BAB V
KESIMPULAN DAN SARAN

Sebagai bagian akhir dari penulisan skripsi ini maka dalam bab V disampaikan kesimpulan dan saran. Kesimpulan dan saran yang disampaikan berdasarkan hasil analisis data dan pengujian hipotesis yang telah dilakukan. Adapun kesimpulan dan saran tersebut adalah sebagai berikut:

A. Kesimpulan

Penerapan *Total Quality Management* (TQM) berpengaruh secara positif dan signifikan terhadap Kinerja Manajerial pada Bank Perkreditan Rakyat (BPR) di Yogyakarta dan sekitarnya, yang ditunjukkan dari hasil uji hipotesis. Dengan diterimanya Ha dari pengujian hipotesis tersebut berarti penerapan *Total Quality Management* (TQM) berpengaruh secara positif dan signifikan terhadap Kinerja Manajerial. Signifikan dalam lingkup ilmu statistika artinya tidak dapat diabaikan, sedangkan positif artinya perubahan kinerja manajerial tersebut searah dengan perubahan penerapan *Total Quality Management* (TQM), semakin tinggi penerapan *Total Quality Management* (TQM) maka Kinerja Manajerial semakin meningkat.

B. Saran

Penerapan *Total Quality Management* (TQM) telah terbukti memiliki pengaruh yang positif dan signifikan terhadap Kinerja Manajerial. Agar Kinerja Manajerial dapat meningkat maka sebaiknya dilakukan melalui penerapan *Total Quality Management* (TQM) secara konsisten pada seluruh aspek management.

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LAMPIRAN 1

TABULASI DATA

LAMPIRAN 1
DISTRIBUSI JAWABAN KUESIONER RESPONDEN

Nama variabel / No. responden	TQM1	TQM2	TQM3	TQM4	TQM5	TQM	Rerata	Kin1	Kin2
X1	3	4	4	4	4	19	3.8	8	7
X2	4	4	4	3	3	18	3.6	8	7
X3	3	4	4	4	4	19	3.8	8	8
X4	4	4	4	4	4	20	4	7	8
X5	3	4	3	4	4	18	3.6	8	7
X6	2	5	4	2	4	17	3.4	6	6
X7	3	5	5	4	5	22	4.4	6	7
X8	4	4	4	3	4	19	3.8	7	7
X9	4	4	4	3	4	19	3.8	7	7
X10	4	4	4	3	4	19	3.8	7	7
X11	2	4	2	3	5	16	3.2	4	6
X12	4	5	4	4	4	21	4.2	6	7
X13	3	4	4	3	3	17	3.4	7	7
X14	3	4	3	4	4	18	3.6	5	6
X15	5	4	4	4	5	22	4.4	7	8
X16	4	4	3	3	3	17	3.4	7	7
X17	5	4	4	4	5	22	4.4	7	8
X18	4	5	4	4	4	21	4.2	7	7
X19	4	5	4	5	4	22	4.4	9	8
X20	4	5	4	3	4	20	4	7	8
X21	2	2	4	3	2	13	2.6	3	5
X22	5	5	4	3	5	22	4.4	7	8
X23	5	4	4	3	5	21	4.2	8	7
X24	5	5	5	5	5	25	5	9	8
X25	5	5	5	4	4	23	4.6	8	8
X26	4	4	5	5	4	22	4.4	7	8
X27	4	4	4	5	5	22	4.4	7	8
X28	4	4	4	5	4	21	4.2	7	8
X29	4	5	4	4	5	22	4.4	5	6
X30	4	5	4	5	5	23	4.6	7	8
X31	4	5	5	5	5	24	4.8	8	7
X32	4	5	4	3	4	20	4	7	7
X33	4	3	3	2	5	17	3.4	6	7
X34	3	3	3	5	4	18	3.6	7	6
X35	4	4	4	4	4	20	4	7	8
X36	4	4	4	4	4	20	4	7	7
X37	4	5	3	2	2	16	3.2	6	6
X38	4	5	3	2	2	16	3.2	6	5
X39	2	4	4	4	4	18	3.6	6	7
X40	2	4	4	4	4	18	3.6	6	7

LAMPIRAN 1

DISTRIBUSI JAWABAN KUESIONER RESPONDEN

Nama variabel / No. responden	Kin3	Kin4	Kin5	Kin6	Kin7	Kin8	Kin9	Kinerja	Rerata
X1	7	8	8	7	8	8	8	69	7.67
X2	7	8	8	7	8	8	8	69	7.67
X3	7	8	8	7	7	8	8	69	7.67
X4	7	8	8	8	7	8	8	69	7.67
X5	7	8	8	7	8	8	8	69	7.67
X6	6	7	7	5	5	8	5	55	6.11
X7	6	7	8	6	7	7	7	61	6.78
X8	7	7	7	6	6	7	7	61	6.78
X9	7	7	7	5	5	6	7	58	6.44
X10	7	7	7	6	6	6	7	60	6.67
X11	7	6	7	7	7	8	7	59	6.56
X12	7	8	8	7	8	8	8	67	7.44
X13	7	7	6	6	6	6	6	58	6.44
X14	6	6	6	7	6	6	6	54	6.00
X15	8	7	8	6	4	4	8	60	6.67
X16	7	7	6	6	6	7	7	60	6.67
X17	8	8	7	7	7	8	8	68	7.56
X18	7	8	7	6	7	7	7	63	7.00
X19	8	7	8	8	9	7	8	72	8.00
X20	7	7	7	7	6	6	7	62	6.89
X21	5	7	4	6	4	3	6	43	4.78
X22	8	7	7	6	5	6	7	61	6.78
X23	9	7	8	8	7	4	7	65	7.22
X24	8	7	8	8	8	8	8	72	8.00
X25	9	8	8	8	8	8	8	73	8.11
X26	8	8	9	8	9	8	9	74	8.22
X27	9	8	8	8	9	7	8	72	8.00
X28	7	8	8	7	8	8	9	70	7.78
X29	7	6	6	8	7	8	8	61	6.78
X30	8	8	9	8	8	7	8	71	7.89
X31	8	8	8	8	8	8	8	71	7.89
X32	7	6	8	7	6	7	7	62	6.89
X33	7	7	6	6	7	6	7	59	6.56
X34	6	7	7	6	7	6	7	59	6.56
X35	7	7	7	6	7	8	7	64	7.11
X36	7	7	7	7	7	7	7	63	7.00
X37	5	6	6	7	7	7	7	57	6.33
X38	5	6	6	7	7	8	6	56	6.22
X39	5	6	7	6	7	5	6	55	6.11
X40	5	6	7	6	7	5	6	55	6.11

LAMPIRAN 2

UJI VALIDITAS

(KAISER'S MSA)

LAMPIRAN 2. UJI VALIDITAS
(*TOTAL QUALITY MANAGEMENT*)

Factor Analysis

Correlation Matrix

		TQM1	TQM2	TQM3	TQM4	TQM5
Correlation	TQM1	1.000	.346	.319	.119	.276
	TQM2	.346	1.000	.305	.054	.190
	TQM3	.319	.305	1.000	.436	.259
	TQM4	.119	.054	.436	1.000	.438
	TQM5	.276	.190	.259	.438	1.000
Sig. (1-tailed)	TQM1		.014	.022	.233	.042
	TQM2	.014		.028	.371	.120
	TQM3	.022	.028		.002	.053
	TQM4	.233	.371	.002		.002
	TQM5	.042	.120	.053	.002	

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.617
Bartlett's Test of Sphericity	Approx. Chi-Square	28.956
	df	10
	Sig.	.001

Anti-image Matrices

		TQM1	TQM2	TQM3	TQM4	TQM5
Anti-image Covariance	TQM1	.796	-.198	-.159	.058	-.156
	TQM2	-.198	.822	-.178	.093	-.087
	TQM3	-.159	-.178	.697	-.276	.012
	TQM4	.058	.093	-.276	.677	-.282
	TQM5	-.156	-.087	.012	-.282	.748
Anti-image Correlation	TQM1	.671[a]	-.245	-.214	.079	-.202
	TQM2	-.245	.638[a]	-.235	.125	-.110
	TQM3	-.214	-.235	.633[a]	-.402	.016
	TQM4	.079	.125	-.402	.540[a]	-.396
	TQM5	-.202	-.110	.016	-.396	.639[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
TQM1	1.000	.385
TQM2	1.000	.296
TQM3	1.000	.549
TQM4	1.000	.423
TQM5	1.000	.458

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.110	42.209	42.209	2.110	42.209	42.209
2	1.098	21.958	64.167			
3	.740	14.809	78.976			
4	.638	12.756	91.733			
5	.413	8.267	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
TQM1	.620
TQM2	.544
TQM3	.741
TQM4	.650
TQM5	.677

a. 1 components extracted.

LAMPIRAN 2. UJI VALIDITAS
(KINERJA MANAJERIAL)

Factor Analysis

Correlation Matrix

		KINERJA 1	KINERJA 2	KINERJA 3	KINERJA 4	KINERJA 5	KINERJA 6	KINERJA 7	KINERJA 8	KINERJA 9
Correlation	KINERJA 1	1.000	.666	.593	.508	.664	.330	.450	.316	.500
	KINERJA 2	.666	1.000	.689	.555	.684	.304	.336	.199	.622
	KINERJA 3	.593	.689	1.000	.558	.591	.520	.338	.204	.633
	KINERJA 4	.508	.555	.558	1.000	.551	.284	.419	.367	.650
	KINERJA 5	.664	.684	.591	.551	1.000	.474	.581	.406	.664
	KINERJA 6	.330	.304	.520	.284	.474	1.000	.698	.378	.636
	KINERJA 7	.450	.336	.338	.419	.581	.698	1.000	.590	.604
	KINERJA 8	.316	.199	.204	.367	.406	.378	.590	1.000	.457
	KINERJA 9	.500	.622	.633	.650	.664	.636	.604	.457	1.000
Sig. (1-tailed)	KINERJA 1		.000	.000	.000	.000	.019	.002	.023	.001
	KINERJA 2	.000		.000	.000	.000	.028	.017	.110	.000
	KINERJA 3	.000	.000		.000	.000	.000	.017	.104	.000
	KINERJA 4	.000	.000	.000		.000	.038	.004	.010	.000
	KINERJA 5	.000	.000	.000	.000		.001	.000	.005	.000
	KINERJA 6	.019	.028	.000	.038	.001		.000	.008	.000
	KINERJA 7	.002	.017	.017	.004	.000	.000		.000	.000
	KINERJA 8	.023	.110	.104	.010	.005	.008	.000		.002
	KINERJA 9	.001	.000	.000	.000	.000	.000	.000	.002	

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.833
Bartlett's Test of Sphericity	Approx. Chi-Square	206.085
	df	36
	Sig.	.000

Anti-image Matrices

		KINERJA 1	KINERJA 2	KINERJA 3	KINERJA 4	KINERJA 5	KINERJA 6	KINERJA 7	KINERJA 8	KINERJA 9
Anti-image Covariance	KINERJA 1	.425	-.104	-.084	-.031	-.095	.036	-.067	-.035	.049
	KINERJA 2	-.104	.322	-.108	-.003	-.098	.070	.005	.065	-.084
	KINERJA 3	-.084	-.108	.333	-.099	-.017	-.147	.101	.025	-.021
	KINERJA 4	-.031	-.003	-.099	.454	-.012	.123	-.058	-.047	-.138
	KINERJA 5	-.095	-.098	-.017	-.012	.345	.001	-.070	-.030	-.043
	KINERJA 6	.036	.070	-.147	.123	.001	.316	-.175	.035	-.110
	KINERJA 7	-.067	.005	.101	-.058	-.070	-.175	.307	-.148	-.012
	KINERJA 8	-.035	.065	.025	-.047	-.030	.035	-.148	.602	-.067
	KINERJA 9	.049	-.084	-.021	-.138	-.043	-.110	-.012	-.067	.280
Anti-image Correlation	KINERJA 1	.891[a]	-.282	-.224	-.071	-.248	.097	-.185	-.068	.142
	KINERJA 2	-.282	.846[a]	-.328	-.008	-.293	.220	.015	.147	-.281
	KINERJA 3	-.224	-.328	.811[a]	-.254	-.050	-.453	.315	.055	-.067
	KINERJA 4	-.071	-.008	-.254	.848[a]	-.031	.325	-.155	-.089	-.387
	KINERJA 5	-.248	-.293	-.050	-.031	.925[a]	.003	-.216	-.066	-.138
	KINERJA 6	.097	.220	-.453	.325	.003	.686[a]	-.563	.080	-.369
	KINERJA 7	-.185	.015	.315	-.155	-.216	-.563	.770[a]	-.345	-.041
	KINERJA 8	-.068	.147	.055	-.089	-.066	.080	-.345	.859[a]	-.164
	KINERJA 9	.142	-.281	-.067	-.387	-.138	-.369	-.041	-.164	.868[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
KINERJA 1	1.000	.569
KINERJA 2	1.000	.590
KINERJA 3	1.000	.599
KINERJA 4	1.000	.536
KINERJA 5	1.000	.714
KINERJA 6	1.000	.463
KINERJA 7	1.000	.538
KINERJA 8	1.000	.306
KINERJA 9	1.000	.747

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.062	56.248	56.248	5.062	56.248	56.248
2	1.268	14.089	70.337			
3	.748	8.315	78.651			
4	.580	6.445	85.097			
5	.386	4.288	89.385			
6	.351	3.901	93.286			
7	.250	2.775	96.061			
8	.212	2.353	98.414			
9	.143	1.586	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
KINERJA 1	.754
KINERJA 2	.768
KINERJA 3	.774
KINERJA 4	.732
KINERJA 5	.845
KINERJA 6	.680
KINERJA 7	.734
KINERJA 8	.553
KINERJA 9	.864

a. 1 components extracted.

LAMPIRAN 3

UJI RELIABILITAS

(CRONBACH ALPHA)

LAMPIRAN 3. UJI RELIABILITAS
(*TOTAL QUALITY MANAGEMENT*)

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded[a]	0	.0
	Total	40	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.643	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TQM1	15.95	4.356	.371	.605
TQM2	15.40	5.067	.312	.627
TQM3	15.78	4.692	.507	.553
TQM4	15.98	4.230	.379	.603
TQM5	15.60	4.246	.454	.561

LAMPIRAN 3. UJI RELIABILITAS
(KINERJA MANAJERIAL)

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded [a]	0	.0
	Total	40	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.890	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KINERJA 1	56.35	34.695	.663	.877
KINERJA 2	56.05	37.741	.664	.878
KINERJA 3	56.15	35.772	.662	.877
KINERJA 4	56.00	38.872	.643	.881
KINERJA 5	55.90	35.272	.779	.867
KINERJA 6	56.35	37.874	.613	.881
KINERJA 7	56.25	34.192	.678	.876
KINERJA 8	56.27	36.102	.479	.897
KINERJA 9	55.87	36.112	.800	.868

LAMPIRAN 4

STATISTIK DESKRIPTIF

LAMPIRAN 4. STATISTIK DESKRIPTIF
(*TOTAL QUALITY MANAGEMENT*)

Frequencies

Statistics

TQM

N	Valid	15
	Missing	0
Mean		3.9820
Minimum		3.30
Maximum		4.80

TQM

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.30	1	6.7	6.7	6.7
	3.40	1	6.7	6.7	13.3
	3.60	2	13.3	13.3	26.7
	3.75	1	6.7	6.7	33.3
	3.76	1	6.7	6.7	40.0
	3.80	1	6.7	6.7	46.7
	3.90	1	6.7	6.7	53.3
	4.00	1	6.7	6.7	60.0
	4.10	1	6.7	6.7	66.7
	4.30	1	6.7	6.7	73.3
	4.40	1	6.7	6.7	80.0
	4.50	1	6.7	6.7	86.7
	4.52	1	6.7	6.7	93.3
	4.80	1	6.7	6.7	100.0
	Total	15	100.0	100.0	

Frequencies

Statistics

BPR PT Bhumikarya Pala

N	Valid	5
	Missing	0
Mean		3.7600
Minimum		3.60
Maximum		4.00

BPR PT Bhumikarya Pala

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.60	2	40.0	40.0	40.0
	3.80	2	40.0	40.0	80.0
	4.00	1	20.0	20.0	100.0
	Total	5	100.0	100.0	

Frequencies

Statistics

BPR PT Sinarenam Permai Depok

N	Valid	2
	Missing	0
Mean		3.9000
Minimum		3.40
Maximum		4.40

BPR PT Sinarenam Permai Depok

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.40	1	50.0	50.0	50.0
	4.40	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Frequencies

Statistics

BPR PT Kartika Artha Kencanajaya

N	Valid	3
	Missing	0
Mean		3.8000
Minimum		3.80
Maximum		3.80

BPR PT Kartika Artha Kencanajaya

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.80	3	100.0	100.0	100.0

Frequencies

Statistics

BPR PT Nusumma Tempel

N	Valid	3
	Missing	0
Mean		3.6000
Minimum		3.20
Maximum		4.20

BPR PT Nusumma Tempel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.20	1	33.3	33.3	33.3
	3.40	1	33.3	33.3	66.7
	4.20	1	33.3	33.3	100.0
	Total	3	100.0	100.0	

Frequencies

Statistics

BPR PT Berlian Bumi Artha

N	Valid	1
	Missing	0
Mean		3.6000
Minimum		3.60
Maximum		3.60

BPR PT Berlian Bumi Artha

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.60	1	100.0	100.0	100.0

Frequencies

Statistics

BPR PT Wijayamulya Santosa

N	Valid	4
	Missing	0
Mean		4.1000
Minimum		3.40
Maximum		4.40

BPR PT Wijayamulya Santosa

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.40	1	25.0	25.0	25.0
	4.20	1	25.0	25.0	50.0
	4.40	2	50.0	50.0	100.0
	Total	4	100.0	100.0	

Frequencies

Statistics

BPR PT Profidana Paramitra

N	Valid	1
	Missing	0
Mean		4.4000
Minimum		4.40
Maximum		4.40

BPR PT Profidana Paramitra

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.40	1	100.0	100.0	100.0

Frequencies

Statistics

BPR PT Danagung Ramulti

N	Valid	2
	Missing	0
Mean		3.3000
Minimum		2.60
Maximum		4.00

BPR PT Danagung Ramulti

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.60	1	50.0	50.0	50.0
	4.00	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Frequencies

Statistics

BPR PT Madani Sejahtera Abadi

N	Valid	2
	Missing	0
Mean		4.3000
Minimum		4.20
Maximum		4.40

BPR PT Madani Sejahtera Abadi

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.20	1	50.0	50.0	50.0
	4.40	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Frequencies

Statistics

BPR PT Artha Sumber Arum

N	Valid	5
	Missing	0
Mean		4.5200
Minimum		4.20
Maximum		5.00

BPR PT Artha Sumber Arum

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.20	1	20.0	20.0	20.0
	4.40	2	40.0	40.0	60.0
	4.60	1	20.0	20.0	80.0
	5.00	1	20.0	20.0	100.0
	Total	5	100.0	100.0	

Frequencies

Statistics

BPR PT Danamas Prima

N	Valid	2
	Missing	0
Mean		4.5000
Minimum		4.40
Maximum		4.60

BPR PT Danamas Prima

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.40	1	50.0	50.0	50.0
	4.60	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Frequencies

Statistics

BPR PT Restu Mandiri Makmur

N	Valid	1
	Missing	0
Mean		4.8000
Minimum		4.80
Maximum		4.80

BPR PT Restu Mandiri Makmur

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.80	1	100.0	100.0	100.0

Frequencies

Statistics

BPR PT Bina Arta Swadaya Yogyakarta

N	Valid	1
	Missing	0
Mean		4.0000
Minimum		4.00
Maximum		4.00

BPR PT Bina Arta Swadaya Yogyakarta

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.00	1	100.0	100.0	100.0

Frequencies

Statistics

BPR PT Nusamba Banguntapan

N	Valid	4
	Missing	0
Mean		3.7500
Minimum		3.40
Maximum		4.00

BPR PT Nusamba Banguntapan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.40	1	25.0	25.0	25.0
	3.60	1	25.0	25.0	50.0
	4.00	2	50.0	50.0	100.0
	Total	4	100.0	100.0	

Frequencies

Statistics

BPR PT Danagung Bakti

N	Valid	4
	Missing	0
Mean		3.4000
Minimum		3.20
Maximum		3.60

BPR PT Danagung Bakti

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.20	2	50.0	50.0	50.0
	3.60	2	50.0	50.0	100.0
	Total	4	100.0	100.0	

LAMPIRAN 4. STATISTIK DESKRIPTIF (KINERJA MANAJERIAL)

Frequencies

Statistics

KINERJA

N	Valid	15
	Missing	0
Mean		6.9670
Minimum		5.84
Maximum		8.02

KINERJA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.84	1	6.7	6.7	6.7
	6.00	1	6.7	6.7	13.3
	6.19	1	6.7	6.7	20.0
	6.45	1	6.7	6.7	26.7
	6.63	1	6.7	6.7	33.3
	6.81	1	6.7	6.7	40.0
	6.81	1	6.7	6.7	46.7
	6.89	1	6.7	6.7	53.3
	6.98	1	6.7	6.7	60.0
	7.00	1	6.7	6.7	66.7
	7.34	1	6.7	6.7	73.3
	7.67	1	6.7	6.7	80.0
	7.89	1	6.7	6.7	86.7
	8.00	1	6.7	6.7	93.3
	8.02	1	6.7	6.7	100.0
	Total	15	100.0	100.0	

Frequencies

Statistics

BPR PT Bhumikarya Pala

N	Valid	5
	Missing	0
Mean		7.6700
Minimum		7.67
Maximum		7.67

BPR PT Bhumikarya Pala

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	7.67	5	100.0	100.0	100.0

Frequencies

Statistics

BPR PT Sinarenam Permai Depok

N	Valid	2
	Missing	0
Mean		6.4450
Minimum		6.11
Maximum		6.78

BPR PT Sinarenam Permai Depok

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6.11	1	50.0	50.0	50.0
	6.78	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Frequencies

Statistics

BPR PT Kartika Artha Kencanajaya

N	Valid	3
	Missing	0
Mean		6.6300
Minimum		6.44
Maximum		6.78

BPR PT Kartika Artha Kencanajaya

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6.44	1	33.3	33.3	33.3
	6.67	1	33.3	33.3	66.7
	6.78	1	33.3	33.3	100.0
	Total	3	100.0	100.0	

Frequencies

Statistics

BPR PT Nusumma Tempel

N	Valid	3
	Missing	0
Mean		6.8133
Minimum		6.44
Maximum		7.44

BPR PT Nusumma Tempel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6.44	1	33.3	33.3	33.3
	6.56	1	33.3	33.3	66.7
	7.44	1	33.3	33.3	100.0
	Total	3	100.0	100.0	

Frequencies

Statistics

BPR PT Berlian Bumi Artha

N	Valid	1
	Missing	0
Mean		6.0000
Minimum		6.00
Maximum		6.00

BPR PT Berlian Bumi Artha

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6.00	1	100.0	100.0	100.0

Frequencies

Statistics

BPR PT Wijayamulya Santosa

N	Valid	4
	Missing	0
Mean		6.9750
Minimum		6.67
Maximum		7.56

BPR PT Wijayamulya Santosa

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6.67	2	50.0	50.0	50.0
	7.00	1	25.0	25.0	75.0
	7.56	1	25.0	25.0	100.0
	Total	4	100.0	100.0	

Frequencies

Statistics

BPR PT Profidana Paramitra

N	Valid	1
	Missing	0
Mean		8.0000
Minimum		8.00
Maximum		8.00

BPR PT Profidana Paramitra

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	8.00	1	100.0	100.0	100.0

Frequencies

Statistics

BPR PT Danagung Ramulti

N	Valid	2
	Missing	0
Mean		5.8350
Minimum		4.78
Maximum		6.89

BPR PT Danagung Ramulti

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.78	1	50.0	50.0	50.0
	6.89	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Frequencies

Statistics

BPR PT Madani Sejahtera Abadi

N	Valid	2
	Missing	0
Mean		7.0000
Minimum		6.78
Maximum		7.22

BPR PT Madani Sejahtera Abadi

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6.78	1	50.0	50.0	50.0
	7.22	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Frequencies

Statistics

BPR PT Artha Sumber Arum

N	Valid	5
	Missing	0
Mean		8.0220
Minimum		7.78
Maximum		8.22

BPR PT Artha Sumber Arum

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	7.78	1	20.0	20.0	20.0
	8.00	2	40.0	40.0	60.0
	8.11	1	20.0	20.0	80.0
	8.22	1	20.0	20.0	100.0
	Total	5	100.0	100.0	

Frequencies

Statistics

BPR PT Danamas Prima

N	Valid	2
	Missing	0
Mean		7.3350
Minimum		6.78
Maximum		7.89

BPR PT Danamas Prima

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6.78	1	50.0	50.0	50.0
	7.89	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Frequencies

Statistics

BPR PT Restu Mandiri Makmur

N	Valid	1
	Missing	0
Mean		7.8900
Minimum		7.89
Maximum		7.89

BPR PT Restu Mandiri Makmur

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	7.89	1	100.0	100.0	100.0

Frequencies

Statistics

BPR PT Bina Arta Swadaya Yogyakarta

N	Valid	1
	Missing	0
Mean		6.8900
Minimum		6.89
Maximum		6.89

BPR PT Bina Arta Swadaya Yogyakarta

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6.89	1	100.0	100.0	100.0

Frequencies

Statistics

BPR PT Nusamba Banguntapan

N	Valid	4
	Missing	0
Mean		6.8075
Minimum		6.56
Maximum		7.11

BPR PT Nusamba Banguntapan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6.56	2	50.0	50.0	50.0
	7.00	1	25.0	25.0	75.0
	7.11	1	25.0	25.0	100.0
	Total	4	100.0	100.0	

Frequencies

Statistics

BPR PT Danagung Bakti

N	Valid	4
	Missing	0
Mean		6.1925
Minimum		6.11
Maximum		6.33

BPR PT Danagung Bakti

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6.11	2	50.0	50.0	50.0
	6.22	1	25.0	25.0	75.0
	6.33	1	25.0	25.0	100.0
	Total	4	100.0	100.0	

LAMPIRAN 5

ANALISIS REGRESI

LAMPIRAN 5. ANALISIS REGRESI

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
KINERJA	6.9670	.70307	15
TQM	3.9820	.44366	15

Correlations

		KINERJA	TQM
Pearson Correlation	KINERJA	1.000	.822
	TQM	.822	1.000
Sig. (1-tailed)	KINERJA	.	.000
	TQM	.000	.
N	KINERJA	15	15
	TQM	15	15

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	TQM[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: KINERJA

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822[a]	.676	.651	.41515

a. Predictors: (Constant), TQM

b. Dependent Variable: KINERJA

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.680	1	4.680	27.152	.000[a]
	Residual	2.241	13	.172		
	Total	6.920	14			

a. Predictors: (Constant), TQM

b. Dependent Variable: KINERJA

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.778	1.002		1.775	.099
	TQM	1.303	.250	.822	5.211	.000

a. Dependent Variable: KINERJA

Casewise Diagnostics[a]

Case Number	Std. Residual	KINERJA	Predicted Value	Residual
1	2.390	7.67	6.6777	.99228
2	-1.000	6.45	6.8602	-.41516
3	-.241	6.63	6.7298	-.09984
4	.829	6.81	6.4692	.34409
5	-1.130	6.00	6.4692	-.46921
6	-.351	6.98	7.1208	-.14579
7	1.176	8.00	7.5117	.48826
8	-.586	5.84	6.0783	-.24326
9	-.919	7.00	7.3814	-.38142
10	.852	8.02	7.6681	.35388
11	-.740	7.34	7.6421	-.30706
12	-.344	7.89	8.0330	-.14301
13	-.242	6.89	6.9905	-.10048
14	.344	6.81	6.6647	.14281
15	-.039	6.19	6.2086	-.01608

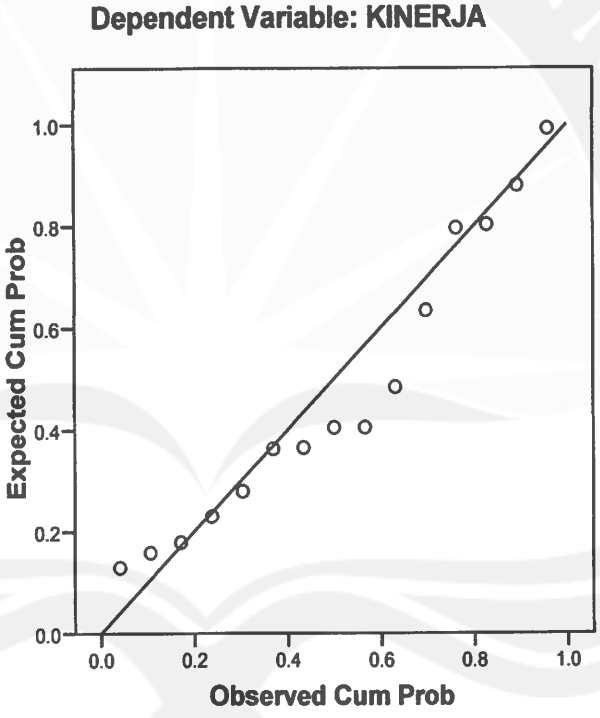
a. Dependent Variable: KINERJA

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	6.0783	8.0330	6.9670	.57816	15
Residual	-.46921	.99228	.00000	.40005	15
Std. Predicted Value	-1.537	1.844	.000	1.000	15
Std. Residual	-1.130	2.390	.000	.964	15

a. Dependent Variable: KINERJA

Normal P-P Plot of Regression Standardized Residual



LAMPIRAN 6
CONTOH
KUESIONER

KUESIONER

PENGARUH PENERAPAN *TOTAL QUALITY MANAGEMENT* (TQM) TERHADAP KINERJA MANAJERIAL PADA BANK PERKREDITAN RAKYAT DI YOGYAKARTA DAN SEKITARNYA

Bagian I

Identitas responden dan perusahaan

Guna melengkapi penelitian mohon isi data-data berikut ini :

1. Nama Perusahaan : _____
2. Alamat Perusahaan : _____
   _____
   _____
3. Nama : _____
4. Jabatan : _____
5. Umur : _____ tahun
6. Jenis Kelamin : Pria / Wanita
7. Pengalaman Kerja : _____ tahun

Bagian II

Pengukuran Kinerja Manajerial

Mohon Anda ukur kinerja Anda dibandingkan dengan kinerja rekan Anda dengan memilih skala mana yang dapat mewakili kinerja Anda untuk setiap bidang berikut ini dengan menuliskan nomor diantara 1 sampai dengan 9 sesuai dengan skala yang menurut Anda paling tepat, dengan ketentuan sebagai berikut :

No	Kinerja dibawah rata-rata			Kinerja rata-rata			Kinerja diatas rata-rata		
	1	2	3	4	5	6	7	8	9
	Bidang						Skala Kinerja (Angka 1s/d 9)		
1	Perencanaan Menentukan tujuan, kebijakan, dan tindakan/ pelaksanaan, penjadwalan kerja, penganggaran, merancang prosedur, pemrograman.						.....		

2	Investigasi Mengumpulkan dan menyampaikan informasi untuk laporan, rekening, mengukur hasil, analisis pekerjaan.	.....
3	Pengkoordinasian Saling menukar informasi dengan orang lain dibagian organisasi yang lain untuk mengkaitkan dan menyesuaikan program, memberi tahu bagian lain, hubungan dengan manajer/ karyawan lain.	.....
4	Evaluasi Menilai dan mengukur proposal, kinerja, yang diamati atau melaporkan penilaian pegawai, penilaian catatan hasil, penilaian laporan keuangan, pemeriksaan pelayanan jasa.	.....
5	Pengawasan Mengarahkan, memimpin dan mengembangkan bawahan, membimbing, melatih, dan menjelaskan peraturan kepada bawahan, memberikan tugas pekerjaan, dan menangani bawahan	.....
6	Pemilihan Staf Mempertahankan angkatan kerja di bagian anda, merekrut, mewawancarai dan memilih pegawai baru, menempatkan, mempromosikan dan memutasi pegawai.	.....
7	Negosiasi Pembelian, penjualan atau melakukan kontrak untuk barang dan jasa, menghubungi pemasok, tawar-menawar dengan wakil penjual, tawar-menawar secara berkelompok (tender).	.....
8	Perwakilan Menghadiri pertemuan, pertemuan dengan perusahaan lain, pertemuan dengan perkumpulan bisnis, pidato unutk acara kemasyarakatan, pendekatan kemasyarakatan, mempromosikan tujuan umum perusahaan Anda.	.....
9	Kinerja Secara Menyeluruh	.....

Bagian III

Penerapan *Total Quality Management* (TQM)

Petunjuk pengerjaan :

- Berikanlah tanda silang hanya pada satu angka dari deretan skala angka berikut sesuai dengan jawaban anda menggunakan bolpoint.

- Apabila ingin mengganti jawaban sebelumnya silahkan lingkari terlebih dahulu jawaban yang salah kemudian benarkan jawaban tersebut dengan tanda silang.

Jawaban atas pertanyaan berikut ini dapat digunakan untuk menjelaskan persepsi anda mengenai penerapan *Total Quality Management* (TQM) di perusahaan tempat anda bekerja

1 = Sangat Tidak Setuju (STS)
2 = Tidak Setuju (TS)
3 = Ragu-ragu (R)
4 = Setuju (S)
5 = Sangat Setuju (SS)

No.	Pertanyaan	Jawaban Anda:				
		Sangat Tidak Setuju (STS)	Tidak Setuju (TS)	Ragu-ragu (R)	Setuju (S)	Sangat Setuju (SS)
1.	Di tempat saya bekerja, alat pengendalian proses secara statistik (dicatat dan didata secara grafis) sering digunakan	1	2	3	4	5
2.	Di tempat saya bekerja, sering melakukan pelatihan untuk meningkatkan kualitas pelayanan jasa	1	2	3	4	5
3.	Di tempat saya bekerja, *team-team* karyawan telah berfungsi secara efektif	1	2	3	4	5
4.	Di tempat saya bekerja, telah melakukan patok duga (*benchmarking*) dengan perusahaan lain *)	1	2	3	4	5
5.	Di tempat saya bekerja, karyawan diberi penghargaan atas peningkatan kualitas	1	2	3	4	5

*) *Benchmarking* adalah suatu proses belajar secara sistematika dan terus menerus untuk menganalisis tata cara kerja terbaik untuk menciptakan dan mencapai tujuan, dengan membandingkan setiap bagian dari suatu perusahaan dengan perusahaan lain.