1. Penelitian selanjutnya diharapkan dapat menambah jumlah sampel penelitian serta memperluas wilayah sampel penelitian, bukan hanya dikabupaten simalungun saja tetapi juga di kota-kota besar lainnya, sehingga dapat diperoleh hasil penelitian dengan tingkat generalisasi yang lebih tinggi.

2. Penelitian selanjutnya hendaknya memperluas obyek penelitian, tidak hanya pada perusahaan BUMN tetapi juga pada industri lainnya baik industri manufaktur, intansi pemerintah, maupun perusahaan jasa sehingga permasalahan dapat di generalisasi.

3. Perlu dilakukan pengembangan instrumen penelitian, yaitu disesuaikan dengan kondisi dan lingkungan dari obyek yang akan diteliti seiring dengan perubahan dan perkembangan peradaban.
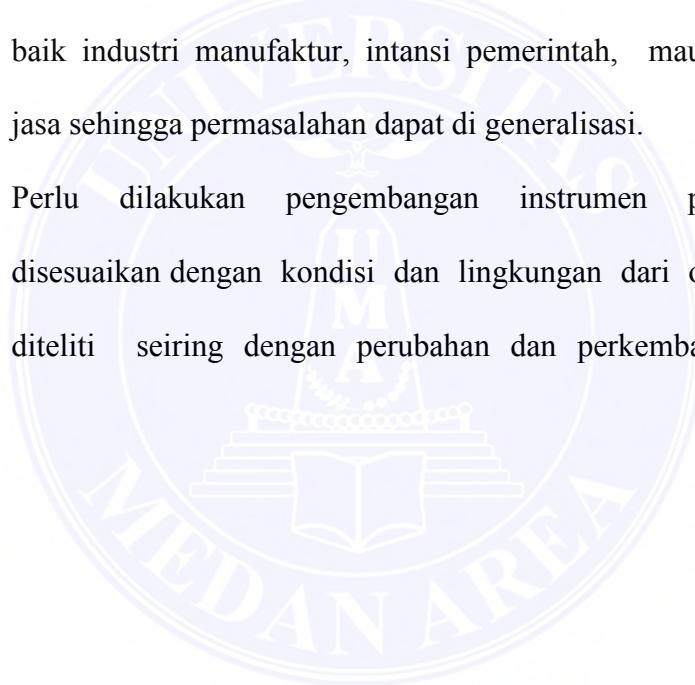
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LAMPIRAN 1
KUESIONER

1. VARIABEL TOTAL QUALITY MANAGEMENT (XI)

NO	URAIAN PERNYATAAN	JAWABAN				
		STS	TS	N	S	SS
1.	Perusahaan selalu mengidentifikasikan kebutuhan pelanggan.					
2.	Perusahaan selalu mengukur dan memenuhi kepuasan pelanggan.					
3.	Perusahaan selalu membina hubungan langsung dengan para pelanggan.					
4.	Perusahaan selalu menetapkan target perbaikan berkelanjutan pada standar tertentu.					
5.	Perusahaan selalu mempertimbangkan masukan dari pelanggan untuk meningkatkan aspek kualitas.					
6.	Perusahaan selalu melakukan perbaikan terus menerus pada semua bagian tanpa menunggu permasalahan muncul.					
7.	Perusahaan selalu berusaha mengembangkan keterlibatan karyawan pada semua bagian untuk mengelola semua aspek kualitas.					
8.	Semua karyawan mempunyai kewenangan dalam pengambilan keputusan secara profesional					
9.	Semua pimpinan berperan dalam proses peningkatan semua aspek kualitas.					
10.	Perusahaan mengelola program pelatihan dan					

NO	URAIAN PERNYATAAN	JAWABAN				
		STS	TS	N	S	SS
	pengembangan berdasarkan prinsip-prinsip kualitas					
11.	Seluruh karyawan memperoleh pelatihan dan pengembangan keterampilan secara teratur.					
12.	Perusahaan selalu melakukan studi banding terhadap kualitas proses kerja, produk/jasa dan pelayanan pesaing.					
13.	Perusahaan mengadakan *zero defects* untuk meyakinkan seluruh karyawan akan selalu bekerja pada nol kesalahan					
14.	Seluruh karyawan memahami tujuan inspeksi, yaitu untuk memperbaiki proses dan mengurangi biaya.					

2. VARIABEL SISTEM PENGUKURAN KERJA (X_2)

NO	URAIAN PERNYATAAN	JAWABAN				
		STS	TS	N	S	SS
1.	Perusahaan melakukan upaya-upaya peningkatan kualitas jasa yang bertujuan memberikan kepuasan pelanggan.					
2.	Perusahaan membutuhkan integrasi dalam proses mendesain sebuah jasa yang ditawarkan dengan pelanggan sesuai dengan kebutuhan dimasa yang akan datang.					
3.	Perusahaan melakukan upaya-upaya yang bertujuan					

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NO		STS	TS	N	S	SS
	mencegah gangguan atau penyebab kesalahan dalam pelayanan jasa yang ditawarkan.					
4.	Perusahaan melakukan upaya-upaya yang bertujuan meminimalisasikan kesalahan dalam pelayanan jasa.					
5.	Perusahaan melakukan upaya-upaya yang bertujuan memberikan jaminan dalam sebuah jasa yang ditawarkan (garansi)					
6.	Perusahaan melakukan upaya-upaya yang bertujuan menurunkan keluhan dari pelanggan terhadap jasa yang ditawarkan					

3. VARIABEL SISTEM PENGHARGAAN (REWARD) (X_2)

NO	URAIAN PERNYATAAN	JAWABAN				
		STS	TS	N	S	SS
1.	Gaji yang saya terima sesuai dengan beban tugas saya.					
2.	Gaji yang saya terima sesuai dengan besarnya biaya hidup.					
3.	Insentif yang saya terima sesuai dengan kinerja dan prestasi saya.					
4.	Insentif yang saya terima sesuai dengan yang diberikan dan tepat pada waktu nya					
5.	Bonus yang saya terima cukup memicu saya untuk bekerja dengan giat.					
6.	Saya merasa puas dengan bonus yang saya terima.					

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7.	Asuransi yang saya terima sesuai dengan kebutuhan kesehatan saya.					
8.	Promosi/kenaikan jabatan sesuai dengan tingkat dan bidang pendidikan karyawan.					
9.	Promosi/kenaikan jabatan dilakukan dengan adil.					
10.	Tunjangan jabatan yang saya terima sesuai dengan tanggung jawab yang saya emban.					
11.	Tunjangan jabatan yang saya terima sesuai dengan tingkatan jabatan					
12.	Fasilitas-fasilitas lain (seperti transportasi, asrama) yang saya					

4. VARIABEL KINERJA MANAJERIAL (Y)

NO	URAIAN PERNYATAAN	JAWABAN				
		STS	TS	N	S	SS
1.	Saya mempunyai kemampuan untuk membuat perencanaan operasi perusahaan.					
2.	Saya selalu mengumpulkan dan menyampaikan informasi berupa catatan atau laporan tepat pada waktunya					
3.	Saya bersedia bekerjasama dengan bagian atau divisi lain untuk saling tukar informasi.					
4.	Saya selalu melakukan penilaian serta mengukur hasil dari kinerja para bawahan maupun para karyawan.					

5.	Saya selalu melakukan pengawasan terhadap kinerja karyawan					
6.	Saya selalu menyeleksi dan mempromosikan karyawan saya untuk meningkatkan kinerja pada divisi saya					
7.	Saya selalu melakukan negosiasi setiap melakukan kegiatan dengan pihak luar.					
8.	Saya sering terlibat disetiap pertemuan bisnis perusahaan.					
9	Kinerja keseluruhan dalam divisi saya sangat baik.					
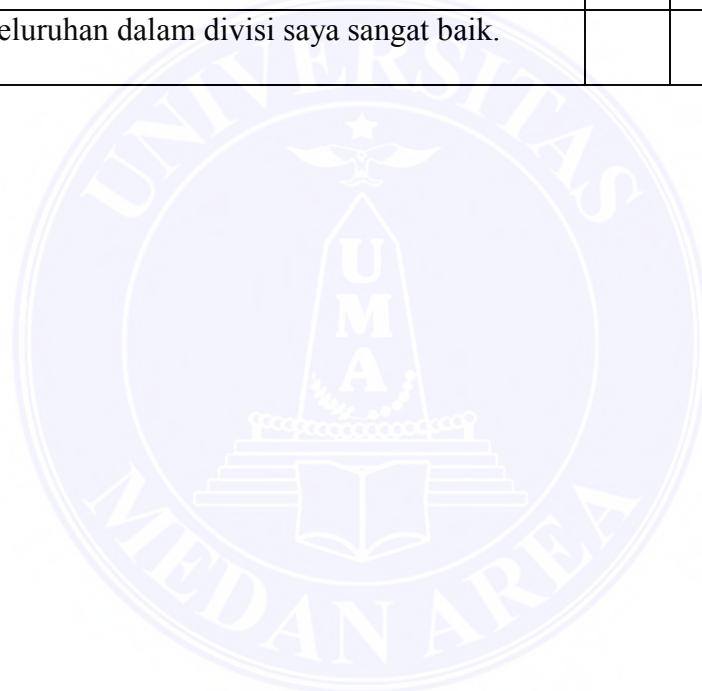
LAMPIRAN 2
Tabel Durbin Watson

TABEL DURBIN WATSON α 5 %

n	k=1 dL	k=1 dU	k=2 dL	k=2 dU	k=3 dL	k=3 dU	k=4 dL	k=4 dU	k=5 dL	k=5 dU
6	0.6102	1.4002								
7	0.6996	1.3564	0.4672	1.8964						
8	0.7629	1.3324	0.5591	1.7771	0.3674	2.2866				
9	0.8243	1.3199	0.6291	1.6993	0.4548	2.1282	0.2957	2.5881		
10	0.8791	1.3197	0.6972	1.6413	0.5253	2.0163	0.3760	2.4137	0.2427	2.8217
11	0.9273	1.3241	0.7580	1.6044	0.5948	1.9280	0.4441	2.2833	0.3155	2.6446
12	0.9708	1.3314	0.8122	1.5794	0.6577	1.8640	0.5120	2.1766	0.3796	2.5061
13	1.0097	1.3404	0.8612	1.5621	0.7147	1.8159	0.5745	2.0943	0.4445	2.3897
14	1.0450	1.3503	0.9054	1.5507	0.7667	1.7788	0.6321	2.0296	0.5052	2.2959
15	1.0770	1.3605	0.9455	1.5432	0.8140	1.7501	0.6852	1.9774	0.5620	2.2198
16	1.1062	1.3709	0.9820	1.5386	0.8572	1.7277	0.7340	1.9351	0.6150	2.1567
17	1.1330	1.3812	1.0154	1.5361	0.8968	1.7101	0.7790	1.9005	0.6641	2.1041
18	1.1576	1.3913	1.0461	1.5353	0.9331	1.6961	0.8204	1.8719	0.7098	2.0600
19	1.1804	1.4012	1.0743	1.5355	0.9666	1.6851	0.8588	1.8482	0.7523	2.0226
20	1.2015	1.4107	1.1004	1.5367	0.9976	1.6763	0.8943	1.8283	0.7918	1.9908
21	1.2212	1.4200	1.1246	1.5385	1.0262	1.6694	0.9272	1.8116	0.8286	1.9635
22	1.2395	1.4289	1.1471	1.5408	1.0529	1.6640	0.9578	1.7974	0.8629	1.9400
23	1.2567	1.4375	1.1682	1.5435	1.0778	1.6597	0.9864	1.7855	0.8949	1.9196
24	1.2728	1.4458	1.1878	1.5464	1.1010	1.6565	1.0131	1.7753	0.9249	1.9018
25	1.2879	1.4537	1.2063	1.5495	1.1228	1.6540	1.0381	1.7666	0.9530	1.8863
26	1.3022	1.4614	1.2236	1.5528	1.1432	1.6523	1.0616	1.7591	0.9794	1.8727
27	1.3157	1.4688	1.2399	1.5562	1.1624	1.6510	1.0836	1.7527	1.0042	1.8608
28	1.3284	1.4759	1.2553	1.5596	1.1805	1.6503	1.1044	1.7473	1.0276	1.8502
29	1.3405	1.4828	1.2699	1.5631	1.1976	1.6499	1.1241	1.7426	1.0497	1.8409
30	1.3520	1.4894	1.2837	1.5666	1.2138	1.6498	1.1426	1.7386	1.0706	1.8326
31	1.3630	1.4957	1.2969	1.5701	1.2292	1.6500	1.1602	1.7352	1.0904	1.8252
32	1.3734	1.5019	1.3093	1.5736	1.2437	1.6505	1.1769	1.7323	1.1092	1.8187
33	1.3834	1.5078	1.3212	1.5770	1.2576	1.6511	1.1927	1.7298	1.1270	1.8128
34	1.3929	1.5136	1.3325	1.5805	1.2707	1.6519	1.2078	1.7277	1.1439	1.8076
35	1.4019	1.5191	1.3433	1.5838	1.2833	1.6528	1.2221	1.7259	1.1601	1.8029
36	1.4107	1.5245	1.3537	1.5872	1.2953	1.6539	1.2358	1.7245	1.1755	1.7987
37	1.4190	1.5297	1.3635	1.5904	1.3068	1.6550	1.2489	1.7233	1.1901	1.7950
38	1.4270	1.5348	1.3730	1.5937	1.3177	1.6563	1.2614	1.7223	1.2042	1.7916
39	1.4347	1.5396	1.3821	1.5969	1.3283	1.6575	1.2734	1.7215	1.2176	1.7886
40	1.4421	1.5444	1.3908	1.6000	1.3384	1.6589	1.2848	1.7209	1.2305	1.7859
41	1.4493	1.5490	1.3992	1.6031	1.3480	1.6603	1.2958	1.7205	1.2428	1.7835
42	1.4562	1.5534	1.4073	1.6061	1.3573	1.6617	1.3064	1.7202	1.2546	1.7814
43	1.4628	1.5577	1.4151	1.6091	1.3663	1.6632	1.3166	1.7200	1.2660	1.7794
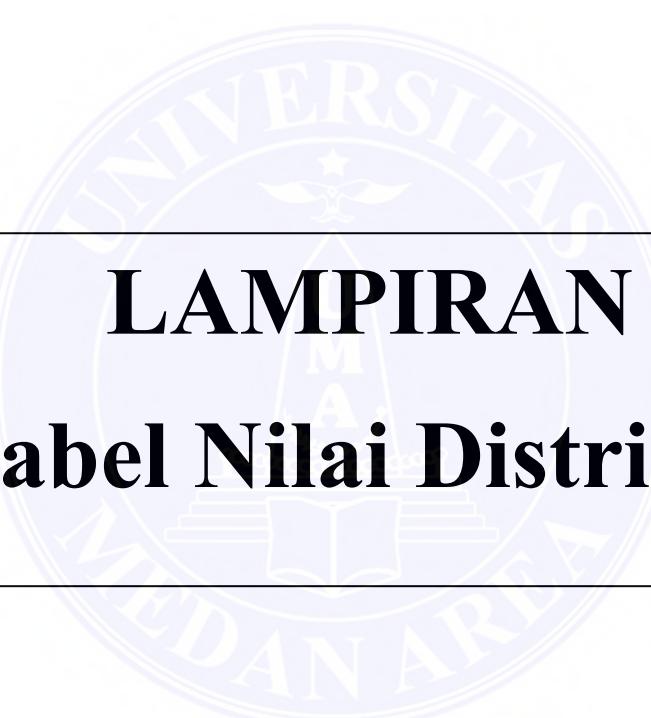
LAMPIRAN 3
Tabel Nilai Distribusi t

TABEL NILAI DISTRIBUSI t

	α for t test two side					
	0.50	0.20	0.10	0.05	0.02	0.01
	α for t test one side					
db	0.25	0.10	0.05	0.025	0.01	0.005
1	1.000	3.078	6.314	12.706	31.821	63.657
2	0.816	1.866	2.920	4.303	6.965	9.925
3	0.765	1.638	2.353	3.182	4.541	5.841
4	0.741	1.533	2.132	2.776	3.747	4.604
5	0.727	1.486	2.015	2.571	3.365	4.032
6	0.718	1.440	1.943	2.447	3.143	3.707
7	0.711	1.415	1.895	2.365	2.998	3.499
8	0.706	1.397	1.860	2.306	2.896	3.355
9	0.703	1.383	1.833	2.262	2.821	3.250
10	0.700	1.372	1.812	2.228	2.764	3.165
11	0.697	1.363	11.796	2.201	2.718	3.106
12	0.695	1.356	1.782	2.178	2.681	3.055
13	0.692	1.350	1.771	2.160	2.650	3.012
14	0.691	1.345	1.761	2.145	2.624	2.977
15	0.690	1.341	1.753	2.132	2.623	2.947
16	0.689	1,337	1.749	2.120	2.583	2.921
17	0.688	1.333	1.740	2.110	2.567	2.898
18	0.688	1.330	1.743	2.01	2.552	2.878
19	0.687	1.328	1.729	2.093	2.539	2.861
20	0.687	1.325	1.725	2.086	2.528	2.845
21	0.686	1.323	1.721	2.080	2.518	2.831
22	0.686	1.321	1.717	2.074	2.508	2.819
23	0.685	1.319	1.714	2.069	2.500	2.807
24	0.685	1.318	1.711	2,064	2.492	2.797
25	0.684	1.316	1.708	2.060	2.485	2.787
26	0,684	1.315	1.706	2.056	2.479	2.779
27	0.684	1.314	1.703	2.052	2.473	2.771
28	0.683	1.313	1.701	2.048	2.467	2.763
29	0.683	1.311	1.699	2.045	2.462	2.756
30	0.683	1.310	1.697	2.042	2.457	2.750
40	0.681	1.303	1.684	2.021	2.423	2.704
60	0.679	1.296	1.671	2.000	2.390	2.660
120	0.677	1.289	1.658	1.980	2.358	2.617
∞	0.674	1.282	1.645	1.960	2.326	2.576

LAMPIRAN 2
JAWABAN RESPONDEN

No. Responden	TQM 1	TQM 2	TQM 3	TQM 4	TQM 5	TQM 6	TQM 7	TQM 8	TQM 9	TQM 10	TQM 11	TQM 12	TQM 13	TQM 14	TOTAL TQM
1	4	5	4	4	4	4	3	3	4	5	5	3	5	4	57
2	5	4	4	5	4	4	5	4	4	4	4	4	4	4	59
3	5	5	5	4	3	4	4	2	2	5	4	4	5	4	56
4	4	3	3	4	4	4	4	4	4	4	4	4	4	4	54
5	4	4	4	5	4	4	3	4	3	4	3	4	4	4	54
6	5	5	5	5	5	4	3	4	5	4	4	3	5	4	61
7	5	5	4	5	4	5	4	2	5	5	5	3	5	4	61
8	5	5	5	5	5	5	5	3	4	5	5	5	5	5	67
9	4	4	3	4	4	5	4	2	4	4	4	4	4	4	54
10	4	4	4	4	4	4	4	2	4	4	3	4	4	3	52
11	3	4	4	4	4	4	4	4	4	4	3	4	3	3	52
12	4	4	5	4	4	4	4	3	3	3	4	4	3	3	52
13	5	5	5	4	5	5	5	2	3	4	5	4	4	5	61
14	4	4	4	4	4	4	4	3	4	4	5	4	4	4	56
15	5	5	5	5	5	5	4	3	4	5	4	4	5	5	64
16	2	3	3	4	3	4	2	2	4	3	3	3	2	4	42
17	2	2	3	3	2	4	4	4	4	3	4	4	3	4	46
18	5	5	5	5	4	5	4	5	4	5	5	5	4	5	66
19	5	5	5	5	4	5	4	3	3	4	3	4	3	4	57
20	4	4	4	5	4	4	4	3	5	5	5	5	4	3	59
21	4	4	4	4	4	4	3	4	4	3	4	4	3	4	53
22	4	4	3	3	3	3	2	1	3	1	1	1	2	3	34
23	4	4	5	4	4	4	5	4	4	3	4	4	4	4	57
24	4	4	5	4	4	5	4	3	5	4	4	5	3	3	57
25	4	4	4	4	4	4	4	4	4	4	4	3	3	4	54
26	5	4	4	5	4	4	4	3	4	4	5	5	5	3	59
27	5	5	5	5	5	4	5	4	5	5	5	4	4	4	65
28	4	5	5	5	5	4	4	2	5	4	4	4	2	4	57
29	5	5	4	5	5	4	3	3	3	5	5	5	5	5	62
30	4	4	5	5	4	4	4	4	5	4	4	3	3	3	56

No Resp	SPK 1	SPK 2	SPK 3	SPK 4	SPK 5	SPK 6	Total SPK
1	5	5	5	5	5	5	30
2	5	4	4	4	4	4	25
3	5	5	5	5	5	5	30
4	5	5	5	5	5	4	29
5	5	4	4	4	4	4	25
6	5	5	5	5	5	5	30
7	5	3	5	4	3	5	25
8	5	5	5	5	5	5	30
9	5	5	5	5	5	5	30
10	4	5	4	5	5	5	28
11	5	4	3	5	5	4	26
12	4	4	4	4	4	4	24
13	5	4	4	4	4	4	25
14	5	4	3	3	3	4	22
15	5	5	4	4	4	4	26
16	4	3	4	4	3	4	22
17	4	4	4	4	4	4	24
18	5	3	4	5	5	5	27
19	4	4	4	4	3	5	24
20	4	5	5	4	5	4	27
21	5	5	5	5	5	5	30
22	5	5	5	5	5	5	30
23	4	4	4	4	4	4	24
24	5	3	5	4	4	4	25
25	5	5	4	5	3	5	27
26	5	4	4	5	4	5	27
27	3	3	3	3	3	3	18
28	5	3	3	3	5	3	22
29	5	4	5	5	1	5	25
30	4	3	3	3	3	4	20

No Resp	SP 1	SP 2	SP 3	SP 4	SP 5	SP 6	SP 7	SP 8	SP 9	SP 10	SP 11	SP 12	SP 13	Total SP
1	2	2	3	2	4	2	4	4	3	3	4	4	2	39
2	3	3	4	4	3	3	3	3	4	4	4	4	3	45
3	2	1	2	5	3	3	3	4	1	1	3	2	1	31
4	3	2	2	3	2	2	1	4	3	2	2	3	2	31
5	3	2	4	4	3	3	2	3	2	4	2	3	3	38
6	5	1	2	5	3	4	4	4	2	3	5	4	3	45
7	3	3	4	4	5	3	4	5	4	5	3	3	3	49
8	1	1	1	1	5	4	4	3	3	4	5	5	1	38
9	4	2	4	2	4	4	4	4	4	4	4	4	4	48
10	3	2	3	4	4	2	3	4	2	2	4	4	3	40
11	4	2	3	3	3	3	3	3	4	4	3	3	3	41
12	3	3	3	2	4	3	4	4	3	4	4	4	4	45
13	4	2	1	2	5	4	4	1	4	2	4	1	1	35
14	4	4	4	5	4	4	4	4	4	5	4	4	4	54
15	4	4	4	4	4	4	4	4	5	5	4	4	4	54
16	2	2	3	5	1	2	2	3	4	3	2	2	2	33
17	2	2	2	4	4	3	3	3	4	4	3	4	2	40
18	2	3	2	2	2	2	4	3	3	2	2	2	2	31
19	5	3	4	4	3	3	3	4	4	5	4	4	3	49
20	1	1	2	2	1	1	2	4	3	5	2	2	1	27
21	2	2	2	2	2	2	2	2	2	2	2	2	2	26
22	1	1	1	1	1	1	2	3	1	1	1	1	1	16
23	3	3	3	3	3	3	3	3	3	3	3	3	3	39
24	2	2	2	2	2	3	2	2	4	3	2	2	2	30
25	4	3	3	3	5	4	4	4	4	4	4	4	4	50
26	4	4	4	5	4	3	3	3	3	3	3	3	3	45
27	5	4	4	5	4	3	5	5	4	4	4	4	4	55
28	4	4	5	5	5	5	5	5	5	5	5	4	4	61
29	4	2	4	5	5	5	5	4	3	1	3	5	3	49
30	3	4	4	4	4	4	4	4	3	3	3	3	3	46

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No Resp	KM 1	KM 2	KM 3	KM 4	KM 5	KM 6	KM 7	KM 8	KM 9	Total KM
1	3	4	4	3	3	3	3	2	3	28
2	4	4	4	4	4	4	3	4	4	35
3	3	4	5	2	2	2	2	2	4	26
4	3	3	4	4	3	3	3	3	2	28
5	4	3	3	4	4	4	4	3	4	33
6	4	4	5	4	4	4	4	3	3	35
7	4	5	5	5	4	3	5	3	4	38
8	5	5	5	5	3	5	4	3	2	37
9	4	4	4	4	4	4	4	2	4	34
10	4	4	4	4	3	3	3	3	3	31
11	3	4	4	3	2	3	3	2	4	28
12	4	3	3	4	3	4	4	4	2	31
13	4	5	5	4	3	3	4	3	2	33
14	4	4	4	4	3	3	5	3	4	34
15	4	4	5	4	4	4	4	4	5	38
16	4	3	5	3	3	3	4	3	5	33
17	4	4	4	4	4	3	3	3	4	33
18	4	5	5	3	3	3	4	3	3	33
19	4	4	3	4	5	4	3	3	4	34
20	4	5	5	2	2	3	4	3	3	31
21	4	4	4	4	4	4	4	4	4	36
22	3	4	4	3	3	3	3	3	4	30
23	3	3	5	3	3	3	4	2	3	29
24	3	4	4	3	3	3	4	2	4	30
25	4	4	4	3	3	3	3	3	4	31
26	4	5	5	3	3	3	3	3	4	33
27	4	4	4	4	4	4	4	4	4	36
28	4	5	5	4	4	4	4	5	4	39
29	4	4	5	5	3	3	3	3	5	35
30	4	4	5	4	4	3	3	4	4	35

LAMPIRAN 3
HASIL UJI PENELITIAN

UJI VALIDITAS

1. VARIABEL TQM

Correlations

		TQM1	TQM2	TQM3	TQM4	TQM5	TQM6	TQM7	TQM8	TQM9	TQM10	TQM11	TQM12	TQM13	TQM14	TQM_t
TQM1	Pearson Correlation	1	.806**	.578**	.625**	.643**	.366*	.410*	.024	-.082	.511**	.386*	.235	.636**	.363*	.720**
	Sig. (2-tailed)		.000	.001	.000	.000	.047	.024	.901	.665	.004	.035	.212	.000	.048	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TQM2	Pearson Correlation	.806**	1	.685**	.585**	.706**	.382*	.220	-.125	-.028	.562**	.332	.099	.473**	.409*	.662**
	Sig. (2-tailed)	.000		.000	.001	.000	.037	.242	.510	.884	.001	.073	.602	.008	.025	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TQM3	Pearson Correlation	.578**	.685**	1	.510**	.571**	.382*	.404*	.122	.032	.405*	.237	.320	.186	.197	.609**
	Sig. (2-tailed)	.001	.000		.004	.001	.037	.027	.522	.868	.026	.207	.085	.326	.296	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TQM4	Pearson Correlation	.625**	.585**	.510**	1	.658**	.352	.321	.306	.339	.661**	.452*	.407*	.446*	.268	.769**
	Sig. (2-tailed)	.000	.001	.004		.000	.056	.084	.101	.067	.000	.012	.026	.014	.152	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TQM5	Pearson Correlation	.643**	.706**	.571**	.658**	1	.350	.354	.099	.263	.501**	.406*	.307	.383*	.392*	.724**
	Sig. (2-tailed)	.000	.000	.001	.000		.058	.055	.604	.161	.005	.026	.099	.037	.032	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TQM6	Pearson Correlation	.366*	.382*	.382*	.352	.350	1	.485**	.039	.128	.520**	.418*	.462*	.326	.486**	.608**
	Sig. (2-tailed)	.047	.037	.037	.056	.058		.007	.839	.501	.003	.022	.010	.078	.006	.000

	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TQM7	Pearson Correlation	.410*	.220	.404*	.321	.354	.485**	1	.259	.208	.519**	.553**	.504**	.308	.164	.645**
	Sig. (2-tailed)	.024	.242	.027	.084	.055	.007		.167	.271	.003	.002	.005	.098	.386	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TQM8	Pearson Correlation	.024	-.125	.122	.306	.099	.039	.259	1	.285	.284	.334	.311	.130	.121	.389*
	Sig. (2-tailed)	.901	.510	.522	.101	.604	.839	.167		.126	.128	.071	.094	.493	.523	.034
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TQM9	Pearson Correlation	-.082	-.028	.032	.339	.263	.128	.208	.285	1	.250	.358	.042	-.021	-.212	.294
	Sig. (2-tailed)	.665	.884	.868	.067	.161	.501	.271	.126		.183	.052	.827	.912	.260	.114
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TQM10	Pearson Correlation	.511**	.562**	.405*	.661**	.501**	.520**	.519**	.284	.250	1	.749**	.555**	.727**	.416*	.873**
	Sig. (2-tailed)	.004	.001	.026	.000	.005	.003	.003	.128	.183		.000	.001	.000	.022	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TQM11	Pearson Correlation	.386*	.332	.237	.452*	.406*	.418*	.553**	.334	.358	.749**	1	.540**	.614**	.371*	.785**
	Sig. (2-tailed)	.035	.073	.207	.012	.026	.022	.002	.071	.052	.000		.002	.000	.043	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TQM12	Pearson Correlation	.235	.099	.320	.407*	.307	.462*	.504**	.311	.042	.555**	.540**	1	.349	.228	.612**
	Sig. (2-tailed)	.212	.602	.085	.026	.099	.010	.005	.094	.827	.001	.002		.059	.225	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TQM13	Pearson Correlation	.636**	.473**	.186	.446*	.383*	.326	.308	.130	-.021	.727**	.614**	.349	1	.392*	.693**
	Sig. (2-tailed)	.000	.008	.326	.014	.037	.078	.098	.493	.912	.000	.000	.059		.032	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30

TQM14	Pearson Correlation	.363*	.409*	.197	.268	.392*	.486**	.164	.121	-.212	.416*	.371*	.228	.392*	1	.498**
	Sig. (2-tailed)	.048	.025	.296	.152	.032	.006	.386	.523	.260	.022	.043	.225	.032		.005
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TQM_t	Pearson Correlation	.720**	.662**	.609**	.769**	.724**	.608**	.645**	.389*	.294	.873**	.785**	.612**	.693**	.498**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.034	.114	.000	.000	.000	.000	.005	
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30

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

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

2. Variabel SPK

Correlations

		SPK1	SPK2	SPK3	SPK4	SPK5	SPK6	SPK_t
SPK1	Pearson Correlation	1	.292	.375*	.473**	.254	.406*	.590**
	Sig. (2-tailed)		.117	.041	.008	.176	.026	.001
	N	30	30	30	30	30	30	30
SPK2	Pearson Correlation	.292	1	.529**	.633**	.460*	.491**	.794**
	Sig. (2-tailed)	.117		.003	.000	.011	.006	.000
	N	30	30	30	30	30	30	30
SPK3	Pearson Correlation	.375*	.529**	1	.644**	.252	.625**	.763**
	Sig. (2-tailed)	.041	.003		.000	.178	.000	.000
	N	30	30	30	30	30	30	30
SPK4	Pearson Correlation	.473**	.633**	.644**	1	.390*	.780**	.876**

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	Sig. (2-tailed)	.008	.000	.000		.033	.000	.000
	N	30	30	30	30	30	30	30
SPK5	Pearson Correlation	.254	.460*	.252	.390*	1	.100	.630**
	Sig. (2-tailed)	.176	.011	.178	.033		.598	.000
	N	30	30	30	30	30	30	30
SPK6	Pearson Correlation	.406*	.491**	.625**	.780**	.100	1	.730**
	Sig. (2-tailed)	.026	.006	.000	.000	.598		.000
	N	30	30	30	30	30	30	30
SPK_t	Pearson Correlation	.590**	.794**	.763**	.876**	.630**	.730**	1
	Sig. (2-tailed)	.001	.000	.000	.000	.000	.000	
	N	30	30	30	30	30	30	30

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

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

3. Variabel SP

Correlations

		SP1	SP2	SP3	SP4	SP5	SP6	SP7	SP8	SP9	SP10	SP11	SP12	SP13	TQM_t
SP1	Pearson Correlation	1	.744**	.811**	.608**	.520**	.747**	.627**	.463**	.542**	.392*	.759**	.759**	.832**	.863**
	Sig. (2-tailed)		.000	.000	.000	.003	.000	.000	.010	.002	.032	.000	.000	.000	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30

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SP2	Pearson Correlation	.744**	1	.737**	.573**	.462*	.641**	.638**	.412*	.582**	.460*	.685**	.551**	.742**	.808**
	Sig. (2-tailed)	.000		.000	.001	.010	.000	.000	.024	.001	.011	.000	.002	.000	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SP3	Pearson Correlation	.811**	.737**	1	.710**	.536**	.780**	.691**	.597**	.555**	.495**	.754**	.745**	.820**	.904**
	Sig. (2-tailed)	.000	.000		.000	.002	.000	.000	.000	.001	.005	.000	.000	.000	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SP4	Pearson Correlation	.608**	.573**	.710**	1	.384*	.630**	.500**	.468**	.315	.208	.547**	.522**	.461*	.688**
	Sig. (2-tailed)	.000	.001	.000		.036	.000	.005	.009	.090	.271	.002	.003	.010	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SP5	Pearson Correlation	.520**	.462*	.536**	.384*	1	.632**	.623**	.595**	.379*	.365*	.597**	.626**	.604**	.719**
	Sig. (2-tailed)	.003	.010	.002	.036		.000	.000	.001	.039	.047	.000	.000	.000	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SP6	Pearson Correlation	.747**	.641**	.780**	.630**	.632**	1	.739**	.458*	.531**	.290	.696**	.728**	.764**	.846**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.011	.003	.120	.000	.000	.000	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SP7	Pearson Correlation	.627**	.638**	.691**	.500**	.623**	.739**	1	.765**	.429*	.238	.758**	.715**	.702**	.816**
	Sig. (2-tailed)	.000	.000	.000	.005	.000	.000		.000	.018	.206	.000	.000	.000	.000

	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SP8	Pearson Correlation	.463**	.412*	.597**	.468**	.595**	.458*	.765**	1	.311	.431*	.657**	.516**	.502**	.693**
	Sig. (2-tailed)	.010	.024	.000	.009	.001	.011	.000		.094	.017	.000	.004	.005	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SP9	Pearson Correlation	.542**	.582**	.555**	.315	.379*	.531**	.429*	.311	1	.741**	.538**	.505**	.597**	.688**
	Sig. (2-tailed)	.002	.001	.001	.090	.039	.003	.018	.094		.000	.002	.004	.000	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SP10	Pearson Correlation	.392*	.460*	.495**	.208	.365*	.290	.238	.431*	.741**	1	.455*	.345	.516**	.583**
	Sig. (2-tailed)	.032	.011	.005	.271	.047	.120	.206	.017	.000		.012	.062	.004	.001
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SP11	Pearson Correlation	.759**	.685**	.754**	.547**	.597**	.696**	.758**	.657**	.538**	.455*	1	.847**	.763**	.882**
	Sig. (2-tailed)	.000	.000	.000	.002	.000	.000	.000	.000	.002	.012		.000	.000	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SP12	Pearson Correlation	.759**	.551**	.745**	.522**	.626**	.728**	.715**	.516**	.505**	.345	.847**	1	.778**	.842**
	Sig. (2-tailed)	.000	.002	.000	.003	.000	.000	.000	.004	.004	.062	.000		.000	.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30
SP13	Pearson Correlation	.832**	.742**	.820**	.461*	.604**	.764**	.702**	.502**	.597**	.516**	.763**	.778**	1	.886**

	Sig. (2-tailed)	.000	.000	.000	.010	.000	.000	.000	.005	.000	.004	.000	.000		.000
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30
TQM_t	Pearson Correlation	.863**	.808**	.904**	.688**	.719**	.846**	.816**	.693**	.688**	.583**	.882**	.842**	.886**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30

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

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

4. Variabel KM

Correlations

		KM1	KM2	KM3	KM4	KM5	KM6	KM7	KM8	KM9	TQM_t
KM1	Pearson Correlation	1	.378*	.128	.564**	.401*	.602**	.380*	.520**	-.017	.768**
	Sig. (2-tailed)		.039	.501	.001	.028	.000	.038	.003	.930	.000
	N	30	30	30	30	30	30	30	30	30	30
KM2	Pearson Correlation	.378*	1	.505**	.047	-.051	.023	.144	.136	-.080	.397*
	Sig. (2-tailed)	.039		.004	.804	.791	.902	.448	.474	.673	.030
	N	30	30	30	30	30	30	30	30	30	30
KM3	Pearson Correlation	.128	.505**	1	-.091	-.266	-.254	.107	.019	.063	.237
	Sig. (2-tailed)	.501	.004		.634	.156	.175	.574	.922	.742	.207
	N	30	30	30	30	30	30	30	30	30	30
KM4	Pearson Correlation	.564**	.047	-.091	1	.597**	.567**	.337	.410*	-.036	.693**

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	Sig. (2-tailed)	.001	.804	.634		.000	.001	.069	.024	.852	.000
	N	30	30	30	30	30	30	30	30	30	30
KM5	Pearson Correlation	.401*	-.051	-.266	.597**	1	.578**	.216	.481**	.266	.679**
	Sig. (2-tailed)	.028	.791	.156	.000		.001	.253	.007	.155	.000
	N	30	30	30	30	30	30	30	30	30	30
KM6	Pearson Correlation	.602**	.023	-.254	.567**	.578**	1	.366*	.475**	-.130	.634**
	Sig. (2-tailed)	.000	.902	.175	.001	.001		.047	.008	.495	.000
	N	30	30	30	30	30	30	30	30	30	30
KM7	Pearson Correlation	.380*	.144	.107	.337	.216	.366*	1	.193	-.084	.526**
	Sig. (2-tailed)	.038	.448	.574	.069	.253	.047		.306	.658	.003
	N	30	30	30	30	30	30	30	30	30	30
KM8	Pearson Correlation	.520**	.136	.019	.410*	.481**	.475**	.193	1	.095	.684**
	Sig. (2-tailed)	.003	.474	.922	.024	.007	.008	.306		.617	.000
	N	30	30	30	30	30	30	30	30	30	30
KM9	Pearson Correlation	-.017	-.080	.063	-.036	.266	-.130	-.084	.095	1	.283
	Sig. (2-tailed)	.930	.673	.742	.852	.155	.495	.658	.617		.130
	N	30	30	30	30	30	30	30	30	30	30
TQM_t	Pearson Correlation	.768**	.397*	.237	.693**	.679**	.634**	.526**	.684**	.283	1
	Sig. (2-tailed)	.000	.030	.207	.000	.000	.000	.003	.000	.130	
	N	30	30	30	30	30	30	30	30	30	30

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

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

UJI RELIABILITAS

1. Variabel TQM

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.890	13

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TQM1	47.70	38.355	.689	.877
TQM2	47.67	39.678	.619	.880
TQM3	47.67	40.299	.548	.884
TQM4	47.53	40.051	.707	.878
TQM5	47.87	39.775	.658	.879
TQM6	47.70	42.079	.560	.885
TQM7	48.13	39.982	.565	.883
TQM8	48.87	42.189	.238	.902
TQM10	47.90	36.300	.830	.868
TQM11	47.93	36.754	.695	.876
TQM12	48.03	39.551	.539	.884
TQM13	48.17	37.523	.633	.880
TQM14	48.03	41.620	.461	.887

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2. Variabel SPK

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.811	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SPK1	20.87	5.154	.688	.751
SPK2	21.13	5.292	.570	.775
SPK3	21.10	5.472	.652	.763
SPK4	21.10	5.197	.789	.738
SPK5	21.47	4.947	.345	.870
SPK6	21.00	5.379	.626	.765

3. Variabel SP

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.945	13

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SP1	38.37	103.689	.833	.938

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SP2	38.77	106.392	.770	.940
SP3	38.30	104.976	.885	.937
SP4	37.97	105.895	.616	.946
SP5	38.00	106.414	.657	.944
SP6	38.47	105.913	.815	.938
SP7	38.20	106.028	.778	.939
SP8	37.87	112.947	.652	.943
SP9	38.10	110.645	.636	.943
SP10	37.97	109.895	.500	.949
SP11	38.30	104.907	.858	.937
SP12	38.23	106.599	.812	.939
SP13	38.67	106.023	.864	.937

4. Variabel KM

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.781	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KM1	21.10	7.266	.729	.726
KM2	20.83	8.489	.136	.819
KM4	21.23	6.392	.636	.725
KM5	21.57	6.806	.564	.742
KM6	21.53	6.878	.666	.724
KM7	21.30	7.528	.384	.778
KM8	21.83	6.764	.544	.746

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UJI ASUMSI KLASIK

1. Uji Multikolonieritas

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	25.601	6.999		3.658	.001		
	TQM	.105	.086	.219	1.220	.233	.780	1.282
	SPK	-.142	.189	-.143	-.750	.460	.685	1.461
	SP	.124	.069	.381	1.801	.083	.559	1.787

a. Dependent Variable: KM

2. Uji Heterokedasiltas

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.020	2.827		1.776	.087		
	TQM	-.009	.074	-.039	-.122	.904	.331	3.022
	SPK	-.013	.190	-.022	-.069	.946	.338	2.958
	SP	-.049	.029	-.333	-1.668	.107	.838	1.193

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Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.020	2.827		1.776	.087		
	TQM	-.009	.074	-.039	-.122	.904	.331	3.022
	SPK	-.013	.190	-.022	-.069	.946	.338	2.958
	SP	-.049	.029	-.333	-1.668	.107	.838	1.193

a. Dependent Variable: RES2

3. Uji Normalitas

One-Sample Kolmogorov-Smirnov Test

		Total Quality Management	Sistem Pengukuran Kinerja	Sistem Penghargaan	Kinerja Manajerial
N		30	30	30	30
Normal Parameters^{a,b}	Mean	56.13	25.83	41.43	32.90
	Std. Deviation	6.852	3.312	11.178	3.284
Most Extreme Differences	Absolute	.173	.129	.125	.145
	Positive	.083	.104	.091	.085
	Negative	-.173	-.129	-.125	-.145
Kolmogorov-Smirnov Z		.949	.707	.686	.797
Asymp. Sig. (2-tailed)		.329	.699	.735	.549

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a. Test distribution is Normal.

b. Calculated from data.

4. Hipotesis

Ha₁ : Penerapan TQM berpengaruh signifikan terhadap Kinerja Manajerial

Variables Entered/Removed[b]

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

a. All requested variables entered.

b. Dependent Variable: KM

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.396[a]	.157	.127	3.069

a. Predictors: (Constant), TQM

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.043	1	49.043	5.208	.030[a]

	Residual	263.657	28	9.416	
	Total	312.700	29		

a. Predictors: (Constant), TQM

b. Dependent Variable: KM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.246	4.702		4.731	.000
	TQM	.190	.083	.396	2.282	.030

a. Dependent Variable: KM

Ha₂ : Penerapan Sistem Pengukuran Kinerja berpengaruh signifikan terhadap Kinerja Manajerial

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Sistem Pengukuran Kinerja[a]		. Enter

a. All requested variables entered.

b. Dependent Variable: Kinerja Manajerial

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Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.366[a]	.134	.103	3.110

a. Predictors: (Constant), Sistem Pengukuran Kinerja

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.928	1	41.928	4.336	.047[a]
	Residual	270.772	28	9.670		
	Total	312.700	29			

a. Predictors: (Constant), Sistem Pengukuran Kinerja

b. Dependent Variable: Kinerja Manajerial

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.278	4.539		9.314	.000
	Sistem Pengukuran Kinerja	-.363	.174	-.366	-2.082	.047

a. Dependent Variable: Kinerja Manajerial

Ha$_3$:Penerapan Sistem Penghargaan berpengaruh signifikan terhadap Kinerja Manajerial

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Sistem Penghargaan[a]		. Enter

a. All requested variables entered.

b. Dependent Variable: Kinerja Manajerial

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.553[a]	.306	.281	2.785

a. Predictors: (Constant), Sistem Penghargaan

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.544	1	95.544	12.319	.002[a]
	Residual	217.156	28	7.756		
	Total	312.700	29			

a. Predictors: (Constant), Sistem Penghargaan

b. Dependent Variable: Kinerja Manajerial

Coefficients[a]

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Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	42.278	4.539		9.314	.000
Sistem Pengukuran Kinerja	-.363	.174	-.366	-2.082	.047

a. Dependent Variable: Kinerja Manajerial