

APPENDICES

Apendix 1



UMY UNIVERSITAS
MUHAMMADIYAH
YOGYAKARTA
Unggul & Islami

FAKULTAS EKONOMI DAN BISNIS

- Program Studi Manajemen (Terakreditasi A, 2013)
- Program Studi Akuntansi (Terakreditasi A, 2015)
- Program Studi IESP (Terakreditasi A, 2016)

Nomor : 1486 /A.4-II/AKT/ XII /2017

Yogyakarta, 08 Desember 2017

Hal : **Pemohonan Ijin Riset**

Kepada Yth.
Manajer Hotel

Assalaamu'alaikum Wr. Wb.

Untuk mendapatkan gelar kesarjanaan pada Fakultas Ekonomi UMY, salah satu kewajiban mahasiswa adalah menyusun Tulisan Ilmiah/Skripsi.

Sehubungan dengan hal tersebut di atas kami mohon kesediaan Bapak/Ibu untuk memberikan ijin penelitian kepada:

N a m a : Tri Ani Amalia Rosida
No. Mahasiswa : 20140420380
Program Studi : Akuntansi
Alamat : Dusun Krajan RT 009 RW 001 Bonjor Tretep
Te,manggung
Tujuan : Untuk menyusun Skripsi yang berjudul:
THE EFFECT OF FINANCIAL COMPENSATION
AND TRANSFORMATIONAL LEADERSHIP
STYLE TO THE EMPLOYEE PERFORMANCES

Lokasi : Yogyakarta
Waktu : 15 Desember 2017 - 31 Januari 2018

Atas kerjasama dan bantuan Bapak/Ibu kami ucapkan terima kasih.

Wassalaamu'alaikum Wr. Wb.



Dr. Endah Saptutyningsih, M.Si

ADDRESS
Kampus Terpadu UMY
Jl. Lingkar Selatan • Tamantirto • Kasihan • Bantul
Yogyakarta 55183
Indonesia

CONTACT
Phone : +62 274 387656 ext.117
Fax : +62 274 387646
Email : info.feb@umy.ac.id
Web : www.umy.ac.id

Apendix 2

Questionnaire (English version)

THE EFFECT OF FINANCIAL COMPENSATION AND TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE PERFORMANCES

(Empirical Study on Hotels in Yogyakarta)

Dear Participant:

In order to fulfill the final assignment as a undergraduate student of Muhammadiyah University Yogyakarta (UMY), I am Tri Ani Amalia (20140420380) from Accounting Department, Faculty of Economics and Business UMY intends to conduct scientific research thesis entitled "*The Effect of Financial Compensation and Transformational Style Leadership on Employee Performances*".

I humbly ask that Mr / Mrs can take the time to fill some questions on this questionnaire. I really hope that you fill this questionnaire in according to the real condition. The data or information collected will be used for scientific purposes, and I will keep the confidentiality of your Mr / Mrs in accordance with the code ethics of research

Thank you for your attention and cooperation.

Yogyakarta, 5th December 2017

Has been approved by
Supervisor

Sincerely
Researcher

Rizal Yaya, S.E., M.Sc., Ph.D., Ak., CA
NIK: 19731218199904 143 068

Tri Ani Amalia R

Questionnaire

THE EFFECT OF FINANCIAL COMPENSATION AND TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE PERFORMANCES

(Empirical Study on Hotels in Yogyakarta)

Part A : Respondent Informations

Fill in the respondent's data for **number 4-6** below by cross-marking (X) the selected answers.

1. Name :(may not be filled)
2. Gender : Male/Female (cross the unnecessary one)
3. Position :
4. Age
 - a. 17-27 years
 - b. 28-38 years
 - c. 39-50 years
 - d. > 50 years
5. Last education
 - a. Senior High School
 - b. Diploma
 - c. S1
 - d. Other, specify.....
6. Length of Work :
 - a. < 1 years
 - b. 1-5 years
 - c. 6-10 years
 - d. >10 years

Part B: Direction to filling Questionnaire

1. We are to respect, support, and willingness Mr / Mrs answered all of the statements in this questionnaire
2. Please tick mark (√) the following statement in accordance with the real situation in the field provided.
3. There are five (5) possible answers provided for each question, namely

SD : Strongly Disagree

D : Disagree

NAND : Neither Agree Nor Disagree

A : Agree

SA : Strongly Agree

Part C: Transformational Leadership Style

| No | Statement | SD | D | NAND | A | SA |
|-----------|---|-----------|----------|-------------|----------|-----------|
| 1. | My boss runs the rules strictly | | | | | |
| 2. | My boss does not accept and feedback from employees | | | | | |
| 3. | My boss makes decisions without consulting with employees | | | | | |
| 4. | My boss is being closed | | | | | |
| 5. | My boss gave the orders firmly | | | | | |
| 6. | My boss gives scheduling work to complete | | | | | |

| No | Statement | SD | D | NAND | A | SA |
|-----|---|----|---|------|---|----|
| 7. | My boss influences my perspective to get things done | | | | | |
| 8. | My boss encourages employees to work with passion | | | | | |
| 9. | My boss encourages disciplined employees to work | | | | | |
| 10. | My boss asks the employee for approval when there is an important issue | | | | | |
| 11. | My boss has time to listen to employee complaints | | | | | |
| 12. | My boss provide updated information for employees | | | | | |

Part D: Financial Compensation

| No | Statement | SD | D | NAND | A | SA |
|----|--|----|---|------|---|----|
| 1. | The salary or wages I received were given on time as expected | | | | | |
| 2. | The rewards I receive are in accordance with the work I do | | | | | |
| 3. | The salary differences given to employees are appropriate and fair | | | | | |
| 4. | I get a bonus from the company if I finish the job on time | | | | | |
| 5. | I was given a commission from the company according to my expectations | | | | | |
| 6. | If I work well it will get a bonus | | | | | |

| No | Statement | SD | D | NAND | A | SA |
|----|---|----|---|------|---|----|
| 7. | Bonus given the company in accordance with the time I worked overtime | | | | | |
| 8. | The Company provides insurance allowance as an employee safety responsibility | | | | | |
| 9. | I am satisfied with the social security of the labor provided by the company | | | | | |

Part E : Employee Performance

| No | Statement | SD | D | NAND | A | SA |
|----|---|----|---|------|---|----|
| 1. | The results of my work in quality always satisfy the leaders | | | | | |
| 2. | I always do the job thoroughly | | | | | |
| 3. | My work quality can be accounted for | | | | | |
| 4. | My work quantity exceeds the average of other employees. | | | | | |
| 5. | I am able to complete the work according to the target that has been determined | | | | | |
| 6. | My work quantity is always increasing | | | | | |
| 7. | I never postpone my work | | | | | |
| 8. | I finished the job quickly and accurately | | | | | |
| 9. | I always finish the job on time | | | | | |

Apendix 3
Questionnaire (Indonesian version)

Kepada

Yth.....

Di tempat

Dengan hormat,

Dalam rangka memenuhi tugas akhir sebagai mahasiswa Program Strata Satu (S 1) Universitas Muhammadiyah Yogyakarta (UMY), saya Tri Ani Amalia (20140420380) dari Jurusan Akuntansi, Fakultas Ekonomi dan Bisnis UMY bermaksud melakukan penelitian ilmiah skripsi dengan judul *"Pengaruh Kompensasi Finansial dan Gaya Kepemimpinan Transformasional Terhadap Kinerja Pegawai"*.

Dengan ini saya mohon Bapak/Ibu/Saudara dapat meluangkan waktu untuk mengisi beberapa pertanyaan pada kuisioner ini. Dalam pengisian kuisioner ini, saya sangat berharap Bapak/Ibu/Saudara mengisi sesuai dengan kondisi yang sebenar-benarnya. Data atau informasi yang dikumpulkan akan digunakan untuk kepentingan ilmiah, serta saya akan menjaga kerahasiaan Bapak/Ibu/Saudara sesuai dengan kode etik penelitian

Atas perhatian dan kerjasama Bapak/Ibu/Saudara saya mengucapkan terima kasih.

Yogyakarta, 5 Desember 2017

Disetujui,
Dosen Pembimbing

Hormat saya,
Peneliti

Rizal Yaya, S.E., M.Sc., Ph.D., Ak., CA
NIK: 19731218199904 143 068

Tri Ani Amalia R

Kuesioner Penelitian
Pengaruh Kompensasi Finansial dan Gaya Kepemimpinan
Transformasional Terhadap Kinerja Karyawan

Bagian A: Informasi Tentang Responden (Pengisi Kuesioner)

Isilah data responden untuk **nomor 4-6** dibawah ini dengan cara memberikan tanda silang (X) pada jawaban terpilih.

1. Nama :(*boleh tidak diisi*)
2. Jenis kelamin : Laki-laki / Perempuan (*coret yang tidak perlu*)
3. Jabatan :
4. Umur
 - a. 17-27 tahun
 - b. 28-38 tahun
 - c. 39-50 tahun
 - d. > 50 tahun
5. Pendidikan terakhir
 - a. SMA/SMK
 - b. Diploma
 - c. S1
 - d. Lainnya, sebutkan.....
6. Lama bekerja di bidang perhotelan
 - a. < 1 tahun
 - b. 1-5 tahun
 - c. 6-10 tahun
 - d. >10 tahun

Bagian B: Petunjuk Pengisian Kuesioner

1. Kami menghormati, mendukung, dan kemauan Bapak / Ibu/Saudara menjawab semua pernyataan dalam kuesioner ini
2. Beri tanda centang (√) pernyataan berikut sesuai dengan situasi sebenarnya di lapangan yang diberikan.
3. Ada lima (5) kemungkinan jawaban yang diberikan untuk setiap pertanyaan, yaitu

STS : Sangat Tidak Setuju

TS : Tidak Setuju

N : Netral

S : Setuju

ST : Sangat Setuju

Bagian C: Gaya Kepemimpinan Transformasional

| No | Pernyataan | STS | TS | N | S | SS |
|----|--|-----|----|---|---|----|
| 1. | Atasan saya menjalankan peraturan dengan tegas | | | | | |
| 2. | Atasan saya tidak mau menerima saran dan masukan dari karyawan | | | | | |
| 3. | Atasan saya mengambil keputusan tanpa konsultasi dengan karyawan | | | | | |
| 4. | Atasan saya bersikap tertutup | | | | | |
| 5. | Atasan saya memberikan perintah dengan tegas | | | | | |
| 6. | Atasan saya memberikan penjadwalan pekerjaan yang harus diselesaikan | | | | | |

| No | Pernyataan | STS | TS | N | S | SS |
|-----|--|-----|----|---|---|----|
| 7. | Atasan saya mempengaruhi cara pandang saya untuk menyelesaikan pekerjaan | | | | | |
| 8. | Atasan saya mendorong karyawan untuk bekerja dengan semangat | | | | | |
| 9. | Atasan saya mendorong karyawan disiplin dalam bekerja | | | | | |
| 10. | Atasan saya mendorong karyawan agar bekerja maksimal | | | | | |
| 11. | Atasan saya selalu terbuka dalam menerima kritik dan saran | | | | | |
| 12. | Atasan saya memberikan informasi terbaru untuk karyawan | | | | | |

Bagian D: Kompensasi Finansial

| No | Pernyataan | STS | TS | N | S | SS |
|----|---|-----|----|---|---|----|
| 1. | Gaji atau upah yang saya terima diberikan tepat waktu sesuai harapan | | | | | |
| 2. | Imbalan yang saya terima sesuai dengan pekerjaan yang saya kerjakan | | | | | |
| 3. | Perbedaan gaji yang diberikan kepada karyawan sesuai dan adil | | | | | |
| 4. | Saya mendapatkan bonus dari perusahaan apabila saya menyelesaikan pekerjaan tepat waktu | | | | | |
| 5. | Saya diberi komisi dari perusahaan sesuai dengan harapan | | | | | |

| No | Pernyataan | STS | TS | N | S | SS |
|----|--|-----|----|---|---|----|
| | saya | | | | | |
| 6. | Jika saya bekerja dengan baik maka akan mendapatkan bonus | | | | | |
| 7. | Bonus yang diberikan perusahaan sesuai dengan waktu kerja lembur yang saya lakukan | | | | | |
| 8. | Perusahaan memberikan tunjangan asuransi sebagai tanggung jawab keselamatan karyawan | | | | | |
| 9. | Saya puas dengan jaminan sosial tenaga kerja yang diberikan perusahaan | | | | | |

Bagian E: Kinerja Karyawan

| No | Pernyataan | STS | TS | N | S | SS |
|----|---|-----|----|---|---|----|
| 1. | Hasil pekerjaan saya secara kualitas selalu memuaskan pimpinan | | | | | |
| 2. | Saya selalu mengerjakan pekerjaan dengan teliti | | | | | |
| 3. | Kualitas kerja saya dapat dipertanggungjawabkan | | | | | |
| 4. | Kualitas kerja saya jauh lebih baik dari karyawan lain | | | | | |
| 5. | Saya mampu menyelesaikan pekerjaan sesuai dengan target yang telah ditentukan | | | | | |
| 6. | Kuantitas kerja saya selalu meningkat | | | | | |

| No | Pernyataan | STS | TS | N | S | SS |
|-----------|---|------------|-----------|----------|----------|-----------|
| 7. | Saya tidak pernah menunda-nunda pekerjaan | | | | | |
| 8. | Saya selalu menyelesaikan pekerjaan tepat waktu | | | | | |
| 9. | Saya menyelesaikan pekerjaan dengan cepat dan tepat | | | | | |

Appendix 4
Result of Questionnaire
1. Transformational Leadership Style

| LS1 | LS2 | LS3 | LS4 | LS5 | LS6 | LS7 | LS8 | LS9 | LS10 | LS11 | LS12 |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 |
| 5 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 |
| 3 | 3 | 4 | 4 | 5 | 3 | 3 | 5 | 3 | 5 | 2 | 3 |
| 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 |
| 4 | 3 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 |
| 4 | 5 | 5 | 4 | 4 | 4 | 2 | 4 | 4 | 4 | 5 | 4 |
| 4 | 5 | 4 | 5 | 4 | 4 | 2 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 2 | 3 | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 2 | 3 | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 5 | 3 | 4 |
| 5 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 5 | 5 | 3 | 3 |
| 4 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 5 | 2 | 2 | 2 | 5 | 4 | 3 | 4 | 5 | 5 | 2 | 3 |
| 4 | 4 | 3 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 |
| 5 | 3 | 3 | 3 | 5 | 5 | 4 | 4 | 5 | 5 | 3 | 3 |
| 4 | 3 | 4 | 3 | 4 | 5 | 4 | 4 | 5 | 5 | 3 | 4 |
| 4 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 5 | 5 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 2 |
| 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 3 |
| 5 | 4 | 3 | 4 | 4 | 3 | 3 | 4 | 5 | 4 | 3 | 2 |
| 3 | 4 | 4 | 4 | 4 | 5 | 3 | 5 | 5 | 5 | 4 | 3 |
| 4 | 4 | 3 | 4 | 4 | 5 | 3 | 4 | 5 | 5 | 3 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | 3 |

| LS1 | LS2 | LS3 | LS4 | LS5 | LS6 | LS7 | LS8 | LS9 | LS10 | LS11 | LS12 |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| 3 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 3 |
| 4 | 4 | 3 | 4 | 4 | 3 | 3 | 5 | 5 | 5 | 3 | 3 |
| 5 | 3 | 4 | 4 | 5 | 4 | 3 | 3 | 5 | 5 | 3 | 4 |
| 4 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 5 | 5 | 3 | 3 |
| 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 3 |
| 3 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 5 | 5 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 3 |
| 5 | 3 | 4 | 4 | 4 | 4 | 3 | 5 | 5 | 5 | 4 | 3 |
| 5 | 3 | 4 | 4 | 5 | 4 | 3 | 5 | 5 | 5 | 4 | 3 |
| 4 | 4 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 3 |
| 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 3 |
| 4 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 4 |
| 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 4 |
| 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3 |
| 4 | 2 | 2 | 4 | 2 | 4 | 4 | 4 | 4 | 5 | 4 | 5 |
| 5 | 5 | 5 | 5 | 5 | 5 | 3 | 5 | 5 | 5 | 5 | 5 |
| 5 | 4 | 4 | 4 | 5 | 4 | 2 | 5 | 5 | 4 | 5 | 5 |
| 4 | 5 | 2 | 5 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 5 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 3 |
| 4 | 4 | 4 | 5 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 3 | 3 | 4 | 5 | 4 | 4 | 5 | 5 |
| 3 | 3 | 4 | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 2 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 3 |
| 3 | 5 | 5 | 5 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 3 | 4 | 4 | 3 | 3 | 5 | 4 | 4 | 5 | 5 |

| FC1 | FC2 | FC3 | FC4 | FC5 | FC6 | FC7 | FC8 | FC9 |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 4 | 2 | 4 | 2 | 2 | 2 | 2 | 2 | 2 |
| 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 2 |
| 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3 |
| 4 | 4 | 4 | 3 | 4 | 4 | 3 | 3 | 3 |
| 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 |
| 4 | 4 | 3 | 3 | 4 | 3 | 4 | 3 | 3 |
| 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3 |
| 4 | 4 | 3 | 5 | 3 | 4 | 3 | 3 | 4 |
| 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 3 |
| 3 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 3 |
| 4 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 |
| 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 3 |
| 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 3 |
| 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 3 |
| 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |
| 3 | 3 | 2 | 2 | 3 | 3 | 3 | 3 | 3 |
| 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 |
| 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 3 |
| 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 4 |

| FC1 | FC2 | FC3 | FC4 | FC5 | FC6 | FC7 | FC8 | FC9 |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 |
| 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 3 | 4 | 4 | 5 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 3 |

3. Employee Performance

| EP1 | EP2 | EP3 | EP4 | EP5 | EP6 | EP7 | EP8 | EP9 |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 3 | 4 | 4 | 2 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 4 | 5 | 3 | 4 | 4 | 5 | 3 | 4 |
| 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 5 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 |
| 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 4 |
| 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | 4 | 3 | 2 | 3 | 3 | 3 | 3 | 3 |
| 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 5 |

| EP1 | EP2 | EP3 | EP4 | EP5 | EP6 | EP7 | EP8 | EP9 |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 4 |
| 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 4 | 4 | 2 | 4 | 4 | 4 | 4 | 4 |
| 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 4 |
| 2 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 |
| 3 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 |
| 3 | 4 | 4 | 3 | 4 | 3 | 3 | 4 | 3 |
| 3 | 3 | 4 | 4 | 3 | 3 | 3 | 4 | 4 |
| 3 | 4 | 4 | 3 | 4 | 3 | 3 | 4 | 4 |
| 3 | 4 | 4 | 3 | 4 | 3 | 3 | 4 | 4 |
| 4 | 5 | 5 | 4 | 5 | 3 | 3 | 4 | 4 |
| 3 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 4 |
| 3 | 3 | 3 | 2 | 3 | 2 | 2 | 3 | 3 |
| 4 | 4 | 4 | 3 | 4 | 3 | 3 | 3 | 3 |
| 4 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 5 |
| 3 | 4 | 4 | 2 | 3 | 3 | 4 | 4 | 4 |
| 3 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |
| 3 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 4 | 5 | 5 | 3 | 4 | 3 | 5 | 5 | 5 |
| 4 | 5 | 4 | 3 | 4 | 3 | 3 | 4 | 4 |
| 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 |
| 4 | 4 | 4 | 3 | 4 | 3 | 3 | 4 | 3 |

Appendix 5 List of Data Processing Result

DESCRIPTIVE STATISTIC

Descriptive Statistics

| | N | Range | Minimum | Maximum | Mean | Std. | Variance | Skewness | |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Std. Error |
| Financial Compensation | 73 | 27 | 18 | 45 | 32,85 | 4,957 | 24,574 | -,692 | ,281 |
| Transformational Leadership Style | 73 | 28 | 30 | 58 | 45,67 | 4,378 | 19,168 | -,488 | ,281 |
| Employee Performances | 103 | 19 | 24 | 43 | 33,60 | 4,148 | 17,203 | ,009 | ,238 |
| Valid N (listwise) | 73 | | | | | | | | |

VALIDITY TEST OF TRANSFORMATIONAL LEADERSHIP STYLE

KMO and Bartlett's Test

| | | |
|--|----------------------------------|-----------------------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | ,654 |
| Bartlett's Test of Sphericity | Approx. Chi-Square df Sig. | 336,585 66 ,000 |

Anti-image Matrices

| | LS1 | LS2 | LS3 | LS4 | LS5 | LS6 | LS7 | LS8 | LS9 | LS10 | LS11 | LS12 | |
|------------------------|------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Anti-image Covariance | LS1 | ,517 | ,065 | -,004 | ,034 | -,202 | ,101 | ,002 | -,069 | -,162 | ,100 | ,040 | -,158 |
| | LS2 | ,065 | ,444 | -,146 | -,180 | -,051 | ,051 | ,118 | -,035 | -,055 | ,097 | -,094 | -,008 |
| | LS3 | -,004 | -,146 | ,550 | -,144 | -,056 | -,190 | ,022 | -,009 | ,025 | ,007 | -,004 | ,023 |
| | LS4 | ,034 | -,180 | -,144 | ,524 | -,005 | ,039 | -,050 | -,067 | ,008 | -,046 | -,039 | -,041 |
| | LS5 | -,202 | -,051 | -,056 | -,005 | ,604 | -,111 | ,101 | -,037 | ,033 | -,082 | -,014 | ,163 |
| | LS6 | ,101 | ,051 | -,190 | ,039 | -,111 | ,574 | ,012 | -,020 | -,097 | -,001 | ,009 | -,116 |
| | LS7 | ,002 | ,118 | ,022 | -,050 | ,101 | ,012 | ,846 | -,039 | -,016 | -,017 | -,077 | -,045 |
| | LS8 | -,069 | -,035 | -,009 | -,067 | -,037 | -,020 | -,039 | ,674 | ,053 | -,100 | -,109 | -,044 |
| | LS9 | -,162 | -,055 | ,025 | ,008 | ,033 | -,097 | -,016 | ,053 | ,195 | -,166 | -,101 | ,114 |
| | LS10 | ,100 | ,097 | ,007 | -,046 | -,082 | -,001 | -,017 | -,100 | -,166 | ,247 | ,093 | -,095 |
| | LS11 | ,040 | -,094 | -,004 | -,039 | -,014 | ,009 | -,077 | -,109 | -,101 | ,093 | ,414 | -,226 |
| | LS12 | -,158 | -,008 | ,023 | -,041 | ,163 | -,116 | -,045 | -,044 | ,114 | -,095 | -,226 | ,479 |
| Anti-image Correlation | LS1 | ,563 ^a | ,137 | -,007 | ,065 | -,361 | ,186 | ,002 | -,116 | -,509 | ,281 | ,087 | -,318 |
| | LS2 | ,137 | ,679 ^a | -,296 | -,372 | -,098 | ,101 | ,192 | -,063 | -,187 | ,294 | -,219 | -,018 |
| | LS3 | -,007 | -,296 | ,761 ^a | -,269 | -,097 | -,337 | ,032 | -,015 | ,076 | ,019 | -,008 | ,046 |
| | LS4 | ,065 | -,372 | -,269 | ,804 ^a | -,010 | ,071 | -,075 | -,113 | ,024 | -,128 | -,083 | -,081 |
| | LS5 | -,361 | -,098 | -,097 | -,010 | ,680 ^a | -,188 | ,141 | -,058 | ,095 | -,213 | -,029 | ,304 |
| | LS6 | ,186 | ,101 | -,337 | ,071 | -,188 | ,750 ^a | ,018 | -,033 | -,289 | -,003 | ,018 | -,221 |
| | LS7 | ,002 | ,192 | ,032 | -,075 | ,141 | ,018 | ,697 ^a | -,052 | -,040 | -,037 | -,130 | -,071 |
| | LS8 | -,116 | -,063 | -,015 | -,113 | -,058 | -,033 | -,052 | ,844 ^a | ,146 | -,245 | -,206 | -,077 |
| | LS9 | -,509 | -,187 | ,076 | ,024 | ,095 | -,289 | -,040 | ,146 | ,563 ^a | -,755 | -,354 | ,372 |
| | LS10 | ,281 | ,294 | ,019 | -,128 | -,213 | -,003 | -,037 | -,245 | -,755 | ,565 ^a | ,290 | -,277 |
| | LS11 | ,087 | -,219 | -,008 | -,083 | -,029 | ,018 | -,130 | -,206 | -,354 | ,290 | ,684 ^a | -,507 |
| | LS12 | -,318 | -,018 | ,046 | -,081 | ,304 | -,221 | -,071 | -,077 | ,372 | -,277 | -,507 | ,527 ^a |

a. Measures of Sampling Adequacy (MSA)

Total Variance Explained

| Component | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 3,669 | 30,577 | 30,577 | 2,972 | 24,767 | 24,767 |
| 2 | 2,285 | 19,042 | 49,619 | 2,592 | 21,600 | 46,367 |
| 3 | 1,544 | 12,863 | 62,482 | 1,934 | 16,115 | 62,482 |

Extraction Method: Principal Component Analysis.

VALIDITY TEST OF FINANCIAL COMPENSATION

KMO and Bartlett's Test

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | ,869 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 377,139 |
| | df | 36 |
| | Sig. | ,000 |

Anti-image Matrices

| | | FC1 | FC2 | FC3 | FC4 | FC5 | FC6 | FC7 | FC8 | FC9 |
|------------------------|-----|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Anti-image Covariance | FC1 | ,515 | -,056 | -,150 | ,069 | -,077 | -,012 | -,064 | -,092 | -,006 |
| | FC2 | -,056 | ,463 | -,053 | -,159 | -,051 | -,056 | -,075 | ,095 | ,029 |
| | FC3 | -,150 | -,053 | ,609 | -,082 | ,021 | ,094 | -,183 | -,002 | ,040 |
| | FC4 | ,069 | -,159 | -,082 | ,337 | -,024 | -,114 | ,075 | -,065 | -,012 |
| | FC5 | -,077 | -,051 | ,021 | -,024 | ,482 | -,044 | -,050 | -,081 | ,016 |
| | FC6 | -,012 | -,056 | ,094 | -,114 | -,044 | ,230 | -,077 | -,078 | -,054 |
| | FC7 | -,064 | -,075 | -,183 | ,075 | -,050 | -,077 | ,359 | -,017 | -,094 |
| | FC8 | -,092 | ,095 | -,002 | -,065 | -,081 | -,078 | -,017 | ,296 | -,115 |
| | FC9 | -,006 | ,029 | ,040 | -,012 | ,016 | -,054 | -,094 | -,115 | ,456 |
| Anti-image Correlation | FC1 | ,896 ^a | -,115 | -,268 | ,166 | -,154 | -,035 | -,148 | -,235 | -,013 |
| | FC2 | -,115 | ,847 ^a | -,100 | -,403 | -,109 | -,173 | -,184 | ,256 | ,064 |
| | FC3 | -,268 | -,100 | ,737 ^a | -,182 | ,039 | ,252 | -,392 | -,006 | ,075 |
| | FC4 | ,166 | -,403 | -,182 | ,826 ^a | -,060 | -,408 | ,215 | -,207 | -,030 |
| | FC5 | -,154 | -,109 | ,039 | -,060 | ,949 ^a | -,132 | -,120 | -,214 | ,035 |
| | FC6 | -,035 | -,173 | ,252 | -,408 | -,132 | ,866 ^a | -,268 | -,298 | -,167 |
| | FC7 | -,148 | -,184 | -,392 | ,215 | -,120 | -,268 | ,863 ^a | -,052 | -,233 |
| | FC8 | -,235 | ,256 | -,006 | -,207 | -,214 | -,298 | -,052 | ,871 ^a | -,314 |
| | FC9 | -,013 | ,064 | ,075 | -,030 | ,035 | -,167 | -,233 | -,314 | ,915 ^a |

a. Measures of Sampling Adequacy (MSA)

Total Variance Explained

| Component | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 5,088 | 56,532 | 56,532 | 4,007 | 44,520 | 44,520 |
| 2 | 1,076 | 11,955 | 68,487 | 2,157 | 23,966 | 68,487 |

Extraction Method: Principal Component Analysis.

VALIDITY TEST OF EMPLOYEE PERFORMANCE

KMO and Bartlett's Test

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | ,836 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 466,861 |
| | df | 36 |
| | Sig. | ,000 |

Anti-image Matrices

| | | EP1 | EP2 | EP3 | EP4 | EP5 | EP6 | EP7 | EP8 | EP9 |
|------------------------|-----|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Anti-image Covariance | EP1 | ,551 | -,155 | -,084 | ,031 | -,027 | -,098 | -,004 | ,023 | -,023 |
| | EP2 | -,155 | ,440 | -,136 | ,078 | -,116 | ,014 | -,036 | ,021 | -,004 |
| | EP3 | -,084 | -,136 | ,344 | -,153 | -,038 | ,026 | -,082 | -,053 | ,003 |
| | EP4 | ,031 | ,078 | -,153 | ,598 | -,105 | -,122 | -,006 | -,027 | ,015 |
| | EP5 | -,027 | -,116 | -,038 | -,105 | ,455 | -,059 | -,062 | -,132 | ,075 |
| | EP6 | -,098 | ,014 | ,026 | -,122 | -,059 | ,575 | -,137 | ,017 | -,042 |
| | EP7 | -,004 | -,036 | -,082 | -,006 | -,062 | -,137 | ,397 | ,092 | -,158 |
| | EP8 | ,023 | ,021 | -,053 | -,027 | -,132 | ,017 | ,092 | ,374 | -,232 |
| | EP9 | -,023 | -,004 | ,003 | ,015 | ,075 | -,042 | -,158 | -,232 | ,326 |
| Anti-image Correlation | EP1 | ,902 ^a | -,314 | -,193 | ,055 | -,055 | -,174 | -,008 | ,050 | -,054 |
| | EP2 | -,314 | ,854 ^a | -,350 | ,151 | -,258 | ,027 | -,086 | ,051 | -,009 |
| | EP3 | -,193 | -,350 | ,876 ^a | -,337 | -,096 | ,058 | -,221 | -,147 | ,008 |
| | EP4 | ,055 | ,151 | -,337 | ,857 ^a | -,202 | -,208 | -,013 | -,057 | ,034 |
| | EP5 | -,055 | -,258 | -,096 | -,202 | ,875 ^a | -,115 | -,145 | -,320 | ,195 |
| | EP6 | -,174 | ,027 | ,058 | -,208 | -,115 | ,896 ^a | -,288 | ,036 | -,098 |
| | EP7 | -,008 | -,086 | -,221 | -,013 | -,145 | -,288 | ,841 ^a | ,238 | -,440 |
| | EP8 | ,050 | ,051 | -,147 | -,057 | -,320 | ,036 | -,238 | ,727 ^a | -,665 |
| | EP9 | -,054 | -,009 | ,008 | ,034 | ,195 | -,098 | -,440 | -,665 | ,735 ^a |

a. Measures of Sampling Adequacy (MSA)

Total Variance Explained

| Component | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 4,800 | 53,331 | 53,331 | 3,231 | 35,897 | 35,897 |
| 2 | 1,013 | 11,258 | 64,589 | 2,582 | 28,692 | 64,589 |

Extraction Method: Principal Component Analysis.

RELIABILITY TEST OF TRANSFORMATIONAL LEADERSHIP STYLE

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 73 | 70,9 |
| | Excluded ^a | 30 | 29,1 |
| | Total | 103 | 100,0 |

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

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| ,779 | 12 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| LS1 | 41,67 | 16,890 | ,369 | ,768 |
| LS2 | 42,00 | 16,611 | ,356 | ,770 |
| LS3 | 42,11 | 15,738 | ,427 | ,764 |
| LS4 | 41,88 | 15,832 | ,505 | ,754 |
| LS5 | 41,73 | 16,868 | ,311 | ,775 |
| LS6 | 42,12 | 15,832 | ,503 | ,754 |
| LS7 | 42,38 | 18,379 | ,097 | ,791 |
| LS8 | 41,66 | 16,145 | ,514 | ,754 |
| LS9 | 41,30 | 16,213 | ,549 | ,752 |
| LS10 | 41,33 | 16,807 | ,423 | ,764 |
| LS11 | 42,04 | 15,318 | ,574 | ,745 |
| LS12 | 42,16 | 16,528 | ,386 | ,767 |

RELIABILITY TEST OF FINANCIAL COMPENSATION

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 73 | 70,9 |
| | Excluded ^a | 30 | 29,1 |
| | Total | 103 | 100,0 |

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

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| ,900 | 9 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-----|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| FC1 | 29,03 | 20,055 | ,627 | ,892 |
| FC2 | 29,12 | 20,248 | ,617 | ,893 |
| FC3 | 29,42 | 21,442 | ,419 | ,906 |
| FC4 | 29,37 | 19,125 | ,686 | ,888 |
| FC5 | 29,23 | 19,626 | ,695 | ,887 |
| FC6 | 29,00 | 19,250 | ,814 | ,879 |
| FC7 | 29,18 | 19,121 | ,750 | ,883 |
| FC8 | 29,15 | 18,824 | ,764 | ,882 |
| FC9 | 29,29 | 19,236 | ,653 | ,891 |

RELIABILITY TEST OF EMPLOYEE PERFORMANCE

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 103 | 100,0 |
| | Excluded ^a | 0 | ,0 |
| | Total | 103 | 100,0 |

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

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| ,886 | 9 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-----|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| EP1 | 30,00 | 13,549 | ,593 | ,879 |
| EP2 | 29,53 | 14,055 | ,644 | ,874 |
| EP3 | 29,49 | 13,331 | ,778 | ,863 |
| EP4 | 30,36 | 13,781 | ,543 | ,883 |
| EP5 | 29,75 | 13,661 | ,693 | ,870 |
| EP6 | 30,18 | 13,936 | ,605 | ,877 |
| EP7 | 29,94 | 13,075 | ,708 | ,868 |
| EP8 | 29,77 | 14,475 | ,587 | ,878 |
| EP9 | 29,80 | 14,203 | ,635 | ,875 |

RESULT OF MULTIPLE REGRESSION

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | ,573 ^a | ,328 | ,309 | 3,306 | 1,972 |

a. Predictors: (Constant), Financial Compensation, Leadership Style

b. Dependent Variable: Employee Performances

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 373,296 | 2 | 186,648 | 17,080 | ,000 ^a |
| | Residual | 764,951 | 70 | 10,928 | | |
| | Total | 1138,247 | 72 | | | |

a. Predictors: (Constant), Financial Compensation, Leadership Style

b. Dependent Variable: Employee Performances

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 11,417 | 4,101 | | 2,784 | ,007 | | |
| | Leadership Style | ,298 | ,107 | ,328 | 2,786 | ,007 | ,692 | 1,445 |
| | Financial Compensation | ,258 | ,094 | ,321 | 2,727 | ,008 | ,692 | 1,445 |

a. Dependent Variable: Employee Performances

Collinearity Diagnostics^a

| Model | Dimension | Eigenvalue | Condition Index | Variance Proportions | | |
|-------|-----------|------------|-----------------|----------------------|------------------|------------------------|
| | | | | (Constant) | Leadership Style | Financial Compensation |
| 1 | 1 | 2,985 | 1,000 | ,00 | ,00 | ,00 |
| | 2 | ,012 | 16,092 | ,26 | ,02 | ,82 |
| | 3 | ,004 | 27,422 | ,74 | ,98 | ,18 |

a. Dependent Variable: Employee Performances

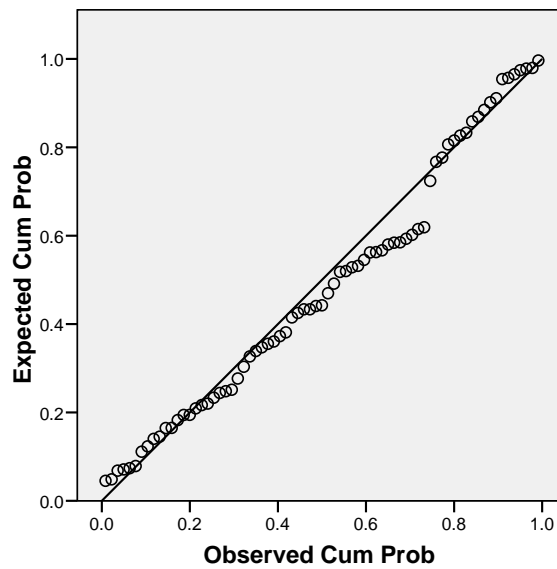
Residuals Statistics^a

| | Minimum | Maximum | Mean | Std. Deviation | N |
|----------------------|---------|---------|-------|----------------|----|
| Predicted Value | 27,83 | 38,85 | 33,49 | 2,277 | 73 |
| Residual | -5,599 | 8,845 | ,000 | 3,259 | 73 |
| Std. Predicted Value | -2,487 | 2,352 | ,000 | 1,000 | 73 |
| Std. Residual | -1,694 | 2,676 | ,000 | ,986 | 73 |

a. Dependent Variable: Employee Performances

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Employee Performances



RESULT OF NORMALITY

One-Sample Kolmogorov-Smirnov Test

| | | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N | | 73 |
| Normal Parameters ^{a,b} | Mean | ,0000000 |
| | Std. Deviation | 3,25949650 |
| Most Extreme Differences | Absolute | ,119 |
| | Positive | ,119 |
| | Negative | -,053 |
| Kolmogorov-Smirnov Z | | 1,018 |
| Asymp. Sig. (2-tailed) | | ,251 |

a. Test distribution is Normal.

b. Calculated from data.

RESULT OF HETEROSKEDASTICITY

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,175 ^a | ,031 | ,003 | 1,99341 |

a. Predictors: (Constant), Financial Compensation, Leadership Style

b. Dependent Variable: abs_res

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 8,831 | 2 | 4,416 | 1,111 | ,335 ^a |
| | Residual | 278,157 | 70 | 3,974 | | |
| | Total | 286,989 | 72 | | | |

a. Predictors: (Constant), Financial Compensation, Leadership Style

b. Dependent Variable: abs_res

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5,202 | 2,473 | | 2,103 | ,039 |
| | Leadership Style | -,011 | ,065 | -,025 | -,178 | ,860 |
| | Financial Compensation | -,065 | ,057 | -,160 | -1,133 | ,261 |

a. Dependent Variable: abs_res

Residuals Statistics^a

| | Minimum | Maximum | Mean | Std. Deviation | N |
|----------------------|----------|---------|--------|----------------|----|
| Predicted Value | 1,7438 | 3,5175 | 2,5588 | ,35023 | 73 |
| Residual | -3,27822 | 6,11755 | ,00000 | 1,96553 | 73 |
| Std. Predicted Value | -2,327 | 2,737 | ,000 | 1,000 | 73 |
| Std. Residual | -1,645 | 3,069 | ,000 | ,986 | 73 |

a. Dependent Variable: abs_res