UNIVERSITAS GALUH
FAKULTAS EKONOMI
PROGRAM STUDI MANAJEMEN : TERAKREDITASI "B" SK. NO. 5278/SK/BAN-PT/Akred/S/IX/2020
PROGRAM STUDI AKUNTANSI : TERAKREDITASI "B" SK. NO. 4682/SK/BAN-PT/Akred/S/VIII/2020
Jl. RE. Martadinata No. 150 Telp/Fax. (0265) 772060 - 778374 Ciamis 46251

SURAT TUGAS MEMBIMBING SKRIPSI
Nomor : 1945/34/ST/AK/D/IX/2024

Dekan Fakultas Ekonomi Universitas Galuh Ciamis dengan ini memberi tugas membimbing skripsi kepada :

Nama : **Elin Herlina, S.Pd., M.M.**
sebagai Pembimbing I

Nama : **Mujaddid Faruk, S.E., M.M.**
sebagai Pembimbing II

Dalam penulisan/penyusunan skripsi mahasiswa untuk dan atas :

Nama : **ASEP ADITIYA**
NIM : 3402190193
Program Studi : **Manajemen**
Judul Skripsi : **Pengaruh pengalaman kerja dan gaya kepemimpinan terhadap kinerja pegawai**

Surat tugas ini berlaku sampai dengan skripsi selesai paling lambat 1 (satu) tahun setelah penetapan surat tugas ini.

Demikian agar dilaksanakan sebagaimana mestinya.

Ciamis, 3 September 2024
Dekan,

Dr. Nurdiana Mulyatini, S.E., M.M.
NIK. 3112770079

Tembusan :
- Yth. Ketua Program Studi yang bersangkutan
- Yth. Mahasiswa yang bersangkutan

PEMERINTAH KABUPATEN CIAMIS
BADAN PENDAPATAN DAERAH
Jalan Drs. H. Soejoed Nomor 5A
Telepon (0265) 2754008, Faksimile (0265) 2754008
Laman http://bapenda.ciamiskab.go.id, Pos 46213

Nomor : 800.1/593/BAPENDA.1/2026
Hal : Permohonan Izin Penelitian
Lampiran : -

Ciamis, 17 Juni 2026

Kepada,
Yth. Dekan Fakultas Ekonomi Unigal Ciamis
di-
Ciamis

Dengan Hormat,

Sehubungan dengan Surat Nomor 2533/34/SP/AK/D/VIII/2025 mengenai permohonan Izin Penelitian Mahasiswa Universitas Galuh Ciamis, maka dengan ini kami memberikan izin untuk melaksanakan Penelitian di Instansi Badan Pendapatan Daerah Kabupaten Ciamis. Adapun untuk lamanya penelitian dari tanggal 15 Juni 2026 s.d 15 September 2026.

Demikian surat pemberian izin ini kami buat, atas segala perhatiannya kami ucapkan terima kasih.

An. Kepala Badan Pendapatan Daerah
Kabupaten Ciamis
Sekretaris,

Dr. Angga Gustiana Yusman, S.STP, MM
NIP. 19850801 200312 1 001

A. IDENTITAS

Mohon dengan hormat kesediaan Bapak/Ibu/Sdr/i untuk menjawab pernyataan dibawah ini:

Berilah tanda (✓) di depan jawaban yang sesuai dengan pilihan Bapak/Ibu.

1. Jenis Kelamin : ☐ Pria ☐ Wanita
2. Usia : ☐ 17-29 Tahun ☐ 30-40 Tahun ☐ > 40 Tahun
3. Pendidikan : ☐ SMU/Sederajat ☐ Diploma ☐ Sarjana ☐ Magister ☐ Doktor
4. Lama Kerja : ☐ 0-10 Tahun ☐ 10-20 Tahun ☐ 20-30 Tahun ☐ > 30 Tahun

B. PETUNJUK PENGISIAN ANGKET

Berilah tanda (x) pada salah satu alternative jawaban pada daftar pernyataan di bawah ini yang menurut Bapak/ Ibu paling sesuai, dengan alternatif jawaban sebagai berikut *:*

SS = Sangat setuju
S = Setuju
KS = Kurang setuju
TS = Tidak setuju
ATS= Sangat tidak setuju

DAFTAR PERNYATAAN ANGKET

No	Pernyataan	Jawaban				
		SS	S	KS	TS	STS
A. PENGALAMAN KERJA						
a. Lama Waktu/ Masa Kerja						
1	Lama waktu pegawai bekerja di dinas ini memudahkan dalam bekerja					
2	Pegawai merasa cukup lama bekerja disini sehingga banyak pekerjaan yang sudah dikuasai					
b. Tingkat Pengetahuan yang Dimiliki						
3	Pegawai mampu menyelesaikan tugas dengan mudah karena pengetahuan yang pegawai miliki					
4	Pengetahuan yang pegawai miliki membantu dalam menyelesaikan tugas-tugas secara efektif dan efisien					
c. Kemampuan Penggunaan Alat Kerja						
5	Pegawai mampu menggunakan alat kerja yang disediakan					
6	Pegawai mampu menggunakan alat kerja untuk menyelesaikan pekerjaan secara cepat dan tepat					
d. **Penguasaaan Terhadap Pekerjaan dan Peralatan**						
7	Pegawai sudah menguasai pekerjaan yang ditugaskan berdasarkan pengalaman kerja pegawai					
8	Pegawai sudah menguasai penggunaan peralatan pekerjaan sesuai arahan pimpinan					
Tingkat Keterampilan yang Dimiliki						
9	Pegawai mempunyai ketarmpilan dasar yang cukup untuk melaksanakan pekerjaan					
10	Pegawai mempunyai keterampilan kerja sesuai dengan bidang pekerjaan					

B. GAYA KEPEMIMPINAN						
a. Kemampuan Mengambil Keputusan						
1	Pimpinan dalam mengambil keputusan sesuai dengan kondisi/tepat					
2	Pimpinan sangat hati-hati dalam mengambil keputusan					
b. Kemampuan Memotivasi						
3	Pimpinan menghargai pekerjaan pegawai dengan cara memberi *reward/* penghargaan					
4	Pemimpin selalu menghargai dengan memuji bawahan yang mempunyai kinerja yang baik					
c. Kemampuan Komunikasi						
5	Pimpinan mudah untuk diajak berkomunikasi					
6	Pimpinan memberikan intruksi kerja menggunakan bahasa yang mudah dipahami					
d. Kemampuan Mengendalikan Bawahan						
7	Pimpinaan memiliki kemampuan dalam mengatur pegawai					
8	Pimpinan mampu mengendalikan pegawai sehingga pegawai selalu mematuhi peraturan Dinas					
e. Tanggungjawab						
9	Pemimpin bertanggung jawab penuh atas keputusan yang diambilnya					
f. **Kemampuan Mengendalikan Emosi**						
10	Pimpinan memiliki kemampuan dalam mengatur emosinya/ tidak mudah marah					
C. KINERJA PEGAWAI						
a. Kualitas/ Quality						
1	Pegawai memiliki tingkat kerapihan yang tinggi					
2	Pegawai selalu bekerja dengan standar mutu yang ditetapkan					

	b. Kuantitas/ Quantity					
3	Pegawai mampu menguasai beberapa bidang sekaligus untuk menyelesaikan tugas					
4	Pegawai mampu menyelesaikan lebih dari satu pekerjaan apabila diperlukan					
	c. Ketepatan Waktu/ *Timeliness*					
5	Pegawai datang ke kantor tepat waktu					
6	Pegawai selalu menyelesaikan tugas sesuai dengan waktu yang telah ditentukan.					
	d. Efektifitas Biaya/ *Cost Effectiveness* /					
7	Pegawai selalu berusaha menggunakan fasilitas atau anggaran kantor secara hemat dan efisien					
8	Cara kerja yang dilakukan pegawai memberikan keuntungan atau meminimalkan pengeluaran bagi instansi					
	e. Kebutuhan Pengawasan/ *Need for Supervision* /					
9	Pegawai dapat menyelesaikan tugas dengan baik meskipun tanpa pengawasan langsung dari atasan.					
10	Pegawai memiliki inisiatif untuk mencari solusi sendiri ketika menghadapi kendala pekerjaan					
	f. Dampak Hubungan antar Personal/ *Interpersonal Impact*					
11	Pegawai dapat bekerja sama dengan baik di dalam tim untuk mencapai tujuan bersama.					
12	Pegawai mampu menyelesaikan konflik atau perbedaan pendapat di lingkungan kerja secara profesional					

UJI VALIDITAS VARIABEL PENGALAMAN KERJA (X1)

Correlations

		P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	TOTAL
P01	Pearson Correlation	1	.633***	.376**	.408**	.636***	.432**	.306*	.417**	.404**	.477***	.728***
	Sig. (2-tailed)		<,001	.007	.003	<,001	.002	.031	.003	.004	<,001	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P02	Pearson Correlation	.633***	1	.633***	.273	.706***	.402**	.389**	.461***	.458***	.458***	.769***
	Sig. (2-tailed)	<,001		<,001	.055	<,001	.004	.005	<,001	<,001	<,001	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P03	Pearson Correlation	.376**	.633***	1	.408**	.636***	.196	.465***	.496***	.477***	.404**	.728***
	Sig. (2-tailed)	.007	<,001		.003	<,001	.173	<,001	<,001	<,001	.004	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P04	Pearson Correlation	.408**	.273	.408**	1	.254	.066	.200	.411**	.094	.370**	.499***
	Sig. (2-tailed)	.003	.055	.003		.075	.649	.163	.003	.516	.008	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P05	Pearson Correlation	.636***	.706***	.636***	.254	1	.212	.467***	.642***	.691***	.541***	.831***
	Sig. (2-tailed)	<,001	<,001	<,001	.075		.139	<,001	<,001	<,001	<,001	<,001

	N	50	50	50	50	50	50	50	50	50	50	50
P06	Pearson Correlation	.432**	.402**	.196	.066	.212	1	.438**	.152	.131	.196	.468***
	Sig. (2-tailed)	.002	.004	.173	.649	.139		.001	.292	.364	.174	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P07	Pearson Correlation	.306*	.389**	.465***	.200	.467***	.438**	1	.504***	.212	.406**	.640***
	Sig. (2-tailed)	.031	.005	<,001	.163	<,001	.001		<,001	.139	.003	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P08	Pearson Correlation	.417**	.461***	.496***	.411**	.642***	.152	.504***	1	.682***	.682***	.800***
	Sig. (2-tailed)	.003	<,001	<,001	.003	<,001	.292	<,001		<,001	<,001	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P09	Pearson Correlation	.404**	.458***	.477***	.094	.691***	.131	.212	.682***	1	.526***	.688***
	Sig. (2-tailed)	.004	<,001	<,001	.516	<,001	.364	.139	<,001		<,001	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P10	Pearson Correlation	.477***	.458***	.404**	.370**	.541***	.196	.406**	.682***	.526***	1	.747***
	Sig. (2-tailed)	<,001	<,001	.004	.008	<,001	.174	.003	<,001	<,001		<,001
	N	50	50	50	50	50	50	50	50	50	50	50
TOTAL	Pearson Correlation	.728***	.769***	.728***	.499***	.831***	.468***	.640***	.800***	.688***	.747***	1

	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	
	N	50	50	50	50	50	50	50	50	50	50	50

***. Correlation at 0.001(2-tailed)

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

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

UJI VALIDITAS VARIABEL GAYA KEPEMIMPINAN (X2)

Correlations

		P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	TOTAL
P01	Pearson Correlation	1	.332*	.371**	.277	.280*	.494***	.263	.371**	.332*	.318*	.588***
	Sig. (2-tailed)		.019	.008	.051	.049	<,001	.065	.008	.019	.024	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P02	Pearson Correlation	.332*	1	.487***	.299*	.327*	.636***	.601***	.580***	.238	.416**	.701***
	Sig. (2-tailed)	.019		<,001	.035	.020	<,001	<,001	<,001	.096	.003	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P03	Pearson Correlation	.371**	.487***	1	.515***	.647***	.594***	.360*	.449**	.580***	.459***	.787***
	Sig. (2-tailed)	.008	<,001		<,001	<,001	<,001	.010	.001	<,001	<,001	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P04	Pearson Correlation	.277	.299*	.515***	1	.426**	.470***	.307*	.256	.387**	.307*	.616***
	Sig. (2-tailed)	.051	.035	<,001		.002	<,001	.030	.073	.006	.030	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P05	Pearson Correlation	.280*	.327*	.647***	.426**	1	.517***	.507***	.468***	.691***	.459***	.765***
	Sig. (2-tailed)	.049	.020	<,001	.002		<,001	<,001	<,001	<,001	<,001	<,001

	N	50	50	50	50	50	50	50	50	50	50	50
P06	Pearson Correlation	.494***	.636***	.594***	.470***	.517***	1	.536***	.322*	.359*	.501***	.781***
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001		<,001	.022	.010	<,001	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P07	Pearson Correlation	.263	.601***	.360*	.307*	.507***	.536***	1	.567***	.495***	.428**	.716***
	Sig. (2-tailed)	.065	<,001	.010	.030	<,001	<,001		<,001	<,001	.002	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P08	Pearson Correlation	.371**	.580***	.449**	.256	.468***	.322*	.567***	1	.487***	.285*	.682***
	Sig. (2-tailed)	.008	<,001	.001	.073	<,001	.022	<,001		<,001	.045	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P09	Pearson Correlation	.332*	.238	.580***	.387**	.691***	.359*	.495***	.487***	1	.239	.687***
	Sig. (2-tailed)	.019	.096	<,001	.006	<,001	.010	<,001	<,001		.095	<,001
	N	50	50	50	50	50	50	50	50	50	50	50
P10	Pearson Correlation	.318*	.416**	.459***	.307*	.459***	.501***	.428**	.285*	.239	1	.638***
	Sig. (2-tailed)	.024	.003	<,001	.030	<,001	<,001	.002	.045	.095		<,001
	N	50	50	50	50	50	50	50	50	50	50	50
TOTAL	Pearson Correlation	.588***	.701***	.787***	.616***	.765***	.781***	.716***	.682***	.687***	.638***	1

	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	
	N	50	50	50	50	50	50	50	50	50	50	50

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

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

***. Correlation at 0.001(2-tailed)

UJI VALIDITAS VARIABEL KINERJA PEGAWAI (Y)

Correlations

		PY01	PY02	PY03	PY04	PY05	PY06	PY07	PY08	PY09	PY10	PY11	PY12	TOTAL
PY01	Pearson Correlation	1	.513***	.573***	.205	.031	.188	.161	.669***	.154	-.017	.188	.246	.541***
	Sig. (2-tailed)		<,001	<,001	.154	.829	.190	.263	<,001	.285	.908	.192	.085	<,001
	N	50	50	50	50	50	50	50	50	50	50	50	50	50
PY02	Pearson Correlation	.513***	1	.256	.112	-.043	.053	.203	.452***	.302*	.137	.415**	.298*	.577***
	Sig. (2-tailed)	<,001		.073	.440	.768	.714	.157	<,001	.033	.343	.003	.035	<,001
	N	50	50	50	50	50	50	50	50	50	50	50	50	50
PY03	Pearson Correlation	.573***	.256	1	.000	.055	.329*	.011	.565***	-.076	-.029	-.062	.429**	.359*
	Sig. (2-tailed)	<,001	.073		1.000	.706	.020	.940	<,001	.601	.841	.667	.002	.010
	N	50	50	50	50	50	50	50	50	50	50	50	50	50
PY04	Pearson Correlation	.205	.112	.000	1	.000	.297*	.190	.211	.000	.255	.273	.167	.454***
	Sig. (2-tailed)	.154	.440	1.000		1.000	.036	.187	.142	1.000	.074	.055	.247	<,001
	N	50	50	50	50	50	50	50	50	50	50	50	50	50
PY05	Pearson Correlation	.031	-.043	.055	.000	1	.638***	.334*	.097	-.028	.078	-.094	.287*	.450**
	Sig. (2-tailed)	.829	.768	.706	1.000		<,001	.018	.504	.848	.589	.516	.043	.001
	N	50	50	50	50	50	50	50	50	50	50	50	50	50
PY06	Pearson Correlation	.188	.053	.329*	.297*	.638***	1	.352*	.247	.073	.267	.138	.370**	.679***
	Sig. (2-tailed)	.190	.714	.020	.036	<,001		.012	.084	.616	.061	.338	.008	<,001
	N	50	50	50	50	50	50	50	50	50	50	50	50	50

PY07	Pearson Correlation	.161	.203	.011	.190	.334*	.352*	1	.179	.132	.015	.033	.278	.567***
	Sig. (2-tailed)	.263	.157	.940	.187	.018	.012		.214	.362	.915	.820	.051	<,001
	N	50	50	50	50	50	50	50	50	50	50	50	50	50
PY08	Pearson Correlation	.669***	.452***	.565***	.211	.097	.247	.179	1	.272	.378**	.119	.197	.597***
	Sig. (2-tailed)	<,001	<,001	<,001	.142	.504	.084	.214		.056	.007	.409	.171	<,001
	N	50	50	50	50	50	50	50	50	50	50	50	50	50
PY09	Pearson Correlation	.154	.302*	-.076	.000	-.028	.073	.132	.272	1	.384**	.295*	.145	.437**
	Sig. (2-tailed)	.285	.033	.601	1.000	.848	.616	.362	.056		.006	.038	.316	.001
	N	50	50	50	50	50	50	50	50	50	50	50	50	50
PY10	Pearson Correlation	-.017	.137	-.029	.255	.078	.267	.015	.378**	.384**	1	.189	.272	.421**
	Sig. (2-tailed)	.908	.343	.841	.074	.589	.061	.915	.007	.006		.188	.056	.002
	N	50	50	50	50	50	50	50	50	50	50	50	50	50
PY11	Pearson Correlation	.188	.415**	-.062	.273	-.094	.138	.033	.119	.295*	.189	1	.218	.454***
	Sig. (2-tailed)	.192	.003	.667	.055	.516	.338	.820	.409	.038	.188		.128	<,001
	N	50	50	50	50	50	50	50	50	50	50	50	50	50
PY12	Pearson Correlation	.246	.298*	.429**	.167	.287*	.370**	.278	.197	.145	.272	.218	1	.596***
	Sig. (2-tailed)	.085	.035	.002	.247	.043	.008	.051	.171	.316	.056	.128		<,001

	N	50	50	50	50	50	50	50	50	50	50	50	50	50
TOTAL	Pearson Correlation	.541***	.577***	.359*	.454***	.450**	.679***	.567***	.597***	.437**	.421**	.454***	.596***	1
	Sig. (2-tailed)	<,001	<,001	.010	<,001	.001	<,001	<,001	<,001	.001	.002	<,001	<,001	
	N	50	50	50	50	50	50	50	50	50	50	50	50	50

***. Correlation at 0.001(2-tailed)

*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).

Uji Realiabilitas Variabel Pangalaman Kerja (X1)

Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	50	100.0
	Excluded[a]	0	.0
	Total	50	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.875	10

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	39.3200	10.385	.656	.859
VAR00002	39.4000	10.408	.711	.856
VAR00003	39.3200	10.385	.656	.859
VAR00004	39.1200	11.087	.387	.879
VAR00005	39.3600	10.113	.785	.850
VAR00006	39.1200	11.047	.359	.882
VAR00007	39.2400	10.472	.539	.868
VAR00008	39.3800	9.873	.735	.852
VAR00009	39.3400	10.147	.574	.866
VAR00010	39.3400	9.862	.659	.858

Uji Realiabilitas Variabel Gaya Kepemimpinan (X2)

Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	50	100.0
	Excluded[a]	0	.0
	Total	50	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.870	10

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00012	39.0000	8.980	.392	.874
VAR00013	39.1600	8.545	.612	.856
VAR00014	39.1400	8.245	.720	.847
VAR00015	39.0200	8.673	.505	.865
VAR00016	39.1200	8.475	.615	.856
VAR00017	39.1200	8.230	.713	.847
VAR00018	39.2400	8.676	.635	.855
VAR00019	39.1400	8.572	.588	.858
VAR00020	39.1600	8.586	.596	.857
VAR00021	39.0400	8.611	.532	.862

Uji Realiabilitas Variabel Kinerja Pegawai (Y)

Case Processing Summary			
		N	%
Cases	Valid	50	100.0
	Excluded[a]	0	.0
	Total	50	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.695	12

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00022	44.4200	4.208	.295	.684
VAR00023	44.2200	3.563	.426	.659
VAR00024	44.4000	4.286	.321	.686
VAR00025	44.4200	3.922	.255	.688
VAR00026	44.5800	3.840	.287	.684
VAR00027	44.5800	3.269	.524	.638
VAR00028	44.4600	3.478	.368	.674
VAR00029	44.3600	3.949	.510	.662
VAR00030	44.2000	3.918	.241	.691
VAR00031	44.4000	4.367	.180	.694
VAR00032	44.2600	3.951	.275	.684
VAR00033	44.3200	3.814	.497	.656

REKAPITULASI JAWABAN RESPONDEN VARIABEL PENGALAMAN KERJA (X1)

	PENGALAMAN KERJA (X1)										
No	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	X1.8	X1.9	X1.10	SKOR
1	5	5	5	5	5	5	5	5	5	5	50
2	5	5	5	5	5	5	5	5	5	5	50
3	4	4	4	4	4	4	4	4	4	4	40
4	4	4	4	4	4	4	4	4	4	4	40
5	5	4	4	5	5	4	5	5	5	5	47
6	5	4	4	4	5	5	4	4	5	4	44
7	5	5	5	5	5	5	5	5	5	5	50
8	5	5	5	5	5	5	5	5	5	5	50
9	5	5	5	5	5	5	5	5	5	5	50
10	4	4	4	4	4	4	4	4	5	5	42
11	5	4	4	4	4	4	4	4	4	5	42
12	4	4	5	5	4	4	4	4	4	4	42
13	4	4	4	5	4	3	4	4	4	4	40
14	5	5	5	5	5	5	5	5	5	5	50
15	5	5	5	5	5	5	5	5	5	5	50
16	4	4	4	4	4	4	4	4	4	4	40
17	4	4	4	4	4	5	5	4	4	4	42
18	4	4	4	4	4	5	4	4	4	4	41
19	4	4	4	4	4	5	5	4	4	5	43
20	4	4	4	4	4	5	5	4	4	4	42
21	4	4	4	4	4	5	5	4	4	4	42
22	5	5	5	5	5	5	5	5	5	5	50
23	4	4	5	4	4	5	5	4	4	4	43
24	4	4	4	4	4	5	5	4	4	4	42
25	5	5	4	4	4	5	4	3	3	3	40
26	4	4	4	4	4	4	4	4	4	4	40
27	4	4	4	5	4	5	5	3	3	3	40
28	4	4	4	5	4	5	5	5	3	5	44
29	5	4	4	5	4	5	4	4	4	4	43
30	5	4	4	5	4	5	4	4	4	5	44
31	4	4	5	5	4	5	4	4	4	4	43
32	5	4	4	5	4	5	4	4	4	4	43
33	4	4	5	5	4	4	5	4	4	4	43
34	5	5	5	5	5	5	5	5	5	5	50
35	4	4	4	5	4	4	5	5	4	5	44
36	5	5	5	5	5	5	5	5	5	5	50
37	4	4	4	5	4	4	4	4	4	4	41
38	4	4	4	5	4	5	4	5	5	5	45
39	4	5	4	4	4	5	4	4	4	4	42
40	4	4	4	4	4	4	4	4	5	4	42
41	4	4	4	4	4	5	4	4	5	4	42
42	4	4	4	5	4	4	4	4	4	4	41
43	4	4	5	5	4	4	4	4	4	4	42
44	4	4	4	5	4	4	4	4	4	4	41
45	4	4	4	5	4	4	3	4	4	4	40
46	4	4	4	4	4	4	4	4	4	4	40
47	4	4	4	4	4	4	4	5	5	3	41
48	4	5	5	4	5	4	4	4	5	5	45
49	4	4	5	4	5	4	5	5	5	4	45
50	4	4	4	4	5	4	4	4	4	4	41

REKAPITULASI JAWABAN RESPONDEN VARIABEL GAYA KEPEMIMPINAN (X2)

	GAYA KEPEMIMPINAN (X2)										
No	X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	X2.8	X2.9	X2.10	SKOR
1	4	5	5	5	5	5	5	5	5	5	49
2	5	5	5	5	5	5	5	5	5	5	50
3	5	4	4	4	4	4	4	4	4	4	41
4	4	4	4	4	4	4	4	4	4	4	40
5	5	5	5	5	5	5	4	4	4	5	47
6	4	5	5	4	4	5	4	4	4	4	43
7	5	5	5	5	5	5	4	5	4	5	48
8	5	5	5	5	4	5	5	5	5	5	49
9	5	5	4	5	4	5	4	4	4	5	45
10	4	4	4	4	4	4	4	4	4	4	40
11	4	4	5	5	5	5	4	4	4	5	45
12	5	4	4	4	5	4	4	5	5	4	44
13	5	4	4	4	4	4	4	4	4	4	41
14	5	5	5	5	4	5	5	5	5	5	49
15	5	5	4	4	5	5	5	5	4	5	47
16	4	4	4	4	4	4	4	4	4	5	41
17	4	4	4	5	4	4	4	4	4	4	41
18	4	4	4	4	4	4	4	4	4	4	40
19	4	4	4	5	4	4	4	4	4	4	41
20	4	4	5	5	5	4	4	4	5	4	44
21	4	4	4	5	5	4	4	4	5	4	43
22	5	5	5	5	5	5	5	5	5	5	50
23	4	4	5	5	5	4	4	5	5	4	45
24	4	4	4	5	4	4	4	4	4	5	42
25	4	4	4	5	5	5	5	4	5	4	45
26	4	4	4	4	4	4	4	4	4	4	40
27	5	4	4	4	4	4	4	4	5	4	42
28	5	4	5	5	4	4	4	4	4	4	43
29	5	4	4	5	4	5	4	4	4	4	43
30	5	4	5	4	5	5	4	4	5	5	46
31	5	4	5	4	5	4	4	5	5	5	46
32	5	4	4	4	4	5	4	4	4	4	42
33	5	4	4	5	4	4	4	5	4	4	43
34	5	5	5	5	5	5	5	5	5	5	50
35	5	4	4	5	4	4	4	4	4	5	43
36	5	5	5	5	5	5	5	5	5	5	50
37	5	4	4	4	4	4	4	4	4	4	41
38	4	4	4	4	4	4	4	4	4	4	40
39	4	4	4	4	5	4	5	4	4	5	43
40	4	4	4	4	4	4	4	4	4	5	41
41	4	4	4	4	4	4	4	4	4	5	41
42	4	4	4	4	4	4	4	4	4	5	41
43	4	4	4	4	4	4	4	5	4	4	41
44	5	4	4	4	4	4	4	4	4	4	41
45	4	4	4	4	4	4	4	4	4	4	40
46	4	4	4	4	4	4	4	4	4	4	40
47	4	4	4	4	4	4	4	4	4	4	40
48	4	5	4	4	4	4	5	5	4	4	43
49	4	5	4	4	4	4	4	5	4	4	42
50	4	5	4	4	4	4	4	4	4	4	41
∑	223	215	216	222	217	217	211	216	215	221	2173

REKAPITULASI JAWABAN RESPONDEN VARIABEL KINERJA PEGAWAI (Y)

	KINERJA PEGAWAI (Y)												TOTAL
No	Y.1	Y.2	Y.3	Y.4	Y.5	Y.6	Y.7	Y.8	Y.9	Y.10	Y.11	Y.12	
1	4	5	4	4	4	4	4	5	5	5	4	4	52
2	4	5	4	4	5	4	5	4	4	4	4	5	52
3	4	4	4	4	4	4	4	4	4	4	4	4	48
4	4	4	4	4	4	4	4	4	4	4	4	4	48
5	4	4	4	4	4	4	4	4	4	4	4	4	48
6	4	4	4	4	4	4	4	4	4	4	4	4	48
7	4	4	4	5	4	5	4	4	5	4	5	5	53
8	4	5	4	5	4	4	5	5	5	4	5	4	54
9	4	5	4	4	4	5	4	4	5	4	5	4	52
10	4	4	4	4	4	4	4	4	4	4	4	4	48
11	4	4	4	4	4	4	4	4	4	4	4	4	48
12	4	4	4	4	4	4	4	4	4	4	4	4	48
13	4	4	4	4	4	4	4	4	4	4	4	4	48
14	4	4	4	4	4	4	4	4	4	4	4	4	48
15	4	4	4	4	4	4	4	4	5	4	4	5	50
16	4	4	4	4	4	4	4	4	5	4	4	4	49
17	4	4	4	4	4	4	4	4	4	4	4	4	48
18	3	3	4	4	4	4	4	4	4	4	4	4	46
19	4	4	4	4	4	4	3	4	4	4	5	4	48
20	4	4	4	4	4	4	4	4	4	4	4	4	48
21	4	4	4	4	4	4	4	4	4	4	4	4	48
22	5	5	5	4	4	5	4	5	4	4	4	5	54
23	4	4	4	4	4	4	4	4	4	4	4	4	48
24	4	4	4	4	4	4	4	4	4	4	4	4	48
25	4	4	4	4	4	4	4	4	4	4	4	4	48
26	4	4	4	4	4	4	4	4	4	4	4	4	48
27	4	4	4	4	4	4	4	4	4	4	4	4	48
28	4	4	4	4	4	4	4	4	4	4	4	4	48
29	4	4	4	4	4	4	4	4	4	4	5	4	49
30	4	4	4	4	4	4	4	4	4	4	4	4	48
31	4	4	4	4	4	4	4	4	4	4	4	4	48
32	4	4	4	4	4	4	4	4	4	4	4	4	48
33	4	5	4	4	3	3	3	4	4	4	5	4	47
34	4	5	4	4	4	4	5	4	4	4	5	5	52
35	4	5	4	4	3	3	4	4	5	4	5	4	49
36	4	5	4	4	4	4	5	4	5	4	4	4	51
37	4	5	4	4	3	3	3	4	4	4	4	4	46
38	4	5	4	4	4	4	4	4	4	4	4	4	49
39	4	4	4	4	4	4	4	4	4	4	4	4	48
40	4	4	4	3	4	3	4	4	5	4	4	4	47
41	4	4	4	4	3	4	4	4	5	4	4	4	48
42	4	4	4	3	4	3	3	4	5	4	4	4	46
43	4	4	4	4	4	4	4	4	4	4	4	4	48
44	4	4	4	4	3	3	3	4	4	4	4	4	45
45	4	4	4	4	4	3	3	4	4	4	4	4	46
46	4	4	4	4	4	4	4	4	4	4	4	4	48
47	4	4	4	5	3	3	5	4	4	4	4	4	48
48	4	4	4	5	3	3	3	4	4	4	4	4	46
49	4	4	4	3	3	3	3	4	4	4	4	4	44
50	4	4	4	3	3	3	5	4	4	4	4	4	46
∑	200	210	201	200	192	192	198	203	211	201	208	205	**2421**

t Tabel

d.f	$t_{0.10}$	$t_{0.05}$	$t_{0.025}$	$t_{0.01}$	$t_{0.005}$	d.f
1	3,078	6,314	12,706	31,821	63, 657	1
2	1,886	2,920	4,303	6,965	9,925	2
3	1,638	2,353	3,182	4,541	5,841	3
4	1,533	2,132	2,776	3,747	4,604	4
5	1,476	2,015	2,571	3,365	4,032	5
6	1,440	1,943	2,447	3,143	3,707	6
7	1,415	1,895	2,365	2,998	3,499	7
8	1,397	1,860	2,306	2,896	3,355	8
9	1,383	1,833	2,262	2,821	3,250	9
10	1,372	1,812	2,228	2,764	3,169	10
11	1,363	1,796	2,201	2,718	3,106	11
12	1,356	1,782	2,179	2,681	3,055	12
13	1,350	1,771	2,160	2,650	3,012	13
14	1,345	1,761	2,145	2,624	2,977	14
15	1,341	1,753	2,131	2,602	2,947	15
16	1,337	1,746	2,120	2,583	2,921	16
17	1,333	1,740	2,110	2,567	2,898	17
18	1,330	1,734	2,101	2,552	2,878	18
19	1,328	1,729	2,093	2,539	2,861	19
20	1,325	1,725	2,086	2,528	2,845	20
21	1,323	1,721	2,080	2,518	2,831	21
22	1,321	1,717	2,074	2,508	2,819	22
23	1,319	1,714	2,069	2,500	2,807	23
24	1,318	1,711	2,064	2,492	2,797	24
25	1,316	1,708	2,060	2,485	2,787	25
26	1,315	1,706	2,056	2,479	2,779	26
27	1,314	1,703	2,052	2,473	2,771	27
28	1,313	1,701	2,048	2,467	2,763	28
29	1,311	1,699	2,045	2,462	2,756	29
30	1,310	1,697	2,042	2,457	2,750	30
31	1,309	1,696	2,040	2,453	2,744	31
32	1,309	1,694	2,037	2,449	2,738	32
33	1,308	1,692	2,035	2,445	2,733	33
34	1,307	1,691	2,032	2,441	2,728	34
35	1,306	1,690	2,030	2,438	2,724	35
dst						
48	1,299	1,677	2,011	2,407	2,682	48
49	1,299	1,677	2,010	2,405	2,680	49
50	1,299	1,676	2,009	2,403	2,678	50
51	1,298	1,675	2,008	2,402	2,676	51

F Tabel

Tabel Distribusi F (F tabel)						
Uji 2 Sisi (*Two - Tailed Test*)						
			Tingkat Signifikansi			0,05
Denominator	Numerator					
Derajat Bebas	Derajat Bebas Pembilang					
	1	2	3	4	5	6
1	161,448	199,500	215,707	224,583	230,162	233,986
2	18,513	19,000	19,164	19,247	19,296	19,330
3	10,128	9,552	9,277	9,117	9,013	8,941
4	7,709	6,944	6,591	6,388	6,256	6,163
5	6,608	5,786	5,409	5,192	5,050	4,950
6	5,987	5,143	4,757	4,534	4,387	4,284
7	5,591	4,737	4,347	4,120	3,972	3,866
8	5,318	4,459	4,066	3,838	3,687	3,581
9	5,117	4,256	3,863	3,633	3,482	3,374
10	4,965	4,103	3,708	3,478	3,326	3,217
11	4,844	3,982	3,587	3,357	3,204	3,095
dst						
32	4,149	3,295	2,901	2,668	2,512	2,399
33	4,139	3,285	2,892	2,659	2,503	2,389
34	4,130	3,276	2,883	2,650	2,494	2,380
35	4,121	3,267	2,874	2,641	2,485	2,372
36	4,113	3,259	2,866	2,634	2,477	2,364
37	4,105	3,252	2,859	2,626	2,470	2,356
38	4,098	3,245	2,852	2,619	2,463	2,349
39	4,091	3,238	2,845	2,612	2,456	2,342
40	4,085	3,232	2,839	2,606	2,449	2,336
41	4,079	3,226	2,833	2,600	2,443	2,330
42	4,073	3,220	2,827	2,594	2,438	2,324
43	4,067	3,214	2,822	2,589	2,432	2,318
44	4,062	3,209	2,816	2,584	2,427	2,313
45	4,057	3,204	2,812	2,579	2,422	2,308
46	4,052	3,200	2,807	2,574	2,417	2,304
47	4,047	3,195	2,802	2,570	2,413	2,299
48	4,043	3,191	2,798	2,565	2,409	2,295
49	4,038	3,187	2,794	2,561	2,404	2,290
50	4,034	3,183	2,790	2,557	2,400	2,286