

## **BAB V**

### **PENUTUP**

Pada bagian penutup ini akan membahas mengenai kesimpulan dari hasil analisis data penelitian yang telah dilakukan pada bab-bab sebelumnya, selain itu pada bab ini juga membahas mengenai implikasi manajerial dari penelitian yang dilakukan ini, dan keterbatasan penelitian yang dapat dijadikan sebagai saran untuk penelitian yang akan datang.

#### **5.1 Kesimpulan**

Hasil dari penelitian yang telah dilakukan ini menghasilkan beberapa kesimpulan, yaitu :

##### **1. Karakteristik Responden**

Penelitian ini dilakukan di Yayasan Bina Pelayanan Masehi Kudus (YBPM) yang merupakan yayasan yang bergerak di bidang pendidikan. Jumlah responden dalam penelitian ini adalah 51 orang responden. Sebagian besar responden penelitian ini didominasi dengan perempuan dengan jumlah 44 orang dan mayoritas responden memiliki tingkat pendidikan Sarjana (S1) yang berjumlah 48 orang, serta 51% responden sudah bekerja lebih dari 10 tahun sehingga dapat diyakini mereka paham benar mengenai budaya dari YBPM ini.

## 2. Pengaruh *Perceived Organizational Culture* terhadap Kepuasan Kerja

Berdasarkan dari hasil analisis serta pengujian dalam penelitian ini *perceived organizational culture* memiliki pengaruh yang positif serta signifikan terhadap kepuasan kerja dari karyawan YBPM. Hal tersebut dapat menunjukkan bahwa variabel *perceived organizational culture* ini berjalan searah dengan variabel kepuasan kerja. Apabila *perceived organizational culture* ini meningkat maka begitu pula kepuasan kerja karyawan dari Yayasan Bina Pelayanan Masehi juga akan meningkat.

### 5.2 Implikasi Manajerial

Berdasarkan pada hasil penelitian yang sudah dilakukan diatas, maka implikasi manajerial yang dapat diberikan kepada perusahaan/organisasi yang terkait adalah, sebagai berikut :

1. Berdasarkan analisis statistik deskriptif pada variabel Kepuasan kerja pada Yayasan Bina Pelayanan Masehi Kudus, terdapat dua item yang memiliki nilai *mean* terendah yaitu item JS23 dengan nilai 3,33 yang masih tergolong sedang, item ini berbunyi “ Ada sedikit penghargaan bagi karyawan yang bekerja di organisasi ini”. Meskipun item tersebut masih tergolong sedang, YBPM bisa meningkatkan penghargaan bagi karyawan mereka.

Penghargaan merupakan imbalan yang diberikan oleh organisasi terhadap karyawannya atas pekerjaan yang telah dilakukannya, baik penghargaan yang bersifat intrinsik seperti rasa aman dalam pekerjaan, status dalam pekerjaan, serta harga diri karyawan, maupun penghargaan yang bersifat ekstrinsik seperti gaji, upah, dan imbalan. Karena pemberian penghargaan merupakan balas jasa atas hasil kerja karyawan, sehingga dapat mendorong pegawai bekerja lebih giat dan termotivasi.

Penghargaan tidak selalu secara finansial, karena pemberian penghargaan finansial perlu banyak pertimbangan yang harus dilakukan. YPBM dapat meningkatkan penghargaan bagi karyawan dalam bentuk non-finansial karena dampaknya juga sama artinya bagi harga diri karyawan. Menurut Mahsun, 2006) terdapat dua tipe penghargaan yang pertama adalah *social reward* yang merupakan pujian dan pengakuan dari dalam maupun luar organisasi, *social reward* ini diperoleh dari lingkungan organisasi seperti pemberian piagam penghargaan dari suatu organisasi.

Dengan adanya penghargaan tersebut, karyawan dapat merasakan kepuasan dan merasakan penghargaan yang kedua adalah *psychic reward* yang berkaitan dengan *self esteem*, kepuasan, dan kebanggaan atas hasil yang dicapai, *psychic reward* ini merupakan *intrinsic reward* yang datang dari dalam diri seseorang, seperti

pujian, sanjungan, dan ucapan selamat yang dirasakan karyawan sebagai bentuk pengakuan terhadap dirinya dan mendatangkan kepuasan bagi karyawan.

### **5.3 Keterbatasan Penelitian**

Berikut merupakan beberapa keterbatasan dalam penelitian ini yang dapat dijadikan acuan bagi perkembangan penelitian di masa yang akan datang :

1. Mayoritas responden dalam penelitian ini adalah perempuan dengan jumlah 44 orang dengan persentase 86.3%, sehingga data-data yang diperoleh belum tentu dapat digeneralisasi secara akurat kepada karyawan laki-laki.
2. Sampel dalam penelitian ini hanya berjumlah 51 orang responden, sehingga hasil dalam penelitian ini bisa mengurangi kemampuan generalisasi dari hasil yang dilakukan.
3. Jumlah item pertanyaan untuk kuesioner *Perceived Organizational Culture* yang terlalu sedikit, karena hanya berjumlah 3 item, juga akan memiliki dampak yaitu rendahnya nilai dari *r-square*.

### **5.4 Saran**

Berdasarkan hasil penelitian yang telah dilakukan, serta keterbatasan penelitian yang disampaikan diatas, akan dipaparkan beberapa saran yang dapat dijadikan bahan pertimbangan untuk penelitian di masa yang

akan datang, agar penelitian selanjutnya dapat menjadi lebih baik, berikut saran dari penulis :

1. Lebih baik dalam penelitian ini respondennya memiliki jumlah yang seimbang antara perempuan dengan laki-laki, agar data-data yang diperoleh dapat digeneralisasi secara akurat pada setiap perusahaan, maupun organisasi yang akan diteliti.
2. Untuk jumlah sampel dalam penelitian ini lebih baik diperbanyak lagi jumlah sampelnya, agar data-data yang diperoleh juga dapat digeneralisasi secara akurat.
3. Lebih baik mencari sumber kuesioner dengan jumlah item *Perceived Organizational Culture* yang lebih banyak, sehingga dapat digeneralisasikan dengan lebih akurat, serta memiliki dampak yang baik terhadap nilai dari *r-square* saat pengujian regresi sederhana.

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## LAMPIRAN

### Lembar Kuesioner

#### Identitas Responden

1. Jenis Kelamin

- Perempuan
- Laki-laki

2. Usia

- 21-30 tahun
- 31-40 tahun
- 41-50 tahun
- Lebih dari 50 tahun

3. Pendidikan

- Sarjana (S1)
- Sarjana (S2)
- Doktor (S3)
- Lainnya....

4. Status Pernikahan

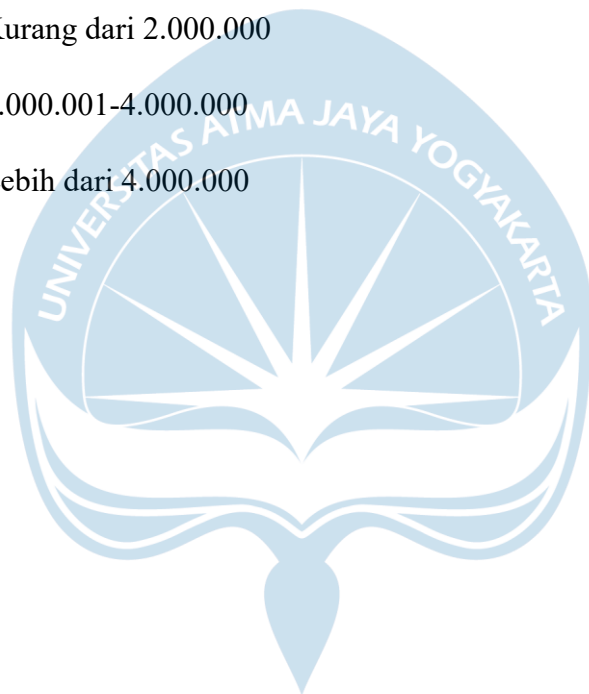
- Menikah
- Belum menikah

5. Lama Bekerja (tahun)

- Kurang dari 5 tahun
- 5-10 tahun
- Lebih dari 10 tahun

6. Penghasilan Per-bulan

- Kurang dari 2.000.000
- 2.000.001-4.000.000
- Lebih dari 4.000.000



***Perceived Organizational Culture (POC)***

<b>No</b>	<b>Pertanyaan</b>	<b>Alternatif Jawaban</b>				
1	Perbedaan individu dihormati di organisasi saya	STS	TS	N	S	SS
2	Perspektif yang beragam dihargai di departemen organisasi saya	STS	TS	N	S	SS
3	Waktu produktif saya habiskan untuk mengerjakan tugas yang diberikan kepada saya	STS	TS	N	S	SS



**Kepuasan Kerja / Job Satisfaction (JS)**

No	Pertanyaan	Alternatif Jawaban					
		STS	TS	KS	CS	S	SS
1	Saya merasa bahwa saya digaji dengan jumlah yang adil untuk pekerjaan yang saya lakukan						
2	Ada terlalu sedikit peluang promosi di pekerjaan saya						
3	Atasan saya cukup kompeten dalam melakukan pekerjaannya						
4	Saya merasa tidak puas dengan benefit yang saya terima						
5	Ketika saya melakukan pekerjaan dengan baik, saya menerima pengakuan atas kinerja baik saya						
6	Banyak peraturan dan prosedur yang membuat saya sulit untuk bekerja dengan baik						
7	Saya menyukai rekan-rekan yang bekerja dengan saya						
8	Terkadang saya merasa pekerjaan saya tidak ada artinya						
9	Komunikasi tampak baik dalam organisasi ini						
10	Kenaikan gaji terlalu sedikit dan jarang dalam organisasi saya						
11	Karyawan yang bekerja dengan baik, memiliki kesempatan untuk dipromosikan dengan adil						
12	Atasan saya tidak adil terhadap saya						
13	Benefit yang kami terima, sama dengan benefit yang ditawarkan kebanyakan organisasi lain						
14	Saya merasa bahwa pekerjaan yang saya lakukan tidak dihargai						
15	Upaya saya untuk melakukan pekerjaan dengan baik, jarang terhalang oleh Red Tape						
16	Saya merasa bahwa saya harus bekerja lebih keras dalam pekerjaan saya, daripada saya harus bekerja lebih						

	keras karena bekerja dengan rekan-rekan kerja saya yang tidak kompeten						
17	Saya suka melakukan segala hal-hal yang saya lakukan di tempat kerja saya	STS	TS	KS	CS	S	SS
18	Tujuan dari organisasi ini tidak jelas bagi saya	STS	TS	KS	CS	S	SS
19	Saya merasa tidak dihargai oleh organisasi, ketika saya memikirkan tentang apa yang mereka bayarkan kepada saya	STS	TS	KS	CS	S	SS
20	Rekan-rekan bekerja maju dengan cepat, sama seperti yang mereka lakukan di tempat lain	STS	TS	KS	CS	S	SS
21	Atasan saya menunjukkan terlalu sedikit minat terhadap perasaan karyawan	STS	TS	KS	CS	S	SS
22	Benefit yang saya terima adil	STS	TS	KS	CS	S	SS
23	Ada sedikit penghargaan bagi karyawan yang bekerja di organisasi ini	STS	TS	KS	CS	S	SS
24	Saya memiliki terlalu banyak hal yang harus dikerjakan di tempat kerja saya	STS	TS	KS	CS	S	SS
25	Saya merasa enjoy dengan rekan-rekan kerja saya	STS	TS	KS	CS	S	SS
26	Saya sering merasa tidak tahu apa yang sedang terjadi dalam organisasi saya	STS	TS	KS	CS	S	SS
27	Saya merasa bangga dalam melakukan pekerjaan saya di organisasi ini	STS	TS	KS	CS	S	SS
28	Saya merasa puas dengan peluang saya untuk mendapatkan kenaikan gaji	STS	TS	KS	CS	S	SS
29	Benefit yang seharusnya saya dapatkan, namun tidak saya dapatkan di organisai	STS	TS	KS	CS	S	SS
30	Saya suka dengan atasan saya	STS	TS	KS	CS	S	SS
31	Saya memiliki terlalu banyak hal yang harus dilakukan di tempat kerja saya	STS	TS	KS	CS	S	SS
32	Saya memiliki terlalu banyak dokumen kerja	STS	TS	KS	CS	S	SS

33	Saya puas dengan adanya kesempatan promosi untuk saya	STS	TS	KS	CS	S	SS
34	Terlalu banyak percekocokan dan pertengkaran di tempat kerja saya	STS	TS	KS	CS	S	SS
35	Pekerjaan saya menyenangkan	STS	TS	KS	CS	S	SS
36	Pemberian tugas kerja seringkali tidak sepenuhnya dijelaskan	STS	TS	KS	CS	S	SS





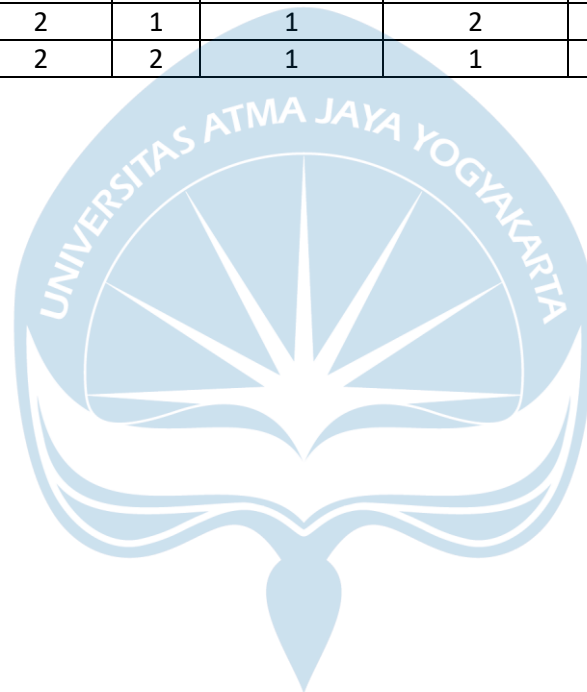
### Keterangan Profil Responden

Keterangan	Kode
<b>Jenis Kelamin</b>	
Perempuan	1
Laki-laki	2
<b>Usia</b>	
21-30 Tahun	1
31-40 Tahun	2
41-50 Tahun	3
Lebih dari 50 Tahun	4
<b>Pendidikan</b>	
S1	1
S2	2
S3	3
Lainnya	4
<b>Status Pernikahan</b>	
Menikah	1
Belum Menikah	2
<b>Lama Bekerja</b>	
Kurang dari 5 Tahun	1
5-10 Tahun	2
Lebih dari 10 Tahun	3
<b>Penghasilan</b>	
Kurang dari 2.000.000	1
2.000.001-4.000.000	2
Lebih dari 4.000.000	3

## Data Responden

Responden	Jenis Kelamin	Usia	Pendidikan	Status Pernikahan	Lama Bekerja	Penghasilan
1	1	2	1	1	2	2
2	1	1	1	1	2	2
3	1	4	1	1	3	2
4	1	2	1	1	3	2
5	1	2	1	1	1	2
6	1	1	1	2	1	2
7	1	1	1	1	2	2
8	1	1	1	1	1	2
9	1	4	1	1	3	3
10	1	4	1	1	3	2
11	1	4	1	1	3	3
12	2	1	1	1	1	2
13	1	1	1	2	1	2
14	1	2	1	1	2	2
15	1	3	1	1	3	2
16	1	1	1	1	1	2
17	1	2	1	1	2	2
18	1	1	1	2	1	2
19	1	2	1	1	3	2
20	1	2	1	1	1	2
21	1	3	1	1	3	2
22	1	1	1	2	1	2
23	1	4	1	1	3	2
24	1	3	1	1	1	2
25	1	2	1	1	3	2
26	1	4	1	1	3	2
27	1	4	1	1	3	3
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31	1	2	1	1	3	2
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34	1	2	1	1	2	2
35	1	2	4	1	1	2
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38	1	2	1	1	2	2
39	1	2	1	1	3	2

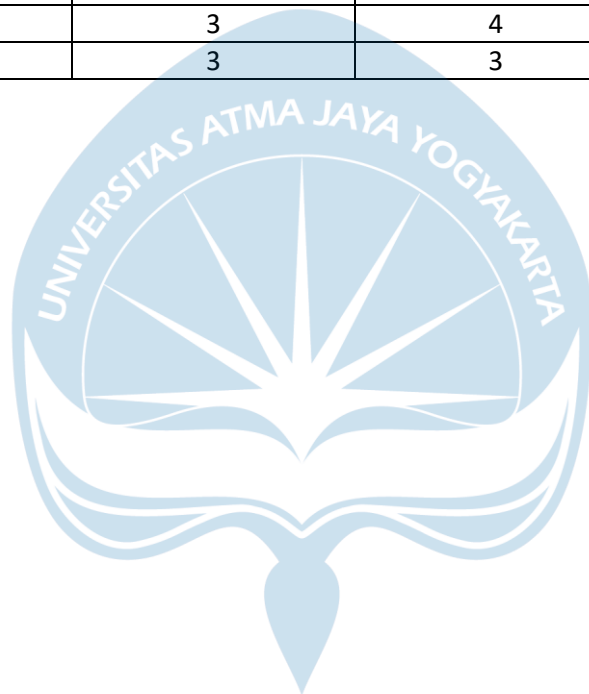
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44	2	3	1	1	3	2
45	1	3	1	1	3	2
46	1	2	1	1	3	3
47	1	4	1	1	3	3
48	2	4	1	1	3	3
49	1	4	1	1	3	2
50	2	1	1	2	1	2
51	2	2	1	1	3	2



### Jawaban Responden

POC1	POC2	POC3	Total POC
4	4	5	13
4	4	4	12
4	4	2	10
4	4	4	12
4	4	4	12
4	4	4	12
4	4	5	13
5	4	4	13
5	4	4	13
5	4	4	13
5	4	4	13
4	4	4	12
4	4	4	12
5	5	5	15
2	2	2	6
3	4	2	9
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4	4	4	12
4	4	4	12
4	4	3	11
5	4	5	14
4	4	4	12
4	4	4	12
5	4	2	11
4	4	4	12
4	4	4	12
4	4	4	12
5	5	5	15
4	4	4	12
4	4	4	12

2	2	2	6
4	4	3	11
2	2	2	6
4	4	4	12
4	4	4	12
4	4	4	12
5	5	5	15
5	5	2	12
3	3	4	10
5	4	4	13
4	3	4	11
3	3	3	9





5	3	6	3	5	3	5	3	4	4	4	3	4	3	4	3	3	4	3	4	4	4	4	3	5	4	3	4	4	4	4	3	4	3	1			
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4	3	4	3	3	3	4	3	4	3	4	4	4	4	4	3	5	2	3	4	3	4	3	4	4	3	4	5	3	4	4	3	4	3	5	3	1	
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																																					4



4	4	5	3	5	5	5	3	5	3	5	2	4	2	5	3	5	2	3	4	3	5	4	5	5	3	5	4	3	5	4	4	4	2	5	3	1	
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																																					8

## Hasil Uji Validitas

### POC

		POC1	POC2	POC3	Perceived Organizational Culture
POC1	Pearson Correlation	1	.807**	.570**	.898**
	Sig. (2-tailed)		.000	.000	.000
	N	51	51	51	51
POC2	Pearson Correlation	.807**	1	.553**	.891**
	Sig. (2-tailed)	.000		.000	.000
	N	51	51	51	51
POC3	Pearson Correlation	.570**	.553**	1	.828**
	Sig. (2-tailed)	.000	.000		.000
	N	51	51	51	51
Perceived Organizational Culture	Pearson Correlation	.898**	.891**	.828**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	51	51	51	51

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

Correlations

		JS1	JS2R	JS3	JS4R	JS5	JS6R	JS7	JS8R	JS9	JS10R	JS11	JS12R	JS13	JS14R	JS15	JS16R
JS1	Pearson Correlation	1	.309*	.564**	.518**	.452**	.289*	.724**	.003	.357*	.223	.303*	.253	-.299*	.226	-.125	.300*
	Sig. (2-tailed)		.027	.000	.000	.001	.039	.000	.983	.010	.115	.031	.073	.033	.111	.383	.032
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
JS2R	Pearson Correlation	.309*	1	-.064	.481**	.182	.458**	.129	.133	-.060	.261	-.090	.375**	-.256	.314*	-.109	.338*
	Sig. (2-tailed)	.027		.658	.000	.202	.001	.366	.351	.676	.064	.532	.007	.070	.025	.446	.015
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
JS3	Pearson Correlation	.564**	-.064	1	.280*	.522**	.208	.708**	.223	.488**	.083	.421**	.335*	.010	.196	.055	.178
	Sig. (2-tailed)	.000	.658		.049	.000	.143	.000	.116	.000	.563	.002	.016	.942	.168	.700	.212
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
JS4R	Pearson Correlation	.518**	.481**	.280*	1	.262	.483**	.474**	.292*	.327**	.417**	.118	.529**	-.133	.557**	-.233	.511**
	Sig. (2-tailed)	.000	.000	.049		.066	.000	.001	.040	.020	.003	.416	.000	.357	.000	.104	.000
	N	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50
JS5	Pearson Correlation	.452**	.182	.522**	.262*	1	.227	.518**	.266	.343*	.260	.647**	.427**	.060	.455**	.103	.305*
	Sig. (2-tailed)	.001	.202	.000	.066		.109	.000	.060	.014	.065	.000	.002	.677	.001	.471	.030
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
JS6R	Pearson Correlation	.289*	.458**	.208	.483**	.227	1	.185	.595**	.188	.411**	.189	.537**	.009	.485**	-.204	.469**
	Sig. (2-tailed)	.039	.001	.143	.000	.109		.194	.000	.187	.003	.183	.000	.949	.000	.151	.001
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
JS7	Pearson Correlation	.724**	.129	.708**	.474**	.518**	.185	1	.017	.442**	.243	.477**	.300*	-.205	.276	.032	.067
	Sig. (2-tailed)	.000	.366	.000	.001	.000	.194		.905	.001	.085	.000	.033	.149	.050	.824	.643
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
JS8R	Pearson Correlation	.003	.133	.223	.292*	.266	.595**	.017	1	.302*	.374**	.168	.664**	.224	.535**	-.041	.506**
	Sig. (2-tailed)	.983	.351	.116	.040	.060	.000	.905		.031	.007	.238	.000	.114	.000	.775	.000
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
JS9	Pearson Correlation	.357*	-.060	.488**	.327**	.343*	.188	.442**	.302*	1	.137	.269	.275	-.126	.303*	-.071	.255
	Sig. (2-tailed)	.010	.676	.000	.020	.014	.187	.001	.031		.336	.056	.051	.378	.031	.621	.071
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
JS10R	Pearson Correlation	.223	.261	.083	.417**	.260	.411**	.243	.374**	.137	1	.400**	.346*	.149	.630**	.070	.289*
	Sig. (2-tailed)	.115	.064	.563	.003	.065	.003	.085	.007	.336		.004	.013	.298	.000	.628	.039
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
JS11	Pearson Correlation	.303*	-.090	.421**	.118	.647**	.189	.477**	.168	.269	.400**	1	.177	.248	.297*	.165	.018
	Sig. (2-tailed)	.031	.532	.002	.416	.000	.183	.000	.238	.056	.004		.214	.080	.034	.247	.901
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
JS12R	Pearson Correlation	.253	.375**	.335*	.529**	.427**	.537**	.300*	.664**	.275	.346*	.177	1	-.052	.656**	-.180	.530**
	Sig. (2-tailed)	.073	.007	.016	.000	.002	.000	.033	.000	.051	.013	.214		.718	.000	.206	.000
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
JS13	Pearson Correlation	-.299*	-.256	.010	-.133	.060	.009	-.205	.224	-.126	.149	.248	-.052	1	-.052	.551**	.027
	Sig. (2-tailed)	.033	.070	.942	.357	.677	.949	.149	.114	.378	.298	.080	.718		.718	.000	.852
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
JS14R	Pearson Correlation	.226	.314*	.196	.557**	.455**	.485**	.276	.535**	.303*	.630**	.297*	.656**	-.052	1	-.250	.616**
	Sig. (2-tailed)	.111	.025	.168	.000	.001	.000	.050	.000	.031	.000	.034	.000	.718		.077	.000
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
JS15	Pearson Correlation	-.125	-.109	.055	-.233	.103	-.204	.032	-.041	-.071	.070	.165	-.180	.551**	-.250	1	-.125
	Sig. (2-tailed)	.383	.446	.700	.104	.471	.151	.824	.775	.621	.628	.247	.206	.000	.077		.384
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
JS16R	Pearson Correlation	.300*	.338*	.178	.511**	.305*	.469**	.067	.506**	.255	.289*	.018	.530**	.027	.616**	-.125	1
	Sig. (2-tailed)	.032	.015	.212	.000	.030	.001	.643	.000	.071	.039	.901	.000	.852	.000	.384	
	N	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51

JS17	JS18R	JS19R	JS20	JS21R	JS22	JS23R	JS24R	JS25	JS26R	JS27	JS28	JS29R	JS30	JS31R	JS32R	JS33	JS34R	JS35	JS36R	TotalUSFix
478	.409	.034	469	-.040	.627	-.041	.363	.575	.165	.443	.640	.490	.510	.174	-.024	.120	.476	.450	.172	.581
.000	.003	.815	.001	.782	.000	.777	.009	.000	.246	.001	.000	.000	.000	.222	.869	.402	.000	.001	.228	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.073	.302	.126	.068	.098	.091	-.068	.519	.042	.415	.276	.283	.197	.406	.303	.382	.280	.236	.283	.425	.410
.613	.031	.377	.633	.496	.526	.636	.000	.771	.002	.050	.044	.165	.003	.031	.006	.046	.095	.044	.002	.003
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.336	.277	.117	.619	.156	.603	.129	.109	.634	.014	.341	.480	.412	.424	-.041	-.095	.139	.370	.161	.173	.537
.016	.049	.413	.000	.274	.000	.368	.445	.000	.920	.014	.000	.003	.002	.774	.509	.330	.008	.259	.226	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.365	.602	.394	.262	.309	.366	.172	.547	.471	.532	.375	.499	.436	.526	.171	.174	-.001	.480	.469	.430	.683
.009	.000	.005	.067	.029	.009	.231	.000	.001	.000	.007	.000	.002	.000	.235	.228	.992	.000	.001	.002	.000
50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50
.376	.256	.335	.647	.229	.548	.174	.180	.504	.212	.374	.525	.539	.426	-.122	-.022	.544	.254	.497	.155	.638
.007	.070	.016	.000	.107	.000	.222	.207	.000	.136	.007	.000	.000	.002	.394	.881	.000	.072	.000	.276	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.237	.498	.546	.252	.539	.252	.193	.458	.297	.583	.319	.272	.301	.425	.002	.221	.377	.258	.440	.509	.646
.094	.000	.000	.075	.000	.074	.174	.001	.034	.000	.023	.054	.032	.002	.989	.119	.006	.067	.001	.000	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.485	.553	.217	.553	-.115	.678	.168	.254	.774	.101	.463	.679	.549	.488	.169	.019	-.022	.467	.452	.153	.628
.000	.000	.125	.000	.422	.000	.238	.072	.000	.480	.001	.000	.000	.000	.237	.897	.878	.001	.001	.285	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.076	.347	.630	.141	.621	.196	.287	.080	.324	.365	.333	.195	.291	.504	-.230	.063	.422	.235	.379	.351	.576
.596	.013	.000	.323	.000	.169	.041	.577	.020	.008	.017	.171	.038	.000	.104	.564	.002	.097	.006	.012	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.376	.179	.136	.256	.204	.545	-.189	.064	.465	.326	.542	.354	.257	.428	.018	-.113	.039	.458	.349	.285	.476
.007	.210	.342	.070	.151	.000	.185	.655	.001	.020	.000	.011	.068	.002	.903	.428	.785	.001	.012	.042	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.311	.587	.634	.254	.343	.459	.429	.386	.183	.416	.315	.468	.599	.415	.148	.271	.104	.337	.571	.350	.667
.027	.000	.000	.072	.014	.001	.002	.005	.198	.002	.024	.001	.000	.002	.299	.054	.468	.016	.000	.012	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.372	.222	.239	.500	.115	.529	.335	.021	.370	.075	.181	.413	.428	.234	-.373	-.193	.299	.195	.378	.141	.470
.007	.117	.091	.000	.423	.000	.016	.885	.007	.601	.204	.003	.002	.099	.007	.174	.033	.171	.006	.323	.001
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.281	.507	.495	.139	.500	.303	.229	.268	.501	.353	.521	.297	.406	.732	-.067	.046	.361	.253	.369	.447	.683
.046	.000	.000	.331	.000	.031	.106	.057	.000	.011	.000	.034	.003	.000	.638	.749	.009	.073	.008	.001	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
-.062	-.097	.069	.047	.161	-.017	.283	-.303	.013	.061	-.284	-.141	.008	-.033	-.355	-.025	.232	-.123	.034	-.104	.032
.668	.499	.631	.742	.258	.905	.044	.031	.926	.671	.043	.324	.957	.816	.011	.860	.101	.391	.814	.466	.822
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.251	.623	.751	.333	.447	.360	.433	.293	.251	.534	.467	.355	.596	.534	.053	.078	.280	.390	.514	.472	.738
.075	.000	.000	.017	.001	.010	.002	.037	.076	.000	.001	.010	.000	.000	.711	.585	.047	.005	.000	.000	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
-.018	-.217	-.153	.136	-.061	.130	.043	-.090	.169	-.167	-.115	.067	-.018	.031	.025	.145	.210	-.097	-.003	-.184	.023
.898	.125	.284	.343	.673	.363	.764	.530	.235	.242	.420	.640	.901	.829	.861	.311	.138	.499	.984	.197	.874
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.076	.353	.458	.291	.470	.220	.234	.264	.223	.535	.358	.216	.324	.526	-.040	.042	.428	.335	.357	.256	.576
.597	.011	.001	.039	.000	.122	.098	.062	.116	.000	.010	.128	.020	.000	.780	.772	.002	.016	.010	.070	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51

JS17	Pearson Correlation	.478**	.073	.336*	.365**	.376**	.237	.485**	.076	.376**	.311*	.372**	.281*	-.062	.251	-.018	.076	1
	Sig. (2-tailed)	.000	.613	.016	.009	.007	.094	.000	.596	.007	.027	.007	.046	.668	.075	.898	.597	
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS18R	Pearson Correlation	.409**	.302*	.277*	.602**	.256	.498**	.553**	.347**	.179	.587**	.222	.507**	-.097	.623**	-.217	.353*	.447**
	Sig. (2-tailed)	.003	.031	.049	.000	.070	.000	.000	.013	.210	.000	.117	.000	.499	.000	.125	.011	.001
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS19R	Pearson Correlation	.034	.126	.117	.394**	.335*	.546**	.217	.630**	.136	.634**	.239	.495**	.069	.751**	-.153	.458**	.264
	Sig. (2-tailed)	.815	.377	.413	.005	.016	.000	.125	.000	.342	.000	.091	.000	.631	.000	.284	.001	.061
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS20	Pearson Correlation	.469**	.088	.619**	.262	.647**	.252	.553**	.141	.256	.254	.500**	.139	.047	.333*	.136	.291*	.231
	Sig. (2-tailed)	.001	.633	.000	.067	.000	.075	.000	.323	.070	.072	.000	.331	.742	.017	.343	.039	.102
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS21R	Pearson Correlation	-.040	.098	.156	.309*	.229	.539**	-.115	.621**	.204	.343*	.115	.500**	.161	.447**	-.061	.470**	.200
	Sig. (2-tailed)	.782	.496	.274	.029	.107	.000	.422	.000	.151	.014	.423	.000	.258	.001	.673	.000	.158
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS22	Pearson Correlation	.627**	.091	.603**	.366**	.548**	.252	.678**	.196	.545**	.459**	.529**	.303*	-.017	.360**	.130	.220	.634**
	Sig. (2-tailed)	.000	.526	.000	.009	.000	.074	.000	.169	.000	.001	.000	.031	.905	.010	.363	.122	.000
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS23R	Pearson Correlation	-.041	-.088	.129	.172	.174	.193	.168	.287*	-.189	.429**	.335*	-.229	.283*	.433**	.043	.234	.122
	Sig. (2-tailed)	.777	.636	.368	.231	.222	.174	.238	.041	.185	.002	.016	.106	.044	.002	.764	.098	.395
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS24R	Pearson Correlation	.363**	.519**	.109	.547**	.180	.458**	.254	.090	.064	.386**	.021	.288	-.303*	.293*	-.090	.264	.348*
	Sig. (2-tailed)	.009	.000	.445	.000	.207	.001	.072	.577	.655	.005	.885	.057	.031	.037	.530	.062	.012
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS25	Pearson Correlation	.575**	.642	.634**	.471**	.504**	.297*	.774**	.324	.465**	.183	.370**	.501**	.013	.251	.169	.223	.361**
	Sig. (2-tailed)	.000	.771	.000	.001	.000	.034	.000	.020	.001	.198	.007	.000	.926	.076	.235	.116	.006
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS26R	Pearson Correlation	.165	.415**	.014	.532**	.212	.583**	.101	.365**	.326*	.416**	.075	.353*	.061	.534**	-.167	.535**	.148
	Sig. (2-tailed)	.246	.002	.920	.000	.136	.000	.480	.008	.020	.002	.601	.011	.671	.000	.242	.000	.300
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS27	Pearson Correlation	.443**	.276*	.341*	.375**	.374**	.319*	.463**	.333*	.542**	.315*	.181	.521**	-.284*	.467**	-.115	.358**	.301*
	Sig. (2-tailed)	.001	.050	.014	.007	.007	.023	.001	.017	.000	.024	.204	.000	.043	.001	.420	.010	.032
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS28	Pearson Correlation	.640**	.283*	.480**	.499**	.525**	.272	.679**	.195	.354*	.468**	.413**	.297*	-.141	.355*	.067	.216	.505**
	Sig. (2-tailed)	.000	.044	.000	.000	.000	.054	.000	.171	.011	.001	.003	.034	.324	.010	.640	.128	.000
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS29R	Pearson Correlation	.490**	.197	.412**	.436**	.539**	.301*	.549**	.291*	.257	.599**	.428**	.406**	.008	.596**	-.018	.324*	.470**
	Sig. (2-tailed)	.000	.165	.003	.002	.000	.032	.000	.038	.068	.000	.002	.003	.957	.000	.901	.020	.000
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS30	Pearson Correlation	.510**	.406**	.424**	.526**	.426**	.425**	.488**	.504**	.428**	.415**	.234	.732**	-.033	.534**	.031	.526**	.374**
	Sig. (2-tailed)	.000	.003	.002	.000	.002	.002	.000	.000	.002	.002	.099	.000	.816	.000	.829	.000	.007
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS31R	Pearson Correlation	.174	.303*	-.041	.171	-.122	.002	.169	-.230	.018	.148	-.373**	-.067	-.355*	.053	.025	-.040	.116
	Sig. (2-tailed)	.222	.031	.774	.235	.394	.989	.237	.104	.903	.299	.007	.638	.011	.711	.861	.780	.419
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS32R	Pearson Correlation	-.024	.382**	-.095	.174	-.022	.221	.019	.083	-.113	.271	-.193	.046	-.025	.078	.145	.042	.114
	Sig. (2-tailed)	.869	.006	.509	.228	.881	.119	.897	.564	.428	.054	.174	.749	.860	.585	.311	.772	.426
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS33	Pearson Correlation	.120	.280*	.139	-.001	.544**	.377**	-.022	.422**	.039	.104	.299*	.361**	.232	.280*	.210	.428**	.001
	Sig. (2-tailed)	.402	.046	.330	.992	.000	.006	.878	.002	.785	.468	.033	.009	.101	.047	.138	.002	.996
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS34R	Pearson Correlation	.476**	.236	.370**	.480**	.254	.258	.467**	.235	.458**	.337*	.195	.253	-.123	.390**	-.097	.335*	.300*
	Sig. (2-tailed)	.000	.095	.008	.000	.072	.067	.001	.097	.001	.016	.171	.073	.391	.005	.499	.016	.033
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS35	Pearson Correlation	.450**	.283*	.161	.469**	.497**	.440**	.452**	.379**	.349*	.571**	.378**	.369**	.034	.514**	-.003	.357*	.459**
	Sig. (2-tailed)	.001	.044	.259	.001	.000	.001	.001	.006	.012	.000	.006	.008	.814	.000	.984	.010	.001
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
JS36R	Pearson Correlation	.172	.425**	.173	.430**	.155	.509**	.153	.351*	.285*	.350*	.141	.447**	-.104	.472**	-.184	.256	.417**
	Sig. (2-tailed)	.228	.002	.226	.002	.276	.000	.285	.012	.042	.012	.323	.001	.466	.000	.197	.070	.002
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51
TotalUSFi	Pearson Correlation	.581**	.410**	.537**	.683**	.638**	.646**	.628**	.576**	.476**	.667**	.470**	.683**	.032	.738**	.023	.576**	.548**
	Sig. (2-tailed)	.000	.003	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.822	.000	.874	.000	.000
	N	51	51	51	50	51	51	51	51	51	51	51	51	51	51	51	51	51

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

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

447	.264	.231	.200	.634	.122	.348	.381	.148	.301	.505	.470	.374	.116	.114	.001	.300	.459	.417	.548
.001	.061	.102	.158	.000	.395	.012	.006	.300	.032	.000	.000	.007	.419	.426	.996	.033	.001	.002	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
1	.659	.309	.151	.379	.456	.256	.454	.436	.412	.456	.538	.486	.140	.158	-.078	.464	.636	.269	.694
.000	.028	.291	.006	.001	.070	.001	.001	.003	.001	.000	.000	.327	.268	.587	.001	.000	.056	.000	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.659	1	.302	.546	.262	.588	.239	.292	.497	.350	.313	.545	.341	-.059	.142	.188	.309	.521	.376	.664
.000	.031	.000	.063	.000	.091	.038	.000	.012	.025	.000	.014	.679	.319	.187	.027	.000	.007	.000	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.309	.302	1	.128	.576	.263	.180	.427	.127	.255	.603	.555	.323	.023	.022	.347	.237	.396	.051	.565
.028	.031		.370	.000	.062	.205	.002	.376	.071	.000	.000	.021	.875	.876	.012	.094	.004	.725	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.151	.546	.128	1	.204	.226	.377	.121	.393	.128	.114	.230	.359	-.049	.219	.440	.245	.187	.588	.508
.291	.000	.370		.151	.111	.006	.398	.004	.370	.424	.105	.010	.731	.124	.001	.083	.189	.000	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.379	.262	.576	.204	1	.063	.367	.542	.139	.442	.753	.727	.533	.129	.128	.172	.560	.530	.316	.726
.006	.063	.000	.151		.661	.008	.000	.332	.001	.000	.000	.000	.366	.372	.227	.000	.000	.024	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.455	.588	.263	.226	.063	1	.091	.128	.191	-.080	.239	.378	.105	-.235	-.048	.130	.051	.173	.185	.365
.001	.000	.062	.111	.661		.526	.372	.180	.677	.091	.006	.464	.097	.737	.365	.724	.225	.193	.009
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.256	.239	.180	.377	.367	.091	1	.089	.246	.232	.398	.297	.362	.558	.553	.074	.216	.289	.543	.510
.070	.091	.205	.006	.008	.526		.533	.081	.102	.004	.034	.009	.000	.000	.606	.128	.040	.000	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.454	.292	.427	.121	.542	.128	.089	1	.179	.442	.548	.476	.606	-.083	-.074	.245	.462	.465	.114	.643
.001	.038	.002	.398	.000	.372	.533		.208	.001	.000	.000	.000	.565	.605	.083	.001	.001	.426	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.436	.497	.127	.393	.139	.191	.246	.179	1	.297	.186	.244	.320	-.009	.204	.216	.238	.359	.437	.529
.001	.000	.376	.004	.332	.180	.081	.208		.034	.192	.084	.022	.948	.151	.128	.093	.010	.001	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.412	.350	.255	.128	.442	-.060	.232	.442	.297	1	.476	.387	.635	.079	-.054	.145	.411	.525	.209	.590
.003	.012	.071	.370	.001	.677	.102	.001	.034		.000	.005	.000	.581	.707	.310	.003	.000	.141	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.456	.313	.603	.114	.753	.239	.398	.548	.186	.478	1	.688	.472	.170	.175	.202	.430	.502	.300	.713
.001	.025	.000	.424	.000	.091	.004	.000	.192	.000		.000	.000	.232	.220	.156	.002	.000	.032	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.538	.545	.555	.230	.727	.378	.297	.476	.244	.387	.688	1	.441	-.018	.108	.247	.490	.557	.243	.738
.000	.000	.000	.105	.000	.006	.034	.000	.084	.005	.000		.001	.998	.452	.081	.000	.000	.086	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.486	.341	.323	.359	.533	.105	.362	.606	.320	.635	.472	.441	1	.171	.206	.359	.443	.547	.431	.770
.000	.014	.021	.010	.000	.464	.009	.000	.022	.000	.000	.001		.230	.147	.010	.001	.000	.002	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.140	-.059	.023	-.049	.129	-.235	.558	-.083	-.009	.079	.170	-.018	.171	1	.682	-.215	.030	.068	.151	.116
.327	.679	.875	.731	.366	.097	.000	.565	.948	.581	.232	.898	.230		.000	.131	.836	.637	.290	.418
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.158	.142	.022	.218	.128	-.048	.553	-.074	.204	-.054	.175	.108	.206	.682	1	.077	.054	.127	.241	.247
.268	.319	.876	.124	.372	.737	.000	.605	.151	.707	.220	.452	.147	.000		.591	.706	.373	.088	.080
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
-.078	.188	.347	.440	.172	.130	.074	.245	.216	.145	.202	.247	.359	-.215	.077	1	.216	.299	.239	.412
.587	.187	.012	.001	.227	.365	.606	.083	.128	.310	.156	.081	.010	.131	.591		.127	.033	.091	.003
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.464	.309	.237	.245	.560	.051	.216	.462	.238	.411	.430	.490	.443	.030	.054	.216	1	.589	.321	.589
.001	.027	.094	.083	.000	.724	.128	.001	.093	.003	.002	.000	.001	.836	.706	.127		.000	.021	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.635	.521	.396	.187	.530	.173	.289	.465	.359	.525	.502	.557	.547	.068	.127	.299	.589	1	.208	.718
.000	.000	.004	.189	.000	.225	.040	.001	.010	.000	.000	.000	.000	.637	.373	.033	.000		.142	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.269	.376	.051	.568	.316	.185	.543	.114	.437	.209	.300	.243	.431	.151	.241	.239	.321	.208	1	.548
.056	.007	.725	.000	.024	.193	.000	.426	.001	.141	.032	.086	.002	.290	.088	.091	.021	.142		.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
.694	.664	.565	.508	.726	.365	.510	.643	.529	.590	.713	.738	.770	.116	.247	.412	.589	.718	.546	1
.000	.000	.000	.000	.000	.009	.000	.000	.000	.000	.000	.000	.000	.418	.080	.003	.000	.000	.000	.000
51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51

### Hasil Uji Reliabilitas

<b>Reliability Statistics POC</b>	
Cronbach's Alpha	N of Items
.837	3

<b>Reliability Statistics JS</b>	
Cronbach's Alpha	N of Items
.702	36

**Hasil Uji Reliabilitas (Terbaru)**

<b>Reliability Statistics POC</b>	
Cronbach's Alpha	N of Items
.837	3

<b>Reliability Statistics JS</b>	
Cronbach's Alpha	N of Items
.943	32

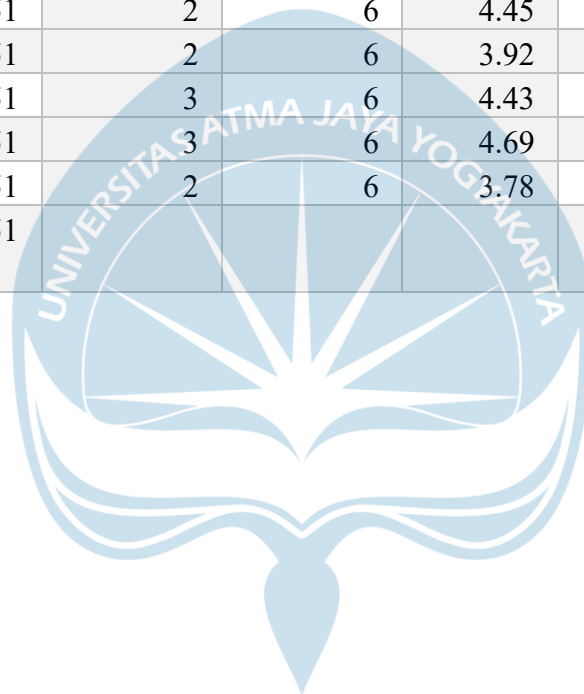


### Hasil Olah Statistik Deskriptif

Descriptive Statistics POC					
	N	Minimum	Maximum	Mean	Std. Deviation
POC1	51	2	5	4.02	.787
POC2	51	1	5	3.88	.791
POC3	51	2	5	3.78	.901
Valid N (listwise)	51				

Descriptive Statistics JS					
	N	Minimum	Maximum	Mean	Std. Deviation
JS1	51	3	6	4.43	.781
JS2R	51	2	5	3.71	.701
JS3	51	1	6	4.53	.924
JS4R	51	2	6	4.20	.749
JS5	51	2	6	4.20	.775
JS6R	51	2	6	4.08	.821
JS7	51	2	6	4.80	.895
JS8R	51	2	6	4.18	.994
JS9	51	3	6	4.29	.756
JS10R	51	1	5	3.69	.905
JS11	51	2	6	4.12	.711
JS12R	51	2	6	4.35	.934
JS14R	51	2	6	4.35	.934
JS16R	51	3	6	3.92	.744
JS17	51	3	6	4.25	.717
JS18R	51	3	6	4.78	.923
JS19R	51	2	6	4.31	.836
JS20	51	2	5	4.04	.662
JS21R	51	2	6	3.78	.808

JS22	51	2	6	4.29	.756
JS23R	51	2	6	3.33	.841
JS24R	51	2	6	3.39	.874
JS25	51	3	6	4.67	.683
JS26R	51	2	6	4.02	.707
JS27	51	3	6	4.65	.796
JS28	51	2	5	4.22	.730
JS29R	51	2	6	4.22	.901
JS30	51	2	6	4.45	.757
JS33	51	2	6	3.92	.796
JS34R	51	3	6	4.43	.781
JS35	51	3	6	4.69	.735
JS36R	51	2	6	3.78	.856
Valid N (listwise)	51				



## Hasil Analisis Regresi Sederhana

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.308 <sup>a</sup>	.095	.077	15.025

a. Predictors: (Constant), Perceived Organizational Culture

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1163.415	1	1163.415	5.153	.028 <sup>b</sup>
	Residual	11062.506	49	225.765		
	Total	12225.922	50			

a. Dependent Variable: TotalJSValid  
b. Predictors: (Constant), Perceived Organizational Culture

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	107.925	11.695		9.228	.000
	Perceived Organizational Culture	2.235	.984	.308	2.270	.028

a. Dependent Variable: TotalJSValid