

## BAB V

### KESIMPULAN DAN SARAN

Sebagai bagian akhir dari penulisan skripsi ini maka dalam bab ini disampaikan kesimpulan dan saran. Kesimpulan dan saran yang disampaikan di seluruhnya didasarkan pada hasil analisis data dan pengujian hipotesis yang telah dilakukan. Adapun kesimpulan dan saran tersebut adalah sebagai berikut;

#### A. Kesimpulan

1. Kepuasan Kerja karyawan PT Sinar Surya Indah Sukoharjo tergolong tinggi (rata-rata skor=3,78). Komitmen Organisasional karyawan PT Sinar Surya Indah Sukoharjo tergolong sedang (rata-rata skor=adalah sebesar 3.26). *Organizational Citizenship Behavior* karyawan PT Sinar Surya Indah Sukoharjo tergolong sedang (rata-rata skor=3,14).
2. Tidak terdapat perbedaan yang signifikan Kepuasan Kerja, Komitmen Organisasional dan *Organizational Citizenship Behavior* karyawan PT Sinar Surya Indah Sukoharjo jika ditinjau dari jenis kelamin, pengalaman kerja dan umur.
3. Kepuasan Kerja dan Komitmen Organisasional secara simultan berpengaruh signifikan *Organizational Citizenship Behavior* ( $p=0,000 < 0,05$ ). Koefisien determinasi  $adjusted R^2_{adjusted}=0.5960$  atau 59,60%; artinya tinggi rendahnya *Organizational Citizenship Behavior*, 59,60% dipengaruhi atau disebabkan oleh Kepuasan Kerja dan Komitmen Organisasional; sedangkan

40.40% sisanya dipengaruhi atau disebabkan oleh faktor-faktor lain, misalnya: kompensasi, kepemimpinan, kondisi kerja, budaya organisasi.

Kepuasan Kerja secara parsial berpengaruh signifikan *Organizational Citizenship Behavior* ( $p=0,002<0.05$ ). Komitmen Organisasional secara parsial berpengaruh signifikan *Organizational Citizenship Behavior* ( $p=0,000<0.05$ ). Pengaruh Komitmen Organisasional terhadap *Organizational Citizenship Behavior* lebih kuat dibanding pengaruh Kepuasan Kerja; hal ini disebabkan koefisien regresi baku Komitmen Organisasional (0,687) lebih besar dibanding koefisien regresi baku Kepuasan Kerja (0,199).

## B. Saran

### 1. Bagi pihak perusahaan

*Organizational Citizenship Behavior* merupakan variabel penting bagi karyawan guna mendukung pencapaian tujuan perusahaan secara efektif dan efisien. Oleh karena pihak perusahaan khususnya manajer harus mampu menciptakan karyawan yang memiliki *Organizational Citizenship Behavior*. Untuk meningkatkan *Organizational Citizenship Behavior* pihak manajemen dapat melakukannya melalui peningkatan Kepuasan Kerja dan Komitmen Organisasional. Peningkatan Kepuasan Kerja misalnya dapat dilakukan melalui:

- 1) Pemberian kompensasi yang adil dan memuaskan karyawan.  
Pemberian kompensasi yang adil tersebut dikaitkan dengan tanggungjawab karyawan, semakin besar tanggungjawabnya

maka diharapkan kompensasinya juga lebih besar dibanding kompensasi yang diterima oleh karyawan yang tanggungjawabnya lebih rendah. Kompensasi yang memuaskan merupakan kompensasi yang mencukupi bahkan melebihi dari kebutuhan hidup karyawan dan keluarganya.

- 2) Memperbaiki lingkungan kerja baik yang bersifat fisik maupun psikologis sehingga dapat menciptakan kondisi kerja yang kondusif dan memuaskan. Lingkungan fisik kerja yang baik misalnya, sirkulasi udaranya baik; penerangannya baik; tidak bising dan sebagainya. Sedangkan lingkungan psikologis yang misalnya, suasana kerjasama antar karyawan yang baik, komunikasi antar karyawan yang baik, dan sebagainya.
- 3) Meningkatkan jaminan kesehatan dan kesejahteraan lain yang berkaitan dengan kesehatan karyawan dan keluarganya. Misalnya pemberian layanan kesehatan kepada karyawan dan keluarganya melalui poliklinik yang dibayar oleh perusahaan; mengikutsertakan karyawan dalam program asuransi jiwa; dan sebagainya.

Peningkatan Komitmen Organisasional karyawan dapat dilakukan misalnya melalui:

- 1) Peningkatan kualitas kepemimpinan yang diterapkan, kepemimpinan seharusnya disesuaikan dengan kondisi karyawan; tidak

cenderung otoriter dan direktif; tetapi sebaiknya diarahkan kepada kepemimpinan yang suportif dan partisipatif,

- 2) Penciptaan komunikasi antar karyawan atau karyawan dengan pimpinan/manajer yang harmonis.

## 2. Bagi Peneliti lain

Bagi peneliti lain yang berminat melakukan kajian ulang terhadap penelitian ini maka dapat melakukan perbaikan atau pengembangan penelitian ini sehingga dapat diperoleh hasil yang lebih baik, lebih komprehensif dan lebih berguna baik bagi perusahaan maupun bagi ilmu pengetahuan.

Pengembangan dapat dilakukan melalui misalnya:

- 1) Pengembangan model konseptualnya, tidak menggunakan model regresi sebagaimana digunakan dalam penelitian ini tetapi menggunakan model struktural; hal ini untuk mengantisipasi adanya pengaruh dari Kepuasan Kerja terhadap Komitmen Organisasional.
- 2) Sedapat mungkin ditambah dengan variabel-variabel lain yang mungkin secara teoritis memiliki pengaruh terhadap *Organizational Citizenship Behavior*.
- 3) Dapat pula dikembangkan dengan jangkuan sampel yang lebih banyak atau luas; misalnya menggunakan sampel dari karyawan yang berasal dari seluruh pabrik tekstil di wilayah Surakarta; sehingga hasil penelitian dapat memiliki generalisasi yang lebih tinggi.

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## DAFTAR PERTANYAAN

### Identitas Responden:

Umur : \_\_\_\_\_ tahun  
 Jenis Kelamin : Pria / Wanita  
 Pendidikan : \_\_\_\_\_  
 Pengalaman kerja : \_\_\_\_\_ tahun  
 Bagian/Departemen : \_\_\_\_\_

### Petunjuk Pengisian:

Berikan tanda silang atau lingkaran pada kolom alternatif jawaban yang Anda anggap paling sesuai.

### A. *Organizational Citizenship Behavior*

| No. | Pernyataan                                                                                                                 | Jawaban Anda:             |                   |             |            |                    |
|-----|----------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------|-------------|------------|--------------------|
|     |                                                                                                                            | Sangat Tidak Setuju (STS) | Tidak Setuju (TS) | Netaral (N) | Setuju (S) | Sangat Setuju (SS) |
| 1.  | Karyawan seharusnya tidak mengeluh karena hal-hal yang tidak penting.                                                      |                           |                   |             |            |                    |
| 2.  | Karyawan seharusnya memiliki keinginan untuk berbuat paling baik di antara rekan kerja.                                    |                           |                   |             |            |                    |
| 3.  | Karyawan seharusnya selalu memperhatikan dengan serius hal-hal yang negatif di lingkungan kerjanya, tidak mengabaikannya.  |                           |                   |             |            |                    |
| 4.  | Karyawan seharusnya selalu memiliki rasa atau keinginan untuk membangun/ mengembangkan perusahaan                          |                           |                   |             |            |                    |
| 5.  | Karyawan seharusnya selalu menjalankan pekerjaan-pekerjaan dengan baik meskipun tidak diharuskan oleh perusahaan.          |                           |                   |             |            |                    |
| 6.  | Karyawan seharusnya bertindak berani menanggung segala risiko yang mungkin dihadapi perusahaan.                            |                           |                   |             |            |                    |
| 7.  | Karyawan seharusnya secara teliti atau cermat mengikuti dan menjalankan peraturan dan prosedur yang ditetapkan perusahaan. |                           |                   |             |            |                    |
| 8.  | Karyawan seharusnya dapat melakukan pekerjaan-pekerjaan tertentu sebelum mendapat perintah dari atasan.                    |                           |                   |             |            |                    |

| No. | Pernyataan                                                                                          | Jawaban Anda:             |                   |             |            |                    |
|-----|-----------------------------------------------------------------------------------------------------|---------------------------|-------------------|-------------|------------|--------------------|
|     |                                                                                                     | Sangat Tidak Setuju (STS) | Tidak Setuju (TS) | Netaral (N) | Setuju (S) | Sangat Setuju (SS) |
| 9.  | Karyawan seharusnya dapat memberikan informasi dengan cepat, tentang apa yang ditanyakan kepadanya. |                           |                   |             |            |                    |
| 10. | Karyawan seharusnya dapat memberikan bantuan dan mengarahkan karyawan baru, meskipun tidak diminta. |                           |                   |             |            |                    |
| 11. | Karyawan seharusnya selalu siap memberi bantuan kepada lingkungannya (atasan, rekan dan bawahan)    |                           |                   |             |            |                    |
| 12. | Karyawan seharusnya selalu siap mengorbankan waktu untuk rekan kerja yang lain.                     |                           |                   |             |            |                    |

## B. Kepuasan Kerja

| No. | Pernyataan                                                                       | Jawaban Anda:           |                 |             |          |                  |
|-----|----------------------------------------------------------------------------------|-------------------------|-----------------|-------------|----------|------------------|
|     |                                                                                  | Sangat Tidak Puas (STP) | Tidak Puas (TP) | Netaral (N) | Puas (P) | Sangat Puas (SP) |
| 1.  | Anda merasa puas terhadap gaji yang Anda terima saat ini .                       |                         |                 |             |          |                  |
| 2.  | Anda merasa puas terhadap sistem promosi yang berlaku di perusahaan saat ini.    |                         |                 |             |          |                  |
| 3.  | Anda merasa puas terhadap proses kepemimpinan yang berlangsung dalam perusahaan. |                         |                 |             |          |                  |
| 4.  | Anda merasa puas rekan kerja Anda.                                               |                         |                 |             |          |                  |



C. Komitmen Organisasional

| No. | Pernyataan                                                                                                                                   | Jawaban Anda:                      |                         |                |               |                          |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------|----------------|---------------|--------------------------|
|     |                                                                                                                                              | Sangat<br>Tidak<br>Setuju<br>(STS) | Tidak<br>Setuju<br>(TS) | Netaral<br>(N) | Setuju<br>(S) | Sangat<br>Setuju<br>(SS) |
| 1.  | Anda merasakan bahwa Anda memiliki ikatan atau hubungan dengan instansi di mana Anda bekerja.                                                |                                    |                         |                |               |                          |
| 2.  | Instansi di mana Anda bekerja saat ini, memiliki arti penting bagi kehidupan Anda.                                                           |                                    |                         |                |               |                          |
| 3.  | Anda memiliki ikatan emosi/batin dengan instansi di mana Anda bekerja.                                                                       |                                    |                         |                |               |                          |
| 4.  | Anda merasa bahwa instansi di mana Anda bekerja saat ini adalah milik Anda.                                                                  |                                    |                         |                |               |                          |
| 5.  | Perpindahan karyawan dari suatu instansi ke instansi lain adalah tidak wajar.                                                                |                                    |                         |                |               |                          |
| 6.  | Perpindahan karyawan dari suatu instansi ke instansi lain adalah tidak etis.                                                                 |                                    |                         |                |               |                          |
| 7.  | Karyawan seharusnya memiliki loyalitas yang tinggi kepada instansinya.                                                                       |                                    |                         |                |               |                          |
| 8.  | Karyawan seharusnya berusaha untuk meningkatkan kariernya.                                                                                   |                                    |                         |                |               |                          |
| 9.  | Karyawan seharusnya berusaha tetap menjadi karyawan (tidak keluar atau pindah) suatu instansi sampai pensiun.                                |                                    |                         |                |               |                          |
| 10. | Jika saat ini Anda keluar dari instansi di mana Anda bekerja, maka Anda akan kesulitan untuk memperoleh alternatif pekerjaan lain.           |                                    |                         |                |               |                          |
| 11. | Jika saat ini Anda keluar dari instansi di mana Anda bekerja, maka Anda membuang kesempatan Anda untuk berkarier.                            |                                    |                         |                |               |                          |
| 12. | Anda akan tetap berusaha keras menjadi karyawan di instansi di mana Anda bekerja saat ini, tanpa memikirkan akibat-akibat yang akan terjadi. |                                    |                         |                |               |                          |

## DAFTAR PERTANYAAN

### Identitas Responden:

Umur : \_\_\_\_\_ tahun  
 Jenis Kelamin : Pria / Wanita  
 Pendidikan : \_\_\_\_\_  
 Pengalaman kerja : \_\_\_\_\_ tahun  
 Bagian/Departemen : \_\_\_\_\_

### Petunjuk Pengisian:

Berikan tanda silang atau lingkaran pada kolom alternatif jawaban yang Anda anggap paling sesuai.

#### **A. Organizational Citizenship Behavior**

| No. | Pernyataan                                                                                                                 | Jawaban Anda:             |                   |             |            |                    |
|-----|----------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------|-------------|------------|--------------------|
|     |                                                                                                                            | Sangat Tidak Setuju (STS) | Tidak Setuju (TS) | Netaral (N) | Setuju (S) | Sangat Setuju (SS) |
| 1.  | Karyawan seharusnya tidak mengeluh karena hal-hal yang tidak penting.                                                      |                           |                   |             |            |                    |
| 2.  | Karyawan seharusnya memiliki keinginan untuk berbuat paling baik di antara rekan kerja.                                    |                           |                   |             |            |                    |
| 3.  | Karyawan seharusnya selalu memperhatikan dengan serius hal-hal yang negatif di lingkungan kerjanya, tidak mengabaikannya.  |                           |                   |             |            |                    |
| 4.  | Karyawan seharusnya selalu memiliki rasa atau keinginan untuk membangun/ mengembangkan perusahaan                          |                           |                   |             |            |                    |
| 5.  | Karyawan seharusnya selalu menjalankan pekerjaan-pekerjaan dengan baik meskipun tidak diharuskan oleh perusahaan.          |                           |                   |             |            |                    |
| 6.  | Karyawan seharusnya bertindak berani menanggung segala risiko yang mungkin dihadapi perusahaan.                            |                           |                   |             |            |                    |
| 7.  | Karyawan seharusnya secara teliti atau cermat mengikuti dan menjalankan peraturan dan prosedur yang ditetapkan perusahaan. |                           |                   |             |            |                    |
| 8.  | Karyawan seharusnya dapat melakukan pekerjaan-pekerjaan tertentu sebelum mendapat perintah dari atasan.                    |                           |                   |             |            |                    |

| No. | Pernyataan                                                                                          | Jawaban Anda:             |                   |             |            |                    |
|-----|-----------------------------------------------------------------------------------------------------|---------------------------|-------------------|-------------|------------|--------------------|
|     |                                                                                                     | Sangat Tidak Setuju (STS) | Tidak Setuju (TS) | Netaral (N) | Setuju (S) | Sangat Setuju (SS) |
| 9.  | Karyawan seharusnya dapat memberikan informasi dengan cepat, tentang apa yang ditanyakan kepadanya. |                           |                   |             |            |                    |
| 10. | Karyawan seharusnya dapat memberikan bantuan dan mengarahkan karyawan baru, meskipun tidak diminta. |                           |                   |             |            |                    |
| 11. | Karyawan seharusnya selalu siap memberi bantuan kepada lingkungannya (atasan, rekan dan bawahan)    |                           |                   |             |            |                    |
| 12. | Karyawan seharusnya selalu siap mengorbankan waktu untuk rekan kerja yang lain.                     |                           |                   |             |            |                    |

## B. Kepuasan Kerja

| No. | Pernyataan                                                                       | Jawaban Anda:           |                 |             |          |                  |
|-----|----------------------------------------------------------------------------------|-------------------------|-----------------|-------------|----------|------------------|
|     |                                                                                  | Sangat Tidak Puas (STP) | Tidak Puas (TP) | Netaral (N) | Puas (P) | Sangat Puas (SP) |
| 1.  | Anda merasa puas terhadap gaji yang Anda terima saat ini .                       |                         |                 |             |          |                  |
| 2.  | Anda merasa puas terhadap sistem promosi yang berlaku di perusahaan saat ini.    |                         |                 |             |          |                  |
| 3.  | Anda merasa puas terhadap proses kepemimpinan yang berlangsung dalam perusahaan. |                         |                 |             |          |                  |
| 4.  | Anda merasa puas rekan kerja Anda.                                               |                         |                 |             |          |                  |

C. Komitmen Organisasional

| No. | Pernyataan                                                                                                                                   | Jawaban Anda:                      |                         |                |               |                          |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------|----------------|---------------|--------------------------|
|     |                                                                                                                                              | Sangat<br>Tidak<br>Setuju<br>(STS) | Tidak<br>Setuju<br>(TS) | Netaral<br>(N) | Setuju<br>(S) | Sangat<br>Setuju<br>(SS) |
| 1.  | Anda merasakan bahwa Anda memiliki ikatan atau hubungan dengan instansi di mana Anda bekerja.                                                |                                    |                         |                |               |                          |
| 2.  | Instansi di mana Anda bekerja saat ini, memiliki arti penting bagi kehidupan Anda.                                                           |                                    |                         |                |               |                          |
| 3.  | Anda memiliki ikatan emosi/batin dengan instansi di mana Anda bekerja.                                                                       |                                    |                         |                |               |                          |
| 4.  | Anda merasa bahwa instansi di mana Anda bekerja saat ini adalah milik Anda.                                                                  |                                    |                         |                |               |                          |
| 5.  | Perpindahan karyawan dari suatu instansi ke instansi lain adalah tidak wajar.                                                                |                                    |                         |                |               |                          |
| 6.  | Perpindahan karyawan dari suatu instansi ke instansi lain adalah tidak etis.                                                                 |                                    |                         |                |               |                          |
| 7.  | Karyawan seharusnya memiliki loyalitas yang tinggi kepada instansinya.                                                                       |                                    |                         |                |               |                          |
| 8.  | Karyawan seharusnya berusaha untuk meningkatkan kariernya.                                                                                   |                                    |                         |                |               |                          |
| 9.  | Karyawan seharusnya berusaha tetap menjadi karyawan (tidak keluar atau pindah) suatu instansi sampai pensiun.                                |                                    |                         |                |               |                          |
| 10. | Jika saat ini Anda keluar dari instansi di mana Anda bekerja, maka Anda akan kesulitan untuk memperoleh alternatif pekerjaan lain.           |                                    |                         |                |               |                          |
| 11. | Jika saat ini Anda keluar dari instansi di mana Anda bekerja, maka Anda membuang kesempatan Anda untuk berkarier.                            |                                    |                         |                |               |                          |
| 12. | Anda akan tetap berusaha keras menjadi karyawan di instansi di mana Anda bekerja saat ini, tanpa memikirkan akibat-akibat yang akan terjadi. |                                    |                         |                |               |                          |

Case Processing Summary<sup>a</sup>

|       | Cases    |         |          |         |       |         |
|-------|----------|---------|----------|---------|-------|---------|
|       | Included |         | Excluded |         | Total |         |
|       | N        | Percent | N        | Percent | N     | Percent |
| OCB1  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| OCB2  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| PCB3  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| OCB4  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| OCB5  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| OCB6  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| OCB7  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| OCB8  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| OCB9  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| OCB10 | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| OCB11 | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| OCB12 | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |

a. Limited to first 100 cases.

# Case Summaries<sup>a</sup>

|         | OCB1 | OCB2 | PCB3 | OCB4 | OCB5 | OCB6 |
|---------|------|------|------|------|------|------|
| 1       | 4    | 3    | 3    | 3    | 3    | 4    |
| 2       | 4    | 4    | 3    | 3    | 3    | 3    |
| 3       | 1    | 1    | 1    | 1    | 4    | 3    |
| 4       | 2    | 1    | 1    | 2    | 2    | 2    |
| 5       | 4    | 4    | 4    | 4    | 4    | 3    |
| 6       | 2    | 1    | 1    | 1    | 4    | 4    |
| 7       | 3    | 2    | 3    | 1    | 1    | 4    |
| 8       | 2    | 2    | 2    | 2    | 4    | 2    |
| 9       | 3    | 5    | 4    | 3    | 3    | 4    |
| 10      | 4    | 1    | 1    | 2    | 2    | 1    |
| 11      | 3    | 4    | 3    | 1    | 1    | 1    |
| 12      | 5    | 5    | 3    | 5    | 5    | 5    |
| 13      | 1    | 1    | 1    | 1    | 1    | 1    |
| 14      | 2    | 3    | 3    | 2    | 4    | 3    |
| 15      | 3    | 3    | 4    | 4    | 4    | 2    |
| 16      | 2    | 3    | 3    | 4    | 3    | 3    |
| 17      | 3    | 4    | 3    | 3    | 4    | 2    |
| 18      | 2    | 1    | 1    | 3    | 4    | 2    |
| 19      | 4    | 5    | 5    | 4    | 4    | 4    |
| 20      | 4    | 4    | 4    | 4    | 4    | 4    |
| 21      | 4    | 5    | 5    | 5    | 4    | 3    |
| 22      | 3    | 3    | 3    | 3    | 5    | 3    |
| 23      | 5    | 5    | 5    | 5    | 1    | 2    |
| 24      | 3    | 4    | 2    | 2    | 1    | 3    |
| 25      | 4    | 4    | 3    | 4    | 4    | 3    |
| 26      | 1    | 1    | 2    | 1    | 4    | 4    |
| 27      | 2    | 2    | 3    | 3    | 3    | 2    |
| 28      | 5    | 5    | 5    | 3    | 2    | 3    |
| 29      | 4    | 2    | 2    | 3    | 3    | 2    |
| 30      | 5    | 5    | 5    | 4    | 2    | 3    |
| Total N | 30   | 30   | 30   | 30   | 30   | 30   |

# Caso Summaries<sup>a</sup>

|         | OCB7 | OCB8 | OCB9 | OCB10 | OCB11 | OCB12 |
|---------|------|------|------|-------|-------|-------|
| 1       | 2    | 4    | 2    | 3     | 3     | 4     |
| 2       | 4    | 2    | 4    | 2     | 3     | 3     |
| 3       | 3    | 2    | 2    | 3     | 2     | 1     |
| 4       | 2    | 2    | 2    | 1     | 4     | 3     |
| 5       | 4    | 4    | 4    | 3     | 3     | 2     |
| 6       | 1    | 4    | 1    | 2     | 4     | 3     |
| 7       | 2    | 4    | 3    | 3     | 3     | 2     |
| 8       | 1    | 2    | 3    | 1     | 1     | 1     |
| 9       | 2    | 4    | 3    | 3     | 4     | 2     |
| 10      | 2    | 1    | 1    | 1     | 2     | 1     |
| 11      | 2    | 4    | 4    | 1     | 1     | 1     |
| 12      | 5    | 4    | 4    | 4     | 3     | 4     |
| 13      | 1    | 1    | 1    | 1     | 1     | 1     |
| 14      | 3    | 2    | 2    | 4     | 3     | 4     |
| 15      | 2    | 4    | 4    | 4     | 4     | 3     |
| 16      | 3    | 3    | 3    | 4     | 4     | 3     |
| 17      | 3    | 2    | 4    | 4     | 3     | 3     |
| 18      | 1    | 2    | 3    | 4     | 3     | 3     |
| 19      | 3    | 3    | 3    | 4     | 4     | 4     |
| 20      | 3    | 4    | 4    | 4     | 4     | 4     |
| 21      | 4    | 4    | 4    | 5     | 4     | 4     |
| 22      | 5    | 1    | 2    | 4     | 2     | 1     |
| 23      | 1    | 1    | 1    | 4     | 4     | 4     |
| 24      | 2    | 2    | 1    | 1     | 3     | 3     |
| 25      | 3    | 4    | 3    | 3     | 4     | 2     |
| 26      | 3    | 2    | 4    | 2     | 3     | 3     |
| 27      | 3    | 1    | 3    | 1     | 3     | 2     |
| 28      | 4    | 4    | 4    | 4     | 4     | 1     |
| 29      | 2    | 3    | 3    | 3     | 3     | 1     |
| 30      | 4    | 3    | 3    | 4     | 2     | 4     |
| Total N | 30   | 30   | 30   | 30    | 30    | 30    |

a. Limited to first 100 cases.

Factor Analysis

KMO and Bartlett's Test

|                                                  |                    |         |
|--------------------------------------------------|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .726    |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 205.385 |
|                                                  | df                 | 66      |
|                                                  | Sig.               | .000    |

Component Matrix<sup>a</sup>

|       | Component |
|-------|-----------|
|       | 1         |
| OCB1  | .712      |
| OCB2  | .827      |
| PCB3  | .840      |
| OCB4  | .827      |
| OCB5  | .370      |
| OCB6  | .583      |
| OCB7  | .615      |
| OCB8  | .583      |
| OCB9  | .571      |
| OCB10 | .788      |
| OCB11 | .602      |
| OCB12 | .591      |

Extraction Method: Principal Component Analysis.

a. 1 components extracted.



Reliability

Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 30 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 30 | 100.0 |

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

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .885             | 12         |

# Uji Validitas dan Reliabilitas Kepuasan Kerja

## Case Processing Summary<sup>a</sup>

|     | Cases    |         |          |         |       |         |
|-----|----------|---------|----------|---------|-------|---------|
|     | Included |         | Excluded |         | Total |         |
|     | N        | Percent | N        | Percent | N     | Percent |
| KK1 | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| KK2 | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| KK3 | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| KK4 | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |

a. Limited to first 100 cases.

## Case Summaries<sup>a</sup>

|         | KK1 | KK2 | KK3 | KK4 |
|---------|-----|-----|-----|-----|
| 1       | 5   | 5   | 5   | 4   |
| 2       | 2   | 2   | 2   | 3   |
| 3       | 1   | 2   | 2   | 1   |
| 4       | 5   | 4   | 5   | 2   |
| 5       | 4   | 4   | 4   | 4   |
| 6       | 5   | 4   | 3   | 4   |
| 7       | 4   | 2   | 3   | 3   |
| 8       | 4   | 2   | 3   | 5   |
| 9       | 2   | 3   | 3   | 1   |
| 10      | 2   | 3   | 4   | 4   |
| 11      | 4   | 4   | 3   | 4   |
| 12      | 3   | 2   | 3   | 2   |
| 13      | 4   | 3   | 2   | 3   |
| 14      | 4   | 4   | 3   | 3   |
| 15      | 4   | 4   | 4   | 4   |
| 16      | 3   | 3   | 3   | 3   |
| 17      | 4   | 4   | 4   | 3   |
| 18      | 5   | 3   | 5   | 2   |
| 19      | 3   | 3   | 3   | 2   |
| 20      | 2   | 1   | 1   | 2   |
| 21      | 3   | 2   | 3   | 3   |
| 22      | 2   | 2   | 1   | 3   |
| 23      | 1   | 2   | 3   | 1   |
| 24      | 2   | 2   | 2   | 2   |
| 25      | 4   | 3   | 3   | 5   |
| 26      | 4   | 4   | 4   | 2   |
| 27      | 4   | 3   | 3   | 2   |
| 28      | 3   | 2   | 3   | 2   |
| 29      | 3   | 2   | 3   | 3   |
| 30      | 2   | 2   | 3   | 2   |
| Total N | 30  | 30  | 30  | 30  |

a. Limited to first 100 cases.

Factor Analysis

Descriptive Statistics

|     | Mean | Std. Deviation | Analysis N |
|-----|------|----------------|------------|
| KK1 | 3.27 | 1.172          | 30         |
| KK2 | 2.87 | .973           | 30         |
| KK3 | 3.10 | .995           | 30         |
| KK4 | 2.80 | 1.095          | 30         |

KMO and Bartlett's Test

|                                                  |                    |        |
|--------------------------------------------------|--------------------|--------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .710   |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 46.727 |
|                                                  | df                 | 6      |
|                                                  | Sig.               | .000   |

Component Matrix<sup>a</sup>

|     | Component |
|-----|-----------|
|     | 1         |
| KK1 | .896      |
| KK2 | .884      |
| KK3 | .809      |
| KK4 | .578      |

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Reliability

Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 30 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 30 | 100.0 |

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

Reliability Statistics

|                  |            |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .803             | 4          |

Uji Validitas dan Reliabilitas Kuesioner Komitmen Organisasional

Case Processing Summary<sup>a</sup>

|      | Cases    |         |          |         |       |         |
|------|----------|---------|----------|---------|-------|---------|
|      | Included |         | Excluded |         | Total |         |
|      | N        | Percent | N        | Percent | N     | Percent |
| KO1  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| KO2  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| KO3  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| KO4  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| KO5  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| KO6  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| KO7  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| KO8  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| KO9  | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| KO10 | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| KO11 | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |
| KO12 | 30       | 100.0%  | 0        | .0%     | 30    | 100.0%  |

a. Limited to first 100 cases.

Case Summaries<sup>a</sup>

|         | KO1 | KO2 | KO3 | KO4 | KO5 | KO6 |
|---------|-----|-----|-----|-----|-----|-----|
| 1       | 5   | 5   | 3   | 5   | 5   | 5   |
| 2       | 5   | 5   | 4   | 5   | 2   | 2   |
| 3       | 1   | 1   | 1   | 1   | 1   | 2   |
| 4       | 5   | 5   | 4   | 4   | 5   | 4   |
| 5       | 3   | 3   | 5   | 4   | 4   | 4   |
| 6       | 4   | 4   | 5   | 4   | 5   | 4   |
| 7       | 4   | 5   | 3   | 5   | 4   | 2   |
| 8       | 2   | 5   | 2   | 4   | 4   | 2   |
| 9       | 2   | 2   | 2   | 2   | 2   | 3   |
| 10      | 3   | 3   | 4   | 4   | 2   | 3   |
| 11      | 3   | 3   | 2   | 3   | 4   | 4   |
| 12      | 4   | 3   | 2   | 3   | 3   | 2   |
| 13      | 2   | 4   | 3   | 4   | 4   | 3   |
| 14      | 5   | 5   | 3   | 4   | 4   | 4   |
| 15      | 3   | 3   | 3   | 4   | 4   | 4   |
| 16      | 3   | 3   | 2   | 2   | 3   | 3   |
| 17      | 3   | 5   | 5   | 4   | 4   | 4   |
| 18      | 3   | 3   | 2   | 2   | 5   | 3   |
| 19      | 2   | 2   | 2   | 2   | 3   | 3   |
| 20      | 1   | 1   | 2   | 2   | 2   | 1   |
| 21      | 2   | 3   | 2   | 2   | 3   | 2   |
| 22      | 2   | 3   | 2   | 2   | 2   | 2   |
| 23      | 2   | 3   | 2   | 3   | 1   | 2   |
| 24      | 2   | 2   | 2   | 2   | 2   | 2   |
| 25      | 2   | 3   | 3   | 3   | 4   | 3   |
| 26      | 4   | 4   | 3   | 2   | 4   | 4   |
| 27      | 3   | 3   | 3   | 3   | 4   | 3   |
| 28      | 5   | 2   | 3   | 2   | 3   | 2   |
| 29      | 2   | 3   | 4   | 4   | 3   | 2   |
| 30      | 4   | 5   | 5   | 5   | 2   | 2   |
| Total N | 30  | 30  | 30  | 30  | 30  | 30  |

### Case Summaries<sup>a</sup>

|         | KO7 | KO8 | KO9 | KO10 | KO11 | KO12 |
|---------|-----|-----|-----|------|------|------|
| 1       | 5   | 4   | 3   | 5    | 5    | 2    |
| 2       | 2   | 3   | 3   | 3    | 5    | 3    |
| 3       | 2   | 1   | 3   | 2    | 2    | 2    |
| 4       | 5   | 2   | 2   | 2    | 2    | 3    |
| 5       | 4   | 4   | 5   | 3    | 5    | 5    |
| 6       | 3   | 4   | 3   | 3    | 3    | 5    |
| 7       | 3   | 3   | 5   | 2    | 1    | 5    |
| 8       | 3   | 5   | 5   | 2    | 5    | 5    |
| 9       | 3   | 1   | 1   | 3    | 3    | 2    |
| 10      | 4   | 4   | 4   | 5    | 5    | 4    |
| 11      | 3   | 4   | 4   | 3    | 1    | 2    |
| 12      | 3   | 2   | 2   | 2    | 2    | 2    |
| 13      | 2   | 3   | 4   | 3    | 2    | 2    |
| 14      | 3   | 3   | 3   | 4    | 3    | 3    |
| 15      | 4   | 4   | 4   | 3    | 2    | 5    |
| 16      | 3   | 3   | 2   | 1    | 1    | 2    |
| 17      | 4   | 3   | 3   | 3    | 5    | 5    |
| 18      | 5   | 2   | 3   | 3    | 2    | 2    |
| 19      | 3   | 2   | 1   | 1    | 1    | 2    |
| 20      | 1   | 2   | 1   | 1    | 1    | 2    |
| 21      | 3   | 3   | 4   | 3    | 3    | 2    |
| 22      | 1   | 3   | 2   | 1    | 1    | 1    |
| 23      | 3   | 1   | 2   | 3    | 3    | 3    |
| 24      | 2   | 2   | 3   | 2    | 2    | 2    |
| 25      | 3   | 5   | 4   | 3    | 3    | 3    |
| 26      | 4   | 2   | 3   | 2    | 2    | 2    |
| 27      | 3   | 2   | 4   | 2    | 3    | 4    |
| 28      | 3   | 2   | 3   | 2    | 2    | 2    |
| 29      | 3   | 3   | 3   | 1    | 3    | 4    |
| 30      | 3   | 2   | 2   | 1    | 1    | 2    |
| Total N | 30  | 30  | 30  | 30   | 30   | 30   |

a. Limited to first 100 cases.

Factor Analysis

Descriptive Statistics

|      | Mean | Std. Deviation | Analysis N |
|------|------|----------------|------------|
| KO1  | 3.03 | 1.217          | 30         |
| KO2  | 3.37 | 1.217          | 30         |
| KO3  | 2.93 | 1.112          | 30         |
| KO4  | 3.20 | 1.157          | 30         |
| KO5  | 3.27 | 1.172          | 30         |
| KO6  | 2.87 | .973           | 30         |
| KO7  | 3.10 | .995           | 30         |
| KO8  | 2.80 | 1.095          | 30         |
| KO9  | 3.03 | 1.129          | 30         |
| KO10 | 2.47 | 1.074          | 30         |
| KO11 | 2.63 | 1.402          | 30         |
| KO12 | 2.93 | 1.258          | 30         |

KMO and Bartlett's Test

|                                                  |                    |         |
|--------------------------------------------------|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .716    |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 206.146 |
|                                                  | df                 | 66      |
|                                                  | Sig.               | .000    |

Component Matrix<sup>a</sup>

|      | Component |
|------|-----------|
|      | 1         |
| KO1  | .601      |
| KO2  | .763      |
| KO3  | .697      |
| KO4  | .795      |
| KO5  | .706      |
| KO6  | .685      |
| KO7  | .662      |
| KO8  | .652      |
| KO9  | .586      |
| KO10 | .617      |
| KO11 | .632      |
| KO12 | .665      |

Extraction Method: Principal Component Analysis.

a. 1 components extracted.



Reliability

Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 30 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 30 | 100.0 |

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

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .888             | 12         |



Summarize

### Case Summaries

|    | BG Bagian       | JK Jenis Kelamin | UM Umur   | PK Pengalaman Kerja |
|----|-----------------|------------------|-----------|---------------------|
| 1  | 1 HRD           | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 2  | 1 HRD           | 2 Perempuan      | 1 20 - 25 | 2 4 - 7             |
| 3  | 1 HRD           | 2 Perempuan      | 1 20 - 25 | 2 4 - 7             |
| 4  | 1 HRD           | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 5  | 2 Acc & Finance | 2 Perempuan      | 2 26 - 30 | 1 < 3               |
| 6  | 2 Acc & Finance | 2 Perempuan      | 2 26 - 30 | 2 4 - 7             |
| 7  | 2 Acc & Finance | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 8  | 3 Utilities     | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 9  | 3 Utilities     | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 10 | 3 Utilities     | 1 Laki-laki      | 1 20 - 25 | 1 < 3               |
| 11 | 3 Utilities     | 1 Laki-laki      | 1 20 - 25 | 1 < 3               |
| 12 | 3 Utilities     | 2 Perempuan      | 1 20 - 25 | 2 4 - 7             |
| 13 | 3 Utilities     | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 14 | 4 Gudang        | 1 Laki-laki      | 1 20 - 25 | 1 < 3               |
| 15 | 4 Gudang        | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 16 | 4 Gudang        | 2 Perempuan      | 2 26 - 30 | 2 4 - 7             |
| 17 | 4 Gudang        | 2 Perempuan      | 2 26 - 30 | 1 < 3               |
| 18 | 4 Gudang        | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 19 | 4 Gudang        | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 20 | 4 Gudang        | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 21 | 4 Gudang        | 2 Perempuan      | 2 26 - 30 | 2 4 - 7             |
| 22 | 5 Laboratorium  | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 23 | 5 Laboratorium  | 2 Perempuan      | 1 20 - 25 | 2 4 - 7             |
| 24 | 5 Laboratorium  | 2 Perempuan      | 1 20 - 25 | 2 4 - 7             |
| 25 | 6 Waving        | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 26 | 6 Waving        | 1 Laki-laki      | 1 20 - 25 | 1 < 3               |
| 27 | 6 Waving        | 1 Laki-laki      | 2 26 - 30 | 1 < 3               |
| 28 | 6 Waving        | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 29 | 6 Waving        | 1 Laki-laki      | 1 20 - 25 | 3 > 7               |
| 30 | 6 Waving        | 2 Perempuan      | 2 26 - 30 | 3 > 7               |
| 31 | 6 Waving        | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 32 | 6 Waving        | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 33 | 6 Waving        | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 34 | 6 Waving        | 2 Perempuan      | 2 26 - 30 | 3 > 7               |
| 35 | 6 Waving        | 1 Laki-laki      | 1 20 - 25 | 3 > 7               |
| 36 | 6 Waving        | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 37 | 6 Waving        | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 38 | 6 Waving        | 2 Perempuan      | 3 31 - 35 | 2 4 - 7             |
| 39 | 6 Waving        | 1 Laki-laki      | 3 31 - 35 | 1 < 3               |
| 40 | 6 Waving        | 1 Laki-laki      | 2 26 - 30 | 1 < 3               |
| 41 | 6 Waving        | 2 Perempuan      | 2 26 - 30 | 1 < 3               |
| 42 | 6 Waving        | 1 Laki-laki      | 2 26 - 30 | 1 < 3               |
| 43 | 6 Waving        | 1 Laki-laki      | 3 31 - 35 | 2 4 - 7             |
| 44 | 6 Waving        | 1 Laki-laki      | 3 31 - 35 | 2 4 - 7             |
| 45 | 6 Waving        | 2 Perempuan      | 2 26 - 30 | 1 < 3               |
| 46 | 6 Waving        | 2 Perempuan      | 2 26 - 30 | 1 < 3               |

### Case Summaries

|    | BG Bagian   | JK Jenis Kelamin | UM Umur   | PK Pengalaman Kerja |
|----|-------------|------------------|-----------|---------------------|
| 47 | 6 Waving    | 1 Laki-laki      | 2 26 - 30 | 1 < 3               |
| 48 | 6 Waving    | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 49 | 6 Waving    | 1 Laki-laki      | 1 20 - 25 | 3 > 7               |
| 50 | 6 Waving    | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 51 | 6 Waving    | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 52 | 6 Waving    | 1 Laki-laki      | 2 26 - 30 | 3 > 7               |
| 53 | 6 Waving    | 2 Perempuan      | 2 26 - 30 | 2 4 - 7             |
| 54 | 6 Waving    | 2 Perempuan      | 1 20 - 25 | 3 > 7               |
| 55 | 6 Waving    | 2 Perempuan      | 1 20 - 25 | 3 > 7               |
| 56 | 6 Waving    | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 57 | 6 Waving    | 1 Laki-laki      | 2 26 - 30 | 3 > 7               |
| 58 | 6 Waving    | 1 Laki-laki      | 4 > 35    | 2 4 - 7             |
| 59 | 6 Waving    | 1 Laki-laki      | 4 > 35    | 2 4 - 7             |
| 60 | 6 Waving    | 2 Perempuan      | 4 > 35    | 2 4 - 7             |
| 61 | 6 Waving    | 1 Laki-laki      | 3 31 - 35 | 3 > 7               |
| 62 | 6 Waving    | 1 Laki-laki      | 2 26 - 30 | 3 > 7               |
| 63 | 6 Waving    | 1 Laki-laki      | 3 31 - 35 | 2 4 - 7             |
| 64 | 6 Waving    | 1 Laki-laki      | 3 31 - 35 | 2 4 - 7             |
| 65 | 6 Waving    | 1 Laki-laki      | 4 > 35    | 3 > 7               |
| 66 | 6 Waving    | 2 Perempuan      | 3 31 - 35 | 3 > 7               |
| 67 | 6 Waving    | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 68 | 6 Waving    | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 69 | 6 Waving    | 1 Laki-laki      | 2 26 - 30 | 3 > 7               |
| 70 | 6 Waving    | 1 Laki-laki      | 3 31 - 35 | 2 4 - 7             |
| 71 | 6 Waving    | 2 Perempuan      | 3 31 - 35 | 2 4 - 7             |
| 72 | 6 Waving    | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 73 | 6 Waving    | 2 Perempuan      | 2 26 - 30 | 3 > 7               |
| 74 | 6 Waving    | 1 Laki-laki      | 3 31 - 35 | 2 4 - 7             |
| 75 | 6 Waving    | 2 Perempuan      | 3 31 - 35 | 2 4 - 7             |
| 76 | 6 Waving    | 1 Laki-laki      | 4 > 35    | 2 4 - 7             |
| 77 | 6 Waving    | 1 Laki-laki      | 4 > 35    | 1 < 3               |
| 78 | 7 Finishing | 1 Laki-laki      | 3 31 - 35 | 2 4 - 7             |
| 79 | 7 Finishing | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 80 | 7 Finishing | 1 Laki-laki      | 2 26 - 30 | 3 > 7               |
| 81 | 7 Finishing | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 82 | 7 Finishing | 2 Perempuan      | 3 31 - 35 | 2 4 - 7             |
| 83 | 7 Finishing | 1 Laki-laki      | 2 26 - 30 | 1 < 3               |
| 84 | 7 Finishing | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 85 | 7 Finishing | 1 Laki-laki      | 1 20 - 25 | 3 > 7               |
| 86 | 7 Finishing | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 87 | 7 Finishing | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 88 | 7 Finishing | 2 Perempuan      | 2 26 - 30 | 2 4 - 7             |
| 89 | 7 Finishing | 1 Laki-laki      | 3 31 - 35 | 1 < 3               |
| 90 | 7 Finishing | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 91 | 7 Finishing | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 92 | 7 Finishing | 1 Laki-laki      | 1 20 - 25 | 3 > 7               |
| 93 | 7 Finishing | 2 Perempuan      | 2 26 - 30 | 2 4 - 7             |
| 94 | 7 Finishing | 2 Perempuan      | 3 31 - 35 | 2 4 - 7             |

### Case Summaries

|       | BG Bagian   | JK Jenis Kelamin | UM Umur   | PK Pengalaman Kerja |
|-------|-------------|------------------|-----------|---------------------|
| 95    | 8 Printing  | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 96    | 8 Printing  | 1 Laki-laki      | 2 26 - 30 | 1 < 3               |
| 97    | 8 Printing  | 2 Perempuan      | 2 26 - 30 | 2 4 - 7             |
| 98    | 8 Printing  | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 99    | 8 Printing  | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 100   | 8 Printing  | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 101   | 8 Printing  | 2 Perempuan      | 3 31 - 35 | 3 > 7               |
| 102   | 8 Printing  | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 103   | 8 Printing  | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 104   | 8 Printing  | 2 Perempuan      | 2 26 - 30 | 2 4 - 7             |
| 105   | 8 Printing  | 2 Perempuan      | 1 20 - 25 | 3 > 7               |
| 106   | 8 Printing  | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 107   | 8 Printing  | 1 Laki-laki      | 1 20 - 25 | 2 4 - 7             |
| 108   | 9 Smook     | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 109   | 9 Smook     | 2 Perempuan      | 2 26 - 30 | 2 4 - 7             |
| 110   | 10 Security | 2 Perempuan      | 3 31 - 35 | 2 4 - 7             |
| 111   | 10 Security | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 112   | 10 Security | 1 Laki-laki      | 2 26 - 30 | 3 > 7               |
| 113   | 10 Security | 2 Perempuan      | 2 26 - 30 | 2 4 - 7             |
| 114   | 10 Security | 1 Laki-laki      | 3 31 - 35 | 2 4 - 7             |
| 115   | 10 Security | 1 Laki-laki      | 2 26 - 30 | 3 > 7               |
| 116   | 11 Design   | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 117   | 11 Design   | 2 Perempuan      | 2 26 - 30 | 2 4 - 7             |
| 118   | 11 Design   | 2 Perempuan      | 3 31 - 35 | 2 4 - 7             |
| 119   | 11 Design   | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| 120   | 11 Design   | 1 Laki-laki      | 2 26 - 30 | 2 4 - 7             |
| Total | N 120       | 120              | 120       | 120                 |

## Frequencies

### Statistics

|   |         | BG Bagian | JK Jenis Kelamin | UM Umur | PK Pengalaman Kerja |
|---|---------|-----------|------------------|---------|---------------------|
| N | Valid   | 120       | 120              | 120     | 120                 |
|   | Missing | 0         | 0                | 0       | 0                   |

## Frequency Table

### BG Bagian

|       |                 | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------|-----------|---------|---------------|--------------------|
| Valid | 1 HRD           | 4         | 3.3     | 3.3           | 3.3                |
|       | 2 Acc & Finance | 3         | 2.5     | 2.5           | 5.8                |
|       | 3 Utilities     | 6         | 5.0     | 5.0           | 10.8               |
|       | 4 Gudang        | 8         | 6.7     | 6.7           | 17.5               |
|       | 5 Laboratorium  | 3         | 2.5     | 2.5           | 20.0               |
|       | 6 Waving        | 53        | 44.2    | 44.2          | 64.2               |
|       | 7 Finishing     | 17        | 14.2    | 14.2          | 78.3               |
|       | 8 Printing      | 13        | 10.8    | 10.8          | 89.2               |
|       | 9 Smook         | 2         | 1.7     | 1.7           | 90.8               |
|       | 10 Security     | 6         | 5.0     | 5.0           | 95.8               |
|       | 11 Design       | 5         | 4.2     | 4.2           | 100.0              |
|       | Total           | 120       | 100.0   | 100.0         |                    |

### JK Jenis Kelamin

|       |             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------|-----------|---------|---------------|--------------------|
| Valid | 1 Laki-laki | 83        | 69.2    | 69.2          | 69.2               |
|       | 2 Perempuan | 37        | 30.8    | 30.8          | 100.0              |
|       | Total       | 120       | 100.0   | 100.0         |                    |

### UM Umur

|       |           | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|-----------|---------|---------------|--------------------|
| Valid | 1 20 - 25 | 35        | 29.2    | 29.2          | 29.2               |
|       | 2 26 - 30 | 59        | 49.2    | 49.2          | 78.3               |
|       | 3 31 - 35 | 20        | 16.7    | 16.7          | 95.0               |
|       | 4 > 35    | 6         | 5.0     | 5.0           | 100.0              |
|       | Total     | 120       | 100.0   | 100.0         |                    |

PK Pengalaman Kerja

|       |         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------|-----------|---------|---------------|--------------------|
| Valid | 1 < 3   | 18        | 15.0    | 15.0          | 15.0               |
|       | 2 4 - 7 | 80        | 66.7    | 66.7          | 81.7               |
|       | 3 > 7   | 22        | 18.3    | 18.3          | 100.0              |
|       | Total   | 120       | 100.0   | 100.0         |                    |



## DISTRIBUSI SKOR JAWABAN RESPONDEN

## VARIABEL ORGANIZATIONAL CITIZENSHIP BEHAVIOR

| No. | OCB1 | OCB2 | PCB3 | OCB4 | OCB5 | OCB6 | OCB7 | OCB8 | OCB9 | OCB10 | OCB11 | OCB12 | Jumlah | Rata <sup>2</sup> |
|-----|------|------|------|------|------|------|------|------|------|-------|-------|-------|--------|-------------------|
| 1   | 4    | 3    | 3    | 3    | 3    | 4    | 2    | 4    | 2    | 3     | 3     | 4     | 38     | 3.17              |
| 2   | 4    | 4    | 3    | 3    | 3    | 3    | 4    | 2    | 4    | 2     | 3     | 3     | 38     | 3.17              |
| 3   | 1    | 1    | 1    | 1    | 4    | 1    | 1    | 2    | 2    | 3     | 2     | 1     | 20     | 1.67              |
| 4   | 2    | 1    | 1    | 2    | 1    | 1    | 1    | 1    | 1    | 1     | 4     | 3     | 19     | 1.58              |
| 5   | 4    | 4    | 4    | 4    | 4    | 3    | 4    | 4    | 4    | 3     | 3     | 2     | 43     | 3.58              |
| 6   | 2    | 1    | 3    | 4    | 2    | 4    | 1    | 4    | 1    | 2     | 4     | 3     | 31     | 2.58              |
| 7   | 3    | 2    | 5    | 5    | 3    | 4    | 2    | 4    | 3    | 3     | 3     | 2     | 39     | 3.25              |
| 8   | 2    | 2    | 1    | 1    | 2    | 2    | 1    | 2    | 3    | 1     | 1     | 1     | 19     | 1.58              |
| 9   | 3    | 5    | 2    | 3    | 4    | 4    | 2    | 4    | 3    | 3     | 4     | 2     | 39     | 3.25              |
| 10  | 4    | 1    | 3    | 3    | 4    | 1    | 2    | 3    | 4    | 3     | 2     | 1     | 31     | 2.58              |
| 11  | 3    | 4    | 2    | 3    | 4    | 1    | 2    | 5    | 5    | 3     | 1     | 1     | 34     | 2.83              |
| 12  | 5    | 5    | 3    | 4    | 3    | 5    | 5    | 1    | 1    | 1     | 3     | 4     | 40     | 3.33              |
| 13  | 1    | 1    | 2    | 1    | 5    | 1    | 1    | 2    | 3    | 3     | 1     | 1     | 22     | 1.83              |
| 14  | 2    | 3    | 4    | 5    | 3    | 3    | 3    | 3    | 3    | 4     | 3     | 4     | 40     | 3.33              |
| 15  | 3    | 3    | 4    | 4    | 4    | 2    | 2    | 2    | 3    | 3     | 4     | 3     | 37     | 3.08              |
| 16  | 2    | 3    | 4    | 5    | 1    | 3    | 3    | 3    | 4    | 3     | 4     | 3     | 38     | 3.17              |
| 17  | 3    | 4    | 3    | 3    | 2    | 2    | 3    | 2    | 1    | 1     | 3     | 3     | 30     | 2.50              |
| 18  | 2    | 1    | 5    | 5    | 5    | 2    | 1    | 4    | 5    | 5     | 3     | 3     | 41     | 3.42              |
| 19  | 4    | 5    | 3    | 4    | 4    | 4    | 3    | 4    | 4    | 4     | 4     | 4     | 47     | 3.92              |
| 20  | 4    | 4    | 4    | 4    | 5    | 4    | 3    | 4    | 5    | 5     | 4     | 4     | 50     | 4.17              |
| 21  | 4    | 5    | 1    | 1    | 3    | 3    | 4    | 3    | 3    | 3     | 4     | 4     | 38     | 3.17              |
| 22  | 3    | 3    | 2    | 2    | 4    | 3    | 5    | 5    | 5    | 5     | 2     | 1     | 40     | 3.33              |
| 23  | 5    | 5    | 5    | 5    | 3    | 2    | 1    | 3    | 4    | 2     | 4     | 4     | 43     | 3.58              |
| 24  | 3    | 4    | 4    | 2    | 5    | 3    | 2    | 4    | 4    | 3     | 3     | 3     | 40     | 3.33              |
| 25  | 4    | 4    | 5    | 5    | 3    | 3    | 3    | 1    | 1    | 2     | 4     | 2     | 37     | 3.08              |
| 26  | 1    | 1    | 3    | 5    | 4    | 4    | 3    | 2    | 2    | 3     | 3     | 3     | 34     | 2.83              |
| 27  | 2    | 2    | 4    | 1    | 3    | 2    | 3    | 5    | 5    | 5     | 3     | 2     | 37     | 3.08              |
| 28  | 5    | 5    | 3    | 4    | 5    | 3    | 4    | 4    | 2    | 2     | 4     | 1     | 42     | 3.50              |
| 29  | 4    | 2    | 5    | 5    | 3    | 2    | 2    | 5    | 5    | 5     | 3     | 1     | 42     | 3.50              |
| 30  | 5    | 5    | 3    | 5    | 4    | 3    | 4    | 3    | 5    | 4     | 2     | 4     | 47     | 3.92              |
| 31  | 3    | 5    | 4    | 1    | 3    | 4    | 2    | 4    | 1    | 1     | 4     | 2     | 34     | 2.83              |
| 32  | 4    | 1    | 3    | 4    | 5    | 1    | 2    | 3    | 4    | 3     | 2     | 1     | 33     | 2.75              |
| 33  | 3    | 4    | 5    | 5    | 3    | 1    | 2    | 5    | 5    | 3     | 1     | 1     | 38     | 3.17              |
| 34  | 5    | 5    | 3    | 5    | 4    | 5    | 5    | 3    | 5    | 4     | 3     | 4     | 51     | 4.25              |
| 35  | 3    | 5    | 4    | 1    | 3    | 4    | 2    | 4    | 1    | 1     | 4     | 2     | 34     | 2.83              |
| 36  | 4    | 1    | 3    | 4    | 5    | 1    | 2    | 3    | 4    | 3     | 2     | 1     | 33     | 2.75              |
| 37  | 3    | 4    | 5    | 5    | 1    | 1    | 2    | 5    | 5    | 3     | 1     | 1     | 36     | 3.00              |
| 38  | 5    | 5    | 3    | 5    | 2    | 5    | 5    | 3    | 5    | 4     | 3     | 4     | 49     | 4.08              |
| 39  | 3    | 5    | 4    | 1    | 3    | 4    | 2    | 4    | 1    | 1     | 4     | 2     | 34     | 2.83              |
| 40  | 4    | 1    | 3    | 4    | 2    | 1    | 2    | 3    | 4    | 3     | 2     | 1     | 30     | 2.50              |
| 41  | 3    | 4    | 5    | 5    | 3    | 1    | 2    | 5    | 5    | 3     | 1     | 1     | 38     | 3.17              |
| 42  | 5    | 5    | 1    | 1    | 2    | 5    | 5    | 3    | 5    | 4     | 3     | 4     | 43     | 3.58              |
| 43  | 3    | 5    | 2    | 3    | 4    | 4    | 2    | 4    | 1    | 1     | 4     | 2     | 35     | 2.92              |



**DISTRIBUSI SKOR JAWABAN RESPONDEN**  
**VARIABEL ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

| No. | OCB1 | OCB2 | PCB3 | OCB4 | OCB5 | OCB6 | OCB7 | OCB8 | OCB9 | OCB10 | OCB11 | OCB12 | Jumlah | Rata <sup>2</sup> |
|-----|------|------|------|------|------|------|------|------|------|-------|-------|-------|--------|-------------------|
| 44  | 4    | 1    | 3    | 3    | 4    | 1    | 2    | 3    | 4    | 3     | 1     | 1     | 30     | 2.50              |
| 45  | 2    | 1    | 3    | 4    | 2    | 4    | 1    | 4    | 1    | 2     | 4     | 3     | 31     | 2.58              |
| 46  | 3    | 2    | 5    | 5    | 3    | 4    | 2    | 4    | 3    | 3     | 3     | 2     | 39     | 3.25              |
| 47  | 2    | 2    | 1    | 1    | 2    | 2    | 1    | 2    | 3    | 1     | 1     | 1     | 19     | 1.58              |
| 48  | 3    | 5    | 2    | 3    | 4    | 4    | 2    | 4    | 3    | 3     | 4     | 2     | 39     | 3.25              |
| 49  | 4    | 1    | 3    | 3    | 4    | 1    | 2    | 3    | 4    | 3     | 2     | 1     | 31     | 2.58              |
| 50  | 3    | 4    | 2    | 3    | 4    | 1    | 2    | 5    | 5    | 3     | 1     | 1     | 34     | 2.83              |
| 51  | 5    | 5    | 3    | 4    | 3    | 5    | 5    | 1    | 1    | 1     | 3     | 4     | 40     | 3.33              |
| 52  | 2    | 1    | 3    | 4    | 2    | 4    | 1    | 4    | 1    | 2     | 4     | 3     | 31     | 2.58              |
| 53  | 3    | 2    | 5    | 5    | 3    | 4    | 2    | 4    | 3    | 3     | 3     | 2     | 39     | 3.25              |
| 54  | 2    | 2    | 1    | 1    | 2    | 2    | 1    | 2    | 3    | 1     | 1     | 1     | 19     | 1.58              |
| 55  | 3    | 5    | 2    | 3    | 4    | 4    | 2    | 4    | 3    | 3     | 4     | 2     | 39     | 3.25              |
| 56  | 4    | 1    | 3    | 3    | 4    | 1    | 2    | 3    | 4    | 3     | 2     | 1     | 31     | 2.58              |
| 57  | 3    | 4    | 2    | 3    | 4    | 1    | 2    | 5    | 5    | 3     | 1     | 1     | 34     | 2.83              |
| 58  | 5    | 5    | 3    | 4    | 3    | 5    | 5    | 1    | 1    | 1     | 3     | 4     | 40     | 3.33              |
| 59  | 1    | 1    | 2    | 1    | 5    | 1    | 1    | 2    | 3    | 3     | 1     | 1     | 22     | 1.83              |
| 60  | 2    | 3    | 4    | 5    | 3    | 3    | 3    | 3    | 3    | 4     | 3     | 4     | 40     | 3.33              |
| 61  | 3    | 3    | 4    | 4    | 4    | 2    | 2    | 2    | 3    | 3     | 4     | 3     | 37     | 3.08              |
| 62  | 2    | 3    | 4    | 5    | 1    | 3    | 3    | 3    | 4    | 3     | 4     | 3     | 38     | 3.17              |
| 63  | 3    | 4    | 3    | 3    | 2    | 2    | 3    | 2    | 1    | 1     | 3     | 3     | 30     | 2.50              |
| 64  | 2    | 1    | 5    | 5    | 5    | 2    | 1    | 4    | 5    | 5     | 3     | 3     | 41     | 3.42              |
| 65  | 4    | 5    | 3    | 4    | 4    | 4    | 3    | 4    | 4    | 4     | 4     | 4     | 47     | 3.92              |
| 66  | 4    | 4    | 4    | 4    | 5    | 4    | 3    | 4    | 5    | 5     | 4     | 4     | 50     | 4.17              |
| 67  | 4    | 5    | 1    | 1    | 3    | 3    | 4    | 3    | 3    | 3     | 4     | 4     | 38     | 3.17              |
| 68  | 3    | 3    | 2    | 2    | 4    | 3    | 5    | 5    | 5    | 5     | 2     | 1     | 40     | 3.33              |
| 69  | 5    | 5    | 5    | 5    | 3    | 2    | 1    | 3    | 4    | 2     | 4     | 4     | 43     | 3.58              |
| 70  | 3    | 4    | 4    | 2    | 5    | 3    | 2    | 4    | 4    | 3     | 3     | 3     | 40     | 3.33              |
| 71  | 4    | 4    | 5    | 5    | 3    | 3    | 3    | 1    | 1    | 2     | 4     | 2     | 37     | 3.08              |
| 72  | 1    | 1    | 3    | 5    | 4    | 4    | 3    | 2    | 2    | 3     | 3     | 3     | 34     | 2.83              |
| 73  | 2    | 2    | 4    | 1    | 3    | 2    | 3    | 5    | 5    | 5     | 3     | 2     | 37     | 3.08              |
| 74  | 5    | 5    | 3    | 4    | 5    | 3    | 4    | 4    | 2    | 2     | 4     | 1     | 42     | 3.50              |
| 75  | 4    | 2    | 5    | 5    | 3    | 2    | 2    | 5    | 5    | 5     | 3     | 1     | 42     | 3.50              |
| 76  | 5    | 5    | 3    | 5    | 4    | 3    | 4    | 3    | 5    | 4     | 2     | 4     | 47     | 3.92              |
| 77  | 3    | 5    | 4    | 1    | 3    | 4    | 2    | 4    | 1    | 1     | 4     | 2     | 34     | 2.83              |
| 78  | 4    | 1    | 3    | 4    | 5    | 1    | 2    | 3    | 4    | 3     | 2     | 1     | 33     | 2.75              |
| 79  | 3    | 4    | 5    | 5    | 3    | 1    | 2    | 5    | 5    | 3     | 1     | 1     | 38     | 3.17              |
| 80  | 5    | 5    | 3    | 5    | 4    | 5    | 5    | 3    | 5    | 4     | 3     | 4     | 51     | 4.25              |
| 81  | 3    | 5    | 4    | 1    | 3    | 4    | 2    | 4    | 1    | 1     | 4     | 2     | 34     | 2.83              |
| 82  | 4    | 1    | 3    | 4    | 5    | 1    | 2    | 3    | 4    | 3     | 2     | 1     | 33     | 2.75              |
| 83  | 3    | 4    | 5    | 5    | 1    | 1    | 2    | 5    | 5    | 3     | 1     | 1     | 36     | 3.00              |
| 84  | 5    | 5    | 3    | 5    | 2    | 5    | 5    | 3    | 5    | 4     | 3     | 5     | 50     | 4.17              |
| 85  | 3    | 5    | 4    | 1    | 3    | 4    | 2    | 4    | 1    | 1     | 4     | 4     | 36     | 3.00              |
| 86  | 4    | 1    | 3    | 4    | 2    | 1    | 2    | 3    | 4    | 3     | 2     | 5     | 34     | 2.83              |

**DISTRIBUSI SKOR JAWABAN RESPONDEN**  
**VARIABEL ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

| No.               | OCB1 | OCB2 | PCB3 | OCB4 | OCB5 | OCB6 | OCB7 | OCB8 | OCB9 | OCB10 | OCB11 | OCB12 | Jumlah | Rata <sup>2</sup> |
|-------------------|------|------|------|------|------|------|------|------|------|-------|-------|-------|--------|-------------------|
| 87                | 3    | 4    | 5    | 5    | 3    | 1    | 2    | 5    | 5    | 3     | 1     | 3     | 40     | 3.33              |
| 88                | 5    | 5    | 1    | 1    | 2    | 5    | 5    | 3    | 5    | 4     | 3     | 5     | 44     | 3.67              |
| 89                | 3    | 5    | 2    | 3    | 4    | 4    | 2    | 4    | 1    | 1     | 4     | 2     | 35     | 2.92              |
| 90                | 4    | 1    | 3    | 3    | 4    | 1    | 2    | 3    | 4    | 3     | 1     | 3     | 32     | 2.67              |
| 91                | 2    | 3    | 4    | 5    | 3    | 3    | 3    | 3    | 3    | 4     | 3     | 4     | 40     | 3.33              |
| 92                | 3    | 3    | 4    | 4    | 4    | 2    | 2    | 2    | 3    | 3     | 4     | 3     | 37     | 3.08              |
| 93                | 2    | 3    | 4    | 5    | 1    | 3    | 3    | 3    | 4    | 3     | 4     | 3     | 38     | 3.17              |
| 94                | 3    | 4    | 3    | 3    | 2    | 2    | 3    | 2    | 1    | 1     | 3     | 1     | 28     | 2.33              |
| 95                | 2    | 1    | 5    | 5    | 5    | 2    | 1    | 4    | 5    | 5     | 3     | 5     | 43     | 3.58              |
| 96                | 4    | 5    | 3    | 4    | 4    | 4    | 3    | 4    | 4    | 4     | 4     | 4     | 47     | 3.92              |
| 97                | 4    | 4    | 4    | 4    | 5    | 4    | 3    | 4    | 5    | 5     | 4     | 5     | 51     | 4.25              |
| 98                | 4    | 5    | 1    | 1    | 3    | 3    | 4    | 3    | 3    | 3     | 4     | 3     | 37     | 3.08              |
| 99                | 3    | 3    | 2    | 2    | 4    | 3    | 5    | 5    | 5    | 5     | 2     | 5     | 44     | 3.67              |
| 100               | 5    | 5    | 5    | 5    | 3    | 2    | 1    | 3    | 4    | 2     | 4     | 2     | 41     | 3.42              |
| 101               | 3    | 4    | 4    | 2    | 5    | 3    | 2    | 4    | 4    | 3     | 3     | 3     | 40     | 3.33              |
| 102               | 2    | 3    | 4    | 5    | 3    | 3    | 3    | 3    | 3    | 4     | 3     | 2     | 38     | 3.17              |
| 103               | 3    | 3    | 4    | 4    | 4    | 2    | 2    | 2    | 3    | 3     | 4     | 3     | 37     | 3.08              |
| 104               | 2    | 3    | 4    | 5    | 1    | 3    | 3    | 3    | 4    | 3     | 4     | 5     | 40     | 3.33              |
| 105               | 3    | 4    | 3    | 3    | 2    | 2    | 3    | 2    | 1    | 1     | 3     | 5     | 32     | 2.67              |
| 106               | 2    | 1    | 5    | 5    | 5    | 2    | 1    | 4    | 5    | 5     | 3     | 5     | 43     | 3.58              |
| 107               | 4    | 5    | 3    | 4    | 4    | 4    | 3    | 4    | 4    | 4     | 4     | 3     | 46     | 3.83              |
| 108               | 4    | 4    | 4    | 4    | 5    | 4    | 3    | 4    | 5    | 5     | 4     | 5     | 51     | 4.25              |
| 109               | 4    | 5    | 1    | 1    | 3    | 3    | 4    | 3    | 3    | 3     | 4     | 5     | 39     | 3.25              |
| 110               | 3    | 3    | 2    | 2    | 4    | 3    | 5    | 5    | 5    | 5     | 2     | 3     | 42     | 3.50              |
| 111               | 5    | 5    | 5    | 5    | 3    | 2    | 1    | 3    | 4    | 2     | 4     | 5     | 44     | 3.67              |
| 112               | 3    | 4    | 4    | 2    | 5    | 3    | 2    | 4    | 4    | 3     | 3     | 3     | 40     | 3.33              |
| 113               | 4    | 4    | 5    | 5    | 3    | 3    | 3    | 1    | 1    | 2     | 4     | 2     | 37     | 3.08              |
| 114               | 1    | 1    | 3    | 5    | 4    | 4    | 3    | 2    | 2    | 3     | 3     | 3     | 34     | 2.83              |
| 115               | 2    | 2    | 4    | 1    | 3    | 2    | 3    | 5    | 5    | 5     | 3     | 2     | 37     | 3.08              |
| 116               | 2    | 2    | 4    | 1    | 3    | 2    | 3    | 5    | 5    | 5     | 3     | 2     | 37     | 3.08              |
| 117               | 4    | 4    | 4    | 4    | 5    | 4    | 3    | 4    | 5    | 5     | 4     | 4     | 50     | 4.17              |
| 118               | 4    | 5    | 1    | 1    | 3    | 3    | 4    | 3    | 3    | 3     | 4     | 4     | 38     | 3.17              |
| 119               | 3    | 3    | 2    | 2    | 4    | 3    | 5    | 5    | 5    | 5     | 2     | 1     | 40     | 3.33              |
| 120               | 3    | 4    | 2    | 3    | 4    | 1    | 2    | 5    | 5    | 3     | 1     | 1     | 34     | 2.83              |
| Jumlah            | 392  | 400  | 396  | 410  | 408  | 333  | 317  | 408  | 414  | 365   | 355   | 322   |        | 377               |
| Rata <sup>2</sup> | 3.27 | 3.33 | 3.30 | 3.42 | 3.40 | 2.78 | 2.64 | 3.40 | 3.45 | 3.04  | 2.96  | 2.68  |        | 3.14              |

**DISTRIBUSI SKOR JAWABAN RESPONDEN**  
**VARIABEL KEPUASAN KERJA**

| No. | KK1 | KK2 | KK3 | KK4 | Jumlah | Rata² |
|-----|-----|-----|-----|-----|--------|-------|
| 1   | 3   | 5   | 2   | 4   | 14     | 3.50  |
| 2   | 4   | 2   | 3   | 3   | 12     | 3.00  |
| 3   | 2   | 5   | 2   | 4   | 13     | 3.25  |
| 4   | 2   | 3   | 5   | 2   | 12     | 3.00  |
| 5   | 2   | 5   | 4   | 4   | 15     | 3.75  |
| 6   | 3   | 5   | 4   | 2   | 14     | 3.50  |
| 7   | 5   | 5   | 2   | 3   | 15     | 3.75  |
| 8   | 2   | 4   | 2   | 4   | 12     | 3.00  |
| 9   | 4   | 3   | 2   | 2   | 11     | 2.75  |
| 10  | 3   | 4   | 3   | 4   | 14     | 3.50  |
| 11  | 5   | 4   | 5   | 3   | 17     | 4.25  |
| 12  | 4   | 3   | 2   | 5   | 14     | 3.50  |
| 13  | 5   | 3   | 3   | 3   | 14     | 3.50  |
| 14  | 3   | 4   | 3   | 5   | 15     | 3.75  |
| 15  | 5   | 5   | 5   | 3   | 18     | 4.50  |
| 16  | 5   | 5   | 4   | 5   | 19     | 4.75  |
| 17  | 4   | 3   | 4   | 4   | 15     | 3.75  |
| 18  | 4   | 5   | 3   | 5   | 17     | 4.25  |
| 19  | 3   | 5   | 5   | 4   | 17     | 4.25  |
| 20  | 4   | 5   | 5   | 3   | 17     | 4.25  |
| 21  | 4   | 4   | 5   | 4   | 17     | 4.25  |
| 22  | 3   | 3   | 4   | 4   | 14     | 3.50  |
| 23  | 4   | 4   | 4   | 4   | 16     | 4.00  |
| 24  | 4   | 4   | 4   | 4   | 16     | 4.00  |
| 25  | 5   | 3   | 4   | 4   | 16     | 4.00  |
| 26  | 3   | 4   | 3   | 5   | 15     | 3.75  |
| 27  | 3   | 4   | 4   | 3   | 14     | 3.50  |
| 28  | 2   | 5   | 4   | 3   | 14     | 3.50  |
| 29  | 3   | 5   | 5   | 2   | 15     | 3.75  |
| 30  | 5   | 5   | 3   | 3   | 16     | 4.00  |
| 31  | 5   | 5   | 2   | 3   | 15     | 3.75  |
| 32  | 4   | 4   | 2   | 5   | 15     | 3.75  |
| 33  | 3   | 4   | 3   | 5   | 15     | 3.75  |
| 34  | 4   | 4   | 5   | 4   | 17     | 4.25  |
| 35  | 2   | 4   | 5   | 4   | 15     | 3.75  |
| 36  | 3   | 4   | 2   | 5   | 14     | 3.50  |
| 37  | 3   | 4   | 4   | 5   | 16     | 4.00  |
| 38  | 5   | 5   | 3   | 3   | 16     | 4.00  |
| 39  | 3   | 5   | 3   | 5   | 16     | 4.00  |
| 40  | 4   | 3   | 5   | 3   | 15     | 3.75  |
| 41  | 4   | 5   | 4   | 5   | 18     | 4.50  |
| 42  | 2   | 5   | 4   | 5   | 16     | 4.00  |
| 43  | 1   | 5   | 3   | 5   | 14     | 3.50  |

**DISTRIBUSI SKOR JAWABAN RESPONDEN**  
**VARIABEL KEPUASAN KERJA**

| No. | KK1 | KK2 | KK3 | KK4 | Jumlah | Rata <sup>2</sup> |
|-----|-----|-----|-----|-----|--------|-------------------|
| 44  | 3   | 4   | 4   | 4   | 15     | 3.75              |
| 45  | 4   | 4   | 4   | 3   | 15     | 3.75              |
| 46  | 3   | 4   | 2   | 4   | 13     | 3.25              |
| 47  | 3   | 3   | 3   | 3   | 12     | 3.00              |
| 48  | 2   | 3   | 4   | 4   | 13     | 3.25              |
| 49  | 4   | 4   | 3   | 4   | 15     | 3.75              |
| 50  | 3   | 4   | 3   | 4   | 14     | 3.50              |
| 51  | 5   | 5   | 1   | 5   | 16     | 4.00              |
| 52  | 4   | 5   | 1   | 3   | 13     | 3.25              |
| 53  | 5   | 5   | 4   | 1   | 15     | 3.75              |
| 54  | 4   | 4   | 1   | 3   | 12     | 3.00              |
| 55  | 2   | 3   | 4   | 4   | 13     | 3.25              |
| 56  | 5   | 5   | 4   | 1   | 15     | 3.75              |
| 57  | 3   | 4   | 4   | 4   | 15     | 3.75              |
| 58  | 3   | 4   | 5   | 3   | 15     | 3.75              |
| 59  | 5   | 3   | 3   | 3   | 14     | 3.50              |
| 60  | 4   | 4   | 5   | 4   | 17     | 4.25              |
| 61  | 3   | 4   | 5   | 1   | 13     | 3.25              |
| 62  | 4   | 2   | 5   | 3   | 14     | 3.50              |
| 63  | 4   | 4   | 4   | 3   | 15     | 3.75              |
| 64  | 5   | 5   | 3   | 2   | 15     | 3.75              |
| 65  | 2   | 3   | 4   | 1   | 10     | 2.50              |
| 66  | 5   | 3   | 4   | 4   | 16     | 4.00              |
| 67  | 3   | 4   | 3   | 5   | 15     | 3.75              |
| 68  | 5   | 5   | 4   | 3   | 17     | 4.25              |
| 69  | 3   | 5   | 4   | 3   | 15     | 3.75              |
| 70  | 5   | 5   | 5   | 2   | 17     | 4.25              |
| 71  | 5   | 4   | 3   | 3   | 15     | 3.75              |
| 72  | 4   | 4   | 3   | 4   | 15     | 3.75              |
| 73  | 3   | 4   | 4   | 3   | 14     | 3.50              |
| 74  | 4   | 4   | 5   | 4   | 17     | 4.25              |
| 75  | 4   | 2   | 4   | 5   | 15     | 3.75              |
| 76  | 3   | 4   | 4   | 5   | 16     | 4.00              |
| 77  | 5   | 4   | 5   | 3   | 17     | 4.25              |
| 78  | 2   | 5   | 3   | 5   | 15     | 3.75              |
| 79  | 4   | 3   | 3   | 5   | 15     | 3.75              |
| 80  | 3   | 5   | 3   | 5   | 16     | 4.00              |
| 81  | 2   | 4   | 4   | 4   | 14     | 3.50              |
| 82  | 4   | 5   | 3   | 3   | 15     | 3.75              |
| 83  | 5   | 4   | 5   | 4   | 18     | 4.50              |
| 84  | 3   | 3   | 5   | 4   | 15     | 3.75              |
| 85  | 5   | 4   | 5   | 3   | 17     | 4.25              |
| 86  | 5   | 3   | 3   | 4   | 15     | 3.75              |

**DISTRIBUSI SKOR JAWABAN RESPONDEN**  
**VARIABEL KEPUASAN KERJA**

| No.               | KK1  | KK2  | KK3  | KK4  | Jumlah | Rata <sup>2</sup> |
|-------------------|------|------|------|------|--------|-------------------|
| 87                | 5    | 3    | 3    | 4    | 15     | 3.75              |
| 88                | 4    | 4    | 4    | 5    | 17     | 4.25              |
| 89                | 3    | 4    | 4    | 5    | 16     | 4.00              |
| 90                | 4    | 5    | 3    | 4    | 16     | 4.00              |
| 91                | 4    | 3    | 4    | 5    | 16     | 4.00              |
| 92                | 3    | 5    | 4    | 3    | 15     | 3.75              |
| 93                | 4    | 4    | 5    | 5    | 18     | 4.50              |
| 94                | 4    | 3    | 5    | 3    | 15     | 3.75              |
| 95                | 5    | 3    | 3    | 5    | 16     | 4.00              |
| 96                | 3    | 5    | 5    | 4    | 17     | 4.25              |
| 97                | 5    | 5    | 5    | 4    | 19     | 4.75              |
| 98                | 2    | 5    | 5    | 4    | 16     | 4.00              |
| 99                | 3    | 4    | 4    | 4    | 15     | 3.75              |
| 100               | 5    | 3    | 3    | 3    | 14     | 3.50              |
| 101               | 5    | 4    | 3    | 4    | 16     | 4.00              |
| 102               | 4    | 4    | 4    | 4    | 16     | 4.00              |
| 103               | 3    | 3    | 3    | 5    | 14     | 3.50              |
| 104               | 4    | 4    | 4    | 3    | 15     | 3.75              |
| 105               | 3    | 4    | 4    | 3    | 14     | 3.50              |
| 106               | 3    | 5    | 5    | 2    | 15     | 3.75              |
| 107               | 3    | 4    | 5    | 4    | 16     | 4.00              |
| 108               | 5    | 4    | 5    | 5    | 19     | 4.75              |
| 109               | 3    | 2    | 3    | 5    | 13     | 3.25              |
| 110               | 4    | 3    | 5    | 3    | 15     | 3.75              |
| 111               | 4    | 5    | 4    | 4    | 17     | 4.25              |
| 112               | 2    | 5    | 4    | 4    | 15     | 3.75              |
| 113               | 4    | 4    | 3    | 4    | 15     | 3.75              |
| 114               | 3    | 5    | 4    | 4    | 16     | 4.00              |
| 115               | 3    | 4    | 4    | 4    | 15     | 3.75              |
| 116               | 3    | 4    | 3    | 4    | 14     | 3.50              |
| 117               | 4    | 3    | 4    | 3    | 14     | 3.50              |
| 118               | 4    | 3    | 4    | 3    | 14     | 3.50              |
| 119               | 4    | 4    | 4    | 3    | 15     | 3.75              |
| 120               | 4    | 3    | 4    | 4    | 15     | 3.75              |
| Jumlah            | 439  | 484  | 447  | 446  |        | 454               |
| Rata <sup>2</sup> | 3.66 | 4.03 | 3.73 | 3.72 |        | 3.78              |

**DISTRIBUSI SKOR JAWABAN RESPONDEN**  
**VARIABEL KOMITMEN ORGANISASIONAL**

| No. | KO1 | KO2 | KO3 | KO4 | KO5 | KO6 | KO7 | KO8 | KO9 | KO10 | KO11 | KO12 | Jumlah | Rata <sup>2</sup> |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|--------|-------------------|
| 1   | 4   | 1   | 3   | 2   | 3   | 5   | 5   | 5   | 3   | 5    | 3    | 2    | 41     | 3.42              |
| 2   | 3   | 4   | 3   | 3   | 5   | 3   | 5   | 5   | 3   | 3    | 2    | 3    | 42     | 3.50              |
| 3   | 2   | 1   | 5   | 2   | 5   | 2   | 2   | 2   | 1   | 1    | 2    | 2    | 27     | 2.25              |
| 4   | 3   | 2   | 3   | 4   | 1   | 2   | 1   | 1   | 2   | 1    | 2    | 2    | 24     | 2.00              |
| 5   | 4   | 5   | 3   | 4   | 3   | 4   | 5   | 5   | 4   | 3    | 4    | 4    | 48     | 4.00              |
| 6   | 2   | 1   | 5   | 1   | 5   | 1   | 3   | 3   | 4   | 1    | 4    | 1    | 31     | 2.58              |
| 7   | 3   | 4   | 3   | 5   | 3   | 5   | 3   | 3   | 3   | 4    | 1    | 5    | 42     | 3.50              |
| 8   | 1   | 1   | 1   | 5   | 1   | 2   | 2   | 2   | 2   | 3    | 3    | 1    | 24     | 2.00              |
| 9   | 3   | 3   | 4   | 4   | 4   | 4   | 3   | 3   | 5   | 3    | 5    | 1    | 42     | 3.50              |
| 10  | 2   | 2   | 3   | 3   | 3   | 3   | 3   | 3   | 4   | 5    | 1    | 3    | 35     | 2.92              |
| 11  | 4   | 3   | 3   | 3   | 3   | 3   | 5   | 5   | 3   | 1    | 3    | 3    | 39     | 3.25              |
| 12  | 4   | 2   | 5   | 4   | 5   | 4   | 1   | 1   | 3   | 4    | 3    | 4    | 40     | 3.33              |
| 13  | 2   | 2   | 1   | 3   | 1   | 3   | 4   | 4   | 4   | 1    | 1    | 3    | 29     | 2.42              |
| 14  | 4   | 4   | 4   | 2   | 4   | 2   | 3   | 3   | 3   | 2    | 3    | 2    | 36     | 3.00              |
| 15  | 3   | 2   | 3   | 4   | 3   | 4   | 2   | 2   | 2   | 4    | 2    | 4    | 35     | 2.92              |
| 16  | 3   | 3   | 2   | 4   | 2   | 4   | 4   | 4   | 4   | 4    | 4    | 4    | 42     | 3.50              |
| 17  | 2   | 3   | 4   | 1   | 4   | 1   | 4   | 4   | 4   | 3    | 4    | 1    | 35     | 2.92              |
| 18  | 2   | 2   | 4   | 5   | 4   | 5   | 3   | 3   | 1   | 5    | 1    | 5    | 40     | 3.33              |
| 19  | 5   | 5   | 3   | 5   | 3   | 5   | 2   | 2   | 2   | 2    | 3    | 3    | 40     | 3.33              |
| 20  | 4   | 4   | 5   | 4   | 5   | 4   | 3   | 3   | 2   | 2    | 2    | 4    | 42     | 3.50              |
| 21  | 4   | 3   | 3   | 3   | 3   | 3   | 4   | 4   | 4   | 5    | 4    | 3    | 43     | 3.58              |
| 22  | 4   | 4   | 4   | 3   | 4   | 3   | 5   | 5   | 3   | 3    | 3    | 3    | 44     | 3.67              |
| 23  | 4   | 4   | 5   | 4   | 5   | 4   | 3   | 3   | 3   | 4    | 3    | 4    | 46     | 3.83              |
| 24  | 3   | 3   | 3   | 3   | 3   | 3   | 4   | 4   | 4   | 3    | 4    | 3    | 40     | 3.33              |
| 25  | 4   | 4   | 4   | 3   | 4   | 4   | 2   | 2   | 3   | 3    | 3    | 2    | 38     | 3.17              |
| 26  | 3   | 3   | 2   | 2   | 2   | 2   | 3   | 3   | 3   | 3    | 2    | 1    | 29     | 2.42              |
| 27  | 5   | 5   | 3   | 2   | 3   | 3   | 3   | 3   | 4   | 4    | 5    | 2    | 42     | 3.50              |
| 28  | 5   | 5   | 3   | 4   | 3   | 4   | 4   | 4   | 3   | 4    | 3    | 3    | 45     | 3.75              |
| 29  | 5   | 5   | 4   | 4   | 4   | 4   | 4   | 4   | 2   | 4    | 2    | 3    | 45     | 3.75              |
| 30  | 4   | 4   | 4   | 3   | 4   | 3   | 4   | 4   | 4   | 4    | 3    | 3    | 44     | 3.67              |
| 31  | 2   | 3   | 4   | 4   | 4   | 4   | 4   | 4   | 4   | 3    | 1    | 2    | 39     | 3.25              |
| 32  | 2   | 3   | 4   | 1   | 4   | 5   | 3   | 3   | 1   | 5    | 3    | 2    | 36     | 3.00              |
| 33  | 5   | 4   | 3   | 4   | 3   | 3   | 5   | 5   | 5   | 2    | 1    | 2    | 42     | 3.50              |
| 34  | 3   | 3   | 5   | 4   | 5   | 4   | 2   | 4   | 5   | 4    | 5    | 5    | 49     | 4.08              |
| 35  | 1   | 1   | 2   | 3   | 2   | 3   | 2   | 2   | 2   | 3    | 1    | 5    | 27     | 2.25              |
| 36  | 4   | 3   | 2   | 3   | 2   | 2   | 3   | 3   | 2   | 2    | 2    | 2    | 30     | 2.50              |
| 37  | 5   | 5   | 3   | 4   | 3   | 4   | 3   | 3   | 3   | 3    | 2    | 3    | 41     | 3.42              |
| 38  | 4   | 5   | 3   | 3   | 3   | 3   | 4   | 4   | 3   | 4    | 3    | 2    | 41     | 3.42              |
| 39  | 1   | 1   | 2   | 5   | 5   | 3   | 5   | 4   | 3   | 4    | 2    | 4    | 39     | 3.25              |
| 40  | 2   | 2   | 2   | 2   | 2   | 3   | 3   | 3   | 3   | 4    | 3    | 4    | 33     | 2.75              |
| 41  | 3   | 5   | 2   | 4   | 3   | 2   | 2   | 2   | 2   | 1    | 2    | 1    | 29     | 2.42              |
| 42  | 4   | 4   | 4   | 4   | 5   | 3   | 5   | 4   | 4   | 5    | 1    | 5    | 48     | 4.00              |
| 43  | 4   | 1   | 3   | 2   | 3   | 5   | 5   | 4   | 4   | 5    | 2    | 5    | 43     | 3.58              |

**DISTRIBUSI SKOR JAWABAN RESPONDEN**  
**VARIABEL KOMITMEN ORGANISASIONAL**

| No. | KO1 | KO2 | KO3 | KO4 | KO5 | KO6 | KO7 | KO8 | KO9 | KO10 | KO11 | KO12 | Jumlah | Rata <sup>2</sup> |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|--------|-------------------|
| 44  | 2   | 2   | 2   | 2   | 3   | 4   | 4   | 4   | 1   | 4    | 2    | 4    | 34     | 2.83              |
| 45  | 3   | 3   | 3   | 4   | 2   | 3   | 4   | 5   | 3   | 2    | 2    | 2    | 36     | 3.00              |
| 46  | 4   | 4   | 4   | 3   | 4   | 2   | 4   | 5   | 5   | 2    | 2    | 2    | 41     | 3.42              |
| 47  | 3   | 3   | 2   | 2   | 1   | 1   | 1   | 2   | 2   | 2    | 2    | 3    | 24     | 2.00              |
| 48  | 5   | 5   | 3   | 2   | 1   | 3   | 4   | 3   | 3   | 3    | 5    | 3    | 40     | 3.33              |
| 49  | 5   | 5   | 3   | 4   | 4   | 4   | 3   | 1   | 2   | 2    | 2    | 2    | 37     | 3.08              |
| 50  | 5   | 5   | 4   | 4   | 5   | 4   | 5   | 4   | 4   | 4    | 2    | 4    | 50     | 4.17              |
| 51  | 4   | 4   | 4   | 3   | 3   | 3   | 5   | 3   | 3   | 4    | 3    | 4    | 43     | 3.58              |
| 52  | 2   | 3   | 4   | 4   | 2   | 4   | 3   | 2   | 2   | 1    | 3    | 4    | 34     | 2.83              |
| 53  | 2   | 3   | 4   | 1   | 2   | 5   | 5   | 4   | 4   | 5    | 3    | 5    | 43     | 3.58              |
| 54  | 5   | 4   | 3   | 1   | 3   | 1   | 1   | 1   | 1   | 1    | 1    | 2    | 24     | 2.00              |
| 55  | 3   | 3   | 5   | 4   | 4   | 4   | 4   | 1   | 1   | 4    | 5    | 4    | 42     | 3.50              |
| 56  | 1   | 1   | 2   | 3   | 4   | 3   | 5   | 5   | 5   | 3    | 1    | 3    | 36     | 3.00              |
| 57  | 4   | 3   | 2   | 3   | 3   | 2   | 3   | 5   | 5   | 3    | 2    | 3    | 38     | 3.17              |
| 58  | 5   | 5   | 3   | 4   | 2   | 4   | 3   | 4   | 4   | 4    | 2    | 4    | 44     | 3.67              |
| 59  | 4   | 5   | 3   | 3   | 1   | 1   | 1   | 1   | 2   | 1    | 3    | 3    | 28     | 2.33              |
| 60  | 1   | 1   | 2   | 3   | 5   | 4   | 5   | 3   | 4   | 5    | 5    | 4    | 42     | 3.50              |
| 61  | 2   | 2   | 2   | 2   | 2   | 3   | 3   | 4   | 4   | 3    | 3    | 2    | 32     | 2.67              |
| 62  | 3   | 5   | 2   | 4   | 3   | 2   | 2   | 3   | 3   | 3    | 2    | 5    | 37     | 3.08              |
| 63  | 4   | 4   | 4   | 4   | 3   | 3   | 3   | 3   | 3   | 1    | 1    | 2    | 35     | 2.92              |
| 64  | 3   | 3   | 3   | 4   | 4   | 4   | 4   | 4   | 4   | 3    | 2    | 5    | 43     | 3.58              |
| 65  | 4   | 4   | 4   | 3   | 4   | 4   | 4   | 3   | 3   | 2    | 3    | 4    | 42     | 3.50              |
| 66  | 3   | 3   | 2   | 5   | 4   | 5   | 5   | 5   | 5   | 5    | 2    | 5    | 49     | 4.08              |
| 67  | 5   | 5   | 3   | 2   | 1   | 3   | 4   | 2   | 4   | 1    | 5    | 2    | 37     | 3.08              |
| 68  | 5   | 5   | 3   | 4   | 4   | 4   | 3   | 3   | 3   | 4    | 3    | 3    | 44     | 3.67              |
| 69  | 5   | 5   | 4   | 4   | 5   | 4   | 5   | 2   | 2   | 2    | 2    | 3    | 43     | 3.58              |
| 70  | 4   | 4   | 4   | 3   | 3   | 3   | 5   | 5   | 4   | 2    | 3    | 3    | 43     | 3.58              |
| 71  | 2   | 3   | 4   | 4   | 2   | 4   | 3   | 3   | 4   | 1    | 1    | 2    | 33     | 2.75              |
| 72  | 2   | 3   | 4   | 1   | 2   | 5   | 5   | 3   | 1   | 2    | 3    | 2    | 33     | 2.75              |
| 73  | 5   | 4   | 3   | 4   | 3   | 3   | 3   | 5   | 5   | 1    | 1    | 2    | 39     | 3.25              |
| 74  | 3   | 3   | 5   | 4   | 4   | 4   | 4   | 4   | 5   | 3    | 5    | 5    | 49     | 4.08              |
| 75  | 3   | 3   | 3   | 4   | 4   | 4   | 4   | 4   | 4   | 3    | 2    | 5    | 43     | 3.58              |
| 76  | 4   | 4   | 4   | 3   | 4   | 4   | 4   | 3   | 3   | 2    | 2    | 4    | 41     | 3.42              |
| 77  | 3   | 3   | 2   | 2   | 3   | 2   | 1   | 1   | 3   | 1    | 2    | 1    | 24     | 2.00              |
| 78  | 5   | 5   | 3   | 2   | 2   | 3   | 4   | 2   | 4   | 1    | 5    | 2    | 38     | 3.17              |
| 79  | 5   | 5   | 3   | 4   | 4   | 4   | 3   | 3   | 3   | 4    | 3    | 3    | 44     | 3.67              |
| 80  | 5   | 5   | 4   | 4   | 4   | 5   | 5   | 2   | 5   | 2    | 5    | 3    | 49     | 4.08              |
| 81  | 4   | 4   | 4   | 3   | 1   | 3   | 5   | 5   | 4   | 2    | 3    | 3    | 41     | 3.42              |
| 82  | 2   | 3   | 4   | 4   | 5   | 4   | 3   | 3   | 4   | 1    | 1    | 2    | 36     | 3.00              |
| 83  | 2   | 3   | 4   | 1   | 5   | 5   | 5   | 3   | 1   | 2    | 3    | 2    | 36     | 3.00              |
| 84  | 5   | 4   | 3   | 4   | 4   | 3   | 3   | 5   | 5   | 1    | 1    | 2    | 40     | 3.33              |
| 85  | 3   | 3   | 5   | 4   | 3   | 4   | 4   | 4   | 5   | 3    | 5    | 5    | 48     | 4.00              |
| 86  | 3   | 3   | 3   | 4   | 3   | 4   | 4   | 4   | 4   | 3    | 2    | 5    | 42     | 3.50              |

**DISTRIBUSI SKOR JAWABAN RESPONDEN**  
**VARIABEL KOMITMEN ORGANISASIONAL**

| No.               | KO1  | KO2  | KO3  | KO4  | KO5  | KO6  | KO7  | KO8  | KO9  | KO10 | KO11 | KO12 | Jumlah | Rata <sup>2</sup> |
|-------------------|------|------|------|------|------|------|------|------|------|------|------|------|--------|-------------------|
| 87                | 4    | 4    | 4    | 3    | 4    | 4    | 4    | 3    | 3    | 5    | 2    | 2    | 42     | 3.50              |
| 88                | 3    | 3    | 2    | 5    | 5    | 5    | 5    | 5    | 3    | 5    | 2    | 1    | 44     | 3.67              |
| 89                | 5    | 5    | 3    | 2    | 2    | 3    | 4    | 2    | 4    | 1    | 5    | 2    | 38     | 3.17              |
| 90                | 5    | 5    | 3    | 4    | 2    | 2    | 2    | 2    | 3    | 2    | 2    | 2    | 34     | 2.83              |
| 91                | 5    | 5    | 4    | 4    | 4    | 4    | 5    | 2    | 2    | 2    | 2    | 3    | 42     | 3.50              |
| 92                | 4    | 4    | 4    | 3    | 1    | 3    | 5    | 5    | 4    | 2    | 3    | 3    | 41     | 3.42              |
| 93                | 2    | 3    | 4    | 4    | 5    | 4    | 3    | 3    | 4    | 1    | 1    | 2    | 36     | 3.00              |
| 94                | 2    | 3    | 4    | 1    | 5    | 5    | 5    | 1    | 1    | 2    | 1    | 2    | 32     | 2.67              |
| 95                | 5    | 4    | 3    | 4    | 4    | 3    | 3    | 5    | 5    | 1    | 1    | 2    | 40     | 3.33              |
| 96                | 3    | 3    | 5    | 4    | 3    | 4    | 4    | 4    | 5    | 3    | 5    | 5    | 48     | 4.00              |
| 97                | 3    | 3    | 3    | 4    | 4    | 5    | 5    | 5    | 4    | 3    | 5    | 5    | 49     | 4.08              |
| 98                | 4    | 4    | 4    | 3    | 4    | 4    | 4    | 3    | 3    | 2    | 2    | 2    | 39     | 3.25              |
| 99                | 3    | 3    | 2    | 2    | 3    | 5    | 5    | 5    | 5    | 4    | 2    | 1    | 40     | 3.33              |
| 100               | 5    | 5    | 3    | 2    | 1    | 3    | 4    | 2    | 5    | 5    | 5    | 2    | 42     | 3.50              |
| 101               | 5    | 5    | 3    | 4    | 4    | 4    | 3    | 3    | 3    | 4    | 3    | 3    | 44     | 3.67              |
| 102               | 5    | 5    | 4    | 4    | 5    | 4    | 5    | 2    | 2    | 2    | 2    | 3    | 43     | 3.58              |
| 103               | 4    | 4    | 4    | 3    | 3    | 3    | 5    | 5    | 4    | 2    | 3    | 3    | 43     | 3.58              |
| 104               | 2    | 3    | 4    | 4    | 5    | 4    | 3    | 3    | 5    | 4    | 4    | 2    | 43     | 3.58              |
| 105               | 2    | 3    | 4    | 1    | 2    | 5    | 5    | 3    | 1    | 2    | 3    | 2    | 33     | 2.75              |
| 106               | 5    | 4    | 3    | 4    | 3    | 3    | 3    | 5    | 5    | 1    | 1    | 2    | 39     | 3.25              |
| 107               | 3    | 3    | 5    | 4    | 4    | 4    | 4    | 4    | 5    | 3    | 5    | 5    | 49     | 4.08              |
| 108               | 1    | 1    | 3    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | 50     | 4.17              |
| 109               | 4    | 3    | 2    | 3    | 3    | 2    | 3    | 4    | 5    | 5    | 5    | 2    | 41     | 3.42              |
| 110               | 5    | 5    | 3    | 4    | 2    | 4    | 3    | 3    | 3    | 3    | 4    | 4    | 43     | 3.58              |
| 111               | 4    | 5    | 3    | 3    | 3    | 3    | 3    | 4    | 3    | 4    | 3    | 4    | 42     | 3.50              |
| 112               | 1    | 1    | 2    | 5    | 5    | 3    | 5    | 4    | 3    | 2    | 2    | 1    | 34     | 2.83              |
| 113               | 2    | 2    | 2    | 2    | 2    | 3    | 3    | 1    | 1    | 3    | 3    | 2    | 26     | 2.17              |
| 114               | 3    | 5    | 2    | 4    | 3    | 2    | 2    | 3    | 3    | 3    | 2    | 5    | 37     | 3.08              |
| 115               | 3    | 3    | 3    | 4    | 4    | 4    | 4    | 4    | 4    | 3    | 2    | 5    | 43     | 3.58              |
| 116               | 4    | 4    | 4    | 3    | 4    | 4    | 4    | 3    | 3    | 2    | 2    | 2    | 39     | 3.25              |
| 117               | 3    | 3    | 2    | 2    | 3    | 2    | 3    | 4    | 5    | 5    | 4    | 4    | 40     | 3.33              |
| 118               | 5    | 5    | 3    | 2    | 3    | 3    | 4    | 2    | 4    | 1    | 5    | 2    | 39     | 3.25              |
| 119               | 5    | 5    | 3    | 4    | 4    | 4    | 3    | 3    | 3    | 4    | 3    | 3    | 44     | 3.67              |
| 120               | 2    | 3    | 3    | 1    | 1    | 3    | 3    | 2    | 2    | 3    | 3    | 3    | 29     | 2.42              |
| Jumlah            | 414  | 417  | 393  | 390  | 396  | 414  | 434  | 399  | 399  | 346  | 330  | 360  |        | 391               |
| Rata <sup>2</sup> | 3.45 | 3.48 | 3.28 | 3.25 | 3.30 | 3.45 | 3.62 | 3.33 | 3.33 | 2.88 | 2.75 | 3.00 |        | 3.26              |



Descriptives

Descriptive Statistics

|                                       | N   | Minimum | Maximum |
|---------------------------------------|-----|---------|---------|
| Y Organizational Citizenship Behavior | 120 | 1.58    | 4.25    |
| X1 Kepuasan Kerja                     | 120 | 2.50    | 4.75    |
| X2 Komitmen Organisasional            | 120 | 2.00    | 4.17    |
| Valid N (listwise)                    | 120 |         |         |

Descriptive Statistics

|                                       | Mean   | Std. Deviation |
|---------------------------------------|--------|----------------|
| Y Organizational Citizenship Behavior | 3.1381 | .57321         |
| X1 Kepuasan Kerja                     | 3.7833 | .39553         |
| X2 Komitmen Organisasional            | 3.2582 | .51810         |
| Valid N (listwise)                    |        |                |

Summarize

Case Summaries

| BG Bagian       |                | Y<br>Organizational<br>Citizenship<br>Behavior | X1 Kepuasan<br>Kerja | X2 Komitmen<br>Organisasional |
|-----------------|----------------|------------------------------------------------|----------------------|-------------------------------|
| 1 HRD           | N              | 4.00                                           | 4.00                 | 4.00                          |
|                 | Minimum        | 1.58                                           | 3.00                 | 2.00                          |
|                 | Maximum        | 3.17                                           | 3.50                 | 3.50                          |
|                 | Mean           | 2.40                                           | 3.19                 | 2.79                          |
|                 | Std. Deviation | .89                                            | .24                  | .78                           |
| 2 Acc & Finance | N              | 3.00                                           | 3.00                 | 3.00                          |
|                 | Minimum        | 2.58                                           | 3.50                 | 2.58                          |
|                 | Maximum        | 3.58                                           | 3.75                 | 4.00                          |
|                 | Mean           | 3.14                                           | 3.67                 | 3.36                          |
|                 | Std. Deviation | .51                                            | .14                  | .72                           |
| 3 Utilities     | N              | 6.00                                           | 6.00                 | 6.00                          |
|                 | Minimum        | 1.58                                           | 2.75                 | 2.00                          |
|                 | Maximum        | 3.33                                           | 4.25                 | 3.50                          |
|                 | Mean           | 2.57                                           | 3.42                 | 2.90                          |
|                 | Std. Deviation | .73                                            | .52                  | .58                           |
| 4 Gudang        | N              | 8.00                                           | 8.00                 | 8.00                          |
|                 | Minimum        | 2.50                                           | 3.75                 | 2.92                          |
|                 | Maximum        | 4.17                                           | 4.75                 | 3.58                          |
|                 | Mean           | 3.35                                           | 4.22                 | 3.26                          |
|                 | Std. Deviation | .52                                            | .34                  | .27                           |
| 5 Laboratorium  | N              | 3.00                                           | 3.00                 | 3.00                          |
|                 | Minimum        | 3.33                                           | 3.50                 | 3.33                          |
|                 | Maximum        | 3.58                                           | 4.00                 | 3.83                          |
|                 | Mean           | 3.41                                           | 3.83                 | 3.61                          |
|                 | Std. Deviation | .14                                            | .29                  | .26                           |
| 6 Waving        | N              | 53.00                                          | 53.00                | 53.00                         |
|                 | Minimum        | 1.58                                           | 2.50                 | 2.00                          |
|                 | Maximum        | 4.25                                           | 4.50                 | 4.17                          |
|                 | Mean           | 3.08                                           | 3.73                 | 3.21                          |
|                 | Std. Deviation | .56                                            | .37                  | .55                           |
| 7 Finishing     | N              | 17.00                                          | 17.00                | 17.00                         |
|                 | Minimum        | 2.33                                           | 3.50                 | 2.67                          |
|                 | Maximum        | 4.25                                           | 4.50                 | 4.08                          |
|                 | Mean           | 3.13                                           | 3.94                 | 3.35                          |
|                 | Std. Deviation | .51                                            | .29                  | .39                           |
| 8 Printing      | N              | 13.00                                          | 13.00                | 13.00                         |
|                 | Minimum        | 2.67                                           | 3.50                 | 2.75                          |
|                 | Maximum        | 4.25                                           | 4.75                 | 4.08                          |
|                 | Mean           | 3.45                                           | 3.90                 | 3.54                          |
|                 | Std. Deviation | .42                                            | .35                  | .38                           |

### Case Summaries

| BG Bagian   |                | Y<br>Organizational<br>Citizenship<br>Behavior | X1 Kepuasan<br>Kerja | X2 Komitmen<br>Organisasional |
|-------------|----------------|------------------------------------------------|----------------------|-------------------------------|
| 9 Smook     | N              | 2.00                                           | 2.00                 | 2.00                          |
|             | Minimum        | 3.25                                           | 3.25                 | 3.42                          |
|             | Maximum        | 4.25                                           | 4.75                 | 4.17                          |
|             | Mean           | 3.75                                           | 4.00                 | 3.80                          |
|             | Std. Deviation | .71                                            | 1.06                 | .53                           |
| 10 Security | N              | 6.00                                           | 6.00                 | 6.00                          |
|             | Minimum        | 2.83                                           | 3.75                 | 2.17                          |
|             | Maximum        | 3.67                                           | 4.25                 | 3.58                          |
|             | Mean           | 3.25                                           | 3.88                 | 3.12                          |
|             | Std. Deviation | .31                                            | .21                  | .56                           |
| 11 Design   | N              | 5.00                                           | 5.00                 | 5.00                          |
|             | Minimum        | 2.83                                           | 3.50                 | 2.42                          |
|             | Maximum        | 4.17                                           | 3.75                 | 3.67                          |
|             | Mean           | 3.32                                           | 3.60                 | 3.18                          |
|             | Std. Deviation | .51                                            | .14                  | .46                           |
| Total       | N              | 120.00                                         | 120.00               | 120.00                        |
|             | Minimum        | 1.58                                           | 2.50                 | 2.00                          |
|             | Maximum        | 4.25                                           | 4.75                 | 4.17                          |
|             | Mean           | 3.14                                           | 3.78                 | 3.26                          |
|             | Std. Deviation | .57                                            | .40                  | .52                           |

Summarize

Case Summaries

| JK Jenis Kelamin |                | Y<br>Organizational<br>Citizenship<br>Behavior | X1 Kepuasan<br>Kerja | X2 Komitmen<br>Organisasional |
|------------------|----------------|------------------------------------------------|----------------------|-------------------------------|
| 1 Laki-laki      | N              | 83.00                                          | 83.00                | 83.00                         |
|                  | Minimum        | 1.58                                           | 2.50                 | 2.00                          |
|                  | Maximum        | 4.25                                           | 4.75                 | 4.17                          |
|                  | Mean           | 3.10                                           | 3.77                 | 3.25                          |
|                  | Std. Deviation | .55                                            | .38                  | .51                           |
| 2 Perempuan      | N              | 37.00                                          | 37.00                | 37.00                         |
|                  | Minimum        | 1.58                                           | 3.00                 | 2.00                          |
|                  | Maximum        | 4.25                                           | 4.75                 | 4.08                          |
|                  | Mean           | 3.22                                           | 3.80                 | 3.28                          |
|                  | Std. Deviation | .62                                            | .44                  | .54                           |
| Total            | N              | 120.00                                         | 120.00               | 120.00                        |
|                  | Minimum        | 1.58                                           | 2.50                 | 2.00                          |
|                  | Maximum        | 4.25                                           | 4.75                 | 4.17                          |
|                  | Mean           | 3.14                                           | 3.78                 | 3.26                          |
|                  | Std. Deviation | .57                                            | .40                  | .52                           |

Summarize

Case Summaries

| UM Umur   |                | Y<br>Organizational<br>Citizenship<br>Behavior | X1 Kepuasan<br>Kerja | X2 Komitmen<br>Organisasional |
|-----------|----------------|------------------------------------------------|----------------------|-------------------------------|
| 1 20 - 25 | N              | 35.00                                          | 35.00                | 35.00                         |
|           | Minimum        | 1.58                                           | 3.00                 | 2.00                          |
|           | Maximum        | 4.17                                           | 4.50                 | 4.17                          |
|           | Mean           | 2.95                                           | 3.69                 | 3.14                          |
|           | Std. Deviation | .66                                            | .39                  | .60                           |
| 2 26 - 30 | N              | 59.00                                          | 59.00                | 59.00                         |
|           | Minimum        | 1.58                                           | 2.75                 | 2.00                          |
|           | Maximum        | 4.25                                           | 4.75                 | 4.17                          |
|           | Mean           | 3.25                                           | 3.83                 | 3.33                          |
|           | Std. Deviation | .50                                            | .40                  | .47                           |
| 3 31 - 35 | N              | 20.00                                          | 20.00                | 20.00                         |
|           | Minimum        | 2.33                                           | 3.25                 | 2.67                          |
|           | Maximum        | 4.17                                           | 4.25                 | 4.08                          |
|           | Mean           | 3.12                                           | 3.83                 | 3.30                          |
|           | Std. Deviation | .49                                            | .24                  | .42                           |
| 4 > 35    | N              | 6.00                                           | 6.00                 | 6.00                          |
|           | Minimum        | 1.83                                           | 2.50                 | 2.00                          |
|           | Maximum        | 3.92                                           | 4.25                 | 3.67                          |
|           | Mean           | 3.19                                           | 3.71                 | 3.07                          |
|           | Std. Deviation | .79                                            | .66                  | .71                           |
| Total     | N              | 120.00                                         | 120.00               | 120.00                        |
|           | Minimum        | 1.58                                           | 2.50                 | 2.00                          |
|           | Maximum        | 4.25                                           | 4.75                 | 4.17                          |
|           | Mean           | 3.14                                           | 3.78                 | 3.26                          |
|           | Std. Deviation | .57                                            | .40                  | .52                           |

Summarize

Case Summaries

| PK Pengalaman Kerja |                | Y<br>Organizational<br>Citizenship<br>Behavior | X1 Kepuasan<br>Kerja | X2 Komitmen<br>Organisasional |
|---------------------|----------------|------------------------------------------------|----------------------|-------------------------------|
| 1 < 3               | N              | 18.00                                          | 18.00                | 18.00                         |
|                     | Minimum        | 1.58                                           | 3.00                 | 2.00                          |
|                     | Maximum        | 3.92                                           | 4.50                 | 4.00                          |
|                     | Mean           | 2.94                                           | 3.86                 | 3.06                          |
|                     | Std. Deviation | .52                                            | .40                  | .61                           |
| 2 4 - 7             | N              | 80.00                                          | 80.00                | 80.00                         |
|                     | Minimum        | 1.58                                           | 2.75                 | 2.00                          |
|                     | Maximum        | 4.25                                           | 4.75                 | 4.17                          |
|                     | Mean           | 3.16                                           | 3.80                 | 3.29                          |
|                     | Std. Deviation | .56                                            | .39                  | .47                           |
| 3 > 7               | N              | 22.00                                          | 22.00                | 22.00                         |
|                     | Minimum        | 1.58                                           | 2.50                 | 2.00                          |
|                     | Maximum        | 4.25                                           | 4.25                 | 4.08                          |
|                     | Mean           | 3.23                                           | 3.65                 | 3.31                          |
|                     | Std. Deviation | .64                                            | .41                  | .58                           |
| Total               | N              | 120.00                                         | 120.00               | 120.00                        |
|                     | Minimum        | 1.58                                           | 2.50                 | 2.00                          |
|                     | Maximum        | 4.25                                           | 4.75                 | 4.17                          |
|                     | Mean           | 3.14                                           | 3.78                 | 3.26                          |
|                     | Std. Deviation | .57                                            | .40                  | .52                           |

ANALISIS REGRESI LINEAR BERGANDA

Case Processing Summary

|                                       | Cases    |         |
|---------------------------------------|----------|---------|
|                                       | Included |         |
|                                       | N        | Percent |
| Y Organizational Citizenship Behavior | 120      | 100.0%  |
| X1 Kepuasan Kerja                     | 120      | 100.0%  |
| X2 Komitmen Organisasional            | 120      | 100.0%  |

Case Processing Summary

|                                       | Cases    |         |       |         |
|---------------------------------------|----------|---------|-------|---------|
|                                       | Excluded |         | Total |         |
|                                       | N        | Percent | N     | Percent |
| Y Organizational Citizenship Behavior | 0        | .0%     | 120   | 100.0%  |
| X1 Kepuasan Kerja                     | 0        | .0%     | 120   | 100.0%  |
| X2 Komitmen Organisasional            | 0        | .0%     | 120   | 100.0%  |

Case Summaries

|    | Y<br>Organizational<br>Citizenship<br>Behavior | X1 Kepuasan<br>Kerja | X2 Komitmen<br>Organisasional |
|----|------------------------------------------------|----------------------|-------------------------------|
| 1  | 3.17                                           | 3.50                 | 3.42                          |
| 2  | 3.17                                           | 3.00                 | 3.50                          |
| 3  | 1.67                                           | 3.25                 | 2.25                          |
| 4  | 1.58                                           | 3.00                 | 2.00                          |
| 5  | 3.58                                           | 3.75                 | 4.00                          |
| 6  | 2.58                                           | 3.50                 | 2.58                          |
| 7  | 3.25                                           | 3.75                 | 3.50                          |
| 8  | 1.58                                           | 3.00                 | 2.00                          |
| 9  | 3.25                                           | 2.75                 | 3.50                          |
| 10 | 2.58                                           | 3.50                 | 2.92                          |
| 11 | 2.83                                           | 4.25                 | 3.25                          |
| 12 | 3.33                                           | 3.50                 | 3.33                          |
| 13 | 1.83                                           | 3.50                 | 2.42                          |
| 14 | 3.33                                           | 3.75                 | 3.00                          |
| 15 | 3.08                                           | 4.50                 | 2.92                          |
| 16 | 3.17                                           | 4.75                 | 3.50                          |
| 17 | 2.50                                           | 3.75                 | 2.92                          |
| 18 | 3.42                                           | 4.25                 | 3.33                          |
| 19 | 3.92                                           | 4.25                 | 3.33                          |
| 20 | 4.17                                           | 4.25                 | 3.50                          |
| 21 | 3.17                                           | 4.25                 | 3.58                          |
| 22 | 3.33                                           | 3.50                 | 3.67                          |
| 23 | 3.58                                           | 4.00                 | 3.83                          |
| 24 | 3.33                                           | 4.00                 | 3.33                          |

### Case Summaries

|    | Y<br>Organizational<br>Citizenship<br>Behavior | X1 Kepuasan<br>Kerja | X2 Komitmen<br>Organisasional |
|----|------------------------------------------------|----------------------|-------------------------------|
| 25 | 3.08                                           | 4.00                 | 3.17                          |
| 26 | 2.83                                           | 3.75                 | 2.42                          |
| 27 | 3.08                                           | 3.50                 | 3.50                          |
| 28 | 3.50                                           | 3.50                 | 3.75                          |
| 29 | 3.50                                           | 3.75                 | 3.75                          |
| 30 | 3.92                                           | 4.00                 | 3.67                          |
| 31 | 2.83                                           | 3.75                 | 3.25                          |
| 32 | 2.75                                           | 3.75                 | 3.00                          |
| 33 | 3.17                                           | 3.75                 | 3.50                          |
| 34 | 4.25                                           | 4.25                 | 4.08                          |
| 35 | 2.83                                           | 3.75                 | 2.25                          |
| 36 | 2.75                                           | 3.50                 | 2.50                          |
| 37 | 3.00                                           | 4.00                 | 3.42                          |
| 38 | 4.08                                           | 4.00                 | 3.42                          |
| 39 | 2.83                                           | 4.00                 | 3.25                          |
| 40 | 2.50                                           | 3.75                 | 2.75                          |
| 41 | 3.17                                           | 4.50                 | 2.42                          |
| 42 | 3.58                                           | 4.00                 | 4.00                          |
| 43 | 2.92                                           | 3.50                 | 3.58                          |
| 44 | 2.50                                           | 3.75                 | 2.83                          |
| 45 | 2.58                                           | 3.75                 | 3.00                          |
| 46 | 3.25                                           | 3.25                 | 3.42                          |
| 47 | 1.58                                           | 3.00                 | 2.00                          |
| 48 | 3.25                                           | 3.25                 | 3.33                          |
| 49 | 2.58                                           | 3.75                 | 3.08                          |
| 50 | 2.83                                           | 3.50                 | 4.17                          |
| 51 | 3.33                                           | 4.00                 | 3.58                          |
| 52 | 2.58                                           | 3.25                 | 2.83                          |
| 53 | 3.25                                           | 3.75                 | 3.58                          |
| 54 | 1.58                                           | 3.00                 | 2.00                          |
| 55 | 3.25                                           | 3.25                 | 3.50                          |
| 56 | 2.58                                           | 3.75                 | 3.00                          |
| 57 | 2.83                                           | 3.75                 | 3.17                          |
| 58 | 3.33                                           | 3.75                 | 3.67                          |
| 59 | 1.83                                           | 3.50                 | 2.33                          |
| 60 | 3.33                                           | 4.25                 | 3.50                          |
| 61 | 3.08                                           | 3.25                 | 2.67                          |
| 62 | 3.17                                           | 3.50                 | 3.08                          |
| 63 | 2.50                                           | 3.75                 | 2.92                          |
| 64 | 3.42                                           | 3.75                 | 3.58                          |
| 65 | 3.92                                           | 2.50                 | 3.50                          |
| 66 | 4.17                                           | 4.00                 | 4.08                          |
| 67 | 3.17                                           | 3.75                 | 3.08                          |
| 68 | 3.33                                           | 4.25                 | 3.67                          |
| 69 | 3.58                                           | 3.75                 | 3.58                          |
| 70 | 3.33                                           | 4.25                 | 3.58                          |
| 71 | 3.08                                           | 3.75                 | 2.75                          |



### Case Summaries

|     | Y<br>Organizational<br>Citizenship<br>Behavior | X1 Kepuasan<br>Kerja | X2 Komitmen<br>Organisasional |
|-----|------------------------------------------------|----------------------|-------------------------------|
| 72  | 2.83                                           | 3.75                 | 2.75                          |
| 73  | 3.08                                           | 3.50                 | 3.25                          |
| 74  | 3.50                                           | 4.25                 | 4.08                          |
| 75  | 3.50                                           | 3.75                 | 3.58                          |
| 76  | 3.92                                           | 4.00                 | 3.42                          |
| 77  | 2.83                                           | 4.25                 | 2.00                          |
| 78  | 2.75                                           | 3.75                 | 3.17                          |
| 79  | 3.17                                           | 3.75                 | 3.67                          |
| 80  | 4.25                                           | 4.00                 | 4.08                          |
| 81  | 2.83                                           | 3.50                 | 3.42                          |
| 82  | 2.75                                           | 3.75                 | 3.00                          |
| 83  | 3.00                                           | 4.50                 | 3.00                          |
| 84  | 4.17                                           | 3.75                 | 3.33                          |
| 85  | 3.00                                           | 4.25                 | 4.00                          |
| 86  | 2.83                                           | 3.75                 | 3.50                          |
| 87  | 3.33                                           | 3.75                 | 3.50                          |
| 88  | 3.67                                           | 4.25                 | 3.67                          |
| 89  | 2.92                                           | 4.00                 | 3.17                          |
| 90  | 2.67                                           | 4.00                 | 2.83                          |
| 91  | 3.33                                           | 4.00                 | 3.50                          |
| 92  | 3.08                                           | 3.75                 | 3.42                          |
| 93  | 3.17                                           | 4.50                 | 3.00                          |
| 94  | 2.33                                           | 3.75                 | 2.67                          |
| 95  | 3.58                                           | 4.00                 | 3.33                          |
| 96  | 3.92                                           | 4.25                 | 4.00                          |
| 97  | 4.25                                           | 4.75                 | 4.08                          |
| 98  | 3.08                                           | 4.00                 | 3.25                          |
| 99  | 3.67                                           | 3.75                 | 3.33                          |
| 100 | 3.42                                           | 3.50                 | 3.50                          |
| 101 | 3.33                                           | 4.00                 | 3.67                          |
| 102 | 3.17                                           | 4.00                 | 3.58                          |
| 103 | 3.08                                           | 3.50                 | 3.58                          |
| 104 | 3.33                                           | 3.75                 | 3.58                          |
| 105 | 2.67                                           | 3.50                 | 2.75                          |
| 106 | 3.58                                           | 3.75                 | 3.25                          |
| 107 | 3.83                                           | 4.00                 | 4.08                          |
| 108 | 4.25                                           | 4.75                 | 4.17                          |
| 109 | 3.25                                           | 3.25                 | 3.42                          |
| 110 | 3.50                                           | 3.75                 | 3.58                          |
| 111 | 3.67                                           | 4.25                 | 3.50                          |
| 112 | 3.33                                           | 3.75                 | 2.83                          |
| 113 | 3.08                                           | 3.75                 | 2.17                          |
| 114 | 2.83                                           | 4.00                 | 3.08                          |
| 115 | 3.08                                           | 3.75                 | 3.58                          |
| 116 | 3.08                                           | 3.50                 | 3.25                          |
| 117 | 4.17                                           | 3.50                 | 3.33                          |
| 118 | 3.17                                           | 3.50                 | 3.25                          |

### Case Summaries

|         | Y<br>Organizational<br>Citizenship<br>Behavior | X1 Kepuasan<br>Kerja | X2 Komitmen<br>Organisasional |
|---------|------------------------------------------------|----------------------|-------------------------------|
| 119     | 3.33                                           | 3.75                 | 3.67                          |
| 120     | 2.83                                           | 3.75                 | 2.42                          |
| Total N | 120                                            | 120                  | 120                           |

## Regression

### Descriptive Statistics

|                                       | Mean   | Std. Deviation | N   |
|---------------------------------------|--------|----------------|-----|
| Y Organizational Citizenship Behavior | 3.1381 | .57321         | 120 |
| X1 Kepuasan Kerja                     | 3.7833 | .39553         | 120 |
| X2 Komitmen Organisasional            | 3.2582 | .51810         | 120 |

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

| Model | Variables Entered                             | Variables Removed | Method |
|-------|-----------------------------------------------|-------------------|--------|
| 1     | X2 Komitmen Organisasional, X1 Kepuasan Kerja |                   | Enter  |

a. All requested variables entered.

b. Dependent Variable: Y Organizational Citizenship Behavior

### Model Summary<sup>b</sup>

| Model | R                  | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1     | .7764 <sup>a</sup> | .6028    | .5960             | .3643                      |

### Model Summary<sup>b</sup>

| Model | Change Statistics |          |     |      |               | Durbin-Watson |
|-------|-------------------|----------|-----|------|---------------|---------------|
|       | R Square Change   | F Change | df1 | df2  | Sig. F Change |               |
| 1     | .603              | 88.789   | 2   | .117 | .000          | 1.916         |

a. Predictors: (Constant), X2 Komitmen Organisasional, X1 Kepuasan Kerja

b. Dependent Variable: Y Organizational Citizenship Behavior

### ANOVA<sup>b</sup>

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 23.570         | 2   | 11.785      | 88.789 | .000 <sup>a</sup> |
|       | Residual   | 15.530         | 117 | .133        |        |                   |
|       | Total      | 39.100         | 119 |             |        |                   |

a. Predictors: (Constant), X2 Komitmen Organisasional, X1 Kepuasan Kerja

b. Dependent Variable: Y Organizational Citizenship Behavior

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

| Model |                            | Unstandardized Coefficients |            | Standardized Coefficients |
|-------|----------------------------|-----------------------------|------------|---------------------------|
|       |                            | B                           | Std. Error | Beta                      |
| 1     | (Constant)                 | .431                        | .340       |                           |
|       | X1 Kepuasan Kerja          | .289                        | .090       | .199                      |
|       | X2 Komitmen Organisasional | .760                        | .068       | .687                      |

Coefficients<sup>a</sup>

| Model |                            | t      | Sig. | 95% Confidence Interval for B |             |
|-------|----------------------------|--------|------|-------------------------------|-------------|
|       |                            |        |      | Lower Bound                   | Upper Bound |
| 1     | (Constant)                 | 1.270  | .207 | -1.104                        | .241        |
|       | X1 Kepuasan Kerja          | 3.225  | .002 | .111                          | .466        |
|       | X2 Komitmen Organisasional | 11.129 | .000 | .625                          | .896        |

Coefficients<sup>a</sup>

| Model |                            | Correlations |         |      | Collinearity Statistics |       |
|-------|----------------------------|--------------|---------|------|-------------------------|-------|
|       |                            | Zero-order   | Partial | Part | Tolerance               | VIF   |
| 1     | (Constant)                 |              |         |      |                         |       |
|       | X1 Kepuasan Kerja          | .427         | .286    | .188 | .890                    | 1.124 |
|       | X2 Komitmen Organisasional | .753         | .717    | .648 | .890                    | 1.124 |

a. Dependent Variable: Y Organizational Citizenship Behavior

Collinearity Diagnostics<sup>a</sup>

| Model | Dimension | Eigenvalue | Condition Index |
|-------|-----------|------------|-----------------|
| 1     | 1         | 2.980      | 1.000           |
|       | 2         | .015       | 14.300          |
|       | 3         | .005       | 23.545          |

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

| Model | Dimension | Variance Proportions |                   |                            |
|-------|-----------|----------------------|-------------------|----------------------------|
|       |           | (Constant)           | X1 Kepuasan Kerja | X2 Komitmen Organisasional |
| 1     | 1         | .00                  | .00               | .00                        |
|       | 2         | .11                  | .11               | 1.00                       |
|       | 3         | .89                  | .89               | .00                        |

a. Dependent Variable: Y Organizational Citizenship Behavior

### Residuals Statistics<sup>a</sup>

|                      | Minimum | Maximum | Mean   | Std. Deviation | N   |
|----------------------|---------|---------|--------|----------------|-----|
| Predicted Value      | 1.9553  | 4.1104  | 3.1381 | .44505         | 120 |
| Residual             | -.91967 | 1.05907 | .00000 | .36125         | 120 |
| Std. Predicted Value | -2.658  | 2.185   | .000   | 1.000          | 120 |
| Std. Residual        | -2.524  | 2.907   | .000   | .992           | 120 |

a. Dependent Variable: Y Organizational Citizenship Behavior

Nonparametric Correlations

Correlations

|                |                            |                         | ABS_RES | X1 Kepuasan Kerja |
|----------------|----------------------------|-------------------------|---------|-------------------|
| Spearman's rho | ABS_RES                    | Correlation Coefficient | 1.000   | .003              |
|                |                            | Sig. (2-tailed)         |         | .970              |
|                |                            | N                       | 120     | 120               |
|                | X1 Kepuasan Kerja          | Correlation Coefficient | .003    | 1.000             |
|                |                            | Sig. (2-tailed)         | .970    |                   |
|                |                            | N                       | 120     | 120               |
|                | X2 Komitmen Organisasional | Correlation Coefficient | .002    | .307              |
|                |                            | Sig. (2-tailed)         | .990    | .001              |
|                |                            | N                       | 120     | 120               |



### Correlations

|                |                            |                         | X2 Komitmen Organisasional |
|----------------|----------------------------|-------------------------|----------------------------|
| Spearman's rho | ABS_RES                    | Correlation Coefficient | .002                       |
|                |                            | Sig. (2-tailed)         | .990                       |
|                |                            | N                       | 120                        |
|                | X1 Kepuasan Kerja          | Correlation Coefficient | .307                       |
|                |                            | Sig. (2-tailed)         | .001                       |
|                |                            | N                       | 120                        |
|                | X2 Komitmen Organisasional | Correlation Coefficient | 1.000                      |
|                |                            | Sig. (2-tailed)         | .                          |
|                |                            | N                       | 120                        |

T-Test

**Group Statistics**

|                                       | JK Jenis Kelamin | N  | Mean |
|---------------------------------------|------------------|----|------|
| X1 Kepuasan Kerja                     | 1 Laki-laki      | 83 | 3.77 |
|                                       | 2 Perempuan      | 37 | 3.80 |
| X2 Komitmen Organisasional            | 1 Laki-laki      | 83 | 3.25 |
|                                       | 2 Perempuan      | 37 | 3.28 |
| Y Organizational Citizenship Behavior | 1 Laki-laki      | 83 | 3.10 |
|                                       | 2 Perempuan      | 37 | 3.22 |

### Group Statistics

|                                       | JK | Jenis Kelamin | Std. Deviation | Std. Error Mean |
|---------------------------------------|----|---------------|----------------|-----------------|
| X1 Kepuasan Kerja                     | 1  | Laki-laki     | .38            | .04             |
|                                       | 2  | Perempuan     | .44            | .07             |
| X2 Komitmen Organisasional            | 1  | Laki-laki     | .51            | .06             |
|                                       | 2  | Perempuan     | .54            | .09             |
| Y Organizational Citizenship Behavior | 1  | Laki-laki     | .55            | .06             |
|                                       | 2  | Perempuan     | .62            | .10             |

### Independent Samples Test

|                                       |                             | Levene's Test for Equality of Variances |      |
|---------------------------------------|-----------------------------|-----------------------------------------|------|
|                                       |                             | F                                       | Sig. |
| X1 Kepuasan Kerja                     | Equal variances assumed     | 1.801                                   | .182 |
|                                       | Equal variances not assumed |                                         |      |
| X2 Komitmen Organisasional            | Equal variances assumed     | .218                                    | .641 |
|                                       | Equal variances not assumed |                                         |      |
| Y Organizational Citizenship Behavior | Equal variances assumed     | .064                                    | .801 |
|                                       | Equal variances not assumed |                                         |      |

# Independent Samples Test

|                                       |                             | t-test for Equality of Means |        |                 |
|---------------------------------------|-----------------------------|------------------------------|--------|-----------------|
|                                       |                             | t                            | df     | Sig. (2-tailed) |
| X1 Kepuasan Kerja                     | Equal variances assumed     | -.382                        | 118    | .703            |
|                                       | Equal variances not assumed | -.361                        | 60.946 | .719            |
| X2 Komitmen Organisasional            | Equal variances assumed     | -.261                        | 118    | .794            |
|                                       | Equal variances not assumed | -.257                        | 66.428 | .798            |
| Y Organizational Citizenship Behavior | Equal variances assumed     | -1.080                       | 118    | .282            |
|                                       | Equal variances not assumed | -1.036                       | 62.933 | .304            |

Independent Samples Test

|                                       |                             | t-test for Equality of Means |                       |
|---------------------------------------|-----------------------------|------------------------------|-----------------------|
|                                       |                             | Mean Difference              | Std. Error Difference |
| X1 Kepuasan Kerja                     | Equal variances assumed     | -.02996                      | .07847                |
|                                       | Equal variances not assumed | -.02996                      | .08303                |
| X2 Komitmen Organisasional            | Equal variances assumed     | -.02688                      | .10282                |
|                                       | Equal variances not assumed | -.02688                      | .10465                |
| Y Organizational Citizenship Behavior | Equal variances assumed     | -.12234                      | .11323                |
|                                       | Equal variances not assumed | -.12234                      | .11805                |

### Independent Samples Test

|                                       |                             | t-test for Equality of Means              |        |
|---------------------------------------|-----------------------------|-------------------------------------------|--------|
|                                       |                             | 95% Confidence Interval of the Difference |        |
|                                       |                             | Lower                                     | Upper  |
| X1 Kepuasan Kerja                     | Equal variances assumed     | -.18535                                   | .12543 |
|                                       | Equal variances not assumed | -.19598                                   | .13607 |
| X2 Komitmen Organisasional            | Equal variances assumed     | -.23049                                   | .17673 |
|                                       | Equal variances not assumed | -.23579                                   | .18203 |
| Y Organizational Citizenship Behavior | Equal variances assumed     | -.34657                                   | .10188 |
|                                       | Equal variances not assumed | -.35825                                   | .11356 |

Oneway

**Descriptives**

|                                          |         | N   | Mean | Std. Deviation | Std. Error |
|------------------------------------------|---------|-----|------|----------------|------------|
| Y Organizational<br>Citizenship Behavior | 1 < 3   | 18  | 2.94 | .52            | .12        |
|                                          | 2 4 - 7 | 80  | 3.16 | .56            | .06        |
|                                          | 3 > 7   | 22  | 3.23 | .64            | .14        |
|                                          | Total   | 120 | 3.14 | .57            | .05        |
| X1 Kepuasan Kerja                        | 1 < 3   | 18  | 3.86 | .40            | .10        |
|                                          | 2 4 - 7 | 80  | 3.80 | .39            | .04        |
|                                          | 3 > 7   | 22  | 3.65 | .41            | .09        |
|                                          | Total   | 120 | 3.78 | .40            | .04        |
| X2 Komitmen<br>Organisasional            | 1 < 3   | 18  | 3.06 | .61            | .14        |
|                                          | 2 4 - 7 | 80  | 3.29 | .47            | .05        |
|                                          | 3 > 7   | 22  | 3.31 | .58            | .12        |
|                                          | Total   | 120 | 3.26 | .52            | .05        |

### Descriptives

|                                          |         | 95% Confidence Interval for Mean |             | Minimum | Maximum |
|------------------------------------------|---------|----------------------------------|-------------|---------|---------|
|                                          |         | Lower Bound                      | Upper Bound |         |         |
| Y Organizational<br>Citizenship Behavior | 1 < 3   | 2.68                             | 3.20        | 1.58    | 3.92    |
|                                          | 2 4 - 7 | 3.03                             | 3.28        | 1.58    | 4.25    |
|                                          | 3 > 7   | 2.95                             | 3.51        | 1.58    | 4.25    |
|                                          | Total   | 3.03                             | 3.24        | 1.58    | 4.25    |
| X1 Kepuasan Kerja                        | 1 < 3   | 3.66                             | 4.06        | 3.00    | 4.50    |
|                                          | 2 4 - 7 | 3.72                             | 3.89        | 2.75    | 4.75    |
|                                          | 3 > 7   | 3.46                             | 3.83        | 2.50    | 4.25    |
|                                          | Total   | 3.71                             | 3.85        | 2.50    | 4.75    |
| X2 Komitmen<br>Organisasional            | 1 < 3   | 2.75                             | 3.36        | 2.00    | 4.00    |
|                                          | 2 4 - 7 | 3.18                             | 3.39        | 2.00    | 4.17    |
|                                          | 3 > 7   | 3.05                             | 3.57        | 2.00    | 4.08    |
|                                          | Total   | 3.16                             | 3.35        | 2.00    | 4.17    |

### ANOVA

|                                          |                | Sum of Squares | df  | Mean Square |
|------------------------------------------|----------------|----------------|-----|-------------|
| Y Organizational<br>Citizenship Behavior | Between Groups | .935           | 2   | .468        |
|                                          | Within Groups  | 38.165         | 117 | .326        |
|                                          | Total          | 39.100         | 119 |             |
| X1 Kepuasan Kerja                        | Between Groups | .545           | 2   | .272        |
|                                          | Within Groups  | 18.072         | 117 | .154        |
|                                          | Total          | 18.617         | 119 |             |
| X2 Komitmen<br>Organisasional            | Between Groups | .867           | 2   | .434        |
|                                          | Within Groups  | 31.076         | 117 | .266        |
|                                          | Total          | 31.943         | 119 |             |



# ANOVA

|                                          |                | F     | Sig. |
|------------------------------------------|----------------|-------|------|
| Y Organizational<br>Citizenship Behavior | Between Groups | 1.433 | .243 |
|                                          | Within Groups  |       |      |
|                                          | Total          |       |      |
| X1 Kepuasan Kerja                        | Between Groups | 1.764 | .176 |
|                                          | Within Groups  |       |      |
|                                          | Total          |       |      |
| X2 Komitmen<br>Organisasional            | Between Groups | 1.633 | .200 |
|                                          | Within Groups  |       |      |
|                                          | Total          |       |      |

Oneway

### Descriptives

|                                          |           | N   | Mean | Std. Deviation | Std. Error |
|------------------------------------------|-----------|-----|------|----------------|------------|
| Y Organizational<br>Citizenship Behavior | 1 20 - 25 | 35  | 2.95 | .66            | .11        |
|                                          | 2 26 - 30 | 59  | 3.25 | .50            | .07        |
|                                          | 3 31 - 35 | 20  | 3.12 | .49            | .11        |
|                                          | 4 > 35    | 6   | 3.19 | .79            | .32        |
|                                          | Total     | 120 | 3.14 | .57            | .05        |
| X1 Kepuasan Kerja                        | 1 20 - 25 | 35  | 3.69 | .39            | .07        |
|                                          | 2 26 - 30 | 59  | 3.83 | .40            | .05        |
|                                          | 3 31 - 35 | 20  | 3.83 | .24            | .05        |
|                                          | 4 > 35    | 6   | 3.71 | .66            | .27        |
|                                          | Total     | 120 | 3.78 | .40            | .04        |
| X2 Komitmen<br>Organisasional            | 1 20 - 25 | 35  | 3.14 | .60            | .10        |
|                                          | 2 26 - 30 | 59  | 3.33 | .47            | .06        |
|                                          | 3 31 - 35 | 20  | 3.30 | .42            | .09        |
|                                          | 4 > 35    | 6   | 3.07 | .71            | .29        |
|                                          | Total     | 120 | 3.26 | .52            | .05        |

### Descriptives

|                                          |           | 95% Confidence Interval for Mean |             | Minimum | Maximum |
|------------------------------------------|-----------|----------------------------------|-------------|---------|---------|
|                                          |           | Lower Bound                      | Upper Bound |         |         |
| Y Organizational<br>Citizenship Behavior | 1 20 - 25 | 2.72                             | 3.18        | 1.58    | 4.17    |
|                                          | 2 26 - 30 | 3.12                             | 3.38        | 1.58    | 4.25    |
|                                          | 3 31 - 35 | 2.90                             | 3.35        | 2.33    | 4.17    |
|                                          | 4 > 35    | 2.37                             | 4.02        | 1.83    | 3.92    |
|                                          | Total     | 3.03                             | 3.24        | 1.58    | 4.25    |
| X1 Kepuasan Kerja                        | 1 20 - 25 | 3.55                             | 3.82        | 3.00    | 4.50    |
|                                          | 2 26 - 30 | 3.73                             | 3.94        | 2.75    | 4.75    |
|                                          | 3 31 - 35 | 3.71                             | 3.94        | 3.25    | 4.25    |
|                                          | 4 > 35    | 3.02                             | 4.40        | 2.50    | 4.25    |
|                                          | Total     | 3.71                             | 3.85        | 2.50    | 4.75    |
| X2 Komitmen<br>Organisasional            | 1 20 - 25 | 2.94                             | 3.35        | 2.00    | 4.17    |
|                                          | 2 26 - 30 | 3.21                             | 3.45        | 2.00    | 4.17    |
|                                          | 3 31 - 35 | 3.10                             | 3.49        | 2.67    | 4.08    |
|                                          | 4 > 35    | 2.32                             | 3.82        | 2.00    | 3.67    |
|                                          | Total     | 3.16                             | 3.35        | 2.00    | 4.17    |

### ANOVA

|                                          |                | Sum of Squares | df  | Mean Square |
|------------------------------------------|----------------|----------------|-----|-------------|
| Y Organizational<br>Citizenship Behavior | Between Groups | 1.969          | 3   | .656        |
|                                          | Within Groups  | 37.130         | 116 | .320        |
|                                          | Total          | 39.100         | 119 |             |
| X1 Kepuasan Kerja                        | Between Groups | .558           | 3   | .186        |
|                                          | Within Groups  | 18.059         | 116 | .156        |
|                                          | Total          | 18.617         | 119 |             |
| X2 Komitmen<br>Organisasional            | Between Groups | 1.037          | 3   | .346        |
|                                          | Within Groups  | 30.906         | 116 | .266        |
|                                          | Total          | 31.943         | 119 |             |

# ANOVA

|                                          |                | F     | Sig. |
|------------------------------------------|----------------|-------|------|
| Y Organizational<br>Citizenship Behavior | Between Groups | 2.051 | .111 |
|                                          | Within Groups  |       |      |
|                                          | Total          |       |      |
| X1 Kepuasan Kerja                        | Between Groups | 1.195 | .315 |
|                                          | Within Groups  |       |      |
|                                          | Total          |       |      |
| X2 Komitmen<br>Organisasional            | Between Groups | 1.297 | .279 |
|                                          | Within Groups  |       |      |
|                                          | Total          |       |      |