

## **Lampiran 1**

### **KUESIONER**

#### **” Pengaruh Komitmen Organisasi, Budaya Organisasi dan Kepuasan Kerja Terhadap Kinerja Organisasi Publik Melalui Akuntabilitas Publik Sebagai Variabel *Intervening*”**

Kepada Yth,  
Bapak/Ibu/Sdr/i Responden

Dengan hormat,

Kami memahami sepenuhnya bahwa waktu Anda sangat terbatas dan berharga. Namun demikian, kami sangat mengharapkan kesediaan Anda untuk meluangkan waktu untuk mengisi kuesioner ini. Kuesioner ini disusun dalam rangka penyusunan Tugas Akhir (Skripsi) yang merupakan syarat kelulusan Program S1 Fakultas Ekonomi Program Studi Akuntansi Universitas Muhammadiyah Gresik.

Kuesioner ini dimaksudkan untuk mengetahui bagaimana “Pengaruh Komitmen Organisasi, Budaya Organisasi dan Kepuasan Kerja Terhadap Kinerja Organisasi Publik Melalui Akuntabilitas Publik Sebagai Variabel *Intervening*”. Kuesioner ini digunakan untuk kepentingan ilmiah, sehingga semua jawaban Anda akan kami jaga kerahasiaannya.

Atas kesediaan dan kerjasama Anda, saya ucapan terima kasih.

Hormat Saya,

Kiki Sari R.J  
11322021

## **PETUNJUK PENGISIAN**

1. Mohon kuesioner diisi oleh Bapak / Ibu untuk menjawab seluruh pernyataan yang telah disediakan.
2. Pada tipe pilihan, Bapak/Ibu dipersilahkan untuk memberi tanda ( ✓ ) pada kolom jawaban “SS” (Sangat Setuju), “S” (Setuju), “R” (Ragu-ragu), “TS” (Tidak Setuju), serta “STS” (Sangat Tidak Setuju), yang dianggap paling tepat.
3. Dalam menjawab pernyataan-pernyataan ini tidak ada yang salah, oleh sebab itu, usahakan tidak ada jawaban yang dikosongkan.
4. Saya mengucapkan terima kasih pada Bapak / Ibu atas partisipasi guna mensukseskan penelitian ini.

## **DATA RESPONDEN**

1. Nama : \_\_\_\_\_
2. Pekerjaan : \_\_\_\_\_
3. Alamat : \_\_\_\_\_
4. Jenis Kelamin :  Laki-laki  Perempuan
5. Usia :  21 - 30 tahun  
 31 - 40 tahun  
 >40 tahun
6. Pendidikan terakhir :  SMA / D3  
 Strata 1 / S1  
 Strata 2 / S2

## I PERNYATAAN KOMITMEN ORGANISASI

| No. | Pernyataan   | STS | TS | RR | S | SS |
|-----|--|-----|----|----|---|----|
|     |  | 1   | 2  | 3  | 4 | 5  |
| 1   | Saya bersedia melakukan upaya ekstra disamping pekerjaan yang sudah ditentukan untuk membantu keberhasilan organisasi  |     |    |    |   |    |
| 2   | Saya menceritakan perusahaan ini kepada teman-teman sebagai organisasi yang bagus untuk bekerja  |     |    |    |   |    |
| 3   | Saya bangga bercerita kepada orang lain bahwa saya adalah bagian dari organisasi ini   |     |    |    |   |    |
| 4   | Saya sangat senang memilih organisasi ini sebagai tempat bekerja saya, dibandingkan dengan organisasi-organisasi lain yang saya pertimbangkan pada saat saya bergabung |     |    |    |   |    |
| 5   | Saya sangat peduli dengan nasib organisasi ini   |     |    |    |   |    |
| 6   | Saya merasa loyal terhadap organisasi ini  |     |    |    |   |    |
| 7   | Hanya sedikit perubahan bagi diri saya, apabila meninggalkan organisasi ini  |     |    |    |   |    |
| 8   | Banyak yang dapat saya peroleh apabila bergabung dengan organisasi ini   |     |    |    |   |    |
| 9   | Seringkali saya merasa mudah untuk setuju dengan kebijakan -kebijakan organisasi ini mengenai hal-hal penting yang berkaitan dengan organisasi                         |     |    |    |   |    |
| 10  | Memutuskan untuk bekerja pada organisasi ini merupakan keputusan yang tepat bagi kehidupan saya  |     |    |    |   |    |
| 11  | Saya bisa bekerja dengan baik untuk organisasi lain sepanjang tipe pekerjaannya sama   |     |    |    |   |    |
| 12  | Saya menemukan kecocokan antara nilai-nilai yang saya pegang dengan nilai-nilai organisasi ini   |     |    |    |   |    |

Sumber : Hadi Rubani (2011)

## II PERNYATAAN BUDAYA ORGANISASI

| No. | Pernyataan   | STS | TS | RR | S | SS |
|-----|--|-----|----|----|---|----|
|     |  | 1   | 2  | 3  | 4 | 5  |
| 1   | Dalam bekerja saya dituntut untuk berpikir inovatif dan berani dalam mengambil resiko kerja  |     |    |    |   |    |
| 2   | Setiap kali melakukan pekerjaan saya selalu mengutamakan kecermatan, analisis dan perhatian terhadap detail                              |     |    |    |   |    |
| 3   | Sejauh ini saya merasa bahwa manajemen di perusahaan lebih mengutamakan pada hasil dan keluaran  |     |    |    |   |    |
| 4   | Sejauh ini saya merasa bahwa keputusan-keputusan yang diambil manajemen ikut mempertimbangkan dampak dari keluarannya kepada karyawannya |     |    |    |   |    |
| 5   | Pekerjaan yang saya lakukan memiliki kecenderungan mengutamakan kinerja Team   |     |    |    |   |    |
| 6   | Saya orang yang bekerja lebih agresif dan kompetitif daripada santai   |     |    |    |   |    |
| 7   | Pekerjaan yang ada selalu menekankan pada kestabilan daripada pertumbuhan  |     |    |    |   |    |

Sumber : Destynatza Kartika Asih (2012)

### **III PERNYATAAN KEPUASAN KERJA**

| No. | Pernyataan  | STS | TS | RR | S | SS |
|-----|---|-----|----|----|---|----|
|     |   | 1   | 2  | 3  | 4 | 5  |
| 1   | Gaji diterima sesuai dengan beban pekerjaan                           |     |    |    |   |    |
| 2   | Gaji dibayar tepat waktu  |     |    |    |   |    |
| 3   | Penyelia bersikap baik dan bertanggung jawab                          |     |    |    |   |    |
| 4   | Penyelia membantu dalam menyelesaikan pekerjaan                       |     |    |    |   |    |
| 5   | Pekerjaan sesuai keahlian   |     |    |    |   |    |
| 6   | Pekerjaan sesuai keinginan  |     |    |    |   |    |
| 7   | Hubungan dengan rekan kerja terjalin baik                             |     |    |    |   |    |
| 8   | Rekan kerja memberikan bantuan langsung dalam menyelesaikan pekerjaan |     |    |    |   |    |
| 9   | Semua karyawan diberikan kesempatan untuk promosi                     |     |    |    |   |    |
| 10  | Pelaksanaan promosi dijalankan secara obyektif                        |     |    |    |   |    |

Sumber : Hadi Rubadi (2011)

#### **IV PERNYATAAN AKUNTABILITAS PUBLIK**

| No. | Pernyataan  | STS | TS | RR | S | SS |
|-----|---|-----|----|----|---|----|
|     |   | 1   | 2  | 3  | 4 | 5  |
| 1   | Pelaksanaan kebijakan dipertanggungjawabkan pemerintah daerah kepada DPRD dan masyarakat luas.  |     |    |    |   |    |
| 2   | Anggaran yang dirancang dan ditetapkan pemerintah daerah bersama DPRD sesuai dengan realisasinya bagi kepentingan publik.                                   |     |    |    |   |    |
| 3   | Program-program anggaran dirancang dengan memper-timbangkan prinsip efisiensi bahwa dana masyarakat menghasilkan output maksimal.                           |     |    |    |   |    |
| 4   | Program-program anggaran dirancang dengan memper- timbangkaan prinsip efektifitas bahwa penggunaan anggaran mencapai target atau tujuan kepentingan publik. |     |    |    |   |    |
| 5   | Pelaksanaan program-program APBD benar-benar dirasakan manfaatnya oleh masyarakat.  |     |    |    |   |    |
| 6   | Anggaran yang diusulkan mencerminkan visi, misi, tujuan, sasaran, dan hasil yang ditetapkan.  |     |    |    |   |    |
| 7   | Pengalokasian dana anggaran mengikuti proses-proses dan prosedur yang berlaku.  |     |    |    |   |    |
| 8   | Penggunaan dana anggaran didasarkan atas hukum dan peraturan yang berlaku.  |     |    |    |   |    |
| 9   | Audit kepatuhan dilakukan agar setiap penggunaan dana dilandasi peraturan dan hukum yang berlaku.   |     |    |    |   |    |

Sumber : Deki Putra (2008)

## V PERNYATAAN KINERJA ORGANISASI

| No. | Pernyataan   | STS | TS | RR | S | SS |
|-----|--|-----|----|----|---|----|
|     |  | 1   | 2  | 3  | 4 | 5  |
| 1   | Saya dapat menyelesaikan sejumlah pekerjaan yang menjadi tanggung jawab saya   |     |    |    |   |    |
| 2   | Saya dapat menyelesaikan pekerjaan dengan teliti dan tepat sesuai yang diharapkan  |     |    |    |   |    |
| 3   | Saya memiliki pengetahuan yang cukup tentang tugas/kewajiban dan melakukannya sehingga mendekati standar perusahaan/instansi |     |    |    |   |    |
| 4   | Saya memiliki kemampuan bekerja sama dengan orang lain dan sikap yang konstruktif dalam tim                                  |     |    |    |   |    |
| 5   | Saya memiliki tanggung jawab dalam melaksanakan tugas pekerjaan  |     |    |    |   |    |
| 6   | Saya memiliki sikap kerja yang menyenangkan dan berusaha konsentrasi pada tugas  |     |    |    |   |    |
| 7   | Saya memiliki inisiatif dalam menjalankan tugas/pekerjaan yang relatif baru  |     |    |    |   |    |
| 8   | Saya memiliki keterampilan teknis untuk menyelesaikan pekerjaan  |     |    |    |   |    |
| 9   | Saya memiliki kemampuan mengambil keputusan atau menyelesaikan masalah   |     |    |    |   |    |
| 10  | Saya memiliki kemampuan mengarahkan dan membimbing karyawan atau pegawai lain untuk mencapai efisiensi                       |     |    |    |   |    |
| 11  | Saya memiliki kemampuan menyelesaikan tugas-tugas administrasi   |     |    |    |   |    |
| 12  | Saya memiliki kreativitas untuk menyelesaikan pekerjaan untuk mencapai hasil yang lebih baik                                 |     |    |    |   |    |

Sumber: Suyadi Prawirosentono (1999)

**Lampiran 2**

**TABEL PENELITIAN**

| Responden | KOMITMEN ORGANISASI (X1) |   |   |   |   |   |   |   |   |    |    |    | $\Sigma X1$ |
|-----------|--------------------------|---|---|---|---|---|---|---|---|----|----|----|-------------|
|           | 1                        | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |             |
| 1         | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5  | 4  | 4  | 50          |
| 2         | 5                        | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 3  | 4  | 4  | 46          |
| 3         | 5                        | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5  | 5  | 5  | 56          |
| 4         | 5                        | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5  | 5  | 5  | 59          |
| 5         | 4                        | 2 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4  | 3  | 4  | 42          |
| 6         | 4                        | 4 | 2 | 2 | 4 | 4 | 2 | 4 | 3 | 4  | 2  | 4  | 39          |
| 7         | 4                        | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 4  | 3  | 4  | 45          |
| 8         | 5                        | 1 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4  | 3  | 3  | 41          |
| 9         | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 48          |
| 10        | 4                        | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 3 | 4  | 5  | 4  | 52          |
| 11        | 4                        | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4  | 4  | 5  | 55          |
| 12        | 4                        | 4 | 5 | 4 | 5 | 4 | 3 | 4 | 4 | 4  | 4  | 4  | 49          |
| 13        | 4                        | 4 | 4 | 3 | 4 | 4 | 3 | 5 | 5 | 4  | 3  | 3  | 46          |
| 14        | 4                        | 1 | 1 | 1 | 4 | 4 | 1 | 2 | 4 | 2  | 4  | 4  | 32          |
| 15        | 4                        | 5 | 2 | 4 | 5 | 5 | 2 | 5 | 4 | 4  | 5  | 4  | 49          |
| 16        | 4                        | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4  | 4  | 4  | 50          |
| 17        | 5                        | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5  | 5  | 5  | 60          |
| 18        | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 2  | 4  | 4  | 46          |
| 19        | 4                        | 4 | 4 | 5 | 4 | 4 | 3 | 3 | 2 | 5  | 2  | 4  | 44          |
| 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        | 4                        | 4 | 4 | 5 | 5 | 4 | 2 | 4 | 2 | 2  | 4  | 4  | 44          |
| 23        | 5                        | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5  | 5  | 5  | 57          |
| 24        | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 48          |
| 25        | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5  | 4  | 4  | 50          |
| 26        | 4                        | 4 | 4 | 4 | 4 | 4 | 2 | 5 | 2 | 4  | 2  | 4  | 43          |
| 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  | 4  | 4  | 48          |
| 30        | 5                        | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 4  | 5  | 5  | 56          |
| 31        | 4                        | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 4  | 2  | 4  | 44          |
| 32        | 4                        | 4 | 4 | 2 | 4 | 4 | 2 | 4 | 4 | 4  | 2  | 4  | 42          |
| 33        | 5                        | 3 | 3 | 5 | 5 | 5 | 4 | 5 | 5 | 3  | 5  | 5  | 53          |
| 34        | 5                        | 4 | 5 | 4 | 5 | 5 | 3 | 5 | 2 | 4  | 1  | 4  | 47          |
| 35        | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5  | 4  | 4  | 50          |
| 36        | 5                        | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 3  | 4  | 4  | 46          |

|    |   |   |   |   |   |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|---|---|---|---|---|----|
| 37 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 56 |
| 38 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 59 |
| 39 | 4 | 2 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 42 |
| 40 | 4 | 4 | 2 | 2 | 4 | 4 | 2 | 4 | 3 | 4 | 2 | 4 | 39 |
| 41 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 4 | 3 | 4 | 45 |
| 42 | 5 | 1 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 41 |
| 43 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 44 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 3 | 4 | 5 | 4 | 52 |
| 45 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 55 |
| 46 | 4 | 4 | 5 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 49 |
| 47 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 5 | 5 | 4 | 3 | 3 | 46 |
| 48 | 4 | 1 | 1 | 1 | 4 | 4 | 1 | 2 | 4 | 2 | 4 | 4 | 32 |
| 49 | 4 | 5 | 2 | 4 | 5 | 5 | 2 | 5 | 4 | 4 | 5 | 4 | 49 |
| 50 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 50 |
| 51 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 |
| 52 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 46 |
| 53 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 3 | 2 | 5 | 2 | 4 | 44 |
| 54 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 55 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 56 | 4 | 4 | 4 | 5 | 5 | 4 | 2 | 4 | 2 | 2 | 4 | 4 | 44 |
| 57 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 57 |
| 58 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 59 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 50 |
| 60 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 5 | 2 | 4 | 2 | 4 | 43 |
| 61 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 62 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 63 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 |
| 64 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 56 |
| 65 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 4 | 2 | 4 | 44 |
| 66 | 4 | 4 | 4 | 2 | 4 | 4 | 2 | 4 | 4 | 4 | 2 | 4 | 42 |
| 67 | 5 | 3 | 3 | 5 | 5 | 5 | 4 | 5 | 5 | 3 | 5 | 5 | 53 |
| 68 | 5 | 4 | 5 | 4 | 5 | 5 | 3 | 5 | 2 | 4 | 1 | 4 | 47 |
| 69 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 50 |
| 70 | 5 | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 3 | 4 | 4 | 46 |
| 71 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 56 |
| 72 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 50 |
| 73 | 5 | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 3 | 4 | 4 | 46 |
| 74 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 56 |
| 75 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 50 |
| 76 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 50 |
| 77 | 5 | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 3 | 4 | 4 | 46 |
| 78 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 56 |
| 79 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 50 |
| 80 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 50 |

|    |   |   |   |   |   |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|---|---|---|---|---|----|
| 81 | 5 | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 3 | 4 | 4 | 46 |
| 82 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 56 |
| 83 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 50 |
| 84 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 56 |
| 85 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 50 |
| 86 | 5 | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 3 | 4 | 4 | 46 |
| 87 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 56 |
| 88 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 50 |
| 89 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 56 |
| 90 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 50 |

| Responden | BUDAYA ORGANISASI (X2) |   |   |   |   |   |   | $\Sigma X2$ |
|-----------|------------------------|---|---|---|---|---|---|-------------|
|           | 1                      | 2 | 3 | 4 | 5 | 6 | 7 |             |
| 1         | 4                      | 5 | 4 | 4 | 5 | 5 | 5 | 32          |
| 2         | 4                      | 4 | 4 | 4 | 4 | 4 | 2 | 26          |
| 3         | 5                      | 4 | 4 | 4 | 4 | 4 | 4 | 29          |
| 4         | 5                      | 4 | 4 | 5 | 4 | 5 | 5 | 32          |
| 5         | 4                      | 4 | 3 | 4 | 4 | 3 | 2 | 24          |
| 6         | 4                      | 4 | 3 | 4 | 4 | 3 | 3 | 25          |
| 7         | 4                      | 4 | 4 | 4 | 4 | 4 | 4 | 28          |
| 8         | 4                      | 4 | 4 | 5 | 5 | 4 | 5 | 31          |
| 9         | 4                      | 4 | 4 | 4 | 4 | 4 | 4 | 28          |
| 10        | 5                      | 5 | 5 | 4 | 5 | 5 | 4 | 33          |
| 11        | 4                      | 5 | 5 | 5 | 5 | 4 | 4 | 32          |
| 12        | 5                      | 5 | 5 | 5 | 4 | 5 | 2 | 31          |
| 13        | 5                      | 4 | 5 | 5 | 3 | 3 | 3 | 28          |
| 14        | 4                      | 4 | 4 | 4 | 4 | 2 | 1 | 23          |
| 15        | 5                      | 5 | 2 | 4 | 5 | 5 | 3 | 29          |
| 16        | 4                      | 5 | 4 | 4 | 4 | 4 | 4 | 29          |
| 17        | 5                      | 5 | 5 | 5 | 5 | 5 | 5 | 35          |
| 18        | 4                      | 4 | 3 | 4 | 4 | 4 | 4 | 27          |
| 19        | 4                      | 4 | 4 | 5 | 5 | 4 | 4 | 30          |
| 20        | 4                      | 4 | 4 | 4 | 4 | 4 | 4 | 28          |
| 21        | 4                      | 4 | 4 | 4 | 4 | 4 | 4 | 28          |
| 22        | 5                      | 4 | 4 | 3 | 5 | 5 | 4 | 30          |
| 23        | 5                      | 5 | 5 | 4 | 5 | 5 | 5 | 34          |
| 24        | 4                      | 4 | 4 | 4 | 4 | 4 | 4 | 28          |
| 25        | 4                      | 4 | 4 | 4 | 4 | 5 | 4 | 29          |
| 26        | 4                      | 4 | 5 | 2 | 5 | 4 | 2 | 26          |
| 27        | 4                      | 4 | 4 | 4 | 4 | 4 | 4 | 28          |
| 28        | 4                      | 4 | 4 | 4 | 4 | 4 | 4 | 28          |
| 29        | 4                      | 4 | 4 | 4 | 4 | 4 | 4 | 28          |
| 30        | 5                      | 5 | 4 | 4 | 5 | 5 | 4 | 32          |
| 31        | 4                      | 4 | 4 | 2 | 4 | 4 | 2 | 24          |
| 32        | 4                      | 4 | 4 | 3 | 4 | 4 | 3 | 26          |
| 33        | 5                      | 5 | 5 | 3 | 5 | 5 | 3 | 31          |
| 34        | 4                      | 5 | 5 | 4 | 5 | 4 | 2 | 29          |
| 35        | 4                      | 5 | 4 | 4 | 5 | 5 | 5 | 32          |
| 36        | 4                      | 4 | 4 | 4 | 4 | 4 | 2 | 26          |
| 37        | 5                      | 4 | 4 | 4 | 4 | 4 | 4 | 29          |
| 38        | 5                      | 4 | 4 | 5 | 4 | 5 | 5 | 32          |
| 39        | 4                      | 4 | 3 | 4 | 4 | 3 | 2 | 24          |
| 40        | 4                      | 4 | 3 | 4 | 4 | 3 | 3 | 25          |
| 41        | 4                      | 4 | 4 | 4 | 4 | 4 | 4 | 28          |
| 42        | 4                      | 4 | 4 | 5 | 5 | 4 | 5 | 31          |

|    |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|----|
| 43 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 44 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 33 |
| 45 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 32 |
| 46 | 5 | 5 | 5 | 5 | 4 | 5 | 2 | 31 |
| 47 | 5 | 4 | 5 | 5 | 3 | 3 | 3 | 28 |
| 48 | 4 | 4 | 4 | 4 | 4 | 2 | 1 | 23 |
| 49 | 5 | 5 | 2 | 4 | 5 | 5 | 3 | 29 |
| 50 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 29 |
| 51 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 35 |
| 52 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 27 |
| 53 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 30 |
| 54 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 55 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 56 | 5 | 4 | 4 | 3 | 5 | 5 | 4 | 30 |
| 57 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 34 |
| 58 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 59 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 29 |
| 60 | 4 | 4 | 5 | 2 | 5 | 4 | 2 | 26 |
| 61 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 62 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 63 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 64 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 32 |
| 65 | 4 | 4 | 4 | 2 | 4 | 4 | 2 | 24 |
| 66 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 26 |
| 67 | 5 | 5 | 5 | 3 | 5 | 5 | 3 | 31 |
| 68 | 4 | 5 | 5 | 4 | 5 | 4 | 2 | 29 |
| 69 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 32 |
| 70 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 26 |
| 71 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 29 |
| 72 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 32 |
| 73 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 26 |
| 74 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 29 |
| 75 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 32 |
| 76 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 29 |
| 77 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 32 |
| 78 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 26 |
| 79 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 29 |
| 80 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 32 |
| 81 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 29 |
| 82 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 32 |
| 83 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 26 |
| 84 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 29 |
| 85 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 32 |
| 86 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 29 |

|    |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|----|
| 87 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 32 |
| 88 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 26 |
| 89 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 29 |
| 90 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 32 |



|    |   |   |   |   |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|---|---|---|---|----|
| 39 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 38 |
| 40 | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 38 |
| 41 | 4 | 4 | 4 | 4 | 2 | 4 | 5 | 5 | 4 | 4 | 4 | 40 |
| 42 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 48 |
| 43 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 |
| 44 | 4 | 4 | 4 | 4 | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 40 |
| 45 | 4 | 4 | 4 | 5 | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 41 |
| 46 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 37 |
| 47 | 4 | 4 | 4 | 4 | 4 | 3 | 5 | 5 | 4 | 4 | 4 | 41 |
| 48 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 1 |   | 35 |
| 49 | 3 | 5 | 4 | 4 | 5 | 2 | 4 | 4 | 5 | 4 |   | 40 |
| 50 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   | 40 |
| 51 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |   | 50 |
| 52 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 |   | 39 |
| 53 | 4 | 4 | 4 | 4 | 3 | 3 | 5 | 5 | 5 | 5 |   | 42 |
| 54 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |   | 39 |
| 55 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 |   | 34 |
| 56 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   | 43 |
| 57 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 |   | 42 |
| 58 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   | 40 |
| 59 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 |   | 43 |
| 60 | 4 | 4 | 4 | 4 | 4 | 2 | 5 | 5 | 4 | 4 |   | 40 |
| 61 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   | 40 |
| 62 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 |   | 43 |
| 63 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 |   | 43 |
| 64 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 |   | 49 |
| 65 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |   | 41 |
| 66 | 4 | 4 | 4 | 4 | 4 | 2 | 3 | 4 | 4 | 4 |   | 37 |
| 67 | 3 | 5 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 3 |   | 36 |
| 68 | 5 | 5 | 5 | 5 | 4 | 2 | 5 | 4 | 4 | 3 |   | 42 |
| 69 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |   | 50 |
| 70 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |   | 50 |
| 71 | 5 | 5 | 5 | 3 | 5 | 4 | 4 | 4 | 5 | 5 |   | 45 |
| 72 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |   | 50 |
| 73 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |   | 50 |
| 74 | 5 | 5 | 5 | 3 | 5 | 4 | 4 | 4 | 5 | 5 |   | 45 |
| 75 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |   | 50 |
| 76 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |   | 50 |
| 77 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |   | 50 |
| 78 | 5 | 5 | 5 | 3 | 5 | 4 | 4 | 4 | 5 | 5 |   | 45 |

|    |   |   |   |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|---|---|---|----|
| 79 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 80 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 81 | 5 | 5 | 5 | 3 | 5 | 4 | 4 | 4 | 5 | 5 | 45 |
| 82 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 83 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 84 | 5 | 5 | 5 | 3 | 5 | 4 | 4 | 4 | 5 | 5 | 45 |
| 85 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 86 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 87 | 5 | 5 | 5 | 3 | 5 | 4 | 4 | 4 | 5 | 5 | 45 |
| 88 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 89 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 50 |
| 90 | 5 | 5 | 5 | 3 | 5 | 4 | 4 | 4 | 5 | 5 | 45 |

| Responde<br>n | AKUNTABILITAS PUBLIK (Z) |   |   |   |   |   |   |   |   | $\Sigma Z$ |
|---------------|--------------------------|---|---|---|---|---|---|---|---|------------|
|               | 1                        | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |            |
| 1             | 5                        | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 39         |
| 2             | 5                        | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 45         |
| 3             | 5                        | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 42         |
| 4             | 5                        | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 44         |
| 5             | 4                        | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 35         |
| 6             | 4                        | 2 | 4 | 4 | 2 | 4 | 2 | 2 | 4 | 28         |
| 7             | 4                        | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 40         |
| 8             | 4                        | 4 | 4 | 3 | 5 | 5 | 4 | 5 | 5 | 39         |
| 9             | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36         |
| 10            | 4                        | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 41         |
| 11            | 4                        | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 39         |
| 12            | 4                        | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 33         |
| 13            | 5                        | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 40         |
| 14            | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36         |
| 15            | 5                        | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 44         |
| 16            | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36         |
| 17            | 5                        | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 45         |
| 18            | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36         |
| 19            | 5                        | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 39         |
| 20            | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36         |
| 21            | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36         |
| 22            | 5                        | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 39         |
| 23            | 4                        | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 39         |
| 24            | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36         |
| 25            | 4                        | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 38         |
| 26            | 4                        | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 42         |
| 27            | 4                        | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 39         |
| 28            | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36         |
| 29            | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36         |
| 30            | 5                        | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 44         |
| 31            | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36         |
| 32            | 4                        | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 36         |
| 33            | 1                        | 3 | 5 | 5 | 3 | 3 | 3 | 5 | 5 | 33         |
| 34            | 5                        | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 41         |
| 35            | 5                        | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 39         |
| 36            | 5                        | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 45         |
| 37            | 5                        | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 42         |
| 38            | 5                        | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 44         |
| 39            | 4                        | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 35         |
| 40            | 4                        | 2 | 4 | 4 | 2 | 4 | 2 | 2 | 4 | 28         |
| 41            | 4                        | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 40         |
| 42            | 4                        | 4 | 4 | 3 | 5 | 5 | 4 | 5 | 5 | 39         |





| Responden | KINERJA ORGANISASI PUBLIK (Y) |   |   |   |   |   |   |   |   |    |    |    | $\Sigma Y$ |
|-----------|-------------------------------|---|---|---|---|---|---|---|---|----|----|----|------------|
|           | 1                             | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |            |
| 1         | 5                             | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5  | 5  | 5  | 60         |
| 2         | 5                             | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5  | 5  | 5  | 60         |
| 3         | 4                             | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 5  | 50         |
| 4         | 5                             | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5  | 5  | 5  | 59         |
| 5         | 4                             | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3  | 3  | 4  | 44         |
| 6         | 4                             | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 48         |
| 7         | 5                             | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 49         |
| 8         | 5                             | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 4  | 4  | 4  | 54         |
| 9         | 4                             | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 2  | 4  | 4  | 44         |
| 10        | 4                             | 4 | 4 | 4 | 5 | 2 | 4 | 4 | 4 | 4  | 4  | 4  | 47         |
| 11        | 4                             | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4  | 5  | 4  | 52         |
| 12        | 5                             | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4  | 4  | 4  | 56         |
| 13        | 5                             | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 3 | 3  | 3  | 4  | 46         |
| 14        | 4                             | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4  | 5  | 4  | 52         |
| 15        | 4                             | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 3 | 3  | 4  | 4  | 44         |
| 16        | 4                             | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 49         |
| 17        | 5                             | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5  | 5  | 5  | 60         |
| 18        | 4                             | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3  | 4  | 4  | 47         |
| 19        | 4                             | 4 | 4 | 5 | 4 | 3 | 4 | 4 | 4 | 4  | 4  | 4  | 48         |
| 20        | 4                             | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4  | 4  | 4  | 46         |
| 21        | 4                             | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 48         |
| 22        | 4                             | 4 | 2 | 2 | 4 | 5 | 4 | 4 | 5 | 4  | 4  | 5  | 47         |
| 23        | 5                             | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5  | 5  | 5  | 55         |
| 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  | 5  | 5  | 50         |
| 26        | 4                             | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 3  | 4  | 4  | 52         |
| 27        | 4                             | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 48         |
| 28        | 5                             | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 50         |
| 29        | 4                             | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 48         |
| 30        | 5                             | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4  | 5  | 4  | 57         |
| 31        | 4                             | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3  | 4  | 4  | 47         |
| 32        | 4                             | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3  | 4  | 4  | 47         |
| 33        | 4                             | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5  | 5  | 5  | 53         |
| 34        | 4                             | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4  | 5  | 5  | 53         |
| 35        | 5                             | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5  | 5  | 5  | 60         |
| 36        | 5                             | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5  | 5  | 5  | 60         |
| 37        | 4                             | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 5  | 50         |
| 38        | 5                             | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5  | 5  | 5  | 59         |
| 39        | 4                             | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3  | 4  | 3  | 44         |
| 40        | 4                             | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 48         |
| 41        | 5                             | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 49         |
| 42        | 5                             | 5 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 4  | 4  | 4  | 54         |



|    |   |   |   |   |   |   |   |   |   |   |   |   |    |
|----|---|---|---|---|---|---|---|---|---|---|---|---|----|
| 87 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 57 |
| 88 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 47 |
| 89 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 47 |
| 90 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 53 |

UJI VALIDITAS

## **KOMITMEN ORGANISASI (X1) CORRELATIONS**

## Correlations



|                     |                     |        |        |        |        |        |        |        |        |        |        |        |        |        |
|---------------------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| X1.10               | Pearson Correlation | .075   | .343** | .455** | .358** | -.063  | .059   | .556** | .350** | .406** | 1      | .138   | .300** | .582** |
|                     | Sig. (2-tailed)     | .481   | .001   | .000   | .001   | .553   | .582   | .000   | .001   | .000   |        | .196   | .004   | .000   |
|                     | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| X1.11               | Pearson Correlation | .350** | .243*  | .222*  | .470** | .301** | .304** | .505** | .277** | .601** | .138   | 1      | .574** | .685** |
|                     | Sig. (2-tailed)     | .001   | .021   | .036   | .000   | .004   | .004   | .000   | .008   | .000   | .196   |        | .000   | .000   |
|                     | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| X1.12               | Pearson Correlation | .543** | .427** | .423** | .533** | .398** | .430** | .389** | .536** | .359** | .300** | .574** | 1      | .744** |
|                     | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .001   | .004   | .000   |        | .000   |
|                     | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| Komitmen organisasi | Pearson Correlation | .469** | .638** | .706** | .755** | .446** | .511** | .741** | .696** | .524** | .582** | .685** | .744** | 1      |
|                     | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |        |
|                     | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |

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

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

## **BUDAYA ORGANISASI (X2) CORRELATIONS**

## Correlations

|                   |                     |        |        |        |        |        |        |        |        |
|-------------------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| X2.6              | Pearson Correlation | .318** | .622** | .173   | .000   | .611** | 1      | .560** | .788** |
|                   | Sig. (2-tailed)     | .002   | .000   | .103   | 1.000  | .000   |        | .000   | .000   |
|                   | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| X2.7              | Pearson Correlation | .139   | .297** | .013   | .326** | .360** | .560** | 1      | .759** |
|                   | Sig. (2-tailed)     | .192   | .004   | .902   | .002   | .000   | .000   |        | .000   |
|                   | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| Budaya Organisasi | Pearson Correlation | .428** | .709** | .401** | .414** | .640** | .788** | .759** | 1      |
|                   | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   | .000   |        |
|                   | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |

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

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

## **KEPUASAN KERJA (X3) CORRELATIONS**

## Correlations



|                |                     |         |         |         |         |         |         |         |         |         |         |         |
|----------------|---------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| X3.10          | Pearson Correlation | .662 ** | .469 ** | .659 ** | .242 *  | .528 ** | .480 ** | .358 ** | .512 ** | .895 ** | 1       | .792 ** |
|                | Sig. (2-tailed)     | .000    | .000    | .000    | .021    | .000    | .000    | .001    | .000    | .000    |         | .000    |
|                | N                   | 90      | 90      | 90      | 90      | 90      | 90      | 90      | 90      | 90      | 90      | 90      |
| Kepuasan Kerja | Pearson Correlation | .826 ** | .677 ** | .880 ** | .615 ** | .708 ** | .702 ** | .682 ** | .721 ** | .811 ** | .792 ** | 1       |
|                | Sig. (2-tailed)     | .000    | .000    | .000    | .000    | .000    | .000    | .000    | .000    | .000    | .000    |         |
|                | N                   | 90      | 90      | 90      | 90      | 90      | 90      | 90      | 90      | 90      | 90      | 90      |

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

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

## **AKUNTABILITAS PUBLIK (Z) CORRELATION**

## Correlations

|                  |                     |        |        |        |        |        |        |        |        |        |        |
|------------------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Z.6              | Pearson Correlation | .565** | .588** | .357** | .069   | .614** | 1      | .317** | .141   | .175   | .610** |
|                  | Sig. (2-tailed)     | .000   | .000   | .001   | .515   | .000   |        | .002   | .185   | .099   | .000   |
|                  | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| Z.7              | Pearson Correlation | .533** | .696** | .334** | .567** | .576** | .317** | 1      | .807** | .598** | .868** |
|                  | Sig. (2-tailed)     | .000   | .000   | .001   | .000   | .000   | .002   |        | .000   | .000   | .000   |
|                  | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| Z.8              | Pearson Correlation | .244*  | .560** | .386** | .477** | .492** | .141   | .807** | 1      | .662** | .750** |
|                  | Sig. (2-tailed)     | .020   | .000   | .000   | .000   | .000   | .185   | .000   |        | .000   | .000   |
|                  | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| Z.9              | Pearson Correlation | .178   | .450** | .678** | .592** | .282** | .175   | .598** | .662** | 1      | .693** |
|                  | Sig. (2-tailed)     | .094   | .000   | .000   | .000   | .007   | .099   | .000   | .000   |        | .000   |
|                  | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| Akunta<br>blitas | Pearson Correlation | .642** | .838** | .591** | .582** | .764** | .610** | .868** | .750** | .693** | 1      |
|                  | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |        |
| Publik           | N                   | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |

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

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

## KINERJA ORGANISASI PUBLIK (Y) CORRELATIONS

## Correlations



|                           |                     |      |      |       |        |        |        |        |        |        |        |        |        |        |
|---------------------------|---------------------|------|------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Y.11                      | Pearson Correlation | .117 | .124 | .150  | .598** | .638** | .597** | .590** | .579** | .629** | .711** | 1      | .558** | .796** |
|                           | Sig. (2-tailed)     | .272 | .246 | .158  | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |
|                           | N                   | 90   | 90   | 90    | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| 12                        | Pearson Correlation | .127 | .124 | .059  | .271** | .250*  | .370** | .285** | .469** | .629** | .653** | .558** | 1      | .596** |
|                           | Sig. (2-tailed)     | .234 | .246 | .579  | .010   | .017   | .000   | .007   | .000   | .000   | .000   | .000   | .000   | .000   |
|                           | N                   | 90   | 90   | 90    | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |
| Kinerja Organisasi Publik | Pearson Correlation | .194 | .198 | .247* | .743** | .812** | .700** | .772** | .877** | .784** | .810** | .796** | .596** | 1      |
|                           | Sig. (2-tailed)     | .067 | .062 | .019  | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |
|                           | N                   | 90   | 90   | 90    | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     | 90     |

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

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

## **Lampiran 4**

### **UJI RELIABILITAS**

#### **KOMITMEN ORGANISASI RELIABILITY**

**Case Processing Summary**

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 90 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 90 | 100.0 |

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

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .853             | 12         |

### Item-Total Statistics

|       | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X1.1  | 44.4222                    | 28.314                         | .398                             | .850                             |
| X1.2  | 44.8222                    | 25.519                         | .539                             | .840                             |
| X1.3  | 44.6556                    | 24.813                         | .618                             | .834                             |
| X1.4  | 44.6556                    | 24.363                         | .679                             | .829                             |
| X1.5  | 44.5333                    | 28.454                         | .374                             | .851                             |
| X1.6  | 44.5556                    | 28.182                         | .447                             | .848                             |
| X1.7  | 45.3778                    | 23.564                         | .645                             | .832                             |
| X1.8  | 44.5222                    | 26.050                         | .629                             | .835                             |
| X1.9  | 44.6778                    | 26.288                         | .396                             | .852                             |
| X1.10 | 44.6444                    | 25.850                         | .467                             | .846                             |
| X1.11 | 44.8778                    | 24.019                         | .570                             | .840                             |
| X1.12 | 44.5667                    | 26.720                         | .700                             | .835                             |

## **BUDAYA ORGANISASI RELIABILITY**

**Case Processing Summary**

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 90 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 90 | 100.0 |

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

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .680             | 7          |

**Item-Total Statistics**

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X2.1 | 24.6889                    | 6.576                          | .271                             | .673                             |
| X2.2 | 24.6778                    | 5.839                          | .603                             | .607                             |
| X2.3 | 24.9333                    | 6.512                          | .197                             | .691                             |
| X2.4 | 25.0222                    | 6.426                          | .195                             | .695                             |
| X2.5 | 24.6556                    | 5.891                          | .502                             | .623                             |
| X2.6 | 24.7889                    | 5.022                          | .661                             | .564                             |
| X2.7 | 25.3667                    | 4.145                          | .486                             | .639                             |

## KEPUASAN KERJA RELIABILITY

### Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 90 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 90 | 100.0 |

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

### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .900             | 10         |

### Item-Total Statistics

|       | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X3.1  | 38.8778                    | 19.524                         | .782                             | .883                             |
| X3.2  | 38.7222                    | 20.787                         | .616                             | .893                             |
| X3.3  | 38.8778                    | 19.524                         | .851                             | .881                             |
| X3.4  | 39.1222                    | 20.198                         | .515                             | .899                             |
| X3.5  | 38.9889                    | 19.202                         | .617                             | .893                             |
| X3.6  | 39.3556                    | 18.344                         | .584                             | .900                             |
| X3.7  | 38.8667                    | 20.117                         | .606                             | .893                             |
| X3.8  | 38.8444                    | 20.088                         | .656                             | .890                             |
| X3.9  | 38.8778                    | 19.120                         | .757                             | .883                             |
| X3.10 | 38.9667                    | 18.370                         | .718                             | .886                             |

**AKUNTABILITAS PUBLIK**  
**RELIABILITY**

**Case Processing Summary**

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 90 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 90 | 100.0 |

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

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .872             | 9          |

**Item-Total Statistics**

|     | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-----|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Z.1 | 34.7556                    | 11.310                         | .508                             | .870                             |
| Z.2 | 35.0333                    | 11.089                         | .786                             | .843                             |
| Z.3 | 34.9000                    | 12.473                         | .505                             | .867                             |
| Z.4 | 34.8333                    | 12.118                         | .470                             | .870                             |
| Z.5 | 34.7778                    | 10.804                         | .670                             | .852                             |
| Z.6 | 34.8222                    | 11.991                         | .502                             | .867                             |
| Z.7 | 34.8556                    | 10.350                         | .812                             | .837                             |
| Z.8 | 34.7222                    | 11.147                         | .663                             | .853                             |
| Z.9 | 34.7222                    | 11.911                         | .614                             | .859                             |

## **KINERJA ORGANISASI PUBLIK RELIABILITY**

**Case Processing Summary**

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 90 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 90 | 100.0 |

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

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .930             | 12         |

**Item-Total Statistics**

|     | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-----|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Y.1 | 47.2333                    | 23.394                         | .720                             | .924                             |
| Y.2 | 47.3222                    | 23.389                         | .696                             | .925                             |
| Y.3 | 47.3222                    | 22.603                         | .638                             | .927                             |
| Y.4 | 47.3222                    | 22.850                         | .685                             | .925                             |
| Y.5 | 47.2111                    | 23.112                         | .775                             | .922                             |
| Y.6 | 47.3222                    | 22.670                         | .627                             | .928                             |

|      |         |        |      |      |
|------|---------|--------|------|------|
| Y.7  | 47.2333 | 23.349 | .730 | .924 |
| Y.8  | 47.3333 | 22.067 | .847 | .918 |
| Y.9  | 47.3667 | 22.460 | .732 | .923 |
| Y.10 | 47.5667 | 21.394 | .751 | .923 |
| Y.11 | 47.2444 | 22.928 | .754 | .923 |
| Y.12 | 47.2444 | 24.029 | .524 | .931 |

## Lampiran 5

### ANALISIS LINEAR BERGANDA

#### Regression

**Descriptive Statistics**

|                           | N  | Minimum | Maximum | Mean    | Std. Deviation |
|---------------------------|----|---------|---------|---------|----------------|
| Komitsasmen Organisasi    | 90 | 32.00   | 60.00   | 48.7556 | 5.52687        |
| Budaya Organisasi         | 90 | 23.00   | 35.00   | 29.0222 | 2.73133        |
| Kepuasan Kerja            | 90 | 34.00   | 50.00   | 43.2778 | 4.88296        |
| Akuntabilitas Publik      | 90 | 28.00   | 45.00   | 39.1778 | 3.77924        |
| Kinerja Organisasi Publik | 90 | 44.00   | 60.00   | 51.6111 | 5.19873        |
| Valid N (listwise)        | 90 |         |         |         |                |

**Variables Entered/Removed<sup>b</sup>**

| Model | Variables Entered  | Variables Removed | Method  |
|-------|--|-------------------|---------|
| 1     | Komitmen Organisasi, Budaya Organisasi, Kepuasan Kerja Akuntabilitas Publik <sup>a</sup> |                   | . Enter |

a. All requested variables entered.

b. Dependent Variable: Kinerja Organisasi Publik

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .685 <sup>a</sup> | .469     | .444              | 3.87807                    |

### Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .685 <sup>a</sup> | .469     | .444              | 3.87807                    |

a. Predictors: (Constant), Komitmen Organisasi, Budaya Organisasi, Kepuasan Kerja Akuntabilitas Publik

### Coefficients<sup>a</sup>

| Model                | Unstandardized Coefficients |            | Beta  | t     | Sig. | Collinearity Statistics |       |
|----------------------|-----------------------------|------------|-------|-------|------|-------------------------|-------|
|                      | B                           | Std. Error |       |       |      | Tolerance               | VIF   |
| 1 (Constant)         | 15.215                      | 5.334      |       | 2.852 | .005 |                         |       |
| Komitmen Organisasi  | -.054                       | .107       | -.058 | -.506 | .614 | .483                    | 2.072 |
| Budaya Organisasi    | .508                        | .211       | .267  | 2.404 | .018 | .508                    | 1.970 |
| Kepuasan Kerja       | .657                        | .119       | .617  | 5.543 | .000 | .504                    | 1.984 |
| Akuntabilitas Publik | -.106                       | .151       | -.077 | -.702 | .485 | .522                    | 1.915 |

a. Dependent Variable: Kinerja Organisasi Publik

### Collinearity Diagnostics<sup>a</sup>

| Model | Dimension | Eigenvalue | Condition Index | Variance Proportions |                     |                   |                |                       |
|-------|-----------|------------|-----------------|----------------------|---------------------|-------------------|----------------|-----------------------|
|       |           |            |                 | (Constan t)          | Komitmen Organisasi | Budaya Organisasi | Kepuasan Kerja | Akuntabilita s Publik |
| 1     | 1         | 4.978      | 1.000           | .00                  | .00                 | .00               | .00            | .00                   |
|       | 2         | .010       | 22.717          | .00                  | .19                 | .09               | .20            | .10                   |
|       | 3         | .006       | 28.939          | .63                  | .20                 | .00               | .18            | .00                   |
|       | 4         | .004       | 36.750          | .00                  | .25                 | .27               | .42            | .48                   |
|       | 5         | .003       | 43.973          | .37                  | .36                 | .63               | .21            | .42                   |

**ANOVA<sup>b</sup>**

| Model             | Sum of Squares | Df | Mean Square | F      | Sig.              |
|-------------------|----------------|----|-------------|--------|-------------------|
| 1      Regression | 1127.038       | 4  | 281.759     | 18.735 | .000 <sup>a</sup> |
| Residual          | 1278.351       | 85 | 15.039      |        |                   |
| Total             | 2405.389       | 89 |             |        |                   |

a, Predictors: (Constant), Komitmen Organisasi, Budaya Organisasi, Kepuasan Kerja, Akuntabilitas Publik

b. Dependent Variable: Kinerja Organisasi Publik

**Coefficients<sup>a</sup>**

| Model                | Unstandardized Coefficients |            | Standardized Coefficients<br>Beta | t     | Sig. | Collinearity Statistics |       |
|----------------------|-----------------------------|------------|-----------------------------------|-------|------|-------------------------|-------|
|                      | B                           | Std. Error |                                   |       |      | Tolerance               | VIF   |
| 1      (Constant)    | 15.215                      | 5.334      |                                   | 2.852 | .005 |                         |       |
| Komitmen Organisasi  | -.054                       | .107       | -.058                             | -.506 | .614 | .483                    | 2.072 |
| Budaya Organisasi    | .508                        | .211       | .267                              | 2.404 | .018 | .508                    | 1.970 |
| Kepuasan Kerja       | .657                        | .119       | .617                              | 5.543 | .000 | .504                    | 1.984 |
| Akuntabilitas Publik | -.106                       | .151       | -.077                             | -.702 | .485 | .522                    | 1.915 |

a. Dependent Variable : Kinerja Organisasi Publik

**Coefficient Correlations<sup>a</sup>**

| Model |              | Akuntabiitas<br>Publik | Budaya<br>Organisasi | Kepuasan<br>Kerja | Komitmen<br>Organissi |
|-------|--------------|------------------------|----------------------|-------------------|-----------------------|
| 1     | Correlations | Akuntabiitas<br>Publik | 1.000                | .061              | -.609                 |
|       |              | Budaya<br>Organisasi   | .061                 | 1.000             | -.170                 |
|       |              | Kepuasan Kerja         | -.609                | -.170             | 1.000                 |
|       |              | Komitmen<br>Organissi  | -.185                | -.627             | -.056                 |
|       | Covariances  | Akuntabiitas<br>Publik | .023                 | .002              | -.011                 |
|       |              | Budaya<br>Organisasi   | .002                 | .045              | -.004                 |
|       |              | Kepuasan Kerja         | -.609                | -.004             | .014                  |
|       |              | Komitmen<br>Organissi  | -.003                | -.014             | .000                  |

a. Dependent Variable: Kinerja Organisasi Publik

**Residuals Statistics<sup>a</sup>**

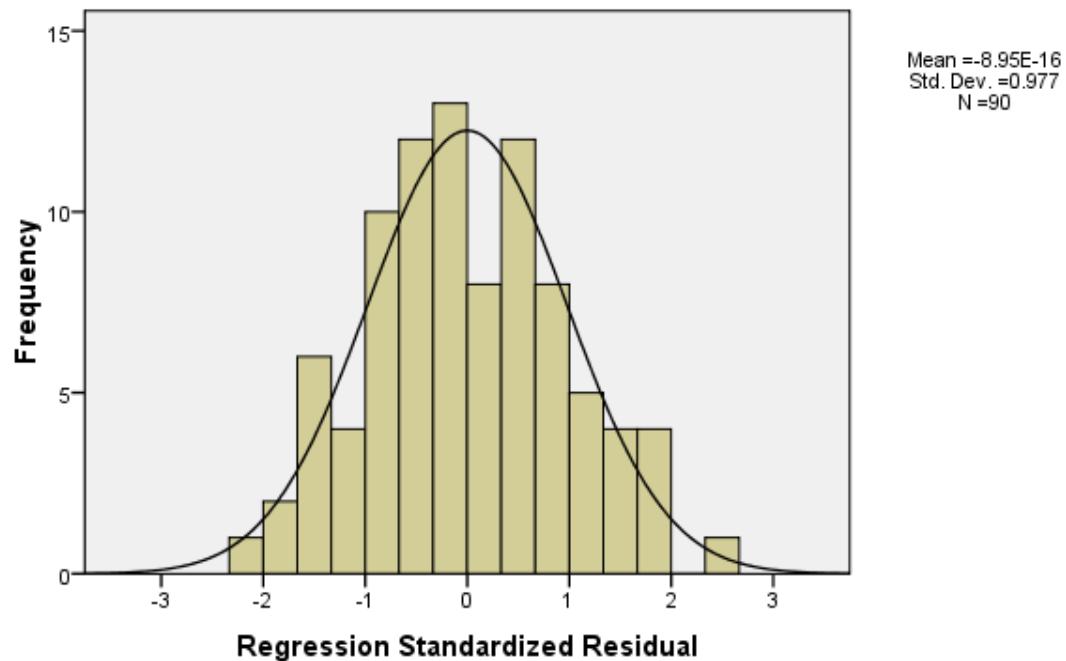
|                                   | Minimum  | Maximum  | Mean    | Std. Deviation | N  |
|-----------------------------------|----------|----------|---------|----------------|----|
| Predicted Value                   | 44.3572  | 57.8396  | 51.6111 | 3.55856        | 90 |
| Std. Predicted Value              | -2.038   | 1.750    | .000    | 1.000          | 90 |
| Standard Error of Predicted Value | .469     | 1.441    | .882    | .240           | 90 |
| Adjusted Predicted Value          | 43.2533  | 57.6602  | 51.5650 | 3.61701        | 90 |
| Residual                          | -8.64386 | 9.16528  | .00000  | 3.78992        | 90 |
| Std. Residual                     | -2.229   | 2.363    | .000    | .977           | 90 |
| Stud. Residual                    | -2.338   | 2.527    | .006    | 1.015          | 90 |
| Deleted Residual                  | -9.51372 | 10.47636 | .04615  | 4.09431        | 90 |
| Stud. Deleted Residual            | -2.403   | 2.612    | .007    | 1.026          | 90 |
| Mahal. Distance                   | .315     | 11.305   | 3.956   | 2.646          | 90 |
| Cook's Distance                   | .000     | .183     | .017    | .031           | 90 |
| Centered Leverage Value           | .004     | .127     | .044    | .030           | 90 |

a. Dependent Variable: Kinerja Organisasi Publik

## Lampiran 6

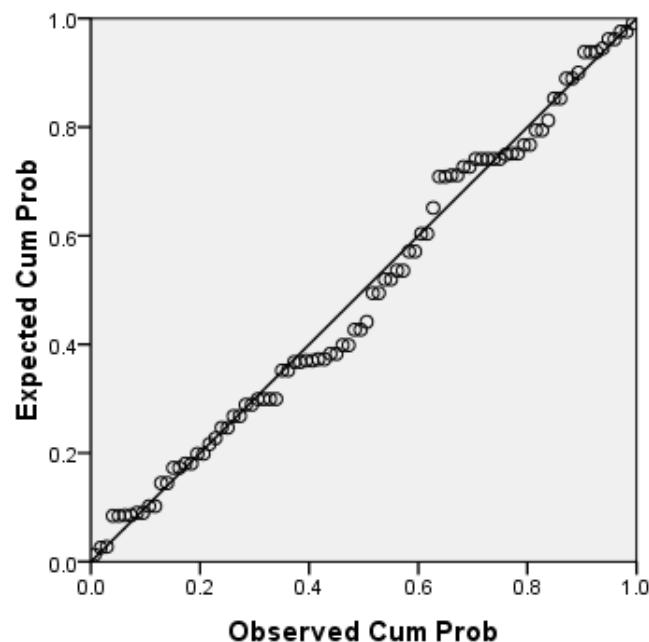
### Histogram

Dependent Variable: Kinerja Organisasi Publik



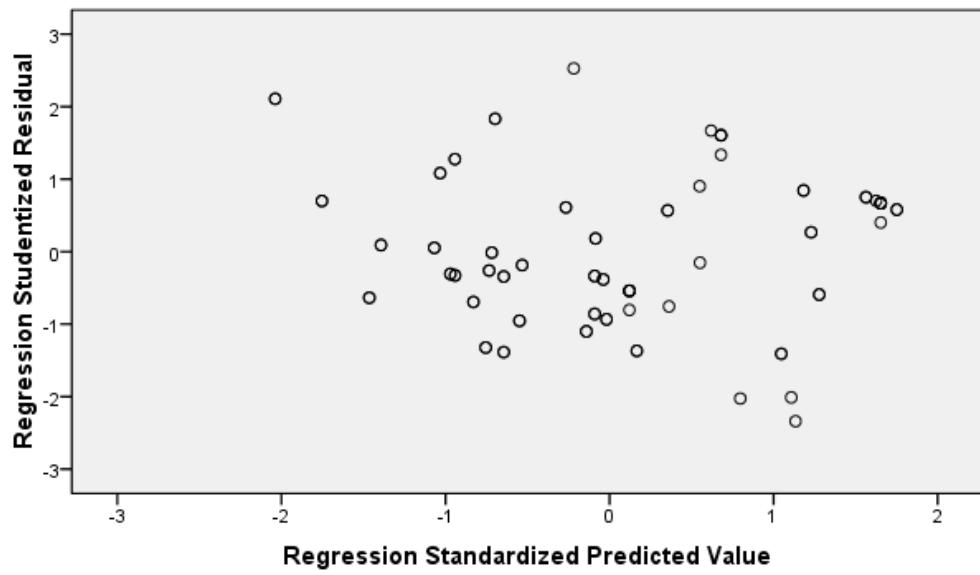
### Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Kinerja Organisasi Publik



### Scatterplot

Dependent Variable: Akuntabilitas Publik





## PRODI AKUNTANSI

FAKULTAS EKONOMI

UNIVERSITAS MUHAMMADIYAH GRESIK

Nomor : 208/ II.3.UMG / Akun/ A/2015

Lampiran : -

Perihal : *Ijin Penelitian Skripsi*

Kepada Yth,

Di

Tempat

*Assalamu'alaikum Wr. Wb.*

Dengan hormat. Berkennaan dengan tugas penulisan skripsi oleh mahasiswa/i Program Studi Akuntansi Fakultas Ekonomi Universitas Muhammadiyah Gresik:

Nama : **Kiki Sari Ratna Juwita**

No. Registrasi : 11 322 021

Semester : VIII

Alamat : Desa Tebaloa RT 02 RW 1 Kec. Duduk Sampeyan

Judul Skripsi : Pengaruh Komitmen Organisasi, Budaya Organisasi dan Kepuasan Kerja terhadap Kinerja Organisasi Publik Melalui Akuntabilitas Publik Sebagai Variabel Intervening

Kami mengharap bantuan untuk memberikan kesempatan pada mahasiswa kami dalam melakukan penelitian guna memperoleh bahan-bahan untuk menyusun skripsi pada Perusahaan/Instansi yang Bapak/Ibu pimpin.

Perlu kami sampaikan bahwa bahan-bahan yang diperoleh tidak akan dipergunakan untuk hal-hal yang merugikan Perusahaan/Instansi Bapak/Ibu.

Demikian atas bantuan dan kerjasamanya kami sampaikan banyak terima kasih.

*Wassalamu'alaikum Wr. Wb.*

Gresik, 11 Agustus 2015  
Ketua Program Studi,  
  
**Suwandi, S. E., M. A.**

Tembusan:

1. Yth. Dekan Fakultas Ekonomi
2. Arsip

PROGRAM STUDI

Akuntansi



**PEMERINTAH KABUPATEN GRESIK**  
**BADAN PERENCANAAN PEMBANGUNAN, PENELITIAN DAN**  
**PENGEMBANGAN DAERAH**

Jl. Dr. Wahidin Sudirohusodo No. 245 Telp. 3952825 – 30 psw. 209, 3952812  
**GRESIK**

Nomor : 070/ 401/437.71/2015  
Sifat : Penting  
Lampiran : -  
Perihal : Rekomendasi Ijin Penelitian  
Survey/ Research

Gresik, 20 Agustus 2015

Kepada  
Yth. Sdr. **Ketua Prodi Akuntansi, Fakultas**  
**Ekonomi Universitas**  
**Muhammadiyah Gresik**  
di

**GRESIK**

**D a s a r :**

1. Peraturan Daerah Kabupaten Gresik Nomor 2 Tahun 2008 tentang Organisasi Perangkat Daerah Kabupaten Gresik;
2. Peraturan Bupati Gresik Nomor 47 Tahun 2008 tentang Rincian Tugas, Fungsi dan Tata Kerja Badan Perencanaan Pembangunan, Penelitian dan Pengembangan Daerah Kabupaten Gresik;
3. Surat dari **Ketua Prodi Akuntansi, Fakultas Ekonomi Universitas Muhammadiyah Gresik** di Gresik Nomor: 208/II.3.UMG/Akun/A/2015 tanggal 11 Agustus 2015 Perihal Ijin Penelitian Skripsi;

Maka dengan ini Badan Perencanaan Pembangunan, Penelitian dan Pengembangan Daerah Kabupaten Gresik menyatakan tidak keberatan atas dilakukannya kegiatan yang dilakukan oleh:

- |    |   |   |  |
|----|---|---|--|
| 1. | Nama  | : | <b>KIKI SARI RATNA JUWITA</b>  |
| 2. | No Reg  | : | <b>11 322 021</b>  |
| 3. | Pekerjaan   | : | Mahasiswa  |
| 4. | Alamat  | : | Desa Tebaluan RT.002 RW.001 Kec.<br>Duduk Sampeyan Kab. Gresik   |
| 5. | Keperluan dilakukannya survey/research/penelitian | : | Untuk Melakukan Penelitian / Survei<br>“Pengaruh Komitmen Organisasi, Budaya<br>Organisasi dan Kepuasan Kerja terhadap<br>Kinerja Organisasi Publik Melalui<br>Akuntabilitas Publik Sebagai Variabel<br>Intervening” |
| 6. | Tempat melakukan survey/research/penelitian       | : | Kab. Gresik  |
| 7. | Waktu Pelaksanaan survey/research/penelitian      | : | 20 Agustus – 20 Nopember 2015  |

Dalam melakukan kegiatan survey / research / penelitian agar memperhatikan hal-hal sebagai berikut :

1. Sebelum dan setelah dilaksanakannya survey / research / penelitian diwajibkan melapor kepada Instansi / Camat setempat;
2. Tidak diperkenankan melaksanakan kegiatan lain diluar kegiatan survey / research / penelitian yang dilakukan;
3. Setelah melakukan survey / research / penelitian selambat - lambatnya 1 (satu) bulan agar menyerahkan 1 (satu) ex. / buku hasil survey / research / penelitian kepada Bupati Gresik melalui Badan Perencanaan Pembangunan, Penelitian dan Pengembangan Daerah Kabupaten Gresik.

Demikian rekomendasi ijin penelitian / survey / research ini dibuat, untuk dapat dipergunakan seperlunya.

A.n. KEPALA BADAN PERENCANAAN PEMBANGUNAN,  
PENELITIAN DAN PENGEMBANGAN DAERAH  
KABUPATEN GRESIK  
Kabid. Penelitian dan Pengembangan



Jr. DJOKO PUDJOHARDJO US, M.Si.  
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Tembusan :

1. Yth. Sdr. Kepala Kantor Kesbangpol Kab. Gresik
2. Yth. Sdr. Kepala Bappeda Kab. Gresik
3. Yth. Sdr. Kepala DPPKAD Kab. Gresik
4. Arsip



**FAKULTAS EKONOMI**  
**UNIVERSITAS MUHAMMADIYAH GRESIK**

Program Studi Manajemen Status Terakreditasi SK. No. 036/BAN-PT/Ak-VIII/S1/I/2011

Program Studi Akuntansi Status Terakreditasi SK. No. 046/BAN-PT/Ak-XIII/S1/I/II/2011

Kampus : Jl.Sumatra 101 Komplek GKB Telp.(031) 3951414 Gresik 61121

## BERITA ACARA BIMBINGAN SKRIPSI

- |   |                |   |  |
|---|----------------|---|--|
| 1 | Nama Mahasiswa | : | Kiki Sari Ratna Juwita   |
| 2 | NPM            | : |  |
| 3 | Program Studi  | : | Akuntansi  |
| 4 | Alamat / Tlp   | : | Ds. Tébalon RT 01 RW 01 Kec. Duduk Sampeyan<br>Telpon 085733741904/081330<br>681297                          |
| 5 | Judul Skripsi  | : | Pengaruh Komitmen Organisasi, Budaya Organisasi, Akuntabilitas Publik dan Kepuasan Kerja Terhadap Organisasi |
| 6 | Pembimbing I   | : | Syaiful, S.E., MM  |
|   | Pembimbing II  | : |  |
| 7 | Konsultasi     | : | Suwandi, S.E., MA.   |

- |    |                       |                   |
|----|-----------------------|-------------------|
| 8  | Tanggal Pengajuan     | : 09 Oktober 2014 |
| 9  | Batas Akhir Bimbingan | : 8 Oktober 2015  |
| 10 | Selesai Penulisan     | :                 |
| 11 | Tanggal Di Ujian      | :                 |

Nilai : .....

Ka. Prodi Akuntansi,

Dosen Pembimbing I

Dosen Pembimbing II

Umaimah, S.E., M.Ak.

Syaiful, S.E., MM

Suwandi, S.E., MA.

*\*) Mohon Dibawa dan Diisi Setiap Kali Konsultasi*



**FAKULTAS EKONOMI  
UNIVERSITAS MUHAMMADIYAH GRESIK**

Program Studi Manajemen Status Terakreditasi SK. No. 036/BAN-PT/Ak-VIII/S1/I/2011

Program Studi Akuntansi Status Terakreditasi SK. No. 046/BAN-PT/Ak-XIII/S1/II/2011

Kampus : Jl.Sumatra 101 Komplek GKB Telp.(031) 3951414 Gresik 61121

## BERITA ACARA BIMBINGAN SKRIPSI

- |   |                |   |  |
|---|----------------|---|--|
| 1 | Nama Mahasiswa | : | Kiki Sari Ratna Juwita   |
| 2 | NPM            | : | 11 322 021   |
| 3 | Program Studi  | : | Akuntansi  |
| 4 | Alamat / Tlp   | : | Ds. Tebalano RT 01 RW 01 Kec. Duduk Sampeyan<br>Telpo 085733741904/081330<br>681297                          |
| 5 | Judul Skripsi  | : | Pengaruh Komitmen Organisasi, Budaya Organisasi, Akuntabilitas Publik dan Kepuasan Kerja Terhadap Organisasi |
| 6 | Pembimbing I   | : | Syaiful, S.E., MM  |
|   | Pembimbing II  | : | Suwandi, S.E., MA.   |
| 7 | Konsultasi     | : |  |

- 8 Tanggal Pengajuan : **09 Oktober 2015**  
9 Batas Akhir Bimbingan : **08 Oktober 2016**  
10 Selesai Penulisan : .....  
11 Tanggal Di Ujiikan : .....

Nilai :

Ka. Prodi Akuntansi

Dosen Pembimbing I

Dosen Pembimbing II

Suwandi S.E. MA

Syaiful S E MM

Suwandi S.E. M.A



## PRODI AKUNTANSI

FAKULTAS EKONOMI  
UNIVERSITAS MUHAMMADIYAH GRESIK

### BERITA ACARA UJIAN SIDANG SKRIPSI SEMESTER GANJIL TA 2015-2016

Nomor : 050/II.3.UMG/Akun/E/2016

Pada hari ini Kamis, Tanggal 28 Januari 2016, telah dilaksanakan Ujian Sidang Skripsi  
Pada Mahasiswa :

Nama Mahasiswa : Kiki Sari Ratna Juwita  
N.P.M : 11 322 021  
Judul Skripsi : Pengaruh Komitmen Organisasi, Budaya Organisasi dan  
Kepuasan Kerja Terhadap Kinerja Organisasi Publik Melalui  
Akuntabilitas Publik Sebagai Variabel Intervening

Dosen Pembimbing I : Syaiful, S.E., MM  
Dosen Pembimbing II : Suwandi, S.E., MA  
Pengujii : Suwarno, S.E., M.Si.

| No | Nama Penguji         | Jabatan Penguji | Tanda Tangan |
|----|----------------------|-----------------|--------------|
| 1  | Syaiful, S.E., MM    | Ketua           |              |
| 2  | Suwandi, S.E., MA    | Sekretaris      |              |
| 3  | Suwarno, S.E., M.Si. | Anggota         |              |
| 4  |                      | Anggota         |              |

Berdasarkan hasil Ujian Sidang Skripsi yang telah dilakukan di depan penguji dinyatakan :

Lulus (Diterima / Diterima dengan Perbaikan) atau Mengulang atau Tidak Lulus\*



Gresik, 28 Januari 2016  
Ketua Tim Penguji

Catatan :  
\*) Coret yang tidak perlu