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***LAMPIRAN 1***

**KUESIONER PENELITIAN**

1. **IDENTITAS PENELITI**

Nama : Rizka Aulia

NPM : 163114074

Program Studi : Manajemen

Fakultas : Ekonomi

Asal Perguruan Tinggi : Universitas Muslim Nusantara Al-Washliyah

Judul Penelitian : “Pengaruh Budaya Kaizen dan Gaya Kepemimpinan Demokratis Terhadap Kinerja Karyawan Karyawan Pada PT Asia Raya Foundry Tanjung Morawa”.

Dengan ini saya memohon kesediaan Bapak/Ibu/Saudara/I unutuk mengisi daftar kuesioner. Informasi yang anda berikan hanya semata-mata untuk melengkapi data penelitian dalam rangka penyusunan skripsi ini. Untuk itu, isilah kuesioner ini dengan jawaban yang sebenar-benarnya. Atas kesediaan Bapak/Ibu/Saudara/I, saya ucapkan terima kasih.

Medan, 2020

**Rizka Aulia**

1. **IDENTITAS RESPONDEN**

|  |  |  |
| --- | --- | --- |
| 1 | Nama |  |
| 2 | Jenis Kelamin | Pria/Wanita |
| 3 | Usia |  |
| 4 | Pendidikan Terakhir | SD/SLTP/SLTA/D1/D3/S1/S2 |
| 5 | Lama Bekerja |  |
| 6 | Jabatan |  |

1. **PETUNJUK PENGISIAN**
2. Pada Lembaran ini terdapat beberapa pertanyaann yang harus saudara/I jawab sesuai dengan pengalaan yang dihadapi.
3. Dalam menjawab pertanyaan ini, tidak ada jawaban yang salah. Oleh karena itu, diharapkan seluruh pertanyaan dapat diberi jawaban.
4. Berilah tanda (√) pada kolom yang tersedia dan pilih sesuai dengan keadaan yang sebenarnya.
5. Ada 5 alternatif jawaban

|  |  |  |
| --- | --- | --- |
| **No** | **Alternatif Jawaban** | **Skor** |
| 1 | Sangat Setuju (SS) | 5 |
| 2 | Setuju (S) | 4 |
| 3 | Kurang Setuju (KS) | 3 |
| 4 | Tidak Setuju (TS) | 2 |
| 5 | Sangat Tidak Setuju (STS) | 1 |

1. **DAFTAR PERTANYAAN**

Variabel Budaya Kaizen (X1)

|  |  |  |
| --- | --- | --- |
| **No** | **Pertanyaan** | **Alternatif jawaban** |
| **I** | **Ringkas** | SS | S | KS | TS | STS |
| 1 | Karyawan harus ringkas dalam segi pekerjaan |  |  |  |  |  |
| **II** | **Rapi** |
| 2 | Para karyawan mampu menempatkan peralatan penunjang pekerjaan secara baik dan benar. |  |  |  |  |  |
| **III** | **Resik** |
| 3 | Karyawan harus menjaga kebersihan lingkungan kerja dan kebersihan diri |  |  |  |  |  |
|  **IV** | **Rawat**  |
| 4 | Karyawan harus menjaga dan merawat semua fasilitas yang telah perusahaan sediakan |  |  |  |  |  |
|  **V** | **Rajin** |
| 5 | Kerajinan seorang karyawan membawa dampat positif terhadap pekerjaannya untuk mencapai hasil atau tujuan yang baik |  |  |  |  |  |

Variabel Gaya Kepemimpinan Demokratis (X2)

|  |  |  |
| --- | --- | --- |
| **No** | **Pertanyaan** | **Alternatif Jawaban** |
| **I** | **Keputusan dibuat bersama** | SS | S | KS | TS | STS |
|  1 | Seorang pemimpin terlibat bersama-sama dalam membuat keputusan |  |  |  |  |  |
| 2 | Pemimpin melakukan aktivitas aktivitas kerja bersama-sama untuk pencapaian tujuan perusahaan |  |  |  |  |  |
| **II** | **Menghargai setiap potensi bawahannya** |
| 3 | Pemimpin menghargai setiap potensi yang dimiliki karyawan |  |  |  |  |  |
| 4 | Seorang pemimpin memberikan penghargaan berupa pujian, bonus atau sertifikat kepada setiap karyawan yang berprestasi |  |  |  |  |  |
| **III** | **Mendengar kritik, saran dan pendapat dari bawahan** |
| 5 | Seorang pemimpin harus mendengarkan kritik dari karyawannya |  |  |  |  |  |
| 6 | Pemimpin harus mendengarkan saran dan pendapat yang diberikan oleh karyawannya |  |  |  |  |  |
| **IV** | **Melakukan kerja sama dengan bawahannya** |
| 7 | Seorang pemimpin terjun langsung ke lapangan untuk menjalankan tugas mengawasi atau mengamati para karyawannya |  |  |  |  |  |
| 8 | Pemimpin bekerja sama dengan karyawan dalam mencapai tujuan perusahaan |  |  |  |  |  |

Variabel Kinerja Karyawan (Y)

|  |  |  |
| --- | --- | --- |
| **No** | **Pertanyaan** | **Alternatif Jawaban** |
| **I** | **Kualitas Kerja** | SS | S | KS | TS | STS |
| 1 | Hasil kerja saya dinilai baik oleh atasan |  |  |  |  |  |
| 2 | Hasil pekerjaan saya sudah sesuai dengan standar yang sudah ditentukan perusahaan |  |  |  |  |  |
| 3 | Terampil dalam bekerja demi tercapainya tujuan kerja yang dijalani |  |  |  |  |  |
| **II** | **Kuantitas Kerja** |
| 4 | Target kerja yang ditetapkan dapat dicapai dengan maksimal |  |  |  |  |  |
| 5 | Saya mampu untuk menyelesaikan pekerjaan melebihi apa yang ditargetkan |  |  |  |  |  |
| 6 | Saya berinisiatif untuk memberikan kontribusi lebih dalam bekerja |  |  |  |  |  |
| **III** | **Ketepatan Waktu** |
| 7 | Saya datang tepat waktu ketempat kerja |  |  |  |  |  |
| 8 | Saya dapat meyelesaikan pekerjaan lebih cepat dari waktu yang ditentukan |  |  |  |  |  |
| **IV** | **Tanggung Jawab** |
| 9 | Saya menyelesaikan pekerjaan yang menjadi tanggung jawab saya |  |  |  |  |  |
| 10 | Saya bertanggung jawab dengan tanggung jawab yang diberikan |  |  |  |  |  |
| **V** | **Sikap Karyawan** |
| 11 | Saya menyelesaikan pekerjan sesuai dengan arahan pimpinan |  |  |  |  |  |
| 12 | Saya mampu bekerja dengan maksimal sesuai dengan harapan perusahaan |  |  |  |  |  |

***LAMPIRAN 2***

**TABULASI HASIL KUESIONER X1**

|  |
| --- |
| **Budaya Kaizen (X1)** |
| **No** | **Skor Kuesioner** | **Total Skor** | **Persentase** |
| **1** | **2** | **3** | **4** | **5** |
| 1 | 5 | 4 | 4 | 5 | 4 | 22 | 28,9% |
| 2 | 4 | 4 | 5 | 4 | 3 | 20 | 26,3% |
| 3 | 3 | 4 | 5 | 4 | 3 | 19 | 25,0% |
| 4 | 4 | 4 | 4 | 4 | 3 | 19 | 25,0% |
| 5 | 4 | 3 | 4 | 4 | 3 | 18 | 23,7% |
| 6 | 4 | 4 | 4 | 4 | 4 | 20 | 26,3% |
| 7 | 4 | 4 | 5 | 4 | 4 | 21 | 27,6% |
| 8 | 4 | 4 | 4 | 4 | 4 | 20 | 26,3% |
| 9 | 5 | 5 | 5 | 5 | 4 | 24 | 31,6% |
| 10 | 5 | 5 | 5 | 5 | 4 | 24 | 31,6% |
| 11 | 5 | 4 | 4 | 5 | 4 | 22 | 28,9% |
| 12 | 4 | 3 | 4 | 5 | 3 | 19 | 25,0% |
| 13 | 5 | 4 | 4 | 4 | 4 | 21 | 27,6% |
| 14 | 5 | 4 | 4 | 4 | 3 | 20 | 26,3% |
| 15 | 5 | 4 | 5 | 5 | 4 | 23 | 30,3% |
| 16 | 5 | 5 | 4 | 5 | 4 | 23 | 30,3% |
| 17 | 5 | 4 | 4 | 4 | 4 | 21 | 27,6% |
| 18 | 4 | 4 | 4 | 4 | 4 | 20 | 26,3% |
| 19 | 4 | 4 | 5 | 4 | 4 | 21 | 27,6% |
| 20 | 5 | 4 | 5 | 5 | 5 | 24 | 31,6% |
| 21 | 5 | 4 | 4 | 4 | 4 | 21 | 27,6% |
| 22 | 4 | 4 | 4 | 5 | 4 | 21 | 27,6% |
| 23 | 5 | 4 | 4 | 5 | 4 | 22 | 28,9% |
| 24 | 5 | 4 | 4 | 5 | 4 | 22 | 28,9% |
| 25 | 5 | 4 | 4 | 5 | 5 | 23 | 30,3% |
| 26 | 3 | 4 | 4 | 4 | 4 | 19 | 25,0% |
| 27 | 5 | 4 | 4 | 5 | 5 | 23 | 30,3% |
| 28 | 4 | 4 | 4 | 5 | 4 | 21 | 27,6% |
| 29 | 5 | 5 | 5 | 5 | 4 | 24 | 31,6% |
| 30 | 5 | 5 | 5 | 5 | 5 | 25 | 32,9% |
| 31 | 4 | 4 | 5 | 5 | 4 | 22 | 28,9% |
| 32 | 3 | 4 | 4 | 5 | 4 | 20 | 26,3% |
| 33 | 5 | 3 | 3 | 4 | 4 | 19 | 25,0% |
| 34 | 5 | 3 | 3 | 4 | 3 | 18 | 23,7% |
| 35 | 5 | 4 | 3 | 4 | 3 | 19 | 25,0% |
| 36 | 5 | 4 | 4 | 4 | 4 | 21 | 27,6% |
| 37 | 3 | 4 | 4 | 4 | 4 | 19 | 25,0% |
| 38 | 4 | 4 | 4 | 4 | 4 | 20 | 26,3% |
| 39 | 4 | 3 | 3 | 4 | 3 | 17 | 22,4% |
| 40 | 4 | 3 | 3 | 4 | 3 | 17 | 22,4% |
| 41 | 4 | 3 | 3 | 4 | 3 | 17 | 22,4% |
| 42 | 5 | 5 | 5 | 4 | 4 | 23 | 30,3% |
| 43 | 5 | 3 | 3 | 4 | 3 | 18 | 23,7% |
| 44 | 4 | 4 | 4 | 4 | 4 | 20 | 26,3% |
| 45 | 4 | 4 | 4 | 4 | 3 | 19 | 25,0% |
| 46 | 5 | 4 | 4 | 4 | 3 | 20 | 26,3% |
| 47 | 5 | 4 | 4 | 4 | 3 | 20 | 26,3% |
| 48 | 5 | 4 | 4 | 4 | 3 | 20 | 26,3% |
| 49 | 5 | 3 | 4 | 4 | 4 | 20 | 26,3% |
| 50 | 4 | 4 | 5 | 4 | 4 | 21 | 27,6% |
| 51 | 4 | 4 | 3 | 4 | 4 | 19 | 25,0% |
| 52 | 4 | 3 | 4 | 5 | 4 | 20 | 26,3% |
| 53 | 5 | 3 | 4 | 4 | 4 | 20 | 26,3% |
| 54 | 5 | 4 | 4 | 4 | 4 | 21 | 27,6% |
| 55 | 5 | 5 | 5 | 5 | 5 | 25 | 32,9% |
| 56 | 4 | 4 | 4 | 4 | 4 | 20 | 26,3% |
| 57 | 4 | 5 | 4 | 5 | 4 | 22 | 28,9% |
| 58 | 4 | 4 | 4 | 5 | 4 | 21 | 27,6% |
| 59 | 3 | 4 | 4 | 5 | 4 | 20 | 26,3% |
| 60 | 5 | 5 | 5 | 5 | 4 | 24 | 31,6% |
| 61 | 5 | 4 | 3 | 5 | 4 | 21 | 27,6% |
| 62 | 5 | 4 | 4 | 4 | 4 | 21 | 27,6% |
| 63 | 5 | 4 | 4 | 4 | 4 | 21 | 27,6% |
| 64 | 4 | 5 | 4 | 4 | 4 | 21 | 27,6% |
| 65 | 4 | 4 | 3 | 5 | 4 | 20 | 26,3% |
| 66 | 5 | 4 | 5 | 4 | 3 | 21 | 27,6% |
| 67 | 4 | 3 | 3 | 4 | 3 | 17 | 22,4% |
| 68 | 4 | 4 | 3 | 5 | 4 | 20 | 26,3% |
| 69 | 5 | 4 | 4 | 5 | 4 | 22 | 28,9% |
| 70 | 5 | 4 | 4 | 5 | 4 | 22 | 28,9% |
| 71 | 5 | 4 | 4 | 5 | 4 | 22 | 28,9% |
| 72 | 4 | 4 | 3 | 4 | 4 | 19 | 25,0% |
| 73 | 4 | 4 | 4 | 4 | 4 | 20 | 26,3% |
| 74 | 4 | 4 | 4 | 4 | 3 | 19 | 25,0% |
| 75 | 4 | 3 | 5 | 4 | 3 | 19 | 25,0% |
| 76 | 4 | 4 | 4 | 4 | 4 | 20 | 26,3% |

**TABULASI HASIL KUESIONER X2**

|  |
| --- |
| **Gaya Kepempinan Demokratis (X2)** |
| **No** | **Skor Kuesioner** | **Total Skor** | **Persentase** |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** |
| 1 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 36 | 47,4% |
| 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 | 42,1% |
| 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 33 | 43,4% |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 | 42,1% |
| 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 | 42,1% |
| 6 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | 4 | 33 | 43,4% |
| 7 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 33 | 43,4% |
| 8 | 5 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | 33 | 43,4% |
| 9 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 35 | 46,1% |
| 10 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 | 42,1% |
| 11 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 | 42,1% |
| 12 | 5 | 4 | 5 | 4 | 5 | 3 | 5 | 4 | 35 | 46,1% |
| 13 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 36 | 47,4% |
| 14 | 5 | 4 | 5 | 3 | 4 | 3 | 5 | 4 | 33 | 43,4% |
| 15 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 | 52,6% |
| 16 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 3 | 35 | 46,1% |
| 17 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 36 | 47,4% |
| 18 | 3 | 4 | 5 | 4 | 5 | 5 | 4 | 3 | 33 | 43,4% |
| 19 | 3 | 3 | 4 | 4 | 3 | 4 | 5 | 2 | 28 | 36,8% |
| 20 | 4 | 5 | 5 | 5 | 4 | 3 | 4 | 4 | 34 | 44,7% |
| 21 | 5 | 4 | 5 | 4 | 3 | 4 | 2 | 4 | 31 | 40,8% |
| 22 | 5 | 5 | 3 | 4 | 5 | 4 | 5 | 4 | 35 | 46,1% |
| 23 | 4 | 4 | 3 | 4 | 3 | 5 | 4 | 3 | 30 | 39,5% |
| 24 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 36 | 47,4% |
| 25 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 36 | 47,4% |
| 26 | 5 | 4 | 3 | 5 | 5 | 3 | 5 | 4 | 34 | 44,7% |
| 27 | 4 | 5 | 3 | 5 | 3 | 4 | 5 | 3 | 32 | 42,1% |
| 28 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 36 | 47,4% |
| 29 | 5 | 3 | 4 | 3 | 5 | 4 | 5 | 4 | 33 | 43,4% |
| 30 | 4 | 5 | 5 | 5 | 3 | 2 | 3 | 4 | 31 | 40,8% |
| 31 | 5 | 4 | 3 | 4 | 5 | 4 | 5 | 4 | 34 | 44,7% |
| 32 | 4 | 4 | 5 | 5 | 4 | 3 | 4 | 5 | 34 | 44,7% |
| 33 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 38 | 50,0% |
| 34 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 36 | 47,4% |
| 35 | 5 | 5 | 3 | 4 | 5 | 4 | 5 | 4 | 35 | 46,1% |
| 36 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 3 | 29 | 38,2% |
| 37 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 35 | 46,1% |
| 38 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 37 | 48,7% |
| 39 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 38 | 50,0% |
| 40 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 36 | 47,4% |
| 41 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 36 | 47,4% |
| 42 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 35 | 46,1% |
| 43 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 3 | 35 | 46,1% |
| 44 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 33 | 43,4% |
| 45 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 38 | 50,0% |
| 46 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 | 52,6% |
| 47 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 31 | 40,8% |
| 48 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 | 52,6% |
| 49 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 39 | 51,3% |
| 50 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 34 | 44,7% |
| 51 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 30 | 39,5% |
| 52 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 34 | 44,7% |
| 53 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 | 52,6% |
| 54 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 3 | 33 | 43,4% |
| 55 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 38 | 50,0% |
| 56 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 | 52,6% |
| 57 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 35 | 46,1% |
| 58 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 | 42,1% |
| 59 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 3 | 34 | 44,7% |
| 60 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 37 | 48,7% |
| 61 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 | 52,6% |
| 62 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 36 | 47,4% |
| 63 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 | 52,6% |
| 64 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 | 42,1% |
| 65 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 | 52,6% |
| 66 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 38 | 50,0% |
| 67 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 | 42,1% |
| 68 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 36 | 47,4% |
| 69 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 37 | 48,7% |
| 70 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 38 | 50,0% |
| 71 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 32 | 42,1% |
| 72 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 | 52,6% |
| 73 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 36 | 47,4% |
| 74 | 5 | 4 | 5 | 3 | 4 | 3 | 5 | 4 | 33 | 43,4% |
| 75 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 40 | 52,6% |
| 76 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 3 | 35 | 46,1% |

**TABULASI HASIL KUESIONER Y**

|  |
| --- |
| **Kinerja Karyawan (Y)** |
| **No** | **Skor Kuesioner** | **Total Skor** | **Persentase** |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** |
| 1 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 55 | 72,4% |
| 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 50 | 65,8% |
| 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 51 | 67,1% |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 49 | 64,5% |
| 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 | 63,2% |
| 6 | 5 | 4 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 49 | 64,5% |
| 7 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 53 | 69,7% |
| 8 | 4 | 5 | 4 | 5 | 4 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 50 | 65,8% |
| 9 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 54 | 71,1% |
| 10 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 | 63,2% |
| 11 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 51 | 67,1% |
| 12 | 5 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 3 | 4 | 4 | 52 | 68,4% |
| 13 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 54 | 71,1% |
| 14 | 4 | 5 | 4 | 5 | 3 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 53 | 69,7% |
| 15 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 | 78,9% |
| 16 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 3 | 5 | 5 | 4 | 3 | 53 | 69,7% |
| 17 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 54 | 71,1% |
| 18 | 5 | 3 | 4 | 5 | 4 | 5 | 4 | 3 | 4 | 5 | 4 | 3 | 49 | 64,5% |
| 19 | 3 | 3 | 3 | 4 | 4 | 3 | 5 | 2 | 5 | 5 | 4 | 2 | 43 | 56,6% |
| 20 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 54 | 71,1% |
| 21 | 3 | 5 | 4 | 5 | 4 | 3 | 2 | 4 | 4 | 4 | 4 | 4 | 46 | 60,5% |
| 22 | 5 | 5 | 5 | 3 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 52 | 68,4% |
| 23 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 3 | 43 | 56,6% |
| 24 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 53 | 69,7% |
| 25 | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 53 | 69,7% |
| 26 | 5 | 5 | 4 | 3 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 52 | 68,4% |
| 27 | 3 | 4 | 5 | 3 | 5 | 3 | 5 | 3 | 4 | 4 | 4 | 3 | 46 | 60,5% |
| 28 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 51 | 67,1% |
| 29 | 5 | 5 | 3 | 4 | 3 | 5 | 5 | 4 | 4 | 3 | 3 | 4 | 48 | 63,2% |
| 30 | 3 | 4 | 5 | 5 | 5 | 3 | 3 | 4 | 5 | 5 | 5 | 4 | 51 | 67,1% |
| 31 | 5 | 5 | 4 | 3 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 54 | 71,1% |
| 32 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 53 | 69,7% |
| 33 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 3 | 3 | 5 | 54 | 71,1% |
| 34 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 53 | 69,7% |
| 35 | 5 | 5 | 5 | 3 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 52 | 68,4% |
| 36 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 5 | 3 | 44 | 57,9% |
| 37 | 5 | 4 | 5 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 55 | 72,4% |
| 38 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 58 | 76,3% |
| 39 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 55 | 72,4% |
| 40 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 54 | 71,1% |
| 41 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 3 | 3 | 4 | 5 | 52 | 68,4% |
| 42 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 55 | 72,4% |
| 43 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 3 | 4 | 4 | 4 | 3 | 50 | 65,8% |
| 44 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 49 | 64,5% |
| 45 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 58 | 76,3% |
| 46 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 | 78,9% |
| 47 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 47 | 61,8% |
| 48 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 58 | 76,3% |
| 49 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 57 | 75,0% |
| 50 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 52 | 68,4% |
| 51 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 49 | 64,5% |
| 52 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 49 | 64,5% |
| 53 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 | 78,9% |
| 54 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 4 | 4 | 5 | 3 | 48 | 63,2% |
| 55 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 56 | 73,7% |
| 56 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 | 78,9% |
| 57 | 4 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 54 | 71,1% |
| 58 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 48 | 63,2% |
| 59 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 3 | 4 | 5 | 4 | 3 | 50 | 65,8% |
| 60 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 54 | 71,1% |
| 61 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 | 78,9% |
| 62 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 4 | 5 | 53 | 69,7% |
| 63 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 | 78,9% |
| 64 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 49 | 64,5% |
| 65 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 | 78,9% |
| 66 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 57 | 75,0% |
| 67 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 46 | 60,5% |
| 68 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 55 | 72,4% |
| 69 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 56 | 73,7% |
| 70 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 56 | 73,7% |
| 71 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 51 | 67,1% |
| 72 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 | 78,9% |
| 73 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 56 | 73,7% |
| 74 | 4 | 5 | 4 | 5 | 3 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 53 | 69,7% |
| 75 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 60 | 78,9% |
| 76 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 3 | 5 | 5 | 5 | 3 | 54 | 71,1% |

***LAMPIRAN 3***

**OUTPUT SPSS**

**UJI VALIDITAS BUDAYA KAIZEN**

|  |
| --- |
| **Budaya Kaizen (X1)** |
|  | X1 1 | X1 2 | X1 3 | X1 4 | X1 5 | Skor Total |
| X1 1 | Pearson Correlation | 1 | ,168 | ,077 | ,174 | ,180 | ,511\*\* |
| Sig. (2-tailed) |  | ,147 | ,506 | ,132 | ,121 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 |
| X1 2 | Pearson Correlation | ,168 | 1 | ,504\*\* | ,352\*\* | ,463\*\* | ,758\*\* |
| Sig. (2-tailed) | ,147 |  | ,000 | ,002 | ,000 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 |
| X1 3 | Pearson Correlation | ,077 | ,504\*\* | 1 | ,190 | ,265\* | ,647\*\* |
| Sig. (2-tailed) | ,506 | ,000 |  | ,100 | ,021 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 |
| X1 4 | Pearson Correlation | ,174 | ,352\*\* | ,190 | 1 | ,496\*\* | ,641\*\* |
| Sig. (2-tailed) | ,132 | ,002 | ,100 |  | ,000 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 |
| X1 5 | Pearson Correlation | ,180 | ,463\*\* | ,265\* | ,496\*\* | 1 | ,715\*\* |
| Sig. (2-tailed) | ,121 | ,000 | ,021 | ,000 |  | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 |
| Skor Total | Pearson Correlation | ,511\*\* | ,758\*\* | ,647\*\* | ,641\*\* | ,715\*\* | 1 |
| Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 |  |
| N | 76 | 76 | 76 | 76 | 76 | 76 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |
| \*. Correlation is significant at the 0.05 level (2-tailed). |

**UJI VALIDITAS GAYA KEPEMIMPINAN DEMOKRATIS**

|  |
| --- |
| **Correlations** |
|  | X2 1 | X2 2 | X2 3 | X2 4 | X2 5 | X2 6 | X2 7 | X2 8 | Skor Total |
| X2 1 | Pearson Correlation | 1 | ,419\*\* | ,245\* | ,179 | ,341\*\* | ,008 | ,391\*\* | ,328\*\* | ,598\*\* |
| Sig. (2-tailed) |  | ,000 | ,033 | ,121 | ,003 | ,948 | ,000 | ,004 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| X2 2 | Pearson Correlation | ,419\*\* | 1 | ,280\* | ,432\*\* | ,261\* | ,130 | ,318\*\* | ,351\*\* | ,657\*\* |
| Sig. (2-tailed) | ,000 |  | ,014 | ,000 | ,023 | ,261 | ,005 | ,002 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| X2 3 | Pearson Correlation | ,245\* | ,280\* | 1 | ,222 | ,020 | ,042 | ,026 | ,405\*\* | ,476\*\* |
| Sig. (2-tailed) | ,033 | ,014 |  | ,054 | ,861 | ,716 | ,822 | ,000 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| X2 4 | Pearson Correlation | ,179 | ,432\*\* | ,222 | 1 | ,357\*\* | ,268\* | ,300\*\* | ,334\*\* | ,637\*\* |
| Sig. (2-tailed) | ,121 | ,000 | ,054 |  | ,002 | ,019 | ,009 | ,003 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| X2 5 | Pearson Correlation | ,341\*\* | ,261\* | ,020 | ,357\*\* | 1 | ,336\*\* | ,510\*\* | ,354\*\* | ,666\*\* |
| Sig. (2-tailed) | ,003 | ,023 | ,861 | ,002 |  | ,003 | ,000 | ,002 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| X2 6 | Pearson Correlation | ,008 | ,130 | ,042 | ,268\* | ,336\*\* | 1 | ,154 | ,223 | ,459\*\* |
| Sig. (2-tailed) | ,948 | ,261 | ,716 | ,019 | ,003 |  | ,185 | ,053 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| X2 7 | Pearson Correlation | ,391\*\* | ,318\*\* | ,026 | ,300\*\* | ,510\*\* | ,154 | 1 | ,226 | ,606\*\* |
| Sig. (2-tailed) | ,000 | ,005 | ,822 | ,009 | ,000 | ,185 |  | ,050 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| X2 8 | Pearson Correlation | ,328\*\* | ,351\*\* | ,405\*\* | ,334\*\* | ,354\*\* | ,223 | ,226 | 1 | ,687\*\* |
| Sig. (2-tailed) | ,004 | ,002 | ,000 | ,003 | ,002 | ,053 | ,050 |  | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| Skor Total | Pearson Correlation | ,598\*\* | ,657\*\* | ,476\*\* | ,637\*\* | ,666\*\* | ,459\*\* | ,606\*\* | ,687\*\* | 1 |
| Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 |  |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |
| \*. Correlation is significant at the 0.05 level (2-tailed). |

**UJI VALIDITAS KINERJA KARYAWAN**

|  |
| --- |
| **Correlations** |
|  | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | Y7 | Y8 | Y9 | Y10 | Y11 | Y12 | SKOR TOTAL |
| Y1 | Pearson Correlation | 1 | ,341\*\* | ,261\* | ,020 | ,357\*\* | 1,000\*\* | ,510\*\* | ,354\*\* | ,107 | ,081 | -,027 | ,354\*\* | ,640\*\* |
| Sig. (2-tailed) |  | ,003 | ,023 | ,861 | ,002 | ,000 | ,000 | ,002 | ,360 | ,485 | ,819 | ,002 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| Y2 | Pearson Correlation | ,341\*\* | 1 | ,419\*\* | ,245\* | ,179 | ,341\*\* | ,391\*\* | ,328\*\* | ,195 | ,037 | ,119 | ,328\*\* | ,563\*\* |
| Sig. (2-tailed) | ,003 |  | ,000 | ,033 | ,121 | ,003 | ,000 | ,004 | ,091 | ,753 | ,307 | ,004 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| Y3 | Pearson Correlation | ,261\* | ,419\*\* | 1 | ,280\* | ,432\*\* | ,261\* | ,318\*\* | ,351\*\* | ,204 | ,317\*\* | ,290\* | ,351\*\* | ,643\*\* |
| Sig. (2-tailed) | ,023 | ,000 |  | ,014 | ,000 | ,023 | ,005 | ,002 | ,077 | ,005 | ,011 | ,002 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| Y4 | Pearson Correlation | ,020 | ,245\* | ,280\* | 1 | ,222 | ,020 | ,026 | ,405\*\* | ,310\*\* | ,293\* | ,271\* | ,405\*\* | ,509\*\* |
| Sig. (2-tailed) | ,861 | ,033 | ,014 |  | ,054 | ,861 | ,822 | ,000 | ,006 | ,010 | ,018 | ,000 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| Y5 | Pearson Correlation | ,357\*\* | ,179 | ,432\*\* | ,222 | 1 | ,357\*\* | ,300\*\* | ,334\*\* | ,039 | ,129 | ,097 | ,334\*\* | ,546\*\* |
| Sig. (2-tailed) | ,002 | ,121 | ,000 | ,054 |  | ,002 | ,009 | ,003 | ,736 | ,266 | ,404 | ,003 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| Y6 | Pearson Correlation | 1,000\*\* | ,341\*\* | ,261\* | ,020 | ,357\*\* | 1 | ,510\*\* | ,354\*\* | ,107 | ,081 | -,027 | ,354\*\* | ,640\*\* |
| Sig. (2-tailed) | ,000 | ,003 | ,023 | ,861 | ,002 |  | ,000 | ,002 | ,360 | ,485 | ,819 | ,002 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| Y7 | Pearson Correlation | ,510\*\* | ,391\*\* | ,318\*\* | ,026 | ,300\*\* | ,510\*\* | 1 | ,226 | ,127 | ,053 | ,059 | ,226 | ,542\*\* |
| Sig. (2-tailed) | ,000 | ,000 | ,005 | ,822 | ,009 | ,000 |  | ,050 | ,276 | ,651 | ,614 | ,050 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| Y8 | Pearson Correlation | ,354\*\* | ,328\*\* | ,351\*\* | ,405\*\* | ,334\*\* | ,354\*\* | ,226 | 1 | ,081 | ,021 | ,204 | 1,000\*\* | ,697\*\* |
| Sig. (2-tailed) | ,002 | ,004 | ,002 | ,000 | ,003 | ,002 | ,050 |  | ,485 | ,856 | ,077 | ,000 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| Y9 | Pearson Correlation | ,107 | ,195 | ,204 | ,310\*\* | ,039 | ,107 | ,127 | ,081 | 1 | ,711\*\* | ,543\*\* | ,081 | ,483\*\* |
| Sig. (2-tailed) | ,360 | ,091 | ,077 | ,006 | ,736 | ,360 | ,276 | ,485 |  | ,000 | ,000 | ,485 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| Y10 | Pearson Correlation | ,081 | ,037 | ,317\*\* | ,293\* | ,129 | ,081 | ,053 | ,021 | ,711\*\* | 1 | ,669\*\* | ,021 | ,473\*\* |
| Sig. (2-tailed) | ,485 | ,753 | ,005 | ,010 | ,266 | ,485 | ,651 | ,856 | ,000 |  | ,000 | ,856 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| Y11 | Pearson Correlation | -,027 | ,119 | ,290\* | ,271\* | ,097 | -,027 | ,059 | ,204 | ,543\*\* | ,669\*\* | 1 | ,204 | ,475\*\* |
| Sig. (2-tailed) | ,819 | ,307 | ,011 | ,018 | ,404 | ,819 | ,614 | ,077 | ,000 | ,000 |  | ,077 | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| Y12 | Pearson Correlation | ,354\*\* | ,328\*\* | ,351\*\* | ,405\*\* | ,334\*\* | ,354\*\* | ,226 | 1,000\*\* | ,081 | ,021 | ,204 | 1 | ,697\*\* |
| Sig. (2-tailed) | ,002 | ,004 | ,002 | ,000 | ,003 | ,002 | ,050 | ,000 | ,485 | ,856 | ,077 |  | ,000 |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| SKOR TOTAL | Pearson Correlation | ,640\*\* | ,563\*\* | ,643\*\* | ,509\*\* | ,546\*\* | ,640\*\* | ,542\*\* | ,697\*\* | ,483\*\* | ,473\*\* | ,475\*\* | ,697\*\* | 1 |
| Sig. (2-tailed) | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 | ,000 |  |
| N | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |
| \*. Correlation is significant at the 0.05 level (2-tailed). |

**UJI RELIABILITAS BUDAYA KAIZEN**

|  |
| --- |
| **Reliability Statistics** |
| Cronbach's Alpha | N of Items |
| ,655 | 5 |

**UJI RELIABILITAS GAYA KEPEMIMPINAN DEMOKRATIS**

|  |
| --- |
| **Reliability Statistics** |
| Cronbach's Alpha | N of Items |
| ,742 | 8 |

**UJI RELIABILITAS KINERJA KARYAWAN**

|  |
| --- |
| **Reliability Statistics** |
| Cronbach's Alpha | N of Items |
| ,819 | 12 |

***LAMPIRAN 4***

**TABEL TEORI F, t, dan r**

**TABEL F**

**TABEL t**

**TABEL r**