

VARIABEL TRAINING

No.	Item Pernyataan	Pilihan Jawaban				
		STS	TS	N	S	SS
Kemampuan mengambil keputusan						
X1.1	karyawan dapat mengidentifikasi persoalan	0	0	0	60	35
X1.2	Karyawan dapat mengambil keputusan dengan cepat	0	0	0	55	40
X1.3	Perusahaan melindungi setiap keputusan karywan	0	0	0	51	44
Kemampuan interaksi						
X1.4	Karyawan dapat berinteraksi dengan baik dengan sesama	0	0	0	56	39
X1.5	Atasan dan bawahan dapat berinteraksi dengan baik	0	0	0	60	35
X1.6	Karyawan dan pimpinan responsive pada setiap persoalan	0	0	0	60	35
Pemahaman tugas						
X1.7	Perusahaan memanifestasikan pengetahuan baru untuk membantu operasional pekerjaan saya.	0	0	0	70	25
X1.8	Perusahaan mendorong saya menerapkan pengetahuan baru dalam pekerjaan di tempat kerja.	0	0	0	55	40
X1.9	Saya mendapatkan pengetahuan baru dari perusahaan yang efektif untuk diimplementasikan.	0	0	0	50	45
Pengetahuan organisasi						
X1.10	Perusahaan melakukan dokumentasi ilmu pengetahuan perusahaan.	0	0	3	50	42
X1.11	Perusahaan memberi pengamanan bersusun ilmu pengetahuan perusahaan.	0	0	0	65	30
X1.12	Perusahaan menerapkan fungsi kontrol yang efektif dari penggunaan illegal ilmu pengetahuan perusahaan.	0	0	0	45	50

VARIABEL BUDAYA ORGANISASI

No.	Item Pernyataan	Pilihan Jawaban				
		STS	TS	N	S	SS
Peraturan yang belaku						
Z.1	Perusahaan membuat peraturan untuk semua karyawan	0	0	0	45	50
Z.2	Perusahaan membudayakan karyawan hadir tepat waktu	0	0	0	27	68
Z.3	Perusahaan melakukan evaluasi terhadap perilaku karyawan	0	0	0	30	65
Norma norma						
Z.4	Karyawan berpakaian sopan dan rapi sesuai norma	0	0	0	40	55
Z.5	Perusahaan memberikan sanksi kepada karyawan yang tidak menghargai norma yang ada	0	0	3	37	55
Z.6	Perusahaan mengharuskan Karyawan saling menghargai antar sesama	0	0	0	45	50
Nilai pedoman						
Z.7	Perusahaan memberikan keadilan bagi karyawan	0	0	0	35	60
Z.8	Perusahaan memberikan motivasi agar karyawan lebih giat bekerja	0	0	0	35	60
Z.9	Perusahaan memberikan bonus khusus jika pengunjung meningkat	0	0	0	34	61
Iklim organisasi						
Z.10	Perusahaan membuat tim yang baik dan solid	0	0	0	40	55
Z.11	Perusahaan selalu mengevaluasi kinerja tim yang ada	0	0	0	45	50
Z.12	Perusahaan memberikan jenjang karir pada karyawan	0	0	0	43	52

VARIABEL KINERJA KARYAWAN

No.	Item Pernyataan	Pilihan Jawaban				
		STS	TS	N	S	SS
Kualitas Kerja						
Y.1	Saya memberikan hasil kerja sesuai kriteria kualitas perusahaan.	0	0	0	34	61
Y.2	Saya mencapai kualitas kerja yang ditargetkan unit kerja.	0	0	0	40	55
Y.3	Hasil kerja saya konsisten memenuhi kualitas kerja atasan.	0	0	0	41	54
Kuantitas						
Y.4	Saya ingin meningkatkan kuantitas hasil kerja.	0	0	0	45	50
Y.5	Kuantitas yang ditargetkan perusahaan mudah saya capai.	0	0	0	47	48
Y.6	Kemampuan saya diandalkan atasan dalam mencapai sasaran kuantitas.	0	0	0	45	50
Ketepatan Waktu						
Y.7	Saya menyelesaikan pekerjaan tepat waktu.	0	0	0	35	60
Y.8	Target ketepatan waktu perusahaan menjadi tujuan saya.	0	0	0	37	58
Y.9	Atasan mempercayakan saya untuk pekerjaan yang butuh tepat waktu.	0	0	0	40	55
Tanggung Jawab						
Y.10	Saya memiliki rasa tanggungjawab atas prosedur sebagai rahasia.	0	0	0	39	59
Y.11	Saya mencatat progres penting penyelesaian target tugas.	0	0	0	45	50
Y.12	Saya memiliki tanggungjawab atas aset fisik produksi perusahaan.	0	0	0	45	50

DATA HASIL KUESIONER																																												
NO	TRAINING												TOTAL	KINERJA												TOTAL	BUDAYA ORGANISASI										TOTAL	TOTAL						
	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12		Z1	Z2	Z3	Z4	Z5	Z6	Z7	Z8	Z9	Z10			Z11	Z12				
1	4	4	4	4	4	4	4	5	4	5	5	5	52	4	5	5	4	5	Y6	Y7	4	5	4	5	4	54	4	5	5	4	5	4	5	4	5	4	5	4	5	4	54	160		
2	4	4	4	4	4	4	4	5	4	5	4	4	50	5	4	5	4	5	4	5	4	5	4	5	4	54	5	5	5	4	5	4	5	5	4	5	4	5	4	5	56	160		
3	5	5	5	4	4	4	5	5	5	4	4	4	55	5	5	5	5	5	4	5	4	5	4	5	4	57	4	5	4	5	5	4	5	4	5	4	5	4	5	4	5	55	167	
4	4	4	5	5	5	4	4	5	4	5	4	4	52	5	5	5	5	4	5	5	5	5	5	5	5	59	4	5	5	5	4	5	5	5	5	5	5	5	5	5	58	169		
5	5	5	5	5	4	5	4	5	5	4	5	5	57	5	5	5	5	4	5	5	5	5	4	5	4	57	4	5	5	5	4	5	5	4	5	5	4	5	4	5	5	56	170	
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13	5	5	5	4	4	5	5	5	4	4	4	5	55	5	4	4	5	5	5	5	5	5	5	5	5	58	4	5	5	5	4	4	5	4	5	4	5	4	5	4	5	54	167	
14	4	4	5	5	5	4	4	4	4	5	4	4	52	5	4	4	5	5	5	5	5	5	5	5	5	58	5	4	5	4	4	4	5	4	5	4	5	4	5	4	5	54	164	
15	5	5	5	4	5	4	5	4	5	4	5	5	57	5	4	4	5	4	5	4	5	4	5	4	5	54	5	4	5	4	5	4	5	4	5	4	5	4	5	4	5	54	165	
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21	4	4	4	4	4	4	4	5	4	5	4	5	51	4	5	5	4	4	4	4	4	5	4	5	4	53	5	5	5	5	5	4	5	4	5	4	5	4	5	4	5	57	161	
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26	4	4	4	4	4	4	4	4	5	4	5	4	51	4	4	4	4	5	4	4	4	4	4	4	4	50	5	4	5	5	5	4	5	4	5	4	5	4	5	4	5	55	156	
27	4	4	4	4	4	4	4	5	4	5	4	5	50	4	5	5	4	4	4	4	4	5	4	4	5	52	5	5	5	4	4	4	4	5	4	5	4	5	4	5	4	5	54	156
28	5	5	5	4	4	5	5	4	4	4	4	4	54	5	4	4	5	5	5	5	4	5	4	5	4	55	5	4	4	5	4	5	4	5	4	5	4	5	4	5	5	54	163	
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32	5	5	5	4	4	5	4	4	5	5	5	5	57	4	5	4	5	4	5	4	5	4	5	4	5	54	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	58	169
33	5	5	5	4	4	5	4	4	4	5	4	5	54	5	5	5	5	4	5	5	5	4	5	4	5	57	4	5	5	4	5	4	5	4	5	4	5	4	5	4	5	54	165	
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37	5	5	5	5	4	5	4	4	4	5	4	5	56	4	4	4	4	4	4	4	4	5	4	5	4	51	4	5	5	5	4	5	4	5	4	5	4	5	4	5	4	5	56	163
38	5	5	5	4	4	4	5	5	4	4	5	4	54	5	5	5	4	5	4	4	4	4	4	4	4	53	4	5	5	4	4	4	4	5	4	5	4	5	4	5	4	5	53	160
39	4	4	4	4	4	4	4	4	4	5	4	5	50	5	4	4	5	4	5	4	5	4	5	4	5	54	5	4	5															

Hasil uji Validitas

TRAINING

		X1	X2	X3	X4	TOTAL X
X1	Pearson Correlation	1	.190	.412**	.277**	.855**
	Sig. (2-tailed)		.065	.000	.007	.000
	N	95	95	95	95	95
X2	Pearson Correlation	.190	1	.146	-.145	.457**
	Sig. (2-tailed)	.065		.158	.162	.000
	N	95	95	95	95	95
X3	Pearson Correlation	.412**	.146	1	.152	.581**
	Sig. (2-tailed)	.000	.158		.142	.000
	N	95	95	95	95	95
X4	Pearson Correlation	.277**	-.145	.152	1	.523**
	Sig. (2-tailed)	.007	.162	.142		.000
	N	95	95	95	95	95
TOTAL X	Pearson Correlation	.855**	.457**	.581**	.523**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	95	95	95	95	96

BUDAYA ORGANISASI

		Z1	Z2	Z3	Z4	TOTAL Z
Z1	Pearson Correlation	1	-.119	.076	-.044	.345**
	Sig. (2-tailed)		.252	.464	.675	.001
	N	95	95	95	95	95
Z2	Pearson Correlation	-.119	1	-.002	.500**	.662**
	Sig. (2-tailed)	.252		.982	.000	.000
	N	95	95	95	95	95
Z3	Pearson Correlation	.076	-.002	1	.390**	.544**
	Sig. (2-tailed)	.464	.982		.000	.000
	N	95	95	95	95	95
Z4	Pearson Correlation	-.044	.500**	.390**	1	.800**
	Sig. (2-tailed)	.675	.000	.000		.000
	N	95	95	95	95	95
TOTAL Z	Pearson Correlation	.345**	.662**	.544**	.800**	1
	Sig. (2-tailed)	.001	.000	.000	.000	
	N	95	95	95	95	96

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

Hasil uji validitas kinerja karyawan

KINERJA KARYAWAN

		Y1	Y2	Y3	Y4	TOTAL Y
Y1	Pearson Correlation	1	.158	.092	.068	.491**
	Sig. (2-tailed)		.127	.373	.512	.000
	N	95	95	95	95	95
Y2	Pearson Correlation	.158	1	.087	.665**	.740**
	Sig. (2-tailed)	.127		.401	.000	.000
	N	95	95	95	95	95
Y3	Pearson Correlation	.092	.087	1	.523**	.600**
	Sig. (2-tailed)	.373	.401		.000	.000
	N	95	95	95	95	95
Y4	Pearson Correlation	.068	.665**	.523**	1	.846**
	Sig. (2-tailed)	.512	.000	.000		.000
	N	95	95	95	95	95
TOTAL Y	Pearson Correlation	.491**	.740**	.600**	.846**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	95	95	95	95	96

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

Reliability training

Reliability Statistics Training

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.727	.725	5

Case Processing Summary

	N	%
Cases Valid	95	99.0
Excluded ^a	1	1.0
Total	96	100.0

	X1	X2	X3	X4	TOTAL X
X1	1.000	.190	.412	.277	.855
X2	.190	1.000	.146	-.145	.457
X3	.412	.146	1.000	.152	.581
X4	.277	-.145	.152	1.000	.523
TOTAL X	.855	.457	.581	.523	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	21.154	13.147	52.884	39.737	4.022	314.639	5

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
105.77	20.159	4.490	5

Reliability
karyawan

kinerja

Case Processing Summary

		N	%
Cases	Valid	95	99.0
	Excluded ^a	1	1.0
	Total	96	100.0

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

Reliability Statistics Kinerja

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.765	.789	5

Inter-Item Correlation Matrix

	Y1	Y2	Y3	Y4	TOTAL Y
Y1	1.000	.158	.092	.068	.491
Y2	.158	1.000	.087	.665	.740
Y3	.092	.087	1.000	.523	.600
Y4	.068	.665	.523	1.000	.846
TOTAL Y	.491	.740	.600	.846	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	21.937	13.558	54.842	41.284	4.045	338.372	5

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
109.68	24.027	4.902	5

Reliability Budaya organisasi

Case Processing Summary

		N	%
Cases	Valid	95	99.0
	Excluded ^a	1	1.0
	Total	96	100.0

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

Reliability Statistics budaya		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.716	.697	5

Inter-Item Correlation Matrix					
	Z1	Z2	Z3	Z4	TOTAL Z
Z1	1.000	-.119	.076	-.044	.345
Z2	-.119	1.000	-.002	.500	.662
Z3	.076	-.002	1.000	.390	.544
Z4	-.044	.500	.390	1.000	.800
TOTAL Z	.345	.662	.544	.800	1.000

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	22.055	13.653	55.137	41.484	4.039	342.025	5

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
110.27	13.669	3.697	5

Hasil uji

Run MATRIX procedure:

sobel test

Preacher and Hayes (2004) SPSS Macro for Simple Mediation

Written by Andrew F. Hayes, The Ohio State University

<http://www.comm.ohio-state.edu/ahayes/>

For details, see Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS

VARIABLES IN SIMPLE MEDIATION MODEL

Y	Y
X	X
M	Z

DESCRIPTIVES STATISTICS AND PEARSON CORRELATIONS

	Mean	SD	Y	X	Z
Y	4,8421	,4509	1,0000	,1823	,7199
X	2,8842	,2449	,1823	1,0000	,6517
Z	2,8632	,1118	,7199	,6517	1,0000

SAMPLE SIZE

95

DIRECT AND TOTAL EFFECTS

	Coeff	s.e.	t	Sig(two)
b(YX)	,1990	,1113	1,7876	,0771
b(MX)	,1937	,1440	8,2869	,0000
b(YM.X)	,6229	,0477	3,0640	,0000
b(YX.M)	,5446	,0873	6,2358	,0000

INDIRECT EFFECT AND SIGNIFICANCE USING NORMAL DISTRIBUTION

	Value	s.e.	LL95CI	UL95CI	Z	Sig(two)
Effect	,7435	,1065	,5348	,9522	6,9832	,0000

BOOTSTRAP RESULTS FOR INDIRECT EFFECT

	Data	Mean	s.e.	LL99 CI	LL95CI	UL95CI
UL99CI						
Effect	,7435	,7400	,0941	,4979	,5644	,9268
,9844						

NUMBER OF BOOTSTRAP RESAMPLES

1000

***** NOTES

----- END MATRIX -----

HASIL ANALISIS JALUR

Variables Entered/Removed^a

	Variables Entered	Variables Removed	Method
Model			
1	Z, X ^b	.	Enter

a. Dependent Variable: Y

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	.658	.650	2.432

a. Predictors: (Constant), Z, X

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1045.073	2	522.536	88.346	.000 ^b
	Residual	544.148	92	5.915		
	Total	1589.221	94			

a. Dependent Variable: Y

b. Predictors: (Constant), Z, X

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40.256	9.567		4.208	.000
	X	1.199	.112	.655	10.734	.000
	Z	1.073	.136	.483	7.910	.000

a. Dependent Variable: Y

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Y, X ^b	.	Enter

a. Dependent Variable: TOTAL Z

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894 ^a	.799	.794	1.866

a. Predictors: (Constant), Y, X

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1269.029	2	634.515	182.314	.000 ^b
	Residual	320.192	92	3.480		
	Total	1589.221	94			

a. Dependent Variable: TOTAL Z

b. Predictors: (Constant), Y, X

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	53.503	5.754		9.299	.000
	X	.986	.087	.538	11.313	.000
	Y	1.043	.080	.622	13.064	.000

a. Dependent Variable: TOTAL Z