat jika penghasilan ditingkatkan					
4	Rumah sakit peduli dengan kesejahteraan karyawan					
5	Keselamatan kerja saya diperhatikan dengan baik oleh rumah sakit					
6	Saya bekerja dalam suasana kerja yang kondusif dan aman					
7	Rumah sakit memiliki perlengkapan dan peralatan untuk keselamatan yang sudah memadai					
8	Saya bersosialisasi dengan pegawai lain					
9	Saya diterima dalam pergaulan di tempat kerja					
10	Saya merasa dihormati oleh atasan dan rekan kerja					
11	Saya merasa dihargai oleh atasan dan rekan kerja					
12	Kerja keras yang saya lakukan diakui oleh rumah sakit					
13	Saya merasa percaya diri bekerja di rumah sakit					
14	Saya diberikan kesempatan mendapatkan jabatan lebih tinggi di rumah sakit					
15	Saya memiliki ambisi tinggi untuk selalu berprestasi					
16	Saya ingin mengembangkan potensi dan keterampilan					
17	Saya diberi pelatihan untuk mengembangkan keterampilan					

C	Variabel Iklim Organisasi (X1)					
No	Indikator Variabel	STS	TS	N	S	SS
1	Rumah sakit saya memiliki peraturan yang jelas					
2	Pekerjaan saya di rumah sakit jelas dan terstruktur					
3	Pekerjaan di rumah sakit sesuai dengan bidang yang saya kuasai					
4	Saya mengetahui tujuan yang ingin dicapai rumah sakit.					
5	Saya diberikan arahan dan bimbingan dengan baik terkait pekerjaan oleh atasan					
6	Saya memiliki rasa tanggung jawab atas pekerjaan di rumah sakit					
7	Pekerjaan saya diawasi dengan baik oleh atasan					
8	Saya merasakan saling tolong menolong antara pemilik rumah sakit dan karyawan					
9	Saya mendapat dukungan dari pemilik rumah sakit untuk menyelesaikan pekerjaan					
10	Saya mendapat imbalan yang sesuai saat menyelesaikan tugas dengan baik					
11	Saya mendapat hukuman/ <i>punishment</i> yang sesuai dengan perilaku kerja					
12	Saya memiliki hubungan saling percaya antar karyawan					
13	Saya merasakan suasana kerja yang bersahabat dengan rekan di rumah sakit					
14	Saya bangga akan keberadaan saya dalam rumah sakit					
15	Saya memiliki komitmen bekerja di rumah sakit					
16	Saya diberi ruang kebebasan dalam pekerjaan walaupun harus mengambil resiko					
17	Saya tertantang dalam pekerjaan di rumah sakit					

D	Variabel Sistem Reward (X2)					
No	Indikator Variabel	STS	TS	N	S	SS
1	Saya mendapat gaji sesuai dengan kinerja di rumah sakit					
2	Rumah sakit memiliki tunjangan pensiun untuk karyawan					
3	Saya mendapatkan asuransi kesehatan dari rumah sakit					
4	Kinerja saya dihargai dan diakui oleh pimpinan dan rekan kerja					
5	Saya dipuji atasan saat bekerja dengan baik					
6	Saya diperhatikan secara khusus oleh atasan jika bekerja dengan baik					
7	Semua orang mendapat hak yang sama dalam mendapatkan promosi jabatan					
8	Saya mendapatkan promosi jabatan ketika mencapai target					
9	Saya mendapatkan promosi jabatan karena sudah lama bekerja di rumah sakit ini					
10	Saya mampu memulai dan menyelesaikan pekerjaan dengan baik					
11	Rasa percaya diri saya meningkat saat menyelesaikan pekerjaan dengan baik					
12	Saya dihargai atas prestasi pencapaian selama ini					
13	Walaupun sulit, saya ingin mencapai kinerja terbaik yang dapat dilakukan					
14	Saya memiliki hak mengambil keputusan tanpa pengawasan terlalu ketat					
15	Saya diberi kebebasan mengambil keputusan terbaik dalam situasi tertentu					
16	Saya diijinkan mengeluarkan potensi yang dimiliki					
17	Saya didorong untuk mengembangkan diri di rumah sakit ini					

Lampiran 4

Uji Validitas dan Reliabilitas

Uji validitas *workplace deviant behavior*

		Correlations																				
		WDB01	WDB02	WDB03	WDB04	WDB05	WDB06	WDB07	WDB08	WDB09	WDB10	WDB11	WDB12	WDB13	WDB14	WDB15	WDB16	WDB17	WDB18	WDB19	WDB20	TOTAL
WDB01	Pearson Correlation	1	.930**	.938**	.933**	.880**	.860**	.931**	.938**	.748**	.873**	.947**	.942**	.970**	.968**	.680**	.892**	.917**	.923**	.954**	.956**	.974**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB02	Pearson Correlation	.930**	1	.937**	.944**	.875**	.831**	.912**	.909**	.702**	.806**	.889**	.973**	.946**	.936**	.582**	.905**	.940**	.911**	.896**	.898**	.950**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB03	Pearson Correlation	.938**	.937**	1	.887**	.903**	.787**	.895**	.930**	.756**	.877**	.909**	.953**	.921**	.931**	.676**	.830**	.946**	.946**	.932**	.932**	.959**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB04	Pearson Correlation	.933**	.944**	.887**	1	.851**	.828**	.962**	.887**	.745**	.814**	.884**	.926**	.943**	.937**	.635**	.918**	.869**	.896**	.874**	.895**	.945**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB05	Pearson Correlation	.880**	.875**	.903**	.851**	1	.746**	.885**	.903**	.679**	.899**	.872**	.910**	.870**	.862**	.612**	.851**	.889**	.910**	.905**	.903**	.921**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB06	Pearson Correlation	.860**	.831**	.787**	.828**	.746**	1	.861**	.845**	.824**	.730**	.816**	.862**	.878**	.870**	.738**	.752**	.806**	.820**	.819**	.834**	.885**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB07	Pearson Correlation	.931**	.912**	.895**	.962**	.885**	.861**	1	.908**	.788**	.846**	.891**	.935**	.934**	.934**	.697**	.875**	.876**	.931**	.894**	.930**	.959**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB08	Pearson Correlation	.938**	.909**	.930**	.887**	.903**	.845**	.908**	1	.811**	.905**	.951**	.939**	.937**	.944**	.752**	.830**	.932**	.932**	.947**	.946**	.973**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB09	Pearson Correlation	.748**	.702**	.756**	.745**	.679**	.824**	.788**	.811**	1	.793**	.756**	.732**	.733**	.756**	.882**	.576**	.732**	.815**	.739**	.759**	.824**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30

	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	
WDB10	Pearson Correlation	.873**	.806**	.877**	.814**	.899**	.730**	.846**	.905**	.793**	1	.863**	.835**	.835**	.870**	.805**	.757**	.838**	.906**	.874**	.880**	.912**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB11	Pearson Correlation	.947**	.889**	.909**	.884**	.872**	.816**	.891**	.951**	.756**	.863**	1	.906**	.929**	.926**	.670**	.879**	.938**	.926**	.953**	.966**	.958**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB12	Pearson Correlation	.942**	.973**	.953**	.926**	.910**	.862**	.935**	.939**	.732**	.835**	.906**	1	.965**	.960**	.621**	.879**	.944**	.938**	.917**	.930**	.968**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB13	Pearson Correlation	.970**	.946**	.921**	.943**	.870**	.878**	.934**	.937**	.733**	.835**	.929**	.965**	1	.974**	.631**	.889**	.908**	.910**	.942**	.939**	.967**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB14	Pearson Correlation	.968**	.936**	.931**	.937**	.862**	.870**	.934**	.944**	.756**	.870**	.926**	.960**	.974**	1	.693**	.871**	.910**	.928**	.915**	.950**	.972**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB15	Pearson Correlation	.680**	.582**	.676**	.635**	.612**	.738**	.697**	.752**	.882**	.805**	.670**	.621**	.631**	.693**	1	.455**	.630**	.718**	.661**	.692**	.744**
	Sig. (2-tailed)	0.000	0.001	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.011	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB16	Pearson Correlation	.892**	.905**	.830**	.918**	.851**	.752**	.875**	.830**	.576**	.757**	.879**	.879**	.889**	.871**	.455**	1	.874**	.846**	.871**	.861**	.890**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.000	0.000	0.000	0.000	0.000	0.011	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB17	Pearson Correlation	.917**	.940**	.946**	.869**	.889**	.806**	.876**	.932**	.732**	.838**	.938**	.944**	.908**	.910**	.630**	.874**	1	.935**	.931**	.932**	.951**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB18	Pearson Correlation	.923**	.911**	.946**	.896**	.910**	.820**	.931**	.932**	.815**	.906**	.926**	.938**	.910**	.928**	.718**	.846**	.935**	1	.909**	.963**	.969**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB19	Pearson Correlation	.954**	.896**	.932**	.874**	.905**	.819**	.894**	.947**	.739**	.874**	.953**	.917**	.942**	.915**	.661**	.871**	.931**	.909**	1	.946**	.958**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
WDB20	Pearson Correlation	.956**	.898**	.932**	.895**	.903**	.834**	.930**	.946**	.759**	.880**	.966**	.930**	.939**	.950**	.692**	.861**	.932**	.963**	.946**	1	.971**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TOTAL	Pearson Correlation	.974**	.950**	.959**	.945**	.921**	.885**	.959**	.973**	.824**	.912**	.958**	.968**	.967**	.972**	.744**	.890**	.951**	.969**	.958**	.971**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30

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

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

Uji validitas motivasi kerja

		Correlations																	
		MK01	MK02	MK03	MK04	MK05	MK06	MK07	MK08	MK09	MK10	MK11	MK12	MK13	MK14	MK15	MK16	MK17	TOTAL
MK01	Pearson Correlation	1	.927 ^{**}	.415 ^{**}	.864 ^{**}	.690 ^{**}	.853 ^{**}	.628 ^{**}	.476 ^{**}	.494 ^{**}	.650 ^{**}	.517 ^{**}	.733 ^{**}	.759 ^{**}	.822 ^{**}	.672 ^{**}	.525 ^{**}	.633 ^{**}	.846 ^{**}
	Sig. (2-tailed)		0.000	0.022	0.000	0.000	0.000	0.000	0.008	0.005	0.000	0.003	0.000	0.000	0.000	0.000	0.003	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK02	Pearson Correlation	.927 ^{**}	1	.482 ^{**}	.897 ^{**}	.754 ^{**}	.864 ^{**}	.644 ^{**}	.524 ^{**}	.573 ^{**}	.667 ^{**}	.511 ^{**}	.725 ^{**}	.777 ^{**}	.839 ^{**}	.665 ^{**}	.522 ^{**}	.696 ^{**}	.875 ^{**}
	Sig. (2-tailed)	0.000		0.007	0.000	0.000	0.000	0.000	0.003	0.001	0.000	0.004	0.000	0.000	0.000	0.000	0.003	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK03	Pearson Correlation	.415 ^{**}	.482 ^{**}	1	.595 ^{**}	.667 ^{**}	.557 ^{**}	.579 ^{**}	.672 ^{**}	.682 ^{**}	.539 ^{**}	.562 ^{**}	.426 ^{**}	.587 ^{**}	.560 ^{**}	.654 ^{**}	.712 ^{**}	.602 ^{**}	.726 ^{**}
	Sig. (2-tailed)	0.022	0.007		0.001	0.000	0.001	0.001	0.000	0.000	0.002	0.001	0.019	0.001	0.001	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK04	Pearson Correlation	.864 ^{**}	.897 ^{**}	.595 ^{**}	1	.811 ^{**}	.857 ^{**}	.673 ^{**}	.622 ^{**}	.670 ^{**}	.697 ^{**}	.617 ^{**}	.776 ^{**}	.799 ^{**}	.880 ^{**}	.672 ^{**}	.523 ^{**}	.671 ^{**}	.912 ^{**}
	Sig. (2-tailed)	0.000	0.000	0.001		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.003	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK05	Pearson Correlation	.690 ^{**}	.754 ^{**}	.667 ^{**}	.811 ^{**}	1	.777 ^{**}	.673 ^{**}	.496 ^{**}	.645 ^{**}	.666 ^{**}	.516 ^{**}	.625 ^{**}	.728 ^{**}	.745 ^{**}	.549 ^{**}	.580 ^{**}	.765 ^{**}	.839 ^{**}
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.005	0.000	0.000	0.003	0.000	0.000	0.000	0.002	0.001	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK06	Pearson Correlation	.853 ^{**}	.864 ^{**}	.557 ^{**}	.857 ^{**}	.777 ^{**}	1	.687 ^{**}	.554 ^{**}	.563 ^{**}	.712 ^{**}	.592 ^{**}	.676 ^{**}	.706 ^{**}	.808 ^{**}	.665 ^{**}	.557 ^{**}	.662 ^{**}	.872 ^{**}
	Sig. (2-tailed)	0.000	0.000	0.001	0.000	0.000		0.000	0.001	0.001	0.000	0.001	0.000	0.000	0.000	0.000	0.001	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK07	Pearson Correlation	.628 ^{**}	.644 ^{**}	.579 ^{**}	.673 ^{**}	.673 ^{**}	.687 ^{**}	1	.662 ^{**}	.702 ^{**}	.965 ^{**}	.694 ^{**}	.770 ^{**}	.712 ^{**}	.664 ^{**}	.714 ^{**}	.517 ^{**}	.594 ^{**}	.840 ^{**}
	Sig. (2-tailed)	0.000	0.000	0.001	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.003	0.001	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK08	Pearson Correlation	.476 ^{**}	.524 ^{**}	.672 ^{**}	.622 ^{**}	.496 ^{**}	.554 ^{**}	.662 ^{**}	1	.841 ^{**}	.619 ^{**}	.819 ^{**}	.692 ^{**}	.638 ^{**}	.584 ^{**}	.614 ^{**}	.475 ^{**}	0.349	.751 ^{**}
	Sig. (2-tailed)	0.008	0.003	0.000	0.000	0.005	0.001	0.000		0.000	0.000	0.000	0.000	0.000	0.001	0.000	0.008	0.059	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK09	Pearson Correlation	.494 ^{**}	.573 ^{**}	.682 ^{**}	.670 ^{**}	.645 ^{**}	.563 ^{**}	.702 ^{**}	.841 ^{**}	1	.654 ^{**}	.664 ^{**}	.647 ^{**}	.625 ^{**}	.533 ^{**}	.480 ^{**}	.414 ^{**}	.482 ^{**}	.754 ^{**}
	Sig. (2-tailed)	0.005	0.001	0.000	0.000	0.000	0.001	0.000	0.000		0.000	0.000	0.000	0.000	0.002	0.007	0.023	0.007	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30

MK10	Pearson Correlation	.650**	.667**	.539**	.697**	.666**	.712**	.965**	.619**	.654**	1	.719**	.798**	.767**	.716**	.705**	.536**	.647**	.855**
	Sig. (2-tailed)	0.000	0.000	0.002	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.002	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK11	Pearson Correlation	.517**	.511**	.562**	.617**	.516**	.592**	.694**	.819**	.664**	.719**	1	.691**	.684**	.612**	.568**	.477**	.571**	.766**
	Sig. (2-tailed)	0.003	0.004	0.001	0.000	0.003	0.001	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.001	0.008	0.001	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK12	Pearson Correlation	.733**	.725**	.426*	.776**	.625**	.676**	.770**	.692**	.647**	.798**	.691**	1	.803**	.802**	.750**	.483**	.546**	.856**
	Sig. (2-tailed)	0.000	0.000	0.019	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.007	0.002	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK13	Pearson Correlation	.759**	.777**	.587**	.799**	.728**	.706**	.712**	.638**	.625**	.767**	.684**	.803**	1	.901**	.652**	.536**	.732**	.892**
	Sig. (2-tailed)	0.000	0.000	0.001	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.002	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK14	Pearson Correlation	.822**	.839**	.560**	.880**	.745**	.808**	.664**	.584**	.533**	.716**	.612**	.802**	.901**	1	.747**	.591**	.732**	.906**
	Sig. (2-tailed)	0.000	0.000	0.001	0.000	0.000	0.000	0.001	0.002	0.002	0.000	0.000	0.000	0.000		0.000	0.001	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK15	Pearson Correlation	.672**	.665**	.654**	.672**	.549**	.665**	.714**	.614**	.480**	.705**	.568**	.750**	.652**	.747**	1	.749**	.498**	.808**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.002	0.000	0.000	0.000	0.007	0.000	0.001	0.000	0.000	0.000		0.000	0.005	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK16	Pearson Correlation	.525**	.522**	.712**	.523**	.580**	.557**	.517**	.475**	.414*	.536**	.477**	.483**	.536**	.591**	.749**	1	.630**	.695**
	Sig. (2-tailed)	0.003	0.003	0.000	0.003	0.001	0.001	0.003	0.008	0.023	0.002	0.008	0.007	0.002	0.001	0.000		0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
MK17	Pearson Correlation	.633**	.696**	.602**	.671**	.765**	.662**	.594**	0.349	.482**	.647**	.571**	.546**	.732**	.732**	.498**	.630**	1	.776**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.059	0.007	0.000	0.001	0.002	0.000	0.000	0.005	0.000		0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TOTAL	Pearson Correlation	.846**	.875**	.726**	.912**	.839**	.872**	.840**	.751**	.754**	.855**	.766**	.856**	.892**	.906**	.808**	.695**	.776**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30

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

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

Uji validitas iklim organisasi

		Correlations																	
		IO01	IO02	IO03	IO04	IO05	IO06	IO07	IO08	IO09	IO10	IO11	IO12	IO13	IO14	IO15	IO16	IO17	TOTAL
IO01	Pearson Correlation	1	.842**	.683**	.826**	.783**	.706**	.776**	.731**	.652**	.494**	.389*	0.284	.537**	.450*	.496**	.440*	.474**	.822**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.006	0.034	0.129	0.002	0.013	0.005	0.015	0.008	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO02	Pearson Correlation	.842**	1	.789**	.868**	.841**	.838**	.814**	.784**	.628**	.573**	.442*	.524**	.576**	.483**	.621**	.494**	.509**	.897**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.015	0.003	0.001	0.007	0.000	0.005	0.004	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO03	Pearson Correlation	.683**	.789**	1	.872**	.844**	.896**	.869**	.721**	.735**	.601**	.384*	0.253	.510**	.481**	.505**	.397*	.512**	.861**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.036	0.178	0.004	0.007	0.004	0.030	0.004	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO04	Pearson Correlation	.826**	.868**	.872**	1	.894**	.853**	.893**	.707**	.738**	.437*	0.277	0.316	.466**	.562**	.644**	.548**	.634**	.899**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.016	0.139	0.089	0.009	0.001	0.000	0.002	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO05	Pearson Correlation	.783**	.841**	.844**	.894**	1	.865**	.846**	.713**	.683**	.536**	.398*	0.299	.593**	.452*	.569**	.498**	.579**	.885**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.002	0.029	0.108	0.001	0.012	0.001	0.005	0.001	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO06	Pearson Correlation	.706**	.838**	.896**	.853**	.865**	1	.854**	.781**	.678**	.585**	.426*	.430*	.601**	.418*	.505**	.432*	.485**	.879**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.001	0.019	0.018	0.000	0.022	0.004	0.017	0.007	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO07	Pearson Correlation	.776**	.814**	.869**	.893**	.846**	.854**	1	.781**	.876**	.592**	.392*	0.344	.478**	.524**	.574**	.481**	.542**	.906**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.001	0.032	0.062	0.008	0.003	0.001	0.007	0.002	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO08	Pearson Correlation	.731**	.784**	.721**	.707**	.713**	.781**	.781**	1	.654**	.516**	.421*	.397*	.569**	.434*	.428*	.398*	.380*	.802**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.004	0.020	0.030	0.001	0.017	0.018	0.030	0.038	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO09	Pearson Correlation	.652**	.628**	.735**	.738**	.683**	.678**	.876**	.654**	1	.479**	0.213	0.093	0.272	.523**	.544**	.497**	.579**	.774**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.007	0.259	0.624	0.146	0.003	0.002	0.005	0.001	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30

IO10	Pearson Correlation	.494**	.573**	.601**	.437*	.536**	.585**	.592**	.516**	.479**	1	.860**	.594**	.757**	.413*	.407*	0.280	.362*	.706**
	Sig. (2-tailed)	0.006	0.001	0.000	0.016	0.002	0.001	0.001	0.004	0.007		0.000	0.001	0.000	0.023	0.026	0.134	0.050	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO11	Pearson Correlation	.389*	.442*	.384*	0.277	.398*	.426*	.392*	.421*	0.213	.860**	1	.717**	.803**	0.259	0.238	0.126	0.181	.545**
	Sig. (2-tailed)	0.034	0.015	0.036	0.139	0.029	0.019	0.032	0.020	0.259	0.000		0.000	0.000	0.168	0.206	0.508	0.339	0.002
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO12	Pearson Correlation	0.284	.524**	0.253	0.316	0.299	.430*	0.344	.397*	0.093	.594**	.717**	1	.674**	.368*	.413*	0.310	0.288	.521**
	Sig. (2-tailed)	0.129	0.003	0.178	0.089	0.108	0.018	0.062	0.030	0.624	0.001	0.000		0.000	0.045	0.023	0.096	0.122	0.003
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO13	Pearson Correlation	.537**	.576**	.510**	.466**	.593**	.601**	.478**	.569**	0.272	.757**	.803**	.674**	1	.606**	.540**	.510**	.519**	.731**
	Sig. (2-tailed)	0.002	0.001	0.004	0.009	0.001	0.000	0.008	0.001	0.146	0.000	0.000	0.000		0.000	0.002	0.004	0.003	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO14	Pearson Correlation	.450*	.483**	.481**	.562**	.452*	.418*	.524**	.434*	.523**	.413*	0.259	.368*	.606**	1	.832**	.818**	.836**	.698**
	Sig. (2-tailed)	0.013	0.007	0.007	0.001	0.012	0.022	0.003	0.017	0.003	0.023	0.168	0.045	0.000		0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO15	Pearson Correlation	.496**	.621**	.505**	.644**	.569**	.505**	.574**	.428*	.544**	.407*	0.238	.413*	.540**	.832**	1	.948**	.935**	.763**
	Sig. (2-tailed)	0.005	0.000	0.004	0.000	0.001	0.004	0.001	0.018	0.002	0.026	0.206	0.023	0.002	0.000		0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO16	Pearson Correlation	.440*	.494**	.397*	.548**	.498**	.432*	.481**	.398*	.497**	0.280	0.126	0.310	.510**	.818**	.948**	1	.956**	.680**
	Sig. (2-tailed)	0.015	0.005	0.030	0.002	0.005	0.017	0.007	0.030	0.005	0.134	0.508	0.096	0.004	0.000	0.000		0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
IO17	Pearson Correlation	.474**	.509**	.512**	.634**	.579**	.485**	.542**	.380*	.579**	.362*	0.181	0.288	.519**	.836**	.935**	.956**	1	.732**
	Sig. (2-tailed)	0.008	0.004	0.004	0.000	0.001	0.007	0.002	0.038	0.001	0.050	0.339	0.122	0.003	0.000	0.000	0.000		0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TOTAL	Pearson Correlation	.822**	.897**	.861**	.899**	.885**	.879**	.906**	.802**	.774**	.706**	.545**	.521**	.731**	.698**	.763**	.680**	.732**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.002	0.003	0.000	0.000	0.000	0.000	0.000	
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30

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

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

Uji validitas sistem *reward*

		Correlations																	
		SR01	SR02	SR03	SR04	SR05	SR06	SR07	SR08	SR09	SR10	SR11	SR12	SR13	SR14	SR15	SR16	SR17	TOTAL
SR01	Pearson Correlation	1	.742**	.774**	.776**	.745**	.758**	.743**	.795**	.768**	.688**	.806**	.736**	.788**	.588**	.602**	.739**	.778**	.888**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR02	Pearson Correlation	.742**	1	.509**	.456*	.498**	.455*	.439*	.536**	.550**	.678**	.658**	.393*	.648**	.607**	.472**	.681**	.610**	.679**
	Sig. (2-tailed)	0.000		0.004	0.011	0.005	0.012	0.015	0.002	0.002	0.000	0.000	0.032	0.000	0.000	0.008	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR03	Pearson Correlation	.774**	.509**	1	.877**	.818**	.820**	.757**	.696**	.755**	.773**	.829**	.806**	.778**	.522**	.583**	.640**	.734**	.886**
	Sig. (2-tailed)	0.000	0.004		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.003	0.001	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR04	Pearson Correlation	.776**	.456*	.877**	1	.790**	.829**	.784**	.741**	.701**	.695**	.881**	.788**	.796**	.448*	.583**	.655**	.773**	.880**
	Sig. (2-tailed)	0.000	0.011	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.013	0.001	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR05	Pearson Correlation	.745**	.498**	.818**	.790**	1	.767**	.859**	.781**	.756**	.684**	.760**	.901**	.790**	.554**	.602**	.617**	.770**	.884**
	Sig. (2-tailed)	0.000	0.005	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.002	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR06	Pearson Correlation	.758**	.455*	.820**	.829**	.767**	1	.837**	.821**	.795**	.608**	.704**	.801**	.746**	.445*	.525**	.603**	.672**	.850**
	Sig. (2-tailed)	0.000	0.012	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.014	0.003	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR07	Pearson Correlation	.743**	.439*	.757**	.784**	.859**	.837**	1	.929**	.863**	.662**	.741**	.831**	.745**	.535**	.602**	.688**	.725**	.886**
	Sig. (2-tailed)	0.000	0.015	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.002	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR08	Pearson Correlation	.795**	.536**	.696**	.741**	.781**	.821**	.929**	1	.843**	.624**	.732**	.725**	.687**	.470**	.534**	.641**	.694**	.851**
	Sig. (2-tailed)	0.000	0.002	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.009	0.002	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR09	Pearson Correlation	.768**	.550**	.755**	.701**	.756**	.795**	.863**	.843**	1	.693**	.678**	.745**	.677**	.458*	.548**	.580**	.604**	.834**
	Sig. (2-tailed)	0.000	0.002	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.011	0.002	0.001	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30

SR10	Pearson Correlation	.688**	.678**	.773**	.695**	.684**	.608**	.662**	.624**	.693**	1	.824**	.598**	.823**	.658**	.675**	.772**	.737**	.842**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR11	Pearson Correlation	.806**	.658**	.829**	.881**	.760**	.704**	.741**	.732**	.678**	.824**	1	.676**	.857**	.580**	.641**	.801**	.871**	.905**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.001	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR12	Pearson Correlation	.736**	.393*	.806**	.788**	.901**	.801**	.831**	.725**	.745**	.598**	.676**	1	.788**	.603**	.710**	.646**	.667**	.865**
	Sig. (2-tailed)	0.000	0.032	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR13	Pearson Correlation	.788**	.648**	.778**	.796**	.790**	.746**	.745**	.687**	.677**	.823**	.857**	.788**	1	.780**	.830**	.880**	.845**	.930**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR14	Pearson Correlation	.588**	.607**	.522**	.448*	.554**	.445*	.535**	.470**	.458*	.658**	.580**	.603**	.780**	1	.874**	.849**	.700**	.731**
	Sig. (2-tailed)	0.001	0.000	0.003	0.013	0.002	0.014	0.002	0.009	0.011	0.000	0.001	0.000	0.000		0.000	0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR15	Pearson Correlation	.602**	.472**	.583**	.583**	.602**	.525**	.602**	.534**	.548**	.675**	.641**	.710**	.830**	.874**	1	.803**	.719**	.777**
	Sig. (2-tailed)	0.000	0.008	0.001	0.001	0.000	0.003	0.000	0.002	0.002	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR16	Pearson Correlation	.739**	.681**	.640**	.655**	.617**	.603**	.688**	.641**	.580**	.772**	.801**	.646**	.880**	.849**	.803**	1	.819**	.854**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SR17	Pearson Correlation	.778**	.610**	.734**	.773**	.770**	.672**	.725**	.694**	.604**	.737**	.871**	.667**	.845**	.700**	.719**	.819**	1	.880**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TOTAL	Pearson Correlation	.888**	.679**	.886**	.880**	.884**	.850**	.886**	.851**	.834**	.842**	.905**	.865**	.930**	.731**	.777**	.854**	.880**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30

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

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

Uji reliabilitas *workplace deviant behavior*

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.992	20

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WDB1	49.3000	765.045	.971	.991
WDB2	49.4000	771.766	.944	.991
WDB3	49.4333	770.944	.954	.991
WDB4	49.2000	767.269	.939	.991
WDB5	49.0333	780.171	.913	.991
WDB6	48.9333	780.133	.873	.992
WDB7	49.2000	769.269	.954	.991
WDB8	49.4333	769.633	.970	.991
WDB9	48.9667	782.171	.805	.992
WDB10	48.9000	776.024	.903	.992
WDB11	49.4667	771.085	.953	.991
WDB12	49.3333	770.161	.964	.991
WDB13	49.4667	780.257	.964	.991
WDB14	49.2667	767.651	.969	.991
WDB15	49.4333	783.909	.716	.993
WDB16	49.4000	775.145	.877	.992
WDB17	49.5000	770.672	.945	.991
WDB18	49.3667	768.861	.965	.991
WDB19	49.5667	778.875	.953	.991
WDB20	49.5000	768.810	.968	.991

Uji reliabilitas motivasi kerja

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.970	17

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
MK1	48.3000	225.734	.821	.968
MK2	48.3333	225.333	.854	.967
MK3	47.2333	233.564	.689	.970
MK4	48.0667	222.892	.897	.966
MK5	47.7000	230.217	.817	.968
MK6	48.1333	225.154	.851	.967
MK7	47.6333	233.413	.821	.968
MK8	47.2333	234.668	.720	.969
MK9	47.3000	236.976	.726	.969
MK10	47.6333	233.826	.838	.968
MK11	47.4000	233.972	.736	.969
MK12	47.8333	226.282	.832	.968
MK13	47.6667	224.851	.875	.967
MK14	47.8000	223.062	.890	.967
MK15	47.5333	234.257	.784	.968
MK16	47.2333	238.668	.662	.970
MK17	47.6333	231.826	.745	.969

Uji reliabilitas iklim organisasi

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.958	17

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IO1	51.6667	221.402	.789	.955
IO2	51.6667	220.506	.878	.953
IO3	51.3333	221.195	.836	.954
IO4	51.4000	220.179	.881	.953
IO5	51.4000	218.869	.864	.953
IO6	51.3667	222.723	.858	.954
IO7	51.1667	219.937	.889	.953
IO8	51.9667	229.482	.775	.955
IO9	51.1667	224.006	.735	.956
IO10	50.9667	231.757	.666	.957
IO11	50.7667	239.771	.496	.959
IO12	50.8000	242.579	.477	.959
IO13	50.7000	239.183	.706	.957
IO14	50.6000	238.041	.668	.957
IO15	50.9000	230.162	.729	.956
IO16	51.0667	233.030	.637	.957
IO17	50.9333	232.616	.698	.956

Uji reliabilitas sistem *reward*

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.975	17

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SR1	48.8667	280.602	.872	.973
SR2	48.3333	294.368	.644	.976
SR3	48.3667	273.068	.865	.973
SR4	48.2667	273.513	.858	.973
SR5	48.2667	278.823	.866	.973
SR6	48.6667	282.023	.829	.973
SR7	48.3667	278.585	.869	.973
SR8	48.6000	285.283	.831	.973
SR9	48.6000	286.800	.813	.974
SR10	47.8333	285.730	.822	.974
SR11	47.8000	280.441	.891	.973
SR12	48.2000	285.200	.847	.973
SR13	47.8000	284.855	.921	.973
SR14	47.8000	288.234	.695	.975
SR15	47.8333	287.661	.749	.974
SR16	47.7667	285.082	.834	.973
SR17	47.8333	285.040	.864	.973

Lampiran 5

Karakteristik Responden

JENIS_KELAMIN

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid L	48	44,9	44,9	44,9
P	59	55,1	55,1	100,0
Total	107	100,0	100,0	

USIA

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <30	32	29,9	29,9	29,9
31-40	49	45,8	45,8	75,7
41-50	19	17,8	17,8	93,5
>51	7	6,5	6,5	100,0
Total	107	100,0	100,0	

PENDIDIKAN

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SMA	16	15,0	15,0	15,0
DIPLOMA	45	42,1	42,1	57,0
S1	31	29,0	29,0	86,0
S2/S3	15	14,0	14,0	100,0
Total	107	100,0	100,0	

JENIS_PEKERJAAN

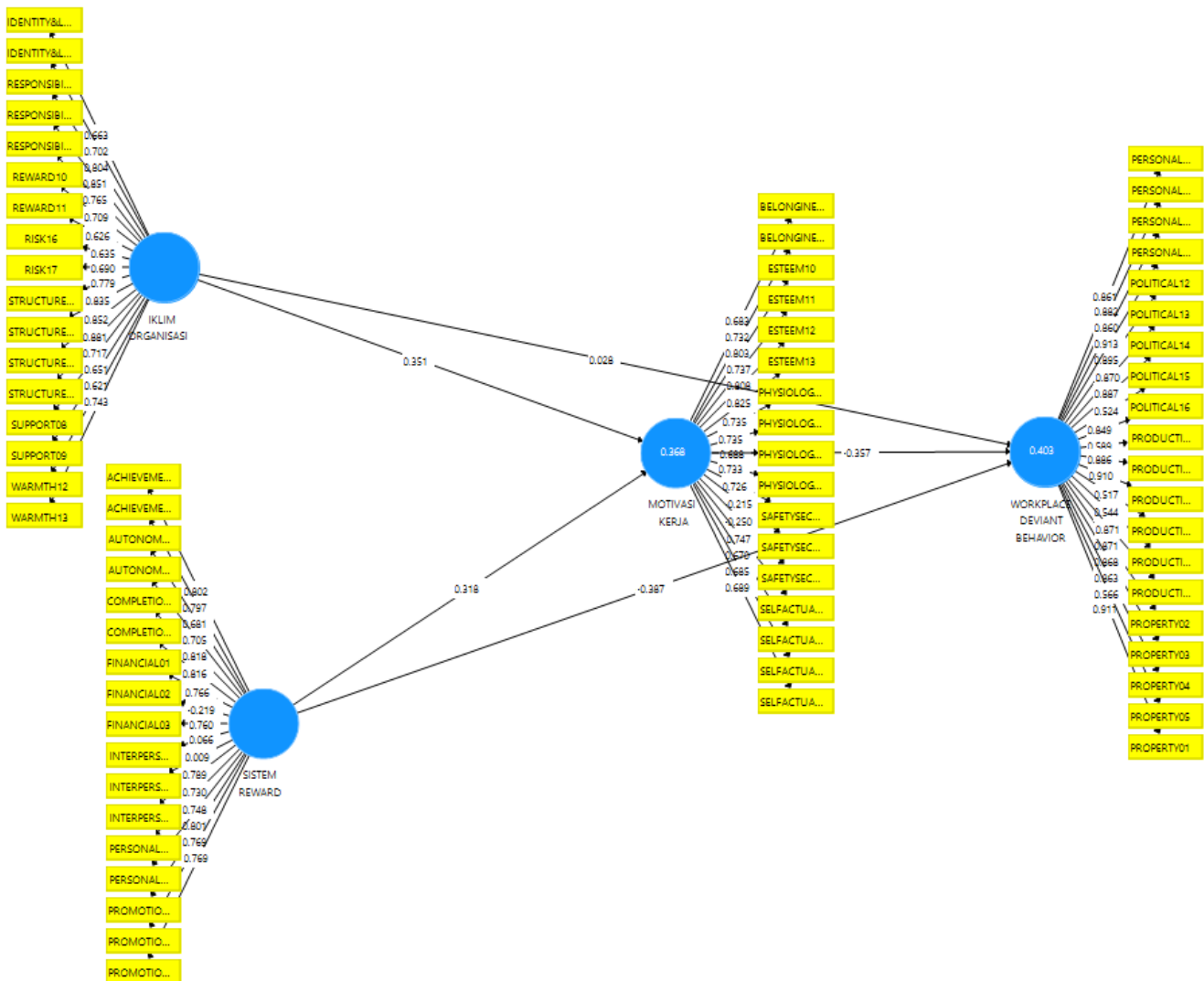
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid NONMEDIS	40	37,4	37,4	37,4
MEDIS	67	62,6	62,6	100,0
Total	107	100,0	100,0	

LAMA_BEKERJA

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <3 TH	37	34,6	34,6	34,6
3-4 TH	21	19,6	19,6	54,2
4-5 TH	23	21,5	21,5	75,7
>5 TH	26	24,3	24,3	100,0
Total	107	100,0	100,0	

Lampiran 6

Hasil *Outer Model SEM-PLS*



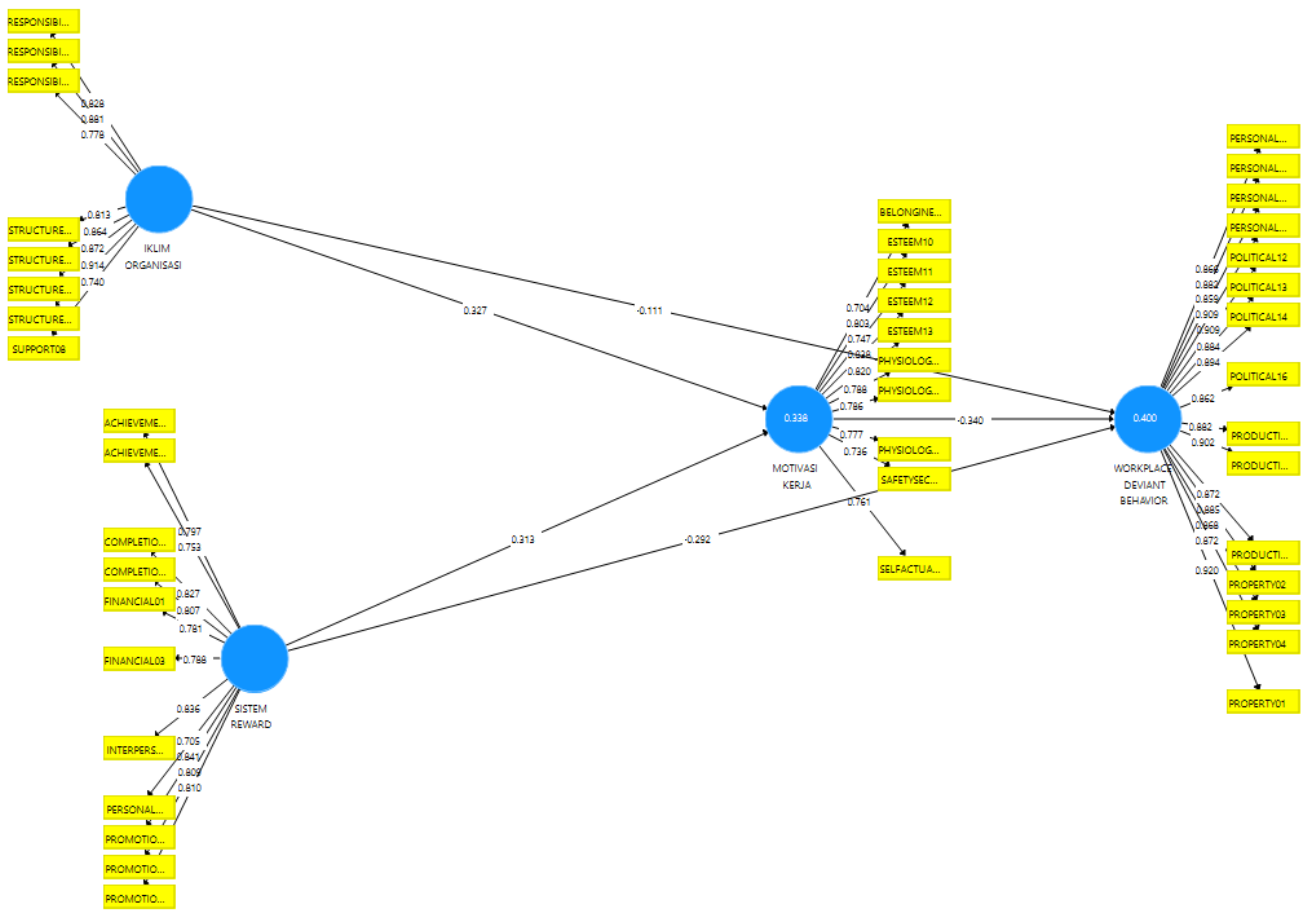
Outer Loading Tahap Awal

Outer Loadings	Iklim Organisasi (X1)	Motivasi Kerja (Z)	Sistem Reward (X2)	Workplace Deviant Behavior (Y)
IO01	0.779			
IO02	0.835			
IO03	0.852			
IO04	0.881			
IO05	0.804			
IO06	0.851			
IO07	0.765			
IO08	0.717			
IO09	0.651			
IO10	0.709			
IO11	0.626			
IO12	0.621			
IO13	0.743			
IO14	0.663			
IO15	0.702			
IO16	0.635			

IO17	0.690			
MK01		0.735		
MK02		0.735		
MK03		0.688		
MK04		0.733		
MK05		0.726		
MK06		-0.215		
MK07		-0.250		
MK08		0.683		
MK09		0.732		
MK10		0.803		
MK11		0.737		
MK12		0.808		
MK13		0.825		
MK14		0.747		
MK15		0.670		
MK16		0.685		
MK17		0.689		
SR01			0.766	
SR02			-0.219	
SR03			0.760	
SR04			0.067	
SR05			0.009	
SR06			0.789	
SR07			0.801	
SR08			0.769	
SR09			0.770	
SR10			0.818	
SR11			0.816	
SR12			0.802	
SR13			0.796	
SR14			0.681	
SR15			0.705	
SR16			0.730	
SR17			0.748	
WDB01				0.911
WDB02				0.871
WDB03				0.868
WDB04				0.863
WDB05				0.566
WDB06				0.589
WDB07				0.886
WDB08				0.910
WDB09				0.516
WDB10				0.544
WDB11				0.877
WDB12				0.895
WDB13				0.864
WDB14				0.887
WDB15				0.520
WDB16				0.849
WDB17				0.861
WDB18				0.882
WDB19				0.860
WDB20				0.913

Outer Loading Tahap Akhir

	Iklm Organisasi (X1)	Motivasi Kerja (Z)	Sistem Reward (X2)	Workplace Deviant Behavior (Y)
IO01	0.813			
IO02	0.864			
IO03	0.872			
IO04	0.914			
IO05	0.828			
IO06	0.881			
IO07	0.778			
IO08	0.740			
MK01		0.788		
MK02		0.786		
MK04		0.777		
MK05		0.736		
MK09		0.704		
MK10		0.803		
MK11		0.747		
MK12		0.838		
MK13		0.820		
MK14		0.761		
SR01			0.781	
SR03			0.788	
SR06			0.836	
SR07			0.841	
SR08			0.809	
SR09			0.810	
SR10			0.827	
SR11			0.807	
SR12			0.797	
SR13			0.753	
SR17			0.705	
WDB02				0.885
WDB03				0.868
WDB04				0.872
WDB07				0.882
WDB08				0.902
WDB11				0.872
WDB12				0.909
WDB13				0.884
WDB14				0.894
WDB16				0.862
WDB17				0.866
WDB18				0.882
WDB19				0.859
WDB20				0.909
WDB01				0.920



Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Iklm Organisasi (X1)_	0.939	0.942	0.949	0.702
Motivasi Kerja (Z)	0.927	0.929	0.938	0.604
Sistem Reward (X2)	0.942	0.945	0.950	0.635
Workplace Deviant Behavior (Y)	0.980	0.981	0.982	0.782

Fornell-Larcker Criterion

	Iklm Organisasi (X1)_	Motivasi Kerja (Z)	Sistem Reward (X2)	Workplace Deviant Behavior (Y)
Iklm Organisasi (X1)_	0.838			
Motivasi Kerja (Z)	0.531	0.777		
Sistem Reward (X2)	0.652	0.526	0.797	
Workplace Deviant Behavior (Y)	-0.482	-0.552	-0.543	0.885

Cross Loading

	Iklm Organisasi (X1)	Motivasi Kerja (Z)	Sistem Reward (X2)	Workplace Deviant Behavior (Y)
IO01	0.813	0.460	0.586	-0.335
IO02	0.864	0.455	0.600	-0.358
IO03	0.872	0.465	0.524	-0.409
IO04	0.914	0.488	0.599	-0.424
IO05	0.828	0.410	0.510	-0.447
IO06	0.881	0.456	0.568	-0.489
IO07	0.778	0.349	0.420	-0.371
IO08	0.740	0.462	0.548	-0.379
MK01	0.349	0.788	0.352	-0.377
MK02	0.398	0.786	0.377	-0.369
MK04	0.352	0.777	0.331	-0.450
MK05	0.460	0.736	0.310	-0.421
MK09	0.423	0.704	0.458	-0.442
MK10	0.445	0.803	0.493	-0.444
MK11	0.462	0.747	0.491	-0.472
MK12	0.400	0.838	0.420	-0.443
MK13	0.397	0.820	0.475	-0.476
MK14	0.411	0.761	0.317	-0.359
SR01	0.542	0.406	0.781	-0.444
SR03	0.577	0.503	0.788	-0.462
SR06	0.545	0.498	0.836	-0.405
SR07	0.549	0.422	0.841	-0.434
SR08	0.497	0.397	0.809	-0.363
SR09	0.451	0.366	0.810	-0.349
SR10	0.614	0.425	0.827	-0.459
SR11	0.523	0.402	0.807	-0.517
SR12	0.440	0.425	0.797	-0.428
SR13	0.510	0.416	0.753	-0.500
SR17	0.418	0.301	0.705	-0.346
WDB02	-0.389	-0.468	-0.402	0.885
WDB03	-0.370	-0.482	-0.411	0.868
WDB04	-0.457	-0.426	-0.515	0.872
WDB07	-0.478	-0.474	-0.533	0.882
WDB08	-0.459	-0.551	-0.501	0.902
WDB11	-0.429	-0.547	-0.471	0.872
WDB12	-0.449	-0.527	-0.520	0.909
WDB13	-0.347	-0.462	-0.454	0.884
WDB14	-0.413	-0.475	-0.456	0.894
WDB16	-0.492	-0.444	-0.557	0.862
WDB17	-0.377	-0.458	-0.411	0.866
WDB18	-0.435	-0.504	-0.453	0.882
WDB19	-0.406	-0.499	-0.485	0.859
WDB20	-0.472	-0.486	-0.524	0.909
WDB01	-0.390	-0.508	-0.481	0.920

Heterotrait-Monotrait Ratio (HTMT)

	Iklm Organisasi (X1)_	Motivasi Kerja (Z)	Sistem Reward (X2)	Workplace Deviant Behavior (Y)
Iklm Organisasi (X1)_				
Motivasi Kerja (Z)	0.565			
Sistem Reward (X2)	0.687	0.549		
Workplace Deviant Behavior (Y)	0.498	0.573	0.557	

Inner VIF

	Iklm Organisasi (X1)_	Motivasi Kerja (Z)	Sistem Reward (X2)	Workplace Deviant Behavior (Y)
Iklm Organisasi (X1)_		1.738		1.899
Motivasi Kerja (Z)				1.511
Sistem Reward (X2)		1.738		1.886
Workplace Deviant Behavior (Y)				

Model FIT

	Saturated Model	Estimated Model
SRMR	0.071	0.071
d_ULS	5.025	5.025
d_G	4.322	4.322
Chi-Square	2022.003	2022.003
NFI	0.669	0.669

rms Theta	0.163
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R Square

	R Square	R Square Adjusted
Motivasi Kerja (Z)	0.338	0.325
Workplace Deviant Behavior (Y)	0.400	0.382

f Square

	Iklm Organisasi (X1)_	Motivasi Kerja (Z)	Sistem Reward (X2)	Workplace Deviant Behavior (Y)
Iklm Organisasi (X1)_		0.093		0.011
Motivasi Kerja (Z)				0.127
Sistem Reward (X2)		0.085		0.075
Workplace Deviant Behavior (Y)				

Path Coefficient Outer Model

	Iklm Organisasi (X1)_	Motivasi Kerja (Z)	Sistem Reward (X2)	Workplace Deviant Behavior (Y)
Iklm Organisasi (X1)_		0.327		-0.111
Motivasi Kerja (Z)				-0.340
Sistem Reward (X2)		0.313		-0.292
Workplace Deviant Behavior (Y)				

Latent Variable Correlations

	Iklm Organisasi (X1)_	Motivasi Kerja (Z)	Sistem Reward (X2)	Workplace Deviant Behavior (Y)
Iklm Organisasi (X1)_	1.000	0.531	0.652	-0.482
Motivasi Kerja (Z)	0.531	1.000	0.526	-0.552
Sistem Reward (X2)	0.652	0.526	1.000	-0.543
Workplace Deviant Behavior (Y)	-0.482	-0.552	-0.543	1.000



Lampiran 7

Hasil Inner Model SEM-PLS dengan Bootstrapping

Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Iklm Organisasi (X1) -> Motivasi Kerja (Z)	0.327	0.321	0.086	3.815	0.000
Iklm Organisasi (X1) -> Workplace Deviant Behavior (Y)	-0.111	-0.110	0.126	0.884	0.377
Motivasi Kerja (Z) -> Workplace Deviant Behavior (Y)	-0.340	-0.329	0.095	3.576	0.000
Sistem Reward (X2) -> Motivasi Kerja (Z)	0.313	0.328	0.088	3.548	0.000
Sistem Reward (X2) -> Workplace Deviant Behavior (Y)	-0.292	-0.297	0.122	2.399	0.017

Total Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Iklm Organisasi (X1) -> Motivasi Kerja (Z)					
Iklm Organisasi (X1) -> Workplace Deviant Behavior (Y)	-0.111	-0.106	0.045	2.490	0.013
Motivasi Kerja (Z) -> Workplace Deviant Behavior (Y)					
Sistem Reward (X2) -> Motivasi Kerja (Z)					
Sistem Reward (X2) -> Workplace Deviant Behavior (Y)	-0.106	-0.108	0.043	2.499	0.013

Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Iklm Organisasi (X1) -> Motivasi Kerja (Z) -> Workplace Deviant Behavior (Y)	-0.111	-0.106	0.045	2.490	0.013
Sistem Reward (X2) -> Motivasi Kerja (Z) -> Workplace Deviant Behavior (Y)	-0.106	-0.108	0.043	2.499	0.013

Total Effect

Mean, STDEV, T-Values, P-Values					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Iklm Organisasi (X1)_ -> Motivasi Kerja (Z)	0.327	0.321	0.086	3.815	0.000
Iklm Organisasi (X1)_ -> Workplace Deviant Behavior (Y)	-0.222	-0.216	0.135	1.647	0.100
Motivasi Kerja (Z) -> Workplace Deviant Behavior (Y)	-0.340	-0.329	0.095	3.576	0.000
Sistem Reward (X2) -> Motivasi Kerja (Z)	0.313	0.328	0.088	3.548	0.000
Sistem Reward (X2) -> Workplace Deviant Behavior (Y)	-0.399	-0.405	0.124	3.202	0.001

Construct Crossvalidated Redundancy dengan Blindfolding

	SSO	SSE	Q ² (=1-SSE/SSO)
Iklm Organisasi (X1)_	856.000	856.000	
Motivasi Kerja (Z)	1070.000	864.867	0.192
Sistem Reward (X2)	1177.000	1177.000	
Workplace Deviant Behavior (Y)	1605.000	1144.398	0.287





**DEWAN PENEGAKAN KODE ETIK UNIVERSITAS ESA
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Nomor : 0922-08.035 /DPKE-KEP/FINAL-EA/UEU/VIII/2022

KETERANGAN LOLOS KAJI ETIK
ETHICAL APPROVAL

Komisi Etik Penelitian Universitas Esa Unggul dalam upaya melindungi hak asasi dan kesejahteraan subyek penelitian kesehatan, telah mengkaji dengan teliti protokol berjudul:

**PENGARUH IKLIM ORGANISASI DAN SISTEM REWARD TERHADAP
WORKPLACE DEVIANT BEHAVIOR DENGAN MOTIVASI KERJA SEBAGAI
VARIABEL INTERVENING DI RS KARYA MEDIKA BANTAR GEBANG**

Peneliti Utama : dr. Elsa Widjaja
Pembimbing : Dr. Rina Anindita, S.E, M.M
Nama Institusi : Universitas Esa Unggul Jakarta

dan telah menyetujui protokol tersebut di atas.

Jakarta, 22 Agustus 2022

Pt. Ketua

Dr. CSP Wekadigunawan, DVM, MPH, PhD

- *Ethical approval* berlaku satu tahun dari tanggal persetujuan.
- ** Peneliti berkewajiban
 1. Menjaga kerahasiaan identitas subyek penelitian
 2. Memberitahukan status penelitian apabila:
 - a. Setelah masa berlakunya keterangan lolos kaji etik, penelitian masih belum selesai, dalam hal ini *ethical approval* harus diperpanjang
 - b. Penelitian berhenti di tengah jalan
 3. Melaporkan kejadian serius yang tidak diinginkan (*serious adverse events*).
 4. Peneliti tidak boleh melakukan tindakan apapun pada subyek sebelum penelitian lolos kaji etik dan *informed consent*.