

BAB V

PENUTUP

Pada bab ini, peneliti membuat kesimpulan, saran, dan implikasi manajerial terkait tentang hasil yang diperoleh dari masing-masing data yang ada. Pada bab ini peneliti juga menyampaikan keterbatasan penelitian yang sekiranya diperlukan bagi penelitian selanjutnya.

5.1. Kesimpulan

Pengujian ini bertujuan untuk mengetahui apakah *followership* aktif yang dimoderasi oleh dukungan supervisor dan budaya berorientasi kinerja berpengaruh terhadap kepuasan kerja. Pengujian dilakukan dengan menggunakan *Multiple Linear Regression* dan *Moderate Regression Analysis*. Hasil penelitian yang diperoleh adalah sebagai berikut:

1. Berdasarkan tingkat pendidikan, mayoritas responden didominasi oleh karyawan dengan gelar SMA/SLTA sebanyak 80 orang (51,0%).
2. Berdasarkan usia responden, mayoritas responden usia 20 tahun – 29 tahun sebanyak 56 orang (35,7%).
3. Mayoritas responden berdasarkan jenis kelamin yang terdapat pada penelitian ini didominasi oleh “laki-laki” sebanyak 83 orang (52,9%).
4. Responden seluruhnya merupakan tenaga kependidikan dengan jabatan fungsional non struktural.
5. Berdasarkan masa kerja, mayoritas bekerja selama 3 - 10 tahun kerja sebanyak 71 orang (45,2%).

Selanjutnya berdasarkan hasil analisis serta evaluasi hasil uji hipotesis secara langsung dan tidak langsung yang telah dilakukan pada bab sebelumnya (bab IV), penelitian ini dapat memberikan kesimpulan bahwa:

1. *Followership* aktif secara parsial berpengaruh positif terhadap kepuasan kerja
2. Dukungan supervisor dan budaya berorientasi kinerja secara bersama-sama berpengaruh terhadap kepuasan kerja.

3. Dukungan supervisor memoderasi pengaruh *followership* aktif terhadap kepuasan kerja
4. Budaya berorientasi kinerja memoderasi pengaruh *followership* aktif terhadap kepuasan kerja

5.2. Implikasi Manajerial

Hasil penelitian yang telah dilakukan mengenai pengaruh *followership* aktif terhadap kepuasan kerja dengan variabel moderasi dukungan supervisor dan budaya berorientasi kinerja terhadap kepuasan kerja diharapkan dapat memberikan manfaat bagi pihak-pihak yang berkepentingan dengan penelitian ini khususnya bagi pihak manajemen sumber daya manusia di Universitas Atma Jaya Yogyakarta. Implikasi manajerial penelitian ini adalah sebagai berikut:

1. Hasil penelitian menunjukkan bahwa mayoritas responden merupakan *followership* aktif yang merasakan dukungan dari supervisor dan budaya yang berorientasi kinerja di Universitas Atma Jaya Yogyakarta memberikan dampak positif yang signifikan membuat para tenaga kependidikan merasa puas dengan pekerjaan mereka, dengan demikian pihak manajemen perusahaan diharapkan dapat memanfaatkan sikap *followership* aktif para tenaga kependidikannya dapat memaksimalkan kinerja para tenaga kependidikan untuk mencapai tujuan maupun target perusahaan jangka pendek maupun jangka panjang. Selain itu, dukungan dari supervisor dan budaya yang dibangun berorientasi kinerja yang sudah ada ini dan memberikan dampak yang nyata perlu dikembangkan dan digiatkan lagi demi mencapai tujuan perusahaan dan pencapaian yang lebih baik lagi.
2. Variabel *followership* aktif memiliki pengaruh yang positif terhadap kepuasan kerja yang dirasakan tenaga kependidikan, maka manajemen diharapkan dapat membuat strategi yang tepat untuk mengelola sumber daya manusia yang dimiliki agar lebih maksimal dan berpotensi memberikan profit dan umpan balik yang baik untuk perusahaan.
3. Variabel dukungan supervisor memperkuat pengaruh *followership* aktif terhadap kepuasan kerja, manajemen diharapkan dapat bekerjasama dengan para supervisor melalui pelatihan kerja, edukasi mengenai pemahaman dan

pengelolaan karyawan, dan lain sebagainya sebagai upaya mengoptimalkan kinerja para supervisor untuk mendukung kinerja para tenaga kependidikan di Universitas Atma Jaya Yogyakarta.

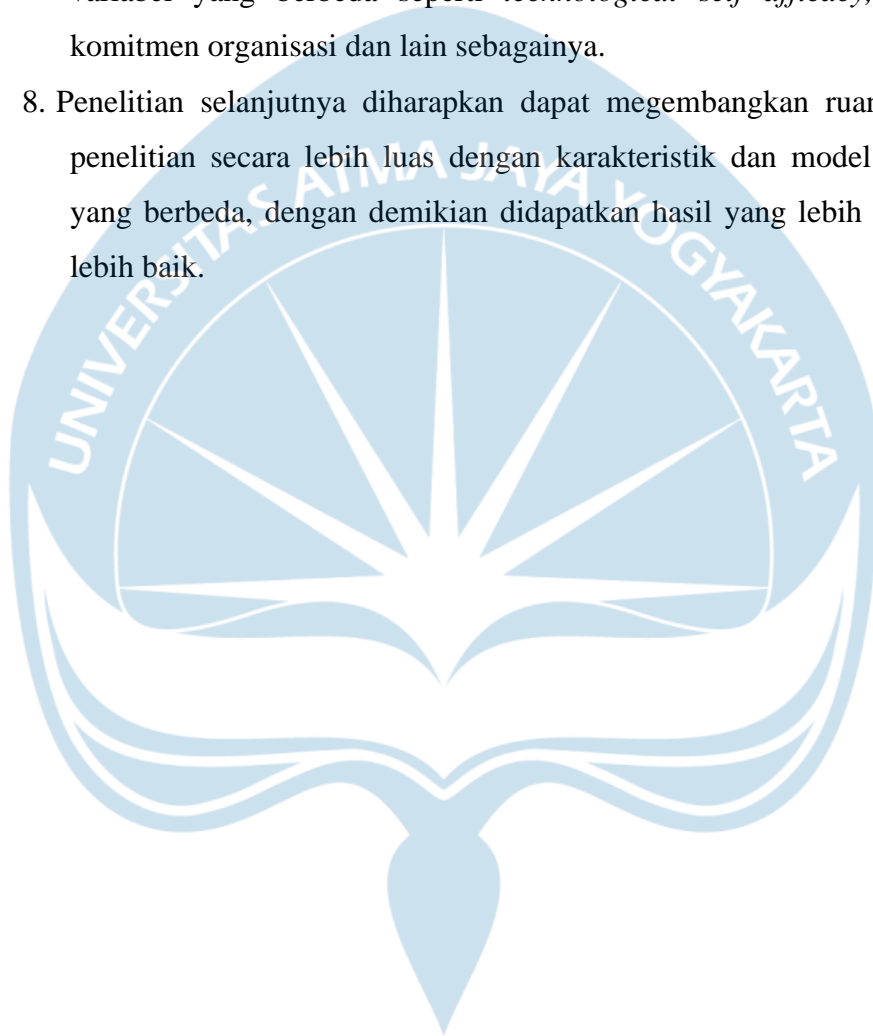
4. Variabel budaya berorientasi kinerja memperkuat pengaruh *followership* aktif terhadap kepuasan kerja, dengan demikian manajemen dapat lebih fokus dalam mempertahankan budaya yang telah terbentuk yang mengutamakan kinerja sebagai tolak ukur pencapaian dan nilai yang telah dilakukan oleh para tenaga kependidikan. Kedepannya diharapkan manajemen dapat membuat program-program atau *challenge* yang dapat memacu kinerja dengan *reward*, apresiasi, dan lain sebagainya dari para tenaga kependidikan di Universitas Atma Jaya Yogyakarta untuk menjaga dan mengembangkan budaya yang telah ada.

5.3. Keterbatasan dan Saran Penelitian

Beberapa keterbatasan dalam penelitian ini adalah sebagai berikut:

1. Pertimbangan yang harus dibuat dalam mengimplementasikan hasil penelitian ini hanya karyawan/tenaga kependidikan saja yang digunakan sebagai sampel penelitian.
2. Penelitian ini dilakukan disaat pandemi dan *work from home* sehingga ada kemungkinan hasil tidak dapat mencerminkan keadaan normal seperti saat tidak ada pandemi, maka diharapkan penelitian selanjutnya dilakukan ketika keadaan normal tanpa ada pandemi.
3. Penelitian ini terbatas pada proses penyebaran dan pengisian data karena hanya dilakukan secara *online* sehingga responden tidak dapat mengajukan pertanyaan saat menemui pernyataan yang kurang jelas.
4. Proses penerjemahan kuesioner penelitian ini tidak melalui prosedur *back translation* sehingga memungkinkan terjadi kesalahan dalam menginterpretasikan jawaban responden terhadap setiap item pernyataannya.
5. Implikasi manajerial pada penelitian ini bersifat sugestif, bukan konklusif (pasti). Maka, pembaca harus berhati-hati saat melakukan generalisasi mengenai setiap informasi.

6. Penelitian selanjutnya diharapkan dapat melakukan penelitian serupa di industri yang berbeda seperti manufaktur, perhotelan, dan perbankan sehingga memperoleh *insight* yang luas dan akurat.
7. Penelitian selanjutnya diharapkan dapat lebih mengembangkan variabel-variabel yang berbeda seperti *technological self efficacy*, *turnover*, komitmen organisasi dan lain sebagainya.
8. Penelitian selanjutnya diharapkan dapat meembangkan ruang lingkup penelitian secara lebih luas dengan karakteristik dan model penelitian yang berbeda, dengan demikian didapatkan hasil yang lebih akurat dan lebih baik.



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Followership and job satisfaction in the public sector The moderating role of perceived supervisor support and performance-oriented culture

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Abstract

Purpose – The purpose of this paper is to explicate the role of *followership* behavior on employee job satisfaction as well as the conditions that may moderate its impact.

Design/methodology/approach – This study uses a large *n* survey data from federal agencies and investigates an additive moderation model in which two situational factors, perceived supervisor support (PSS) and performance-oriented culture (POC), interact with *followership* behavior.

Findings – Employees high on active *followership* perceived greater job satisfaction when PSS was high, rather than low. On the other hand, employees high on active *followership* perceived greater job satisfaction when POC was low, rather than high.

Research limitations/implications – This is, to the knowledge, the first empirical study based on a cross-sectional survey that tests how the effects of active *followership* on employee job satisfaction may vary depending on the different types of situational factors. As such, more studies are needed to validate the causal directions of the findings.

Practical implications – The present findings show that active engagement had greater association with job satisfaction when leader involvement was high and performance

orientation was low. For highly engaged employees, leaders are encouraged to show higher degree of involvement in their work but with less emphasis on the performance orientation of the organization.

Originality/value – This study contributes to the broader literature in public sector leadership in two ways. First, research on the relationship between *followership* and job satisfaction has been sparse. Second, and most importantly, this study is the first empirical study that tests the moderating roles of situational (organizational) factors on the relationship between *followership* and employee attitude (job satisfaction).

Introduction

Today's work environment in which followers and leaders interact has become more complex and dynamic. This is in part due to the rapidly changing and constantly adapting organizational missions, technological developments and different priorities and values catching up with the multiple realities facing the organizations (Küpers, 2007).

Followers play an active role in the leadership process for at least two reasons: first, without followers, no one can be a leader; second, all leaders are followers at times (Yukl, 2010). Consequently, organizational scholars have increasingly focussed not only on the leader, but also on followers (Blanchard *et al.*, 2009; Shamir, 2007; Gilbert and Hyde, 1988) and on work setting/context (Somech and Wenderow, 2006; Vroom and Jago, 1998; Shamir, 2007; Grissom, 2012) that may have moderating impact on the relationship between *followership* and work attitudes.

What, then, is active *followership*? Howell and Costley (2006) define it as an interactive role that individuals play that complements the leadership for achieving group and organizational performance. It was not until Kelley's (1988) pioneering work on *followership* theory in which a follower-centered view took the center stage in the leadership literature. He defined active followers as people with vision and the social capacity to work well with others, have the strength of character to flourish without heroic status, and the desire to participate in a team effort for the accomplishment of some greater common purpose.

We focus on the interaction effects of active *followership* and two situational factors, supervisor support and performance-oriented culture (POC), on employee job satisfaction and seek to add to previous research in two ways. Our primary contribution is to test the role of active *followership* on employee job satisfaction in the public sector. We have long known that followers and *followership* are essential to both employee and organizational outcomes (Yukl, 2012). However, despite calls in early management and leadership research to focus on followers and *followership* (Sanford, 1950), little attention has been paid to it until recently (Bakker *et al.*, 2007; Kelley, 2008; Bligh, 2011). This lack of attention has been evidenced in Bligh's (2011) study that over the 19-year period from 1990 to 2008 in *The Leadership Quarterly*, only 14 percent of the articles had some version of the word follower in the abstract or title, which is reduced even more to a handful of articles when the search is narrowed to include the word "*followership*." To our knowledge, there has been only one study in the public sector in which Kim (2011) found positive association between active *followership* and organizational performance. As such, our knowledge in leadership and its

impact will remain incomplete without further understanding of the role that *followership* plays in the workplace (Kim, 2011).

Studying *followership* in the federal government is of particular importance because previously the overall federal personnel system has been more restrictive and cumbersome than has been the case in most other organizations (Gilbert and Hyde, 1988). For example, jobs were often narrowly defined; less flexibility existed in work assignments, training, and job enrichment opportunities; and performance appraisal often seemed to inhibit, rather than facilitate, the supervisor-subordinate relations on the job (US Office of Personnel Management, 1987). Consequently, these rules and procedures were seen as barriers, rather than facilitators, to enhancing *followership* skills of federal workers (Gilbert and Hyde, 1988). The federal system, however, has recently undergone changes in work patterns which require for more active *followership* roles. For example, in following the trends with private sector organizations, many public organizations have flattened their hierarchies and empowered employees by using new electronic technologies to provide them with more information, which led to more opportunities in decision making (Kellerman, 2007). These initiatives changed the perception of followers as “unquestioningly and blindly obeying sheep” which would not work in today’s “complex and fast-paced mobile society” (Dixon and Westbrook, 2003, p. 20). Despite the roles given to followers, however, there is a dearth of study that focusses on this topic, and it is critical to discover their impact on various employee outcomes.

As a first step in linking *followership* to employee outcomes, we focus on job satisfaction, because it is one of the most important workplace attitudes (Yang and Kassekert, 2009), which reflects “the congruence between what employees want from their jobs and what employees feel they receive” (Wright and Kim, 2004, p. 19). While job satisfaction on performance or productivity has received relatively mixed reviews (Yang and Kassekert, 2009), its effect on turnover, absenteeism, citizenship behavior, and other organizational attitudes and behaviors is well established (Harrison *et al.*, 2006; Wright and Kim, 2004). Studying job satisfaction is of particular importance because many studies have reported that the federal civil service is losing high-quality employees due to their dissatisfaction with the workplace (Light, 2008). Thus, building a satisfying workplace remains a critical issue and is a vital element of maintaining strong federal workforce. Despite the aforementioned critical role of both *followership* and job satisfaction in the public sector, our knowledge is limited by lack of empirical studies that examine the relationship between *followership* and job satisfaction. Trottier *et al.* (2008) argue that because followers are so critical to the success of contemporary organizations, their satisfaction is both a vital process measure for an organization, as well as an end result in itself. Vroom’s (1964) study reports that high job satisfaction results in lower turnover, fewer unexcused absences, and slightly lower accident rates and has been shown to lead to a better quality of output and to a healthier workforce (Kearney and Hayes, 1994).

Our second main contribution is to investigate two situational factors conditioning the effect of *followership*. Based on the previous research and theory, we consider perceived supervisor support (PSS) and POC. Applying the situational leadership theory, the former is expected to weaken the links between *followership* and job satisfaction as strong support from supervisors or managers is expected to partially alleviate the need for subordinates to

demonstrate characteristics of active *followership*. On the other hand, we hypothesize that strong POC increases the magnitude of *followership's* impact on job satisfaction, because employees who are actively participating and thinking independently will attribute greater variance in their satisfaction to their *followership* behaviors.

Theory and hypotheses

Followership and job satisfaction

What is a *followership*? According to Kelley's (1992) pioneering work on this topic, he views followers as active courageous individuals who can formulate their own meaning of life and whose main goals are to cooperate for organizational success. The major premise in his theory is that organizational success is not solely dependent on dynamic leaders but that followers are active rather than passive who contribute to the betterment of employee and organizational well-being. The theoretical root of *followership* has been found in several extant theories (e.g. Leroy *et al.*, 2015; Ward *et al.*, 2010; Vondey, 2008). For example, using self-determination theory as a guiding framework, which posits that individuals have inherent growth tendencies and are motivated behind the choices that they make without any external influence and interference, Leroy *et al.* (2015) describes that "good followers" (Sergiovanni, 2007) find a reason and strength to complete a task, without influence from other people or situations.

The most prominent scholar in bringing the theory of *followership* into leadership literature was Kelley (1992) who operationalized *followership* based on two dimensions: active engagement and independent critical thinking. Critical thinking has recently gained attention as a desirable employee characteristic (Blanchard *et al.*, 2009). Followers who engage in independent critical thinking analyze the information given to them, meticulously evaluate situations and actions, and make judgements independent of the political consequences of decisions (Kelley, 1992; Latour and Rast, 2004). Dowd and Bolus (1998) argue that critical thinking can improve health outcomes of employees in stressful situations. According to Blanchard *et al.* (2009), engaging in critical thought is effortful and involves extra work on the part of the follower, which should lead to cognitive dissonance and subsequent effort justification.

The second characteristic of *followership* is active engagement (Kelley, 1992). Followers who are actively engaged take initiative, assume ownership, and actively participate in performing their job. These individuals assume responsibilities beyond their minimum job requirements and exert considerable effort to accomplish goals (Kahn, 1990; Romano, 1995). Individuals who demonstrate active engagement go above and beyond expectations, proactively participate in activities, and provide high-quality work. Active engagement has also attracted a substantial amount of attention recently (Macey and Schneider, 2008). It is considered highly motivational (Schaufeli *et al.*, 2002) and has been linked to increases in health outcomes (Schaufeli and Bakker, 2004) as well as increased job satisfaction, organizational commitment, and decreased turnover (Salanova *et al.*, 2003; Schaufeli *et al.*, 2002). Based on these characteristics of *followership* behaviors, Howell and Costley (2006) theorize how active *followership* may increase employee job satisfaction. First, they note that *followership* role fulfills important personal needs for individuals, because it provides for comradeship with valued others by serving them, and thus helps satisfy one's social needs and confirms a

favorable self-concept for many people. Subsequently, fulfilling active *followership* roles satisfies individual needs for self-esteem as it provides for personal growth by helping them become more mature and effective performers (Vondey, 2008).

While a paucity of empirical studies exists that directly link *followership* to job satisfaction, several scholars suggest that *followership* behaviors will result in increased motivation, satisfaction, and feelings of empowerment (Gilbert and Hyde, 1988; Howell and Costley, 2006). Most recently, based on a survey of 331 faculty members at a large public university, Blanchard and her colleagues found empirical evidence that effective *followership* has positive influence on job satisfaction. Using cognitive dissonance theory, which suggests that employees seek effort justification (Aronson and Mills, 1959) by changing their attitudes to justify their behavior, they concluded that followers who are actively engaging in their work more likely to justify their behavior by believing that their jobs are “really good” and worth their extra effort. Thus, the following hypothesis is examined in this study:

H1. Active followership is positively related to employee job satisfaction.

Conditions influencing the effects of active *followership*

Research on the effects of *followership* has not given much attention to moderating influences. The present study considers the influence of two situational factors, PSS and POC, which are often conceptualized as a theoretical extension of perceived organizational support (Eisenberger and Stinglhamber, 2011). Our choice of PSS as a conditioning factor in the public sector is important given the distinction between public and private organizations. For example, the environments in which government supervisors, as compared to private sector supervisors, operate can make motivating their employees more difficult, due to first, frequent changes in leadership as elected or politically-appointed leaders often have brief tenures; second, having goals that are often difficult to translate into units that are objectively measurable; third, strong employee protections, which makes it difficult for supervisors to deal with even the poor performers; and fourth, constraints put on the use of financial incentives. Although many studies show that strong managerial support increases job satisfaction of government employees in spite of the aforementioned challenges that public sector managers face (Ting, 1997; Cho and Perry, 2012; Yang and Kassekert, 2009), how it moderates the effect of active *followership* has not been investigated. Our choice of POC as a moderator also has demonstrable relevance to public sector organizations. For example, the theory that reforming performance-based pay systems would improve government operations and employee satisfaction has been a hallmark of the new public management movement (Osborne and Gaebler, 1992). For public agencies long known for their struggles with classical bureaucracies, such as red tape (DeHart-Davis and Pandey, 2005) and procedural constraints and routines (Wright and Davis, 2003), promoting the culture of performance orientation has important implications for employee job satisfaction. Thus, the current research explores how PSS and POC moderate the effect of active *followership*.

Moderating role of PSS

PSS is defined as the beliefs employees hold regarding the extent to which supervisors provide emotional and instrumental (work-related) assistance (Thoits, 1985). Although benefits of PSS are widely recognized (Ng and Sorensen, 2008), most of the existing studies prior to Kelley's (1998) publication on *followership* were based on leader-centric approach

(Hollander, 1992; Meindl *et al.*, 1985), which viewed managers as superior and employees inferior and passive (Taylor, 1911).

Research shows that PSS creates “enabling relationships with others that make it easier for employees to learn” (Mink *et al.*, 1993), and thus is considered to facilitate employees’ learning and development (Ellinger *et al.*, 2003). However, for active followers who demonstrate independent critical thinking and show high degree of job competence, and thus require less supervision and direction, strong employee perceptions of supervisor support may undermine the effect of active *followership*. For example, medical doctors, airline pilots, accountants, electricians, and other professionals do not require much supervision and often do not want it (Yukl, 2010). Likewise, professionals who are internally motivated by their values and ethics do not need to be encouraged by the leader to do high-quality work. This phenomenon is theoretically explained in Hersey and Blanchard’s (1977) situational leadership theory, which specifies the appropriate type of leadership behavior for different levels of subordinate maturity, a composite of diverse elements such as subordinate confidence, ability, and motivation, in relation to the work. The major proposition of their theory is that when followers have low competence and/or low commitment, the leader should act supportive, consult with the subordinate, and provide both support and direction. On the other hand, for followers who demonstrate high commitment and high-job competence, leaders should use a low level of task-oriented and relations-oriented behaviors.

Therefore, for effective followers who are self-motivated, supervisor support has little, if any, effect (Yukl, 2010). Moreover, in this situation, if subordinates perceive close supervision and direction to be an unnecessary imposition of leader control, satisfaction may actually decline (Yukl, 2010). Although there is no research data on the moderating effect of PSS on active *followership*, proponents of role-based *followership* approaches have recently called for “reversing the lens” in leadership research (Shamir, 2007) by identifying followers as the causal agents (i.e. follower characteristics and behaviors), the independent variables, and testing the role of leader behavior as a moderator on the effects of active *followership*:

H2. The relationship between active *followership* and employee job satisfaction will be stronger under low levels of PSS.

Moderating role of POC

POC measures perceptions about performance-based accountability and performance incentives such as pay for performance, two of which symbolize the hallmark of the managing-for-results movement that had started from the Clinton Administration (Osborne and Gaebler, 1992; Yang and Kassekert, 2009). Although its implementation in government often faces considerable challenges, the performance orientation is advocated to break these characteristics (Barzelay, 1992) and has shown empirical evidence that it not only improves government operation but also employee satisfaction and motivation (e.g. Yang and Kassekert, 2009). For example, Yang and Kassekert (2009) report that performance-based pay has a positive impact on job satisfaction in four of the seven surveys conducted between 1979 and 2002 in federal government.

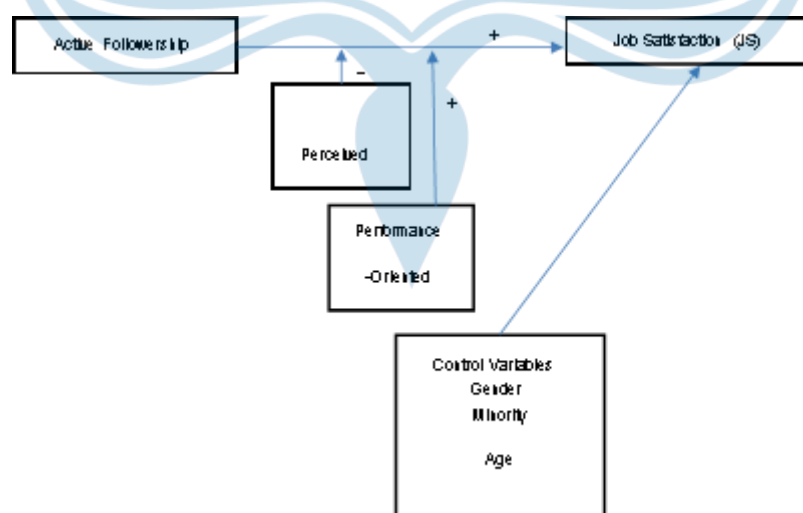
According to Bjugstad *et al.* (2006), a follower’s motivation is a function of environmental and internal factors. They argue that to increase follower motivation, an organization needs to create a results-oriented environment with genuine concern for its followers and provide

performance-related reward. Although active followers motivate themselves primarily by their own ambition (Hughes, 1998; Kelley, 1988; Bjugstad *et al.*, 2006), Strelbel (1996) notes that followers also determine their motivation by reflecting on matching the level of their work effort to what type of recognition or reward they might receive, and whether that reward will be worth it. This is consistent with Kelley's (1992) conceptualization of active followers who are not only exemplary but are also pragmatic in terms of having clear expectations and needing satisfaction with the outcome(s) they receive (Green, 2000). Thus, we hypothesize that for active followers, the motivation and thus job satisfaction will be felt more strongly when they perceive a high level of POC (i.e. distributive justice) in their organization. Our research framework appears in Figure 1:

H3. The relationship between active *followership* and employee job satisfaction will be stronger under high levels of POC.

Method

To test the hypotheses, we compiled a pooled, cross-sectional data set consisting of the 2011, 2012, 2013, and 2014 Federal employee viewpoint surveys ($n = 1,723,392$) (US Office of Personnel Management, 1987) representing permanent full- and part-time civilian government employees in all 82 federal agencies and covering all federal occupations. The purpose of this survey was to assess the degree to which federal agencies are using human capital management practices that characterize high-performing organizations, and to provide managers and supervisors with information on workforce issues that deserve specific attention such as employees' satisfaction with their jobs, pay, and organization to improve agency-specific services. To control for agency-level characteristics, data from FedScope Employment Cube (2011, 2012, 2013, and 2014), under OPM's centralized data warehouse system, were used.



Measures

Table I presents descriptive statistics for the study variables. Full list of the questions associated with each scaled variable is shown in the Appendix. All primary independent variables are measured by multiple items. They have acceptable Cronbach's α values, ranging from 0.80 to 0.94. We integrate the multiple measurements into a single indicator by using a

mean value. Except for demographic factors, all items are ordinal-based on five-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5). The only exception was on employee job satisfaction where two of the four items were measured using satisfaction scale (very dissatisfied 1, very satisfied 5). Because the scales have the same five-point ordinal structure and show high degree of internal consistencies, we concluded it was reasonable to integrate the measures (Cho and Perry, 2012).

Variables	Mean	SD	Min	Max	Unit
Supervisory status	0.79	0.41	0	1	Non-supervisor $\frac{1}{2}$
Sex	0.47	0.50	0	1	Female $\frac{1}{2}$, male $\frac{1}{2}$ 0
Minority	0.34	0.47	0	1	Minority $\frac{1}{2}$
Age group	0.78	0.42	0	1	40 or older $\frac{1}{2}$
Tenure	0.54	0.49	0	1	11 or more years $\frac{1}{2}$
Professional staff (proxy for are professional complex policy problem)	25.29	15.07	4.64	80	Percentage of employees who staff (e.g. lawyers, engineers, scientists)
Institutional location	0.73	0.44	0	1	Under executive branch 1, Independent 0
Organizational tenure	13.65	2.38	8.52	20.73	Average organizational tenure of full time employees
Organizational size (log)	4.95	0.48	1.56	5.54	Natural logarithm of the number of full-time employees
Followership	2.33	0.88	1	5	Index score
Job satisfaction	2.29	0.93	1	5	Index score
Perceived supervisor support	2.11	0.94	1	5	Index score
Performance-oriented culture	3.09	0.98	1	5	Index score

Table I.
Descriptive statistics
of the variables

The dependent variable was measured using four items capturing satisfaction with the nature of the job and organization. The four items were averaged to calculate the composite job satisfaction score (Cronbach's α 0.89).

Followership is measured with an index of four items (Cronbach's α 0.80). Two items tap employees' level of active engagement in the workplace: "My talents are used well in the workplace" and "I know how my work relates to the agency's goals and priorities." These items are equivalent to followers' ability to take initiative and to contribute at a high level (Blanchard *et al.*, 2009). And two items measure employees' critical, independent thinking: "I feel encouraged to come up with new and better ways of doing things" and "I can disclose a suspected violation of any law, rule or regulation without fear of reprisal." PSS is measured with an index of six items (Cronbach's α 0.94). It captures employees' perception that their supervisor values their contribution and cares about their well-being (e.g. Kottke and Sharafinski, 1988; Hutchison, 1997; Rhoades *et al.*, 2001). A sample item includes "my supervisor supports my need to balance work and other life issues." POC was measured with an index of six items (Cronbach's α 0.91). A sample item includes "awards in my work unit depend on how well employees perform their jobs." Several demographic (years worked, age, managerial status, minority status, and gender) and agency-level characteristics (institutional location, percentage of professional staff, organizational tenure, and organizational size) were used as control variables in the model. The natural logarithm of

organizational size was used to transform the distribution into a normal distribution
Assessment of measures and common method bias

The construct reliabilities, consistent with the aforementioned Cronbach's α 's, all exceeded 0.80 (minimum cut-off value is 0.70; Nunnally, 1978). To test whether these variables are properly measured as differentiated concepts, we conducted a confirmatory factor analysis for the focal constructs included in the model. The analysis yielded an excellent fit (Standardized RMR was 0.03 for which the upper threshold is 0.05; RMSEA was 0.07 which is within the range of acceptable fit of 0.08; CFI, NFI, and GFI all showed acceptable fit at 0.95, 0.95, and 0.92, respectively). The convergent validity of the scales was affirmed by the presence of significant factor loadings (all t values exceeded the critical t of 3.29 for $p < 0.001$; Anderson and Gerbing, 1988) and in a range between 0.609 and 0.889. The AVE estimates were all greater than 0.50 as recommended by Fornell and Larcker (1981) and Bagozzi and Yi (1988).

Additional evidence of discriminant validity was found as AVE estimates of the constructs were all greater than the squared correlations between corresponding pairs of constructs (Fornell and Larcker, 1981), except for the AVE estimate of *followership* with job satisfaction (our dependent variable). This was expected given the high correlation between them (Table II). Since AVE estimates are often considered to be "quite conservative" (Hatcher, 1994, p. 331), we also performed a confidence interval test to assess the discriminant validity of the two constructs (Anderson and Gerbing, 1988). This test involves calculating a confidence interval of plus or minus 2 standard error around the correlation between the factors, and determining whether this interval includes 1.0. If it does not include 1.0, discriminant validity is demonstrated (Anderson and Gerbing, 1988). The confidence interval for the relationship between *followership* and job satisfaction ranged from 0.901 to 0.903, meaning that it is very unlikely that the actual population correlation between them is 1.0, and thus supports the discriminant validity of the measures.

	1	2	3	4	5	6	7	8	9
<i>Supervisory status</i>									
Sex	0.096**								
Minority	0.053**	0.125**							
Age	-0.138**	-0.026**	-0.022**						
Years worked	-0.187**	0.079**	-0.007**	0.458**					
Professional staff	0.026**	0.052**	-0.016**	0.025**	0.030**				
Institutional location	0.007**	0.049**	0.026**	-0.006**	0.011**	-0.108**			
Org. tenure	0.036**	0.070**	-0.018**	0.038**	0.151**	0.152**	-0.263**		
Org. size	-0.012**	-0.060**	0	0.028**	-0.078**	-0.314**	0.282**	-0.570**	
Job satisfaction	-0.104**	0.002*	0.002**	0.027**	-0.018**	0.067**	-0.057**	0.065**	-0.03
<i>Followership</i>	-0.142**	-0.002**	-0.011**	0.023**	-0.010**	0.065**	-0.068**	0.066**	-0.02
Supervisor support	-0.097**	-0.027**	-0.061**	-0.028**	-0.039**	0.054**	-0.038**	0.088**	-0.06
Performance culture	-0.197**	-0.032**	0.017**	0.044**	0.020**	0.085**	-0.042**	0.078**	-0.05

Because the constructs were measured at the same point in time and come from a single source for all the data (OPM), we estimated a CFA model in which all their corresponding indicator variables loaded on one general method factor to test the seriousness of common method bias. This alternative one-factor model yielded very poor fit (RMR 0.07, RMSEA 0.14, GFI 0.61, CFI 0.76, NFI 0.76). While the results of these analyses do not preclude the possibility of common method variance, they do suggest that it is unlikely to confound the interpretation of our results.

Results

In Table III, we provide the regression results. The control model (Step 1) accounted for 2.7 percent of the variance in employee job satisfaction and differed significantly from a null model ($p < 0.001$). Step 2 showed significant improvement in that it explained 67.6 percent of the total variance in employee job satisfaction ($p < 0.001$). Adding the interaction terms, the full model (Step 3) explained an additional 0.1 percent of the total variance explained in employee job satisfaction ($p < 0.001$). In our full model, an analysis of variance inflation factors and tolerance values (Menard, 1995) indicated that the multicollinearity was not a serious problem in this study.

In support of *H1*, we found a positive direct relationship between *followership* and job satisfaction, $\beta = 0.58$, $p < 0.001$ (Step 2). Also statistically significant was the conditional effect of *followership* (Step 3). Among the employees average in their perceptions of supervisor support and performance orientation of their organization (because these were both mean centered in the analysis) but equal in supervisory status, gender, minority status, age, and tenure (because these are statistically being held constant), two individuals who differed by one unit in their *followership* were estimated to differ by $\beta = 0.57$ units in their job satisfaction. The expectations for interaction terms were partially confirmed by the analysis. In partial support of *H2*, the regression coefficient for the product of *followership* and PSS was statistically significant ($\beta = -0.01$), meaning that the effect of active *followership* on job satisfaction depends on employees' PSS, but the direction of its impact was the opposite. More specifically, as positive perceptions of supervisor support increased by one unit, the difference in job satisfaction between two individuals who differed by one unit in their *followership* increased by 0.02 units. Figure 2 shows the interaction, which reflects that fulfilling active *followership* had more positive effect on job satisfaction among those who perceived that supervisor support was high than it did among those who perceived that supervisor support was low. *H3* was also partially supported as the interaction effect was statistically significant ($\beta = -0.03$, $p < 0.001$, Step 3). However, the direction of its proposed impact was reversed. Figure 3 further demonstrates the nature of the interaction. The positive relationship between *followership* and job satisfaction was more pronounced among employees whose perceptions of their agency's POC were low rather than high.

Discussion

In this inquiry, we have sought to achieve a better understanding of the relationship between *followership* role and one important employee outcome, job satisfaction, by considering the moderating role of PSS and POC. We find that fulfilling active *followership* role has significant positive influence on employee job satisfaction. Findings also show that the demonstrated influence of active *followership* on job satisfaction is contingent on the types and the degree of situational factors. However, contrary to our hypotheses, active *followership* had more positive effect on job satisfaction under conditions of relatively high, as opposed to low, PSS. Similarly, the relationship was more positive under conditions of low, as opposed to high, performance orientation.

Two primary theoretical contributions emerge from this research. First, drawing from Kelley's *followership* research and other theories in organizational psychology, our study demonstrates that active *followership* has significant positive influence on job satisfaction.

Although this relationship has been theoretically argued in a few number of studies (e.g. Howell and Costley, 2006; Hurwitz and Hurwitz, 2009), there has been a dearth of empirical evidence. The only empirical evidence prior to our findings has been Blanchard *et al.*'s (2009) study of *followership* styles and their effects on employee attachment to their organization in a university setting. Thus, our findings add to the substantially under-researched aspect of the literature on the *followership* by establishing a positive relationship between *followership* and job satisfaction.

More importantly, the findings of the interaction effects were shown to be contrary to our theoretical reasoning. For example, our study shows that PSS enhances, rather than decreases, the favorable effects of active *followership* on job satisfaction. This suggests that high degree of support and supervision may still be beneficial for even the highly engaged employees. The conflicting evidence on the moderating effect of supervisor support on the relationship between *followership* and job satisfaction can be, in part, explained by the conceptual work of Anderson and Oliver (1987) on supervisory control. They argued that there are two types of behavioral mechanisms that supervisors use to support their followers – activity control and capability control. Activity control refers to “the specification of the activities a person is expected to perform on a regular basis, the monitoring of actual behavior, and the administering of rewards on the basis of the performance of specified activities” (Challagalla and Shervani, 1996, p. 90). Capability control, on the other hand, emphasizes the development of individual skills and abilities. It involves providing guidance for improvement if needed. Research shows that while activity control is negatively associated with job satisfaction, capability control by supervisors is positively associated job satisfaction. As our measure of PSS includes items that relate to supporting employee development and providing opportunities for leadership skills, these factors may increase their intrinsic motivation.

In addition, our findings show that employees highly engaged in their work expressed stronger job satisfaction when the perceptions of performance orientation of their organization were low, rather than high. We suspect that this is, in part, because *followership* roles are performed mostly voluntarily. High emphasis on performance alone by the organization may undermine the many aspects of activities that active followers perform that are not part of the performance appraisals. These results are important because until now, the role of situational factors has not been given much consideration in the *followership*-employee outcomes equation.

Practical Implication

For managers in the public sector, the finding that fulfilling active *followership* role brings positive emotional effect to subordinates' job satisfaction is particularly insightful in light of the challenges associated with public organizations. For example, studies show that federal civil service is losing high-quality employees due to their dissatisfaction with their job (Yang and Kassekert, 2009). Although recent trends in flattening of government organization structures have given a wider range of public sector employees the opportunity to share power and responsibility, research was previously lacking on whether these new challenges were considered as risks to be avoided or as potential opportunities for structural empowerment. While further studies are needed to validate our findings, the fact that our evidence shows strong positive affiliation between active *followership* and job satisfaction

can be used as a testament that taking on more vocal and more leadership roles is not a stressful work for subordinates, and it instead increases emotional attachment to their work and the organization. Thus, managers may devote more resources to help develop and sustain their *followership* skills, which can increase career satisfaction (Hurwitz and Hurwitz, 2009), and subsequently reduce turnover intention (Choi, 2008; Moynihan and Pandey, 2007).

More importantly, supervisors need to be made aware that not everybody demonstrates *followership* at a high level. Consequently, knowing who their followers are and what their levels of *followership* skills are will be critical to ensuring the success of managerial actors in terms of keeping job satisfaction of followers at an optimal level. Employees who demonstrate active *followership* are those who take initiatives and derive satisfaction through their own motivation and action (Bjugstad *et al.*, 2006), and their actions can lead to even greater impact on their emotional attachment to the organization when supervisors provide job broadening opportunities. By identifying those whose *followership* skills are low, supervisors will be better able to focus on those who need such guidance and supervision. Finally, in a similar vein, it is important that government agencies are seen as providing justice in terms of the decisions to distribute resources fairly (performance orientation) as it invigorates the favorable effects of active *followership*. Overall, this empirical analysis provides public managers with a unique understanding of the preferred working style of active followers: less supervision is preferred but while making sure that their hard work is recognized fairly by the agency.

Conclusion

Our study is not without limitations. First, although some of the threats to validity in this study are controlled through its large sample size, drawing causal relationships should be performed cautiously due to the cross-sectional nature of the data (Bobko and Stone-Romero, 1998). Second, the survey items did not contain a tested scale for some of the constructs, so proxies were used. Although our assessment of the measures provided support for the reliability, convergent validity, and discriminant validity in our study, future research could investigate these constructs using instruments originally designed specifically for them.

Third, our use of single source of data might raise some concerns about common method variance. Although our test shows that the potential common method bias is not serious, future studies could greatly benefit by utilizing other sources for evaluating job satisfaction to reduce the likelihood of common method variance (Lovelace *et al.*, 2001).

The main objective of this study was to deepen our understanding of the relationship between the level of active *followership* and job satisfaction through the potential moderating role of PSS and POC. We have shown that strong supervisor support enhances the relationship between active engagement and job satisfaction, while performance emphasis may buffer the favorable effects of active *followership* on job satisfaction. We hope that this study prompts further investigations of the ways different situational factors including leadership styles may interact with *followership*.

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Appendix. Measurement and scale properties

- (1) Job satisfaction (JS, α 0.895):

- My work gives me a feeling of personal accomplishment.
 - I recommend my organization as a good place to work.
 - Considering everything, how satisfied are you with your job?
 - Considering everything, how satisfied are you with your organization?
- (2) *Followership* ($\alpha \frac{1}{4} 0.805$):
- My talents are used well in the workplace (AE).
 - I know how my work relates to the agency's goals and priorities (AE).
 - I feel encouraged to come up with new and better ways of doing things (CIT).
 - I can disclose a suspected violation of any law, rule or regulation without fear of reprisal (CIT).
- (3) Perceived supervisor support (PSS, $\alpha \frac{1}{4} 0.940$):
- My supervisor supports my need to balance work and other life issues.
 - My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.
 - My supervisor/team leader is committed to a workforce representative of all segments of society.
 - Supervisors/team leaders in my work unit support employee development.
 - My supervisor/team leader listens to what I have to say.
 - My supervisor/team leader treats me with respect.
- (4) Performance-oriented culture (POC, $\alpha \frac{1}{4} 0.912$):
- Promotions in my work unit are based on merit.
 - In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
 - In my work unit, differences in performance are recognized in a meaningful way.
 - Awards in my work unit depend on how well employees perform their jobs.
 - Employees are recognized for providing high quality products and services.
 - Pay raises depend on how well employees perform their jobs.

Notes: All answers are permitted along the five-point agreement scale in which each question is coded in such a way that higher values are associated conceptually with greater (more positive) levels of either agreement or satisfaction. Each construct was developed using confirmatory factor analysis in SAS.

The logo of Universitas Atma Jaya Yogyakarta is a light blue emblem. It features a central sunburst or starburst design with multiple rays extending outwards. The text "UNIVERSITAS ATMA JAYA YOGYAKARTA" is written in a circular path around the top of the emblem. Below the sunburst, there is a stylized representation of an open book with its pages fanning out. The entire logo is semi-transparent and serves as a background for the title text.

LAMPIRAN 2
KUESIONER
PENELITIAN

LAMPIRAN

A. Kuesioner

Kepada Yth.

Bpk/Ibu Tenaga Kependidikan UAJY

Di tempat.

Saya Della mahasiswa pascasarjana program studi manajemen di Universitas Atma Jaya Yogyakarta (UAJY) sedang melakukan penelitian mengenai **pengaruh *followership* aktif terhadap kepuasan kerja** di UAJY. Berkaitan dengan hal tersebut, saya memohon kesediaan anda untuk menjadi partisipan dalam penelitian ini dan memberikan jawaban pada setiap pernyataan dalam kuesioner ini sesuai dengan petunjuk yang ada.

Petunjuk pengisian kuesioner telah dicantumkan pada masing-masing bagian. Apabila ada hal-hal yang ingin disampaikan berkaitan dengan penelitian ini, anda dapat menghubungi saya melalui kontak yang tertera. Segala informasi dan data yang anda berikan dijamin kerahasiaannya dan hanya digunakan untuk kepentingan ilmiah.

Atas perhatiannya saya ucapkan terimakasih.

Hormat Saya,

Stefani Lutvy Della

NPM: 15 50 3106

Email: stefanidella8@gmail.com

a. Profil Responden

i. Tingkat pendidikan

- SMA/SLTA
- D3
- S1
- Lainnya

ii. Usia

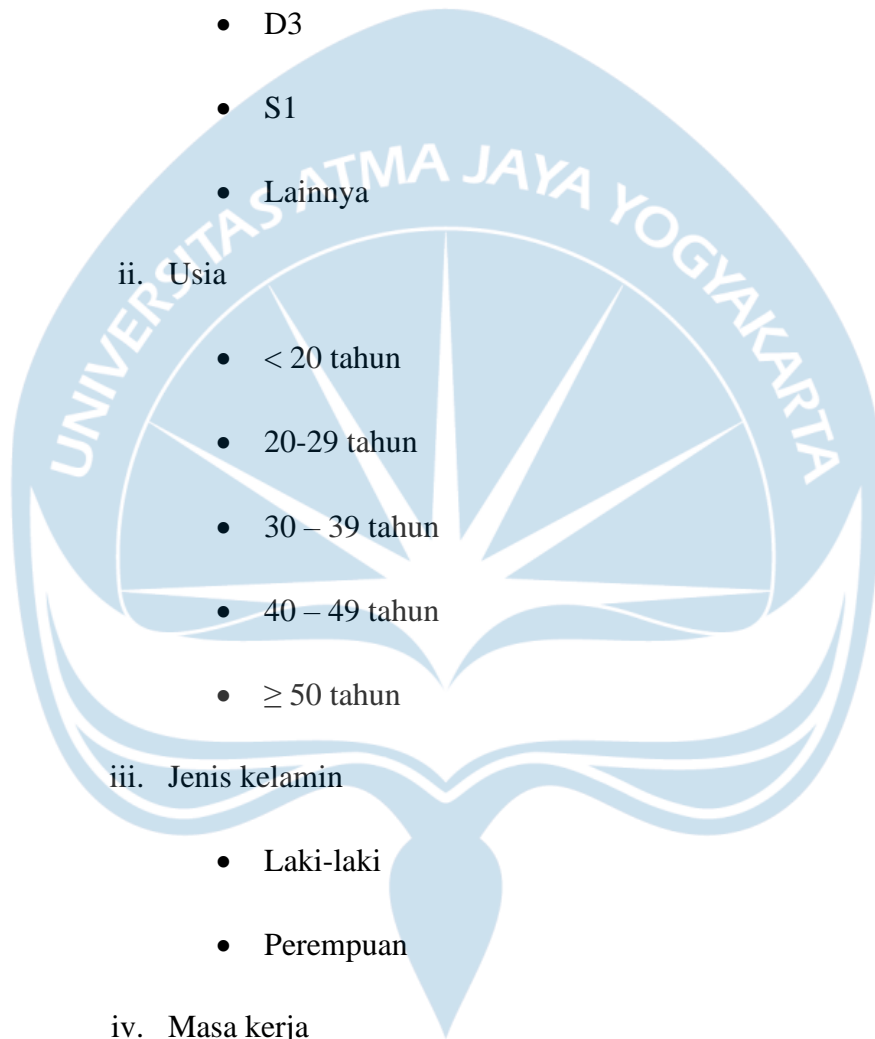
- < 20 tahun
- 20-29 tahun
- 30 – 39 tahun
- 40 – 49 tahun
- \geq 50 tahun

iii. Jenis kelamin

- Laki-laki
- Perempuan

iv. Masa kerja

- 0 – 2 tahun kerja
- 3 – 10 tahun kerja
- \geq 10 tahun kerja



No.	Indikator	1	2	3	4	5
F8	Pemimpin memberi saya tugas yang sulit tanpa banyak pengawasan, mengetahui bahwa saya akan memenuhi tenggat waktu saya dengan pekerjaan berkualitas tertinggi					
F9	Saya berinisiatif untuk berhasil menyelesaikan tugas yang melampaui pekerjaan saya					
F10	Ketika saya bukan pemimpin proyek, saya tetap berkontribusi secara optimal					
F11	Saya secara mandiri memperjuangkan ide-ide baru yang berkontribusi secara signifikan pada tujuan organisasi					
F12	Saya mencoba untuk memecahkan masalah yang sulit secara mandiri, daripada meminta pemimpin melakukannya untuk saya					
F13	Saya membantu rekan kerja lain, membuat mereka terlihat baik, bahkan ketika saya tidak mendapat pujian					
F14	Saya membantu pemimpin melihat potensi dari ide atau rencana					
F15	Saya memahami kebutuhan, tujuan, serta kendala pemimpin, kemudian bekerja keras untuk membantu memenuhinya					
F16	Saya secara jujur mengakui kekuatan dan kelemahan saya					
F17	Saya terbiasa mempertanyakan kebijakan keputusan pemimpin secara internal daripada hanya melakukan apa yang diperintahkan					
F18	Berani mengatakan tidak ketika pemimpin meminta saya untuk melakukan sesuatu yang bertentangan dengan preferensi profesionalitas					
F19	Saya bertindak berdasarkan standar etika saya sendiri bukan standar etika pemimpin atau kelompok					
F20	Saya menegaskan pandangan saya tentang suatu masalah, meskipun itu berbeda dengan pandangan kelompok					

No.	Indikator	STS	TS	N	S	SS
DS4	Supervisor/pemimpin tim di unit kerja saya mendukung pengembangan karyawan					
DS5	Supervisor/pemimpin tim mendengarkan apa yang saya katakan					
DS6	Supervisor/pemimpin tim saya memperlakukan saya dengan hormat					
BK1	Promosi diunit kerja saya didasarkan pada prestasi					
BK2	Diunit kerja saya, ada langkah-langkah yang diambil untuk menangani pekerja berkinerja buruk yang tidak meningkat					
BK3	Diunit kerja saya, perbedaan kinerja antar karyawan terasa					
BK4	Penghargaan diunit kerja saya bergantung pada seberapa baik karyawan melakukan pekerjaan mereka					
BK5	Karyawan diminta untuk menyediakan produk dan layanan berkualitas tinggi					
BK6	Kenaikan gaji bergantung pada seberapa baik karyawan melakukan pekerjaan mereka					

Sumber: Myung Jin (2016)



LAMPIRAN 3
DATA RESPONDEN

No.	Tingkat Pendidikan	Usia	Jenis Kelamin	Jenis Pekerjaan / Jabatan Fungsional	Masa Kerja
1	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
2	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
3	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
4	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
5	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
6	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
7	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
8	S1	20 - 29 tahun	Perempuan	Non Struktural	0 - 2 tahun kerja
9	S1	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
10	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
11	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
12	S1	30 - 39 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
13	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
14	SMA	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
15	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
16	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
17	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
18	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
19	S1	20 - 29 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
20	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
21	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
22	SMA	30 - 39 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
23	SMA	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
24	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
25	SMA	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
26	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
27	S1	30 - 39 tahun	Perempuan	Non Struktural	≥ 10 tahun kerja
28	D3	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
29	S1	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
30	SMA	≥ 50 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
31	SMA	≥ 50 tahun	Perempuan	Non Struktural	≥ 10 tahun kerja
32	SMA	≥ 50 tahun	Perempuan	Non Struktural	≥ 10 tahun kerja
33	SMA	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
34	SMA	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
35	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
36	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
37	SMA	40 -49 tahun	Perempuan	Non Struktural	≥ 10 tahun kerja
38	S1	20 - 29 tahun	Perempuan	Non Struktural	0 - 2 tahun kerja
39	SMA	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
40	SMA	20 - 29 tahun	Perempuan	Non Struktural	0 - 2 tahun kerja

No.	Tingkat Pendidikan	Usia	Jenis Kelamin	Jenis Pekerjaan / Jabatan Fungsional	Masa Kerja
41	D3	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
42	SMA	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
43	SMA	30 - 39 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
44	S1	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
45	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
46	S1	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
47	S1	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
48	S1	30 - 39 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
49	D3	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
50	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
51	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
52	S1	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
53	D3	20 - 29 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
54	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
55	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
56	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
57	D3	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
58	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
59	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
60	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
61	SMA	20 - 29 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
62	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
63	SMA	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
64	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
65	SMA	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
66	S1	20 - 29 tahun	Perempuan	Non Struktural	0 - 2 tahun kerja
67	S1	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
68	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
69	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
70	SMA	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
71	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
72	S1	30 - 39 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
73	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
74	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
75	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
76	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
77	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
78	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
79	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
80	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja

No.	Tingkat Pendidikan	Usia	Jenis Kelamin	Jenis Pekerjaan / Jabatan Fungsional	Masa Kerja
81	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
82	SMA	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
83	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
84	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
85	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
86	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
87	SMA	20 - 29 tahun	Perempuan	Non Struktural	0 - 2 tahun kerja
88	S1	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
89	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
90	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
91	S1	30 - 39 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
92	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
93	D3	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
94	S1	30 - 39 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
95	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
96	SMA	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
97	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
98	D3	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
99	S1	30 - 39 tahun	Perempuan	Non Struktural	≥ 10 tahun kerja
100	SMA	≥ 50 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
101	SMA	≥ 50 tahun	Perempuan	Non Struktural	≥ 10 tahun kerja
102	SMA	≥ 50 tahun	Perempuan	Non Struktural	≥ 10 tahun kerja
103	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
104	SMA	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
105	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
106	SMA	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
107	S1	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
108	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
109	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
110	SMA	20 - 29 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
111	SMA	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
112	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
113	SMA	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
114	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
115	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
116	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
117	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
118	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
119	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
120	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja

No.	Tingkat Pendidikan	Usia	Jenis Kelamin	Jenis Pekerjaan / Jabatan Fungsional	Masa Kerja
121	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
122	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
123	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
124	S1	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
125	SMA	≥ 50 tahun	Perempuan	Non Struktural	≥ 10 tahun kerja
126	SMA	≥ 50 tahun	Perempuan	Non Struktural	≥ 10 tahun kerja
127	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
128	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
129	SMA	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
130	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
131	S1	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
132	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
133	D3	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
134	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
135	D3	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
136	S1	20 - 29 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
137	SMA	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
138	SMA	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
139	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
140	SMA	40 -49 tahun	Perempuan	Non Struktural	≥ 10 tahun kerja
141	S1	20 - 29 tahun	Perempuan	Non Struktural	0 - 2 tahun kerja
142	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
143	S1	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
144	S1	30 - 39 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
145	S1	40 -49 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
146	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
147	S1	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
148	S1	20 - 29 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
149	SMA	≥ 50 tahun	Laki-laki	Non Struktural	≥ 10 tahun kerja
150	S1	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
151	S1	30 - 39 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
152	SMA	20 - 29 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
153	S1	30 - 39 tahun	Perempuan	Non Struktural	3 - 10 tahun kerja
154	S1	20 - 29 tahun	Laki-laki	Non Struktural	0 - 2 tahun kerja
155	S1	30 - 39 tahun	Perempuan	Non Struktural	≥ 10 tahun kerja
156	SMA	≥ 50 tahun	Laki-laki	Non Struktural	3 - 10 tahun kerja
157	SMA	40 -49 tahun	Perempuan	Non Struktural	≥ 10 tahun kerja



LAMPIRAN 4

DATA KUESIONER

<i>(Fell) Followership</i>																				Total
fell1	fell2	fell3	fell4	fell5	fell6	fell7	fell8	fell9	fell10	fell11	fell12	fell13	fell14	fell15	fell16	fell17	fell18	fell19	fell20	x
4	4	5	5	5	4	4	4	5	4	3	5	4	3	4	5	5	3	4	4	84
3	5	5	4	5	5	5	4	5	5	5	5	5	5	5	5	5	4	5	4	94
4	4	5	5	5	3	4	4	5	4	5	4	5	4	4	5	4	4	3	4	85
4	5	5	5	4	4	5	4	5	5	4	3	4	5	4	5	5	4	5	5	90
4	4	4	4	4	4	3	3	4	4	4	5	4	5	4	5	4	3	4	4	80
4	4	4	4	4	4	5	4	5	5	5	4	5	5	4	4	4	4	4	4	86
4	4	4	4	3	3	4	4	3	4	4	3	4	4	4	5	4	4	3	3	75
4	4	5	4	4	4	4	3	4	4	4	4	3	3	4	4	3	4	4	3	76
2	3	2	2	2	2	3	2	2	2	2	2	3	2	2	2	2	3	2	2	44
4	3	4	4	4	3	5	3	3	5	3	3	5	3	3	4	3	4	3	3	72
3	4	5	4	4	4	4	4	3	3	3	4	4	3	4	5	3	4	3	4	75
4	4	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	81
4	4	4	3	3	3	4	5	4	4	3	4	3	3	3	4	3	3	3	4	71
4	5	5	5	4	4	4	4	4	5	4	4	4	4	4	4	4	4	3	3	82
3	3	4	5	4	3	4	4	5	4	3	4	3	3	4	3	3	4	3	4	73
5	4	5	4	3	3	4	4	5	5	4	3	3	4	4	4	3	4	3	4	78
5	4	4	5	5	5	5	5	5	5	5	5	4	5	5	5	3	5	3	5	93
5	4	5	5	4	4	5	5	5	5	4	5	5	4	5	4	4	4	3	4	89
4	4	5	4	4	5	4	4	4	4	4	3	4	4	4	4	4	4	4	4	81
4	5	5	4	3	4	4	3	4	4	3	3	4	4	3	4	3	5	4	3	76
4	4	4	4	4	3	4	3	5	5	3	4	5	3	3	4	4	3	3	4	76
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	4	3	4	77
3	3	4	4	3	4	3	4	3	3	4	3	3	4	3	4	4	4	4	4	71
3	4	4	4	3	3	3	3	3	3	4	3	3	3	3	4	3	3	3	3	65
5	5	5	5	3	4	4	4	3	5	5	3	5	3	3	5	5	5	3	4	84
4	4	4	4	4	4	4	4	4	4	3	3	3	4	3	4	4	3	4	3	74
4	4	4	3	3	3	4	4	3	4	3	3	3	3	3	4	3	3	4	3	68

(Fell) Followership																				Total
fell1	fell2	fell3	fell4	fell5	fell6	fell7	fell8	fell9	fell10	fell11	fell12	fell13	fell14	fell15	fell16	fell17	fell18	fell19	fell20	x
3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	76
3	3	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	61
4	4	4	4	4	3	4	4	3	3	3	4	4	3	4	3	3	4	4	3	72
4	4	4	3	4	3	4	3	4	4	3	3	4	4	4	5	3	3	3	3	72
4	4	4	3	4	4	4	3	3	4	3	3	3	4	4	4	3	3	3	4	71
3	4	4	4	3	3	4	4	4	4	3	4	3	3	3	4	3	4	3	3	70
3	4	5	4	4	3	4	5	4	5	4	4	4	3	3	4	4	4	3	4	78
4	5	5	4	4	4	4	5	4	5	4	3	3	3	3	4	3	3	3	3	76
4	4	4	3	3	4	4	3	4	4	3	3	3	3	4	3	3	4	3	3	69
3	4	5	4	4	4	4	3	3	3	4	4	4	3	4	4	3	3	4	3	73
3	4	5	4	3	4	3	5	4	5	3	3	4	4	4	4	3	4	4	3	76
3	4	4	4	4	3	5	4	4	4	4	4	5	4	4	4	3	5	5	4	81
3	4	5	4	3	4	3	5	4	5	3	3	4	4	4	4	3	4	4	3	76
3	4	4	4	4	3	5	4	4	4	4	4	5	4	4	4	3	5	5	4	81
4	4	5	5	5	5	5	5	4	5	4	4	4	5	5	5	4	4	5	3	90
3	3	4	4	3	3	4	5	4	5	3	5	4	4	4	5	3	5	3	3	77
4	4	5	4	4	4	4	4	4	4	3	4	4	4	5	5	3	4	3	4	80
3	4	5	5	5	5	5	5	4	5	5	4	4	4	5	4	3	4	3	3	85
5	4	5	4	3	3	4	3	5	3	4	4	4	3	3	4	4	4	4	3	76
4	4	5	5	5	5	5	5	4	5	4	4	4	5	5	5	4	4	5	3	90
3	3	4	4	3	3	4	5	4	5	3	5	4	4	4	5	3	5	3	3	77
4	4	5	4	4	4	4	4	4	4	3	4	4	4	5	5	3	4	3	4	80
4	4	5	5	5	4	4	4	5	4	3	5	4	3	4	5	5	3	4	4	84
3	4	5	5	5	5	5	5	4	5	5	4	4	4	5	4	3	4	3	3	85
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4	4	5	4	4	5	4	4	4	4	4	3	4	4	4	4	4	4	4	4	81
3	5	5	4	5	5	5	4	5	5	5	5	5	5	5	5	5	4	5	4	94
4	4	5	5	5	3	4	4	5	4	5	4	5	4	4	5	4	4	3	4	85
4	5	5	5	4	4	5	4	5	5	4	3	4	5	4	5	5	4	5	5	90
4	4	4	4	3	4	4	4	4	4	3	3	3	4	4	4	3	4	4	3	74

(Fell) Followership																			Total	
fell1	fell2	fell3	fell4	fell5	fell6	fell7	fell8	fell9	fell10	fell11	fell12	fell13	fell14	fell15	fell16	fell17	fell18	fell19	fell20	x
4	4	4	4	4	3	4	4	4	4	3	4	3	4	4	4	4	4	3	4	76
4	4	4	4	4	4	3	3	4	4	4	5	4	5	4	5	4	3	4	4	80
3	3	5	4	3	3	4	3	4	4	4	4	4	3	3	4	3	4	3	3	71
3	4	5	5	5	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	81
4	4	4	4	4	4	5	4	5	5	5	4	5	5	4	4	4	4	4	4	86
3	4	4	4	3	3	4	4	5	4	3	4	4	3	4	4	4	3	3	4	74
4	4	4	4	3	3	4	4	3	4	4	3	4	4	4	5	4	4	3	3	75
4	4	5	4	4	4	4	3	4	5	3	3	5	3	4	5	3	3	3	3	76
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2	3	2	2	2	2	3	2	2	2	2	2	3	2	2	2	2	3	2	2	44
4	3	4	4	4	3	5	3	3	5	3	3	5	3	3	4	3	4	3	3	72
3	4	5	4	4	4	4	4	3	3	3	4	4	3	4	5	3	4	3	4	75
4	5	5	5	4	4	4	4	4	5	4	4	4	4	4	4	4	4	3	3	82
3	3	4	5	4	3	4	4	5	4	3	4	3	3	4	3	3	4	3	4	73
4	4	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	81
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4	4	4	3	3	3	4	5	4	4	3	4	3	3	3	4	3	3	3	4	71
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4	4	5	4	4	4	4	3	4	4	4	4	3	3	4	4	3	4	4	3	76

(Fell) Followership																			Total	
fell1	fell2	fell3	fell4	fell5	fell6	fell7	fell8	fell9	fell10	fell11	fell12	fell13	fell14	fell15	fell16	fell17	fell18	fell19	fell20	x
2	3	2	2	2	2	3	2	2	2	2	2	3	2	2	2	2	3	2	2	44
4	3	4	4	4	3	5	3	3	5	3	3	5	3	3	4	3	4	3	3	72
3	4	5	4	4	4	4	4	3	3	3	4	4	3	4	5	3	4	3	4	75
4	4	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	81
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5	4	4	5	5	5	5	5	5	5	5	5	4	5	5	5	3	5	3	5	93
5	4	5	5	4	4	5	5	5	5	4	5	5	4	5	4	4	4	3	4	89

(Fell) Followership																			Total	
fell1	fell2	fell3	fell4	fell5	fell6	fell7	fell8	fell9	fell10	fell11	fell12	fell13	fell14	fell15	fell16	fell17	fell18	fell19	fell20	x
4	4	4	4	4	4	4	4	4	4	3	3	3	4	3	4	4	3	4	3	74
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3	5	5	4	5	5	5	4	5	5	5	5	5	5	5	5	5	4	5	4	94
4	4	5	5	5	3	4	4	5	4	5	4	5	4	4	5	4	4	3	4	85
4	5	5	5	4	4	5	4	5	5	4	3	4	5	4	5	5	4	5	5	90
3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	76
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3	4	5	4	4	3	4	5	4	5	4	4	4	3	3	4	4	4	3	4	78
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4	4	5	4	4	4	4	3	4	5	3	3	5	3	4	5	3	3	3	3	76
3	4	5	4	4	4	4	3	3	3	4	4	4	3	4	4	3	3	4	3	73
3	4	5	4	3	4	3	5	4	5	3	3	4	4	4	4	3	4	4	3	76
3	4	4	4	4	3	5	4	4	4	4	4	5	4	4	4	3	5	5	4	81
4	4	5	5	5	5	5	5	4	5	4	4	4	5	5	5	4	4	5	3	90
3	3	4	4	3	3	4	5	4	5	3	5	4	4	4	5	3	5	3	3	77
4	4	5	4	4	4	4	4	4	4	3	4	4	4	5	5	3	4	3	4	80
3	4	5	5	5	5	5	5	4	5	5	4	4	4	5	4	3	4	3	3	85
5	4	5	4	3	3	4	3	5	3	4	4	4	3	3	4	4	4	4	3	76

(Fell) Followership																				Total
fell1	fell2	fell3	fell4	fell5	fell6	fell7	fell8	fell9	fell10	fell11	fell12	fell13	fell14	fell15	fell16	fell17	fell18	fell19	fell20	x
4	4	5	4	4	5	4	4	4	4	4	3	4	4	4	4	4	4	4	4	81
4	5	5	4	3	4	4	3	4	4	3	3	4	4	3	4	3	5	4	3	76
4	4	4	4	4	3	4	3	5	5	3	4	5	3	3	4	4	3	3	4	76
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	4	3	4	77
3	3	4	4	3	4	3	4	3	3	4	3	3	4	3	4	4	4	4	4	71
3	4	4	4	3	3	3	3	3	3	4	3	3	3	3	4	3	3	3	3	65
5	5	5	5	3	4	4	4	3	5	5	3	5	3	3	5	5	5	3	4	84
4	4	4	3	3	3	4	4	3	4	3	3	3	3	3	4	3	3	4	3	68
4	4	4	4	4	3	4	4	3	3	3	4	4	3	4	3	3	4	4	3	72
3	4	5	4	4	4	4	3	3	3	4	4	4	3	4	4	3	4	4	3	73

(puas) Kepuasan Kerja				Total	(ds) Dukungan Supervisor						Total	(bkk) Budaya Berorientasi Kinerja						Total
puas1	puas2	puas3	puas4	y	ds1	ds2	ds3	ds4	ds5	ds6	m1	bkk1	bkk2	bkk3	bkk4	bkk5	bkk6	m2
5	5	4	5	19	3	3	3	3	3	4	19	4	4	4	4	4	4	24
5	5	4	4	18	4	4	4	4	4	3	23	4	4	5	4	5	4	26
4	5	4	4	17	4	4	4	4	4	4	24	3	3	4	4	4	4	22
4	5	4	5	18	5	5	5	5	5	5	30	4	3	4	3	5	4	23
4	4	4	4	16	4	4	4	4	4	4	24	4	4	4	4	4	4	24
4	4	4	4	16	2	2	3	2	2	2	13	2	2	2	2	2	2	12
3	4	4	4	15	4	4	4	4	4	5	25	4	3	3	3	4	3	20
4	4	4	4	16	4	4	4	4	4	4	24	4	4	4	4	4	3	23
4	4	4	4	16	2	3	3	2	2	2	14	3	4	3	4	4	4	22
3	4	4	4	15	4	4	4	4	4	4	24	4	4	5	4	4	4	25
4	4	4	3	15	4	3	3	3	3	4	20	3	4	3	4	4	4	22
4	4	4	4	16	4	4	4	4	4	4	24	4	4	4	4	3	4	23
4	4	3	4	15	3	3	2	3	3	3	17	3	3	5	3	4	4	22
4	4	4	4	16	4	4	4	4	4	4	24	3	3	4	3	4	3	20
2	2	3	2	9	5	5	5	5	5	5	30	4	4	4	4	4	3	23
4	4	4	3	15	4	4	3	4	3	4	22	4	3	3	4	4	4	22
3	4	4	5	16	5	3	4	5	3	5	25	4	3	5	4	4	4	24
5	4	3	3	15	4	4	3	5	4	4	24	5	3	3	5	3	4	23
4	4	4	4	16	4	4	4	5	4	4	25	3	3	4	3	4	3	20
3	4	5	3	15	4	3	4	4	3	4	22	3	4	4	3	4	4	22
4	3	4	4	15	3	3	3	4	3	3	19	3	3	4	3	3	3	19
4	3	4	4	15	3	3	3	3	3	3	18	3	3	3	3	4	3	19
3	4	4	4	15	3	4	3	4	4	4	22	3	3	3	3	3	4	19
4	5	4	4	17	4	4	4	4	4	4	24	4	4	3	3	3	3	20
5	5	4	5	19	5	4	5	5	3	5	27	5	3	3	3	4	3	21
4	3	4	4	15	3	3	3	3	3	3	18	3	4	3	3	4	3	20
4	4	4	4	16	4	4	4	4	4	4	24	4	3	3	3	3	4	20
3	3	3	3	12	3	3	3	3	3	3	18	4	4	4	4	4	4	24


(puas) Kepuasan Kerja				Total	(ds) Dukungan Supervisor						Total	(bkk) Budaya Berorientasi Kinerja						Total
puas1	puas2	puas3	puas4	y	ds1	ds2	ds3	ds4	ds5	ds6	m1	bkk1	bkk2	bkk3	bkk4	bkk5	bkk6	m2
3	3	3	3	12	5	5	5	5	5	5	30	3	3	3	3	3	3	18
2	3	2	2	9	5	5	5	5	5	5	30	5	5	5	5	5	5	30
4	5	4	3	16	3	3	3	4	3	4	20	3	4	3	4	5	3	22
4	5	4	4	17	3	3	3	4	3	4	20	3	4	3	3	4	3	20
3	4	3	4	14	4	4	4	4	4	4	24	4	4	3	4	4	3	22
4	3	4	4	15	3	4	4	5	3	4	23	2	2	2	2	2	2	12
4	4	5	4	17	4	4	3	4	4	4	23	4	4	4	4	4	4	24
4	4	4	4	16	4	3	4	4	4	4	23	3	3	3	3	4	4	20
4	4	4	4	16	4	4	4	4	4	4	24	4	4	3	4	4	4	23
4	5	5	4	18	5	4	4	5	5	5	28	4	4	4	3	5	3	23
4	5	4	4	17	4	3	3	4	3	4	21	2	3	2	2	2	2	13
4	5	5	4	18	5	4	4	5	5	5	28	4	4	4	3	5	3	23
4	5	4	4	17	4	3	3	4	3	4	21	2	3	2	2	2	2	13
4	5	4	5	18	5	5	5	5	5	5	30	5	4	5	3	5	4	26
4	4	4	4	16	3	3	3	3	3	4	19	4	5	5	4	5	3	26
4	4	4	4	16	4	4	4	4	4	4	24	3	4	4	3	4	4	22
2	4	4	2	12	4	4	4	4	2	4	22	4	4	4	3	4	4	23
4	4	4	4	16	3	3	3	4	5	5	23	3	3	3	4	3	4	20
4	5	4	5	18	5	5	5	5	5	5	30	5	4	5	3	5	4	26
4	4	4	4	16	3	3	3	3	3	4	19	4	5	5	4	5	3	26
4	4	4	4	16	4	4	4	4	4	4	24	3	4	4	3	4	4	22
5	5	4	5	19	3	3	3	3	3	4	19	4	4	4	4	4	4	24
2	4	4	2	12	4	4	4	4	2	4	22	4	4	4	3	4	4	23
4	4	4	4	16	3	3	3	4	5	5	23	3	3	3	4	3	4	20
4	4	4	4	16	4	4	4	5	4	4	25	3	3	4	3	4	3	20
5	5	4	4	18	4	4	4	4	4	3	23	4	4	5	4	5	4	26
4	5	4	4	17	4	4	4	4	4	4	24	3	3	4	4	4	4	22
4	5	4	5	18	4	5	3	4	5	5	26	4	3	4	3	5	4	23
4	5	4	4	17	4	4	3	4	4	4	23	3	3	4	3	4	4	21
4	4	3	3	14	3	4	3	4	4	4	22	5	5	5	5	5	5	30

(puas) Kepuasan Kerja				Total	(ds) Dukungan Supervisor						Total	(bkk) Budaya Berorientasi Kinerja						Total
puas1	puas2	puas3	puas4	y	ds1	ds2	ds3	ds4	ds5	ds6	m1	bkk1	bkk2	bkk3	bkk4	bkk5	bkk6	m2
4	4	4	4	16	4	4	4	4	4	4	24	4	4	4	4	4	4	24
4	4	4	4	16	4	4	4	4	3	4	23	4	4	3	4	3	4	22
4	3	4	4	15	4	4	4	4	4	3	23	4	3	3	4	3	3	20
4	4	4	4	16	2	2	3	2	2	2	13	2	2	2	2	2	2	12
4	3	4	3	14	4	4	4	5	3	4	24	3	3	4	4	4	5	23
3	4	4	4	15	4	4	4	4	4	5	25	4	3	3	3	4	3	20
4	5	4	4	17	4	4	4	5	4	4	25	3	3	4	3	4	3	20
4	4	4	4	16	4	4	4	4	4	4	24	4	4	4	4	4	3	23
4	4	4	4	16	2	3	2	2	2	2	13	3	4	3	4	4	4	22
3	4	4	4	15	4	4	4	4	4	4	24	4	4	5	4	4	4	25
4	4	4	3	15	4	3	3	3	3	4	20	3	4	3	4	4	4	22
4	4	4	4	16	4	4	4	4	4	4	24	3	3	4	3	4	3	20
2	2	3	2	9	4	3	4	5	4	4	24	5	5	5	5	5	5	30
4	4	4	4	16	4	4	4	4	4	4	24	4	4	4	4	3	4	23
4	4	4	3	15	4	4	3	4	3	4	22	4	3	3	4	4	4	22
4	3	4	4	15	3	3	3	3	3	3	18	3	4	3	3	4	3	20
3	4	4	5	16	5	3	4	5	3	5	25	4	3	5	4	4	4	24
4	4	3	4	15	3	3	2	3	3	3	17	3	3	5	3	4	4	22
5	4	3	3	15	4	4	3	5	4	4	24	5	3	3	5	3	4	23
5	5	4	5	19	3	3	3	3	3	4	19	4	4	4	4	4	4	24
5	5	4	4	18	4	4	4	4	4	3	23	4	4	5	4	5	4	26
4	5	4	4	17	4	4	4	4	4	4	24	3	3	4	4	4	4	22
3	3	3	3	12	3	3	3	3	3	3	18	4	4	4	4	4	4	24
3	3	3	3	12	3	3	3	3	3	3	18	3	3	3	3	3	3	18
4	5	4	5	18	5	5	5	5	5	5	30	4	3	4	3	5	4	23
4	4	4	4	16	4	4	4	4	4	4	24	4	4	4	4	4	4	24
4	4	4	4	16	2	2	3	2	2	2	13	2	2	2	2	2	2	12
3	4	4	4	15	4	4	4	4	4	5	25	4	3	3	3	4	3	20
4	4	4	4	16	4	4	4	4	4	4	24	4	4	4	4	4	3	23
4	4	4	4	16	4	4	4	4	4	4	24	3	4	3	4	4	4	22

(puas) Kepuasan Kerja				Total	(ds) Dukungan Supervisor						Total	(bkk) Budaya Berorientasi Kinerja						Total
puas1	puas2	puas3	puas4	y	ds1	ds2	ds3	ds4	ds5	ds6	m1	bkk1	bkk2	bkk3	bkk4	bkk5	bkk6	m2
3	4	4	4	15	4	4	4	4	4	4	24	4	4	5	4	4	4	25
4	4	4	3	15	4	3	3	3	3	4	20	3	4	3	4	4	4	22
4	4	4	4	16	4	4	4	4	4	4	24	4	4	4	4	3	4	23
3	4	5	3	15	4	3	4	4	3	4	22	3	4	4	3	4	4	22
4	3	4	4	15	3	3	3	4	3	3	19	3	3	4	3	3	3	19
4	3	4	4	15	3	3	3	3	3	3	18	3	3	3	3	4	3	19
4	4	3	4	15	3	3	2	3	3	3	17	3	3	5	3	4	4	22
3	4	4	4	15	3	4	3	4	4	4	22	3	3	3	3	3	4	19
4	5	4	4	17	4	4	4	4	4	4	24	4	4	3	3	3	3	20
5	5	4	5	19	5	4	5	5	3	5	27	5	3	3	3	4	3	21
4	4	4	4	16	4	4	4	4	4	4	24	4	3	3	3	3	4	20
2	3	2	2	9	3	4	3	3	3	2	18	4	3	4	3	4	3	21
4	5	4	3	16	3	3	3	4	3	4	20	3	4	3	4	5	3	22
4	5	4	4	17	3	3	3	4	3	4	20	3	4	3	3	4	3	20
3	4	3	4	14	4	4	4	4	4	4	24	4	4	3	4	4	3	22
4	3	4	4	15	3	4	4	5	3	4	23	2	2	2	2	2	2	12
4	4	5	4	17	4	4	3	4	4	4	23	4	4	4	4	4	4	24
4	4	4	4	16	4	3	4	4	4	4	23	3	3	3	3	4	4	20
4	5	4	4	17	4	4	3	4	4	4	23	3	3	4	3	4	4	21
4	4	3	3	14	3	4	3	4	4	4	22	5	5	5	5	5	5	30
4	4	4	4	16	4	4	4	4	3	4	23	4	4	3	4	3	4	22
4	3	4	4	15	4	4	4	4	4	3	23	4	3	3	4	3	3	20
4	3	4	3	14	4	4	4	5	3	4	24	3	3	4	4	4	5	23
4	5	4	4	17	4	4	4	5	4	4	25	3	3	4	3	4	3	20
4	4	4	4	16	4	4	4	4	4	4	24	3	3	4	3	4	3	20
2	2	3	2	9	4	3	4	5	4	4	24	4	4	4	4	4	3	23
4	4	4	3	15	4	4	3	4	3	4	22	4	3	3	4	4	4	22
3	4	4	5	16	5	3	4	5	3	5	25	4	3	5	4	4	4	24
5	4	3	3	15	4	4	3	5	4	4	24	5	3	3	5	3	4	23
4	3	4	4	15	3	3	3	3	3	3	18	3	4	3	3	4	3	20

(puas) Kepuasan Kerja				Total	(ds) Dukungan Supervisor						Total	(bkk) Budaya Berorientasi Kinerja						Total
puas1	puas2	puas3	puas4	y	ds1	ds2	ds3	ds4	ds5	ds6	m1	bkk1	bkk2	bkk3	bkk4	bkk5	bkk6	m2
5	5	4	5	19	3	3	3	3	3	4	19	4	4	4	4	4	4	24
5	5	4	4	18	4	4	4	4	4	3	23	4	4	5	4	5	4	26
4	5	4	4	17	4	4	4	4	4	4	24	3	3	4	4	4	4	22
4	5	4	5	18	4	5	3	4	5	5	26	4	3	4	3	5	4	23
3	3	3	3	12	3	3	3	3	3	3	18	4	4	4	4	4	4	24
3	3	3	3	12	3	3	3	3	3	3	18	3	3	3	3	3	3	18
4	5	4	3	16	3	3	3	4	3	4	20	3	4	3	4	5	3	22
4	5	4	4	17	3	3	3	4	3	4	20	3	4	3	3	4	3	20
3	4	3	4	14	4	4	4	4	4	4	24	4	4	3	4	4	3	22
4	3	4	4	15	3	4	4	5	3	4	23	2	2	2	2	2	2	12
4	4	5	4	17	4	4	3	4	4	4	23	4	4	4	4	4	4	24
4	4	4	4	16	4	3	4	4	4	4	23	3	3	3	3	4	4	20
4	5	4	4	17	4	4	3	4	4	4	23	3	3	4	3	4	4	21
4	4	3	3	14	3	4	3	4	4	4	22	5	5	5	5	5	5	30
4	4	4	4	16	4	4	4	4	4	4	24	4	4	4	4	4	4	24
4	4	4	4	16	4	4	4	4	3	4	23	4	4	3	4	3	4	22
4	4	4	4	16	2	2	3	2	2	2	13	2	2	2	2	2	2	12
4	3	4	4	15	4	4	4	4	4	3	23	4	3	3	4	3	3	20
4	3	4	3	14	4	4	4	5	3	4	24	3	3	4	4	4	5	23
3	4	4	4	15	4	4	4	4	4	5	25	4	3	3	3	4	3	20
4	5	4	4	17	4	4	4	5	4	4	25	3	3	4	3	4	3	20
4	4	4	4	16	4	4	4	4	4	4	24	4	4	3	4	4	4	23
4	5	5	4	18	5	4	4	5	5	5	28	4	4	4	3	5	3	23
4	5	4	4	17	4	3	3	4	3	4	21	2	3	2	2	2	2	13
4	5	4	5	18	5	5	5	5	5	5	30	5	4	5	3	5	4	26
4	4	4	4	16	3	3	3	3	3	4	19	4	5	5	4	5	3	26
4	4	4	4	16	4	4	4	4	4	4	24	3	4	4	3	4	4	22
2	4	4	2	12	4	4	4	4	2	4	22	4	4	4	3	4	4	23
4	4	4	4	16	3	3	3	4	5	5	23	3	3	3	4	3	4	20
4	4	4	4	16	4	4	4	5	4	4	25	3	3	4	3	4	3	20

(puas) Kepuasan Kerja				Total	(ds) Dukungan Supervisor						Total	(bkk) Budaya Berorientasi Kinerja						Total
puas1	puas2	puas3	puas4	y	ds1	ds2	ds3	ds4	ds5	ds6	m1	bkk1	bkk2	bkk3	bkk4	bkk5	bkk6	m2
3	4	5	3	15	4	3	4	4	3	4	22	3	4	4	3	4	4	22
4	3	4	4	15	3	3	3	4	3	3	19	3	3	4	3	3	3	19
4	3	4	4	15	3	3	3	3	3	3	18	3	3	3	3	4	3	19
3	4	4	4	15	3	4	3	4	4	4	22	3	3	3	3	3	4	19
4	5	4	4	17	4	4	4	4	4	4	24	4	4	3	3	3	3	20
5	5	4	5	19	5	4	5	5	3	5	27	5	3	3	3	4	3	21
4	4	4	4	16	4	4	4	4	4	4	24	4	3	3	3	3	4	20
2	3	2	2	9	3	4	3	3	3	2	18	4	3	4	3	4	3	21
4	4	4	4	16	4	4	4	4	4	4	24	4	4	3	4	4	4	23



LAMPIRAN 5
HASIL OLAH
DATA

The image features a large, light blue watermark logo of Universitas Atma Jaya Yogyakarta in the background. The logo is circular with a stylized sunburst or starburst design in the center. The text "UNIVERSITAS ATMA JAYA YOGYAKARTA" is written in a circular path around the inner edge of the logo. Overlaid on this logo is the main title of the document, "LAMPIRAN 5 HASIL OLAH DATA", written in a bold, black, serif font, arranged in three lines.

MODEL REGRESI 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.316 ^a	.100	.094	1.91004

a. Predictors: (Constant), *Followership*

Besar pengaruh *followership* terhadap kepuasan kerja adalah 0.094 atau 9.4%

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.610	1	62.610	17.162	.000 ^b
	Residual	565.479	155	3.648		
	Total	628.089	156			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), *Followership*

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.753	1.416		6.886	.000
	<i>Followership</i>	.076	.018	.316	4.143	.000

a. Dependent Variable: Kepuasan Kerja

MODEL REGRESI 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.200 ^a	.040	.028	1.97857

a. Predictors: (Constant), Budaya Berorientasi Kinerja, Dukungan Supervisor

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.218	2	12.609	3.221	.043 ^b
	Residual	602.871	154	3.915		
	Total	628.089	156			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Budaya Berorientasi Kinerja, Dukungan Supervisor

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.696	1.258		11.682	.000
	Dukungan Supervisor	.116	.048	.200	2.390	.018
	Budaya Berorientasi Kinerja	-.080	.050	-.134	-1.605	.110

a. Dependent Variable: Kepuasan Kerja

MODEL REGRESI MODERASI 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.371 ^a	.137	.120	1.88177

a. Predictors: (Constant), *Followership**Dukungan Supervisor, *Followership*, Dukungan Supervisor

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.307	3	28.769	8.124	.000 ^b
	Residual	541.783	153	3.541		
	Total	628.089	156			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), *Followership**Dukungan Supervisor, *Followership*, Dukungan Supervisor

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.677	5.980		3.792	.000
	<i>Followership</i>	-.106	.077	-.444	-1.374	.171
	Dukungan Supervisor	-.586	.272	-1.013	-2.151	.033
	<i>Followership</i> *Dukungan Supervisor	.008	.003	1.476	2.358	.020

a. Dependent Variable: Kepuasan Kerja

MODEL REGRESI MODERASI 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.373 ^a	.139	.122	1.87974

a. Predictors: (Constant), *Followership**Budaya Berorientasi Kinerja, *Followership*, Budaya Berorientasi Kinerja

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.473	3	29.158	8.252	.000 ^b
	Residual	540.616	153	3.533		
	Total	628.089	156			

a. Dependent Variable: Kepuasan Kerja

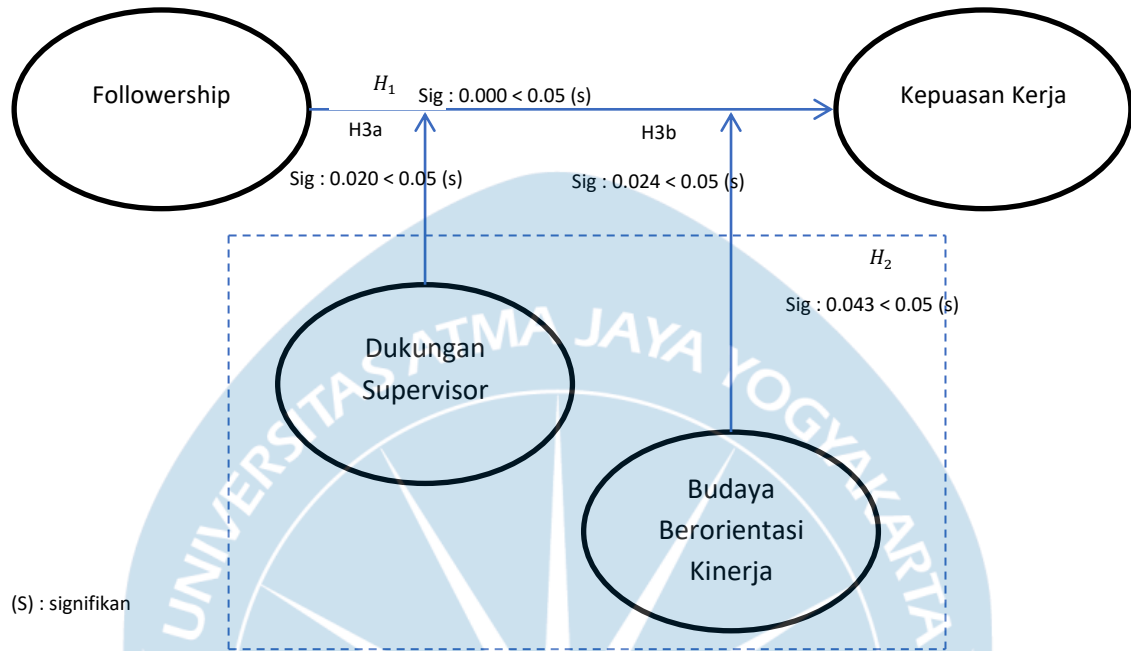
b. Predictors: (Constant), *Followership**Budaya Berorientasi Kinerja, *Followership*, Budaya Berorientasi Kinerja

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.140	12.091		3.154	.002
	<i>Followership</i>	-.264	.152	-1.103	-1.743	.083
	Budaya Berorientasi Kinerja	-1.305	.549	-2.206	-2.380	.019
	<i>Followership</i> *Budaya Berorientasi Kinerja	.016	.007	2.673	2.276	.024

a. Dependent Variable: Kepuasan Kerja

MODEL STRUKTURAL



UJI VALIDITAS DAN RELIABILITAS

FOLLOWERSHIP DAN KEPUASAN KERJA

Correlations			Correlations						
		Followership			Kepuasan Kerja				
fell1	Pearson Correlation	.454**	puas1	Pearson Correlation	.786**				
	Sig. (2-tailed)	.001		Sig. (2-tailed)	.000				
	N	50		N	50				
fell2	Pearson Correlation	.506**	puas2	Pearson Correlation	.790**				
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000				
	N	50		N	50				
fell3	Pearson Correlation	.618**	puas3	Pearson Correlation	.661**				
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000				
	N	50		N	50				
fell4	Pearson Correlation	.772**	puas4	Pearson Correlation	.825**				
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000				
	N	50		N	50				
fell5	Pearson Correlation	.711**	Kepuasan Kerja	Pearson Correlation	1				
	Sig. (2-tailed)	.000		Sig. (2-tailed)					
	N	50		N	50				
fell6	Pearson Correlation	.667**	**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).						
	Sig. (2-tailed)	.000							
	N	50							
fell7	Pearson Correlation	.637**	Reliability Statistics <table border="1"> <thead> <tr> <th>Cronbach's Alpha</th> <th>N of Items</th> </tr> </thead> <tbody> <tr> <td>.767</td> <td>4</td> </tr> </tbody> </table>			Cronbach's Alpha	N of Items	.767	4
	Cronbach's Alpha	N of Items							
	.767	4							
Sig. (2-tailed)	.000								
N	50								
fell8	Pearson Correlation	.570**							

Correlations		
		<i>Followership</i>
fell9	Sig. (2-tailed)	.000
	N	50
	Pearson Correlation	.658**
fell10	Sig. (2-tailed)	.000
	N	50
	Pearson Correlation	.686**
fell11	Sig. (2-tailed)	.000
	N	50
	Pearson Correlation	.686**
fell12	Sig. (2-tailed)	.000
	N	50
	Pearson Correlation	.589**
fell13	Sig. (2-tailed)	.000
	N	50
	Pearson Correlation	.569**
fell14	Sig. (2-tailed)	.000
	N	50
	Pearson Correlation	.712**
fell15	Sig. (2-tailed)	.000
	N	50
	Pearson Correlation	.712**
fell16	Sig. (2-tailed)	.000
	N	50
	Pearson Correlation	.634**
	Sig. (2-tailed)	.000

Correlations	
	Kepuasan Kerja

Correlations		
		<i>Followership</i>
fell17	N	50
	Pearson Correlation	.626**
	Sig. (2-tailed)	.000
fell18	N	50
	Pearson Correlation	.456**
	Sig. (2-tailed)	.001
fell19	N	50
	Pearson Correlation	.455**
	Sig. (2-tailed)	.001
fell20	N	50
	Pearson Correlation	.610**
	Sig. (2-tailed)	.000
<i>Followership</i>	N	50
	Pearson Correlation	1
	Sig. (2-tailed)	
	N	50

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

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

Reliability Statistics

Cronbach's Alpha	N of Items
.915	20

Correlations	
	Kepuasan Kerja

DUKUNGAN SUPERVISOR DAN BUDAYA BERORIENTASI KINERJA

Correlations			Correlations		
		Dukungan Supervisor			Dukungan Supervisor
ds1	Pearson Correlation	.863**	ds1	Pearson Correlation	.863**
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000
	N	50		N	50
ds2	Pearson Correlation	.762**	ds2	Pearson Correlation	.762**
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000
	N	50		N	50
ds3	Pearson Correlation	.750**	ds3	Pearson Correlation	.750**
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000
	N	50		N	50
ds4	Pearson Correlation	.841**	ds4	Pearson Correlation	.841**
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000
	N	50		N	50
ds5	Pearson Correlation	.715**	ds5	Pearson Correlation	.715**
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000
	N	50		N	50
ds6	Pearson Correlation	.789**	ds6	Pearson Correlation	.789**
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000
	N	50		N	50
Dukungan Supervisor	Pearson Correlation	1	Dukungan Supervisor	Pearson Correlation	1
	Sig. (2-tailed)			Sig. (2-tailed)	
	N	50		N	50

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

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

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

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

Reliability Statistics

Cronbach's Alpha	N of Items
.876	6

Reliability Statistics

Cronbach's Alpha	N of Items
.876	6

