

DAFTAR PUSTAKA

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PROGRAM STUDI STRATA SATU
PROGRAM STUDI EKONOMI BISNIS MANAJEMEN
UNIVERSITAS NAROTAMA

SURAT PENGANTAR KUESIONER

Surabaya, Desember 2016

Kepada Yth :

Bapak/Ibu/Sdr. Pegawai B'nD

Control System Surabaya

Prihal : Kuesioner Penelitian

Lampiran : 1

Dengan Hormat,

Bersama ini kami sampaikan kuesioner penelitian, untuk diisi dan dijawab dengan sejujurnya berdasarkan pengalaman dan keadaan yang sebenarnya, karena tidak ada jawaban yang salah. Kuesioner ini dibuat untuk mendapatkan data penelitian dalam rangka penyusunan skripsi, sebagai syarat dalam memperoleh gelar dalam program sarjana Ekonomi Universitas Narotama Surabaya, dengan judul Pengaruh *Enrichment* Dan *Empowerment* Terhadap Kompetensi Dalam Meningkatkan Kinerja Karyawan Pada B'nD *Control System* Surabaya.

Adapun pengisian kuesioner ini bertujuan untuk mengetahui pendapat Bapak/Ibu/Saudara mengenai variabel *Enrichment* (pengembangan), *Empowerment* (pemberdayaan), terhadap Kompetensi, dalam meningkatkan Kinerja Karyawan.

Demikian permohonan dari kami, atas bantuan dan kesediaan Bapak/Ibu/Saudara dalam mengisi kuesioner ini kami ucapkan terimakasih.

Hormat kami

Peneliti

Bina Muwadah Rohma

Petunjuk Pengisian Kuesioner

Di bawah ini, isian kuesioner sebagai kriteria penilaian dari variabel-variabel yang diteliti, yaitu : *Enrichment* (pengembangan), *Empowerment* (Pemberdayaan), Kompetensi, dan Kinerja Karyawan.

Bapak/Ibu/Saudara hanya mencentang (✓) pada pilihan jawaban yang paling tepat dan sesuai dengan kondisi yang dialami selama bekerja.

Adapun jawaban dari pernyataan yang dimaksud dalam kuesioner ini dapat dijelaskan sebagai berikut :

1. Sangat tidak setuju (STS)
2. Tidak setuju (TS)
3. Cukup setuju (CS)
4. Setuju (S)
5. Sangat setuju (SS)

IDENTITAS RESPONDEN (Mohon diisi selengkapnya)

Nama :

Jabatan :

Umur : 1. 18-23

2. 24-29

3. 30-ke atas

Jenis Kelamin : Laki-laki/Perempuan

Pendidikan : 1. SMA/ sederajat, 2. Diploma, 3. Sarjana, 4. Pasca Sarjana

Status : 1. Menikah, 2. Belum Menikah

No	Pertanyaan	Jawaban Responden				
I	Enrichment (Pengembangan)	STS	TS	CS	S	SS
1	Karyawan Memiliki Tingkat keahlian dan keterampilan karyawan sesuai dengan tugas.					
2	Karyawan Meningkatkan Prokduktivitasan dan kemandirian individu.					
3	Karyawan Meningkatkan Kesesuaian jabatan dengan yang tugas yang di emban					
II	Empowerment (Pemberdayaan)					
1	Karyawan Memiliki Pekerjaan yang sesuai dengan keinginan individu					
2	Karyawan Memiliki pekerjaan yang dilakukan sangat berarti bagi individu					
3	Karyawan Memiliki Rasa percaya diri pada kemampuan individu					
III	Kompetensi					
1	Karyawan Memiliki pengetahuan yang mendukung pekerjaan					
2	Karyawan Memiliki Kemampuan untuk meningkatkan pengetahuan					
3	Karyawan Memiliki Keahlian Teknis sesuai dengan bidang pekerjaan yang ditangani					
IV	Kinerja karyawan					
1	Karyawan dalam melaksanakan tugas dan tanggung jawab sesuai dengan standart dan kualitas yang di tetapkan perusahaan					
2	Karyawan melakukan tugas dan tanggung jawab dapat diselesaikan secara efektif.					
3	Karyawan dalam melaksanakan tugas dan tanggung jawab memilik komitmen kerja yang sesuai prosedur					

Lampiran 2

X1.1	X1.2	X1.3	X1	X2.1	X2.2	X2.3	X2	X3.1	X3.2	X3.3	X3	Y1	Y2	Y3	Y	Total
4	3	5	12	3	4	4	11	4	5	4	13	4	3	4	11	47
4	4	4	12	4	3	4	11	4	3	4	11	4	4	4	12	46
5	3	3	11	5	3	5	13	4	4	4	12	5	5	4	14	50
4	5	5	14	4	5	5	14	5	4	4	13	5	4	5	14	55
5	4	4	13	4	5	5	14	4	4	5	13	5	4	4	13	53
5	4	4	13	4	5	5	14	4	4	5	13	5	4	4	13	53
2	3	3	8	4	3	2	9	3	3	5	11	2	4	3	9	37
4	4	4	12	5	4	5	14	4	4	5	13	5	4	4	13	52
4	4	4	12	4	4	4	12	5	4	5	14	4	4	5	13	51
4	4	4	12	5	5	4	14	4	3	5	12	4	5	5	14	52
5	4	3	12	4	3	5	12	4	3	4	11	5	4	4	13	48
4	3	4	11	4	3	4	11	4	3	4	11	4	4	4	12	45
5	4	4	13	4	5	5	14	3	4	4	11	3	3	4	10	48
4	4	3	11	4	3	4	11	4	3	4	11	5	4	5	14	47
4	3	4	11	3	3	4	10	4	4	5	13	4	3	3	10	44
4	4	4	12	4	3	4	11	4	3	4	11	4	4	4	12	46
4	3	3	10	3	3	3	9	4	3	4	11	4	3	5	12	42
4	4	4	12	4	3	4	11	3	4	4	11	4	4	3	11	45
4	4	4	12	4	4	4	12	4	3	4	11	3	4	4	11	46
4	4	4	12	4	4	4	12	4	4	4	12	4	3	4	11	47
4	5	5	14	4	2	4	10	3	4	4	11	4	4	3	11	46

4	5	5	14	4	4	4	12	4	5	5	14	4	4	4	12	52
4	4	4	12	3	5	4	12	4	4	4	12	4	3	4	11	47
5	4	4	13	4	4	5	13	3	4	4	11	5	4	5	14	51
4	4	4	12	4	4	4	12	4	4	4	12	4	4	4	12	48
4	5	5	14	4	4	4	12	4	3	5	12	4	3	4	11	49
5	4	4	13	5	2	5	12	4	4	4	12	5	4	4	13	50
4	4	4	12	4	4	4	12	5	4	4	13	4	4	4	12	49
4	4	4	12	3	3	4	10	4	4	4	12	4	3	4	11	45
4	3	3	10	4	3	4	11	3	2	4	9	4	4	3	11	41
4	5	5	14	4	4	4	12	4	4	4	12	4	4	4	12	50
5	4	4	13	4	5	5	14	4	4	4	12	5	4	4	13	52
5	4	4	13	5	4	5	14	4	4	4	12	5	5	4	14	53
5	5	5	15	4	5	5	14	3	4	5	12	5	4	5	14	55
5	4	4	13	4	5	5	14	4	5	5	14	5	4	4	13	54
5	5	5	15	4	5	5	14	4	3	5	12	5	4	4	13	54
4	4	4	12	3	4	4	11	4	3	5	12	4	3	4	11	46
5	4	4	13	5	4	5	14	4	4	5	13	5	5	4	14	54
5	4	4	13	4	4	5	13	4	4	4	12	5	4	5	14	52
4	3	3	10	5	3	4	12	4	3	4	11	4	2	4	10	43

Lampiran 2

Data responden

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Umur	40	1	3	1,90	,778
Pendidikan	40	1	3	2,08	,888
Status	40	1	2	1,73	,452
Gender	40	1	2	1,23	,423
Valid N (listwise)	40				

Statistics

		umur	gender	Pendidikan	status
N	Valid	40	40	40	40
	Missing	0	0	0	0

Umur responden

umur

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-23	14	35,0	35,0	35,0
24-29	16	40,0	40,0	75,0
30 keatas	10	25,0	25,0	100,0
Total	40	100,0	100,0	

Gender responden

gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid laki laki	31	77,5	77,5	77,5
perempuan	9	22,5	22,5	100,0
Total	40	100,0	100,0	

Pendidikan responden

Pendidikan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SMA	14	35,0	35,0	35,0
	Diploma	9	22,5	22,5	57,5
	Sarjana	17	42,5	42,5	100,0
	Total	40	100,0	100,0	



Lampiran 3

Tanggapan responden

Statistics

		X11	X12	X13	X21	X22	X23	Y11	Y12	Y13
N	Valid	40	40	40	40	40	40	40	40	40
	Missing	2	2	2	2	2	2	2	2	2

Frequency Table

X11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2,4	2,5	2,5
	4	25	59,5	62,5	65,0
	5	14	33,3	35,0	100,0
	Total	40	95,2	100,0	
Missing	System	2	4,8		
Total		42	100,0		

X12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	8	19,0	20,0	20,0
	4	25	59,5	62,5	82,5
	5	7	16,7	17,5	100,0
	Total	40	95,2	100,0	
Missing	System	2	4,8		
Total		42	100,0		

X13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	7	16,7	17,5	17,5
	4	25	59,5	62,5	80,0
	5	8	19,0	20,0	100,0
	Total	40	95,2	100,0	
Missing	System	2	4,8		
Total		42	100,0		

X21

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	6	14,3	15,0	15,0
	4	27	64,3	67,5	82,5
	5	7	16,7	17,5	100,0
	Total	40	95,2	100,0	
Missing	System	2	4,8		
Total		42	100,0		

X22

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	4,8	5,0	5,0
	3	13	31,0	32,5	37,5
	4	15	35,7	37,5	75,0
	5	10	23,8	25,0	100,0
	Total	40	95,2	100,0	
Missing	System	2	4,8		
Total		42	100,0		

X23

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2,4	2,5	2,5
	3	1	2,4	2,5	5,0
	4	22	52,4	55,0	60,0
	5	16	38,1	40,0	100,0
	Total	40	95,2	100,0	
Missing	System	2	4,8		
Total		42	100,0		

X31

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	7	16,7	17,5	17,5
	4	30	71,4	75,0	92,5
	5	3	7,1	7,5	100,0
	Total	40	95,2	100,0	
Missing	System	2	4,8		
Total		42	100,0		

X32

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2,4	2,5	2,5
	3	13	31,0	32,5	35,0
	4	23	54,8	57,5	92,5
	5	3	7,1	7,5	100,0
	Total	40	95,2	100,0	
Missing	System	2	4,8		
Total		42	100,0		

X33

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	26	61,9	65,0	65,0
	5	14	33,3	35,0	100,0
	Total	40	95,2	100,0	
Missing	System	2	4,8		
Total		42	100,0		

Y11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2,4	2,5	2,5
	3	2	4,8	5,0	7,5
	4	21	50,0	52,5	60,0
	5	16	38,1	40,0	100,0
	Total	40	95,2	100,0	
Missing	System	2	4,8		
Total		42	100,0		

Y12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2,4	2,5	2,5
	3	9	21,4	22,5	25,0
	4	26	61,9	65,0	90,0
	5	4	9,5	10,0	100,0
	Total	40	95,2	100,0	
Missing	System	2	4,8		
Total		42	100,0		

Y13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	5	11,9	12,5	12,5
	4	27	64,3	67,5	80,0
	5	8	19,0	20,0	100,0
	Total	40	95,2	100,0	
Missing	System	2	4,8		
Total		42	100,0		



Lampiran 4

Hasil uji SPSS 13 validasi data

Correlations														
		X11	X12	X13	X21	X22	X23	X31	X32	X33	Y11	Y12	Y13	butir_to tal
X11	Pearson Correlation	1	,225	,116	,271	,343	,907	,017	,299	-,017	,762	,272	,302	,705
	Sig. (2-tailed)		,163	,477	,091	,030	,000	,917	,061	,915	,000	,089	,058	,000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40
X12	Pearson Correlation	,225	1	,736	,074	,371	,336	,075	,236	,201	,259	,184	,222	,603
	Sig. (2-tailed)	,163		,000	,652	,019	,034	,645	,142	,213	,107	,256	,168	,000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40
X13	Pearson Correlation	,116	,736	1	-,145	,387	,232	,092	,466	,227	,102	,011	,067	,511
	Sig. (2-tailed)	,477	,000		,371	,014	,150	,573	,002	,159	,529	,944	,682	,001
	N	40	40	40	40	40	40	40	40	40	40	40	40	40
X21	Pearson Correlation	,271	,074	-,145	1	-,042	,385	,009	-,048	,060	,304	,571	,072	,367
	Sig. (2-tailed)	,091	,652	,371		,797	,014	,956	,769	,714	,056	,000	,660	,020
	N	40	40	40	40	40	40	40	40	40	40	40	40	40
X22	Pearson Correlation	,343	,371	,387	-,042	1	,415	,195	,312	,392	,218	,082	,386	,651
	Sig. (2-tailed)	,030	,019	,014	,797		,008	,227	,050	,012	,177	,615	,014	,000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40
X23	Pearson Correlation	,907	,336	,232	,385	,415	1	,102	,356	,036	,803	,324	,275	,807
	Sig. (2-tailed)	,000	,034	,150	,014	,008		,529	,024	,823	,000	,041	,086	,000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40
X31	Pearson Correlation	,017	,075	,092	,009	,195	,102	1	,143	,043	,241	,024	,388	,329
	Sig. (2-tailed)	,917	,645	,573	,956	,227	,529		,377	,793	,134	,881	,013	,038
	N	40	40	40	40	40	40	40	40	40	40	40	40	40
X32	Pearson Correlation	,299	,236	,466	-,048	,312	,356	,143	1	,098	,265	,056	,062	,508
	Sig. (2-tailed)	,061	,142	,002	,769	,050	,024	,377		,546	,099	,732	,703	,001
	N	40	40	40	40	40	40	40	40	40	40	40	40	40
X33	Pearson Correlation	-,017	,201	,227	,060	,392	,036	,043	,098	1	,062	,121	-,005	,322
	Sig. (2-tailed)	,915	,213	,159	,714	,012	,823	,793	,546		,705	,457	,977	,043

[illegible]

Lampiran 5

Uji Realibilitas

X1 (Enrichment)

Case Processing Summary

		N	%
Cases	Valid	40	95,2
	Excludeda	2	4,8
	Total	42	100,0

Reliability Statistics

Cronbach's Alpha	N of Items
,807	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X11	20,30	6,215	,413	,842
X12	20,63	5,215	,791	,720
X13	20,58	5,379	,721	,744
Enrichment	12,30	1,959	1,000	,629

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24,60	7,836	2,799	4

X2 Empowerment

Case Processing Summary

		N	%
Cases	Valid	40	95,2
	Excludeda	2	4,8
	Total	42	100,0

Reliability Statistics

Cronbach's Alpha	N of Items
,774	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X21	20,33	7,507	,368	,812
X22	20,53	5,846	,567	,727
X23	20,03	6,179	,734	,688
Empowerment	12,18	2,251	1,000	,483

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24,35	9,003	3,000	4

X3 Kompetensi

Case Processing Summary

		N	%
Cases	Valid	40	95,2
	Excludeda	2	4,8
	Total	42	100,0

Reliability Statistics

Cronbach's Alpha	N of Items
,721	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X31	20,00	3,333	,396	,722
X32	20,20	2,728	,536	,646
X33	19,55	3,433	,352	,739
kompetensi	11,95	1,074	1,000	,243

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23,90	4,297	2,073	4

Y (Kinerja Karyawan)

Case Processing Summary

		N	%
Cases	Valid	40	95,2
	Excluded ^a	2	4,8
	Total	42	100,0

Reliability Statistics

Cronbach's Alpha	N of Items
,790	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y11	20,10	4,964	,717	,702
Y12	20,58	5,635	,527	,779
Y13	20,33	5,866	,518	,788
kinerja_karyawan	12,20	1,908	1,000	,553

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24,40	7,631	2,762	4

Lampiran 5

Uji multikolinier

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	kompetensi, Enrichment, Empowerment	.	Enter

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,644	,415	,366	1,100

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30,856	3	10,285	8,503	,000
	Residual	43,544	36	1,210		
	Total	74,400	39			

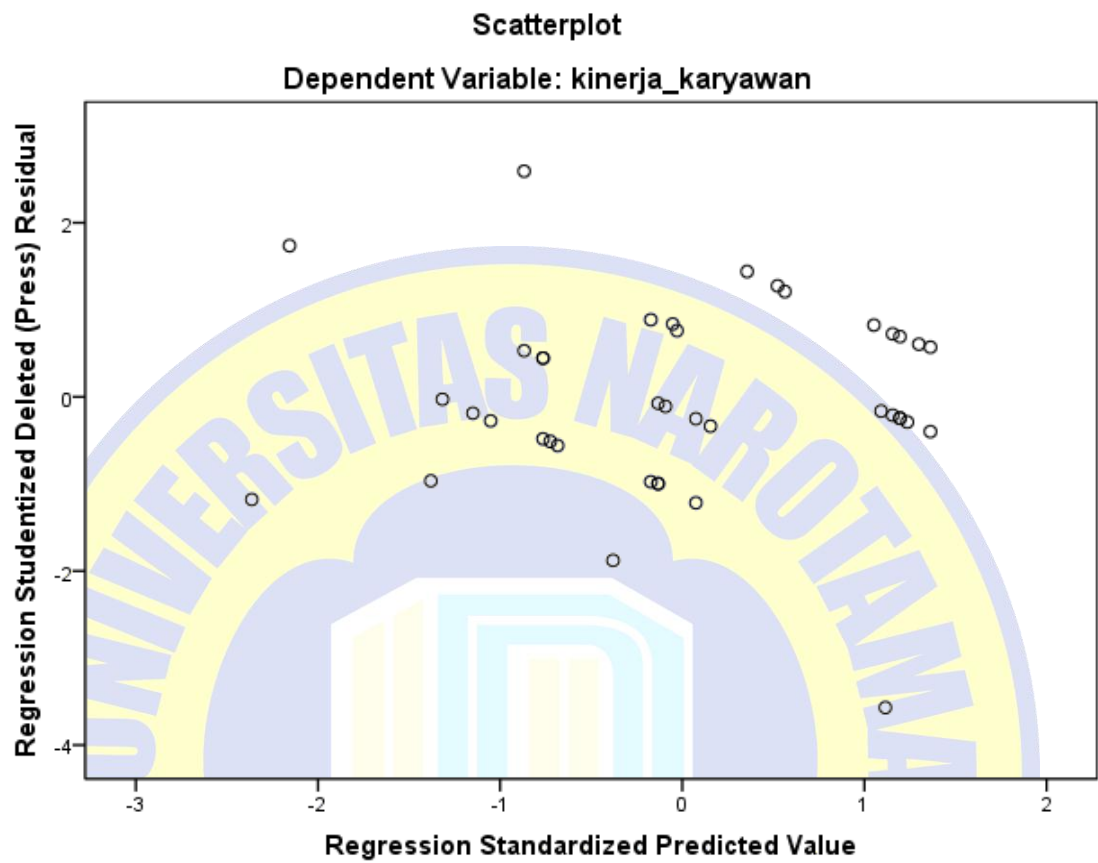
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	4,229	2,210		1,913	,064					
Enrichment	,092	,161	,093	,574	,570	,446	,095	,073	,613	1,631
Empowerment	,527	,150	,572	3,509	,001	,639	,505	,447	,612	1,634
kompetensi	,036	,190	,027	,188	,852	,294	,031	,024	,799	1,251

Collinearity Diagnosticsa

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Enrichment	Empowerment	kompetensi
1	1	3,982	1,000	,00	,00	,00	,00
	2	,009	21,273	,20	,11	,40	,14
	3	,005	27,255	,00	,89	,59	,02
	4	,004	33,145	,80	,00	,01	,84

lampiran 6



Uji Heterokedastisitas



Lampiran 7

Uji Path Model 1

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,448	,201	,158	,951	2,057

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,415	2	4,208	4,649	,016
	Residual	33,485	37	,905		
	Total	41,900	39			

Coefficientsa

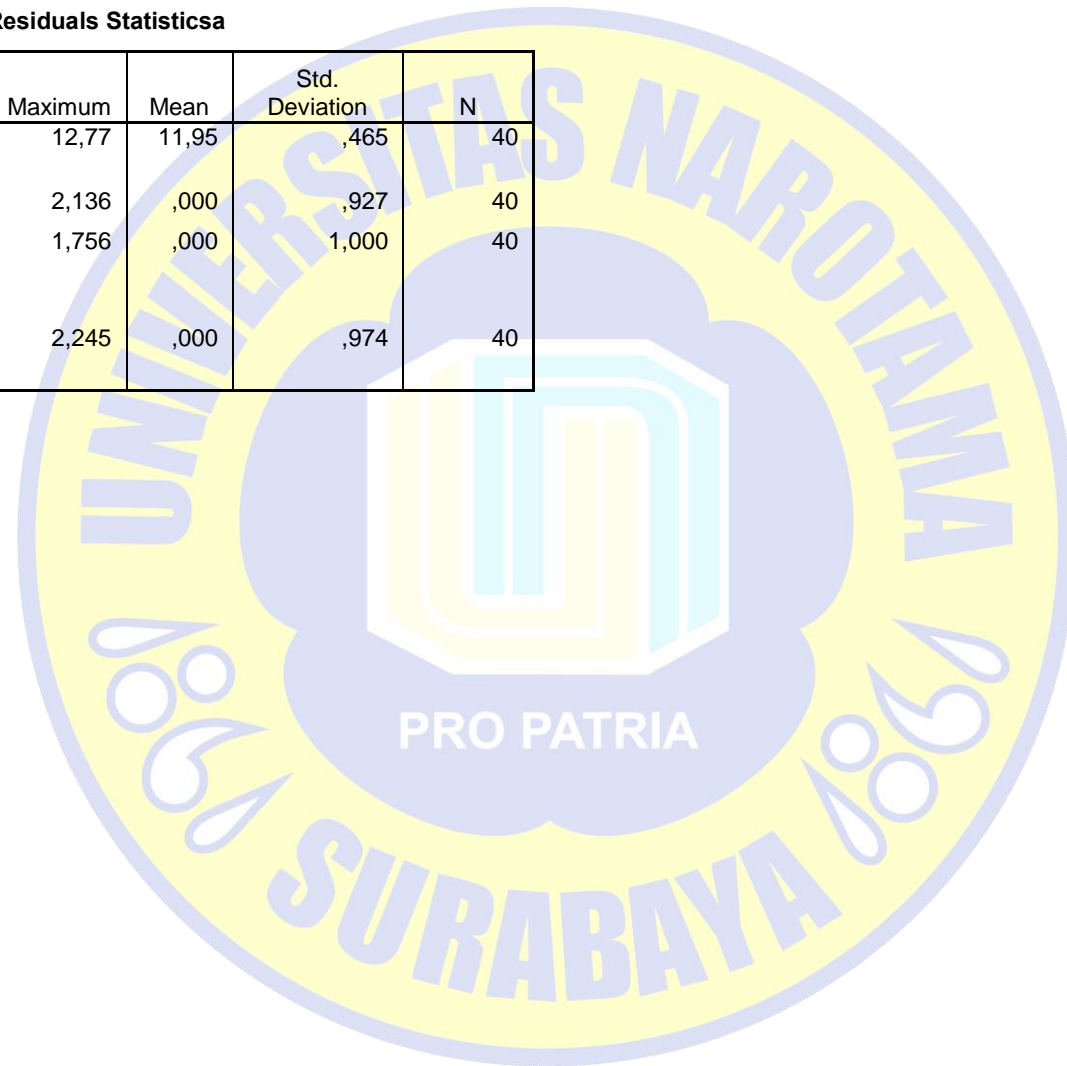
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	7,558	1,453		5,202	,000					
Enrichment	,184	,136	,248	1,355	,184	,399	,217	,199	,643	1,554
Empowerment	,175	,127	,253	1,383	,175	,402	,222	,203	,643	1,554

Collinearity Diagnosticsa

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Enrichment	Empowerment
1	1	2,987	1,000	,00	,00	,00
	2	,007	20,066	,88	,03	,46
	3	,005	23,787	,12	,97	,54

Residuals Statisticsa

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	10,60	12,77	11,95	,465	40
Residual	-2,322	2,136	,000	,927	40
Std. Predicted Value	-2,898	1,756	,000	1,000	40
Std. Residual	-2,440	2,245	,000	,974	40



Lampiran 8

Model 2

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	kompetensi, Enrichment, Empowerment	.	Enter

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,644	,415	,366	1,100	2,414

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30,856	3	10,285	8,503	,000
	Residual	43,544	36	1,210		

Total	74,400	39			
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Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	4,229	2,210		1,913	,064					
	Enrichment	,092	,161	,093	,574	,570	,446	,095	,073	,613	1,631
	Empowerment	,527	,150	,572	3,509	,001	,639	,505	,447	,612	1,634
	kompetensi	,036	,190	,027	,188	,852	,294	,031	,024	,799	1,251

Collinearity Diagnosticsa

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Enrichment	Empowerment	kompetensi
1	1	3,982	1,000	,00	,00	,00	,00
	2	,009	21,273	,20	,11	,40	,14
	3	,005	27,255	,00	,89	,59	,02
	4	,004	33,145	,80	,00	,01	,84

Residuals Statisticsa

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	10,10	13,41	12,20	,889	40
Residual	-3,192	2,572	,000	1,057	40
Std. Predicted Value	-2,363	1,362	,000	1,000	40
Std. Residual	-2,902	2,339	,000	,961	40

