

BAB VI

RINGKASAN

Rumah Sakit (RS) adalah institusi pelayanan kesehatan yang menyelenggarakan pelayanan kesehatan perorangan secara paripurna yang menyediakan pelayanan rawat inap, rawat jalan, dan gawat darurat. Kegiatan di RS harus diorganisasikan dengan baik untuk menciptakan kelancaran pelayanan kesehatan bagi masyarakat, unsur penting dalam menjalankan roda organisasi adalah manajemen. Karyawan yang terorganisasi dengan baik akan menghasilkan sumber daya manusia (SDM) yang berkualitas dan akan menghasilkan kinerja yang maksimal dalam pelayanan di RS. Pemimpin dengan gaya kepemimpinan transformasional dapat memberikan pengaruh positif terhadap kinerja karyawan, karena pemimpin seperti ini memiliki kemampuan untuk memotivasi karyawan untuk berbuat lebih baik dari yang biasa dilakukan.

Seorang pemimpin harus dapat meningkatkan kepercayaan diri karyawan, memberikan wawasan, membangkitkan kebanggaan, dan harus mampu mempengaruhi karyawan bertindak sesuai dengan visi, misi, dan tujuan dari RS. *Burnout* dapat terjadi kepada karyawan yang mengalami kelelahan fisik, mental, dan emosional. Pelayanan di RS yang menjalankan pelayanan 24 jam menuntut karyawan untuk selalu siap memberikan pelayanan dan harus menghadapi berbagai sifat pasien, hal ini dapat menyebabkan *burnout*. Kinerja karyawan harus selalu memuaskan dan selalu meningkat.

Tujuan dari penelitian ini adalah menganalisis pengaruh gaya kepemimpinan transformasional berpengaruh terhadap motivasi, *burnout*, dan kinerja karyawan, menganalisis pengaruh motivasi kerja berpengaruh terhadap kinerja karyawan, dan menganalisis pengaruh *burnout* berpengaruh terhadap kinerja karyawan.

Rancangan penelitian pada penelitian ini merupakan rancangan penelitian analitik. Sampel dalam penelitian adalah tenaga farmasi, keperawatan, kebidanan, analis kesehatan/laboratorium, operator rontgen/radiologi, fisioterapis dan tenaga administrasi RSUD Datu Sanggul Rantau. Teknik pengambilan sampel menggunakan teknik *disproportionate stratified random sampling*. Sampel diambil sebanyak 115 responden. Alat penelitian menggunakan kuesioner yang berisi pernyataan sebanyak 23 pernyataan tentang kepemimpinan transformasional, motivasi, *burnout*, dan kinerja karyawan. Analisis data yang diperlukan dalam penelitian adalah analisis deskriptif, uji validitas, uji reliabilitas, analisis kesesuaian model (*goodness of fit*), dan analisis koefisien jalur hipotesis. Perangkat analisis menggunakan perangkat lunak SPSS dan AMOS.

Hasil uji validitas ditemukan 3 item pernyataan tidak memenuhi syarat *loading factor* $\geq 0,5$, sehingga dilakukan uji validitas ulang tanpa menyertakan item yang tidak valid. Uji reliabilitas menghasilkan semua variabel memenuhi syarat *Construct Reliability* (CR) $\geq 0,7$, hal ini berarti bahwa indikator-indikator memiliki konsistensi sebagai alat ukur variabel uji. Hasil analisis kesesuaian model (*goodness of fit*) dikatakan fit setelah dilakukan teknik analisis *modification indices* dengan hasil *Chi-Square* (χ^2) = 178,718; *Significance Probability* (*p*) =

0,068; $GFI = 0,873$; $RMSEA = 0,039$; $TLI = 0,968$; $AGFI = 0,824$; $IFI = 0,976$; $CFI = 0,975$.

Analisis koefisien jalur hipotesis menggunakan analisis *regression weights* yang akan memperlihatkan besaran signifikansi model (p). Suatu nilai dikatakan signifikan apabila nilai probabilitas (p) $\leq 0,05$. Pengaruh kepemimpinan transformasional terhadap motivasi signifikan dan positif, karena hasil analisis memberikan nilai $p \leq 0,001$. Pengaruh kepemimpinan transformasional terhadap *burnout* berpengaruh signifikan dan negatif yaitu $p = 0,002$. Pengaruh kepemimpinan transformasional terhadap kinerja karyawan tidak signifikan yaitu $p = 0,327$. *Burnout* berpengaruh signifikan dan negatif terhadap kinerja karyawan, karena nilai $p \leq 0,001$. Motivasi berpengaruh signifikan dan positif terhadap kinerja karyawan, karena nilai $p \leq 0,001$.

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Lampiran 1. Tabel persentase hasil kuisioner

| Bidang Keahlian (responden) | Skor | Kepemimpinan Transformasional (%) | | | | | | | Motivasi (%) | | | | | Burnout (%) | | | | | Kinerja karyawan (%) | | | | | |
|---|------|-----------------------------------|------|------|------|-----|-----|------|--------------|------|------|------|------|-------------|------|------|------|------|----------------------|-----|------|-----|-----|-----|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 6 |
| Administrasi (5) | 1 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | 2 | - | 40 | 40 | 40 | 40 | 40 | | 40 | - | - | 60 | 40 | 60 | 60 | 100 | 60 | 100 | - | - | - | - | - | - |
| | 3 | 60 | 20 | 20 | 20 | 60 | 20 | 60 | 60 | 60 | 100 | 40 | 60 | 40 | 40 | - | 40 | - | 100 | 100 | 100 | 100 | 100 | 100 |
| | 4 | 40 | 40 | 40 | 40 | - | 40 | 40 | - | 40 | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Analisis kesehatan/ laboratorium (9) | 1 | - | - | - | - | - | - | - | 44,5 | - | - | 55,6 | - | 88,9 | 22,2 | 33,3 | 33,3 | 44,5 | - | - | - | - | - | - |
| | 2 | - | - | 11,1 | - | - | - | - | 22,2 | - | - | 11,1 | 11,1 | 11,1 | 77,8 | 66,7 | 66,7 | 55,5 | - | - | - | - | - | - |
| | 3 | 100 | 100 | 88,9 | 100 | 100 | 100 | 100 | 33,3 | 88,9 | 77,8 | 33,3 | 88,9 | - | - | - | - | - | 100 | 100 | 100 | 100 | 100 | 100 |
| | 4 | - | - | - | - | - | - | - | - | 11,1 | 22,2 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Farmasi (10) | 1 | - | - | - | - | - | - | - | 20 | - | - | 10 | 10 | 30 | - | 30 | 30 | 20 | - | - | - | - | - | - |
| | 2 | - | - | - | - | - | - | - | 50 | - | 20 | 40 | 40 | 70 | 90 | 60 | 60 | 70 | - | - | - | - | - | - |
| | 3 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 30 | 100 | 80 | 50 | 50 | - | 10 | 10 | 10 | 10 | 100 | 100 | 100 | 100 | 100 | 100 |
| | 4 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Fisioterapis (3) | 1 | - | - | - | - | - | - | - | 66,7 | - | - | 66,7 | - | 66,7 | - | 66,7 | 33,3 | 66,7 | - | - | - | - | - | - |
| | 2 | - | - | - | - | - | - | - | 33,3 | - | - | - | 66,7 | 33,3 | 100 | 33,3 | 66,7 | 33,3 | - | - | 66,7 | - | - | - |
| | 3 | 33,3 | 66,7 | 100 | 66,7 | 100 | 100 | 33,3 | - | 33,3 | 33,3 | 33,3 | 33,3 | - | - | - | - | - | 100 | 100 | 33,3 | 100 | 100 | 100 |
| | 4 | 66,7 | 33,3 | - | 33,3 | - | - | 66,7 | - | 66,7 | 66,7 | - | - | - | - | - | - | - | - | - | - | - | - | - |

| Bidang Keahlian (responden) | Skor | Kepemimpinan Transformasional (%) | | | | | | | Motivasi (%) | | | | | Burnout (%) | | | | | Kinerja karyawan (%) | | | | | |
|---------------------------------------|------|-----------------------------------|------|------|------|------|------|------|--------------|------|------|------|------|-------------|------|------|------|------|----------------------|------|------|------|------|------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 6 |
| Kebidanan (18) | 1 | - | - | - | - | - | - | - | 11,1 | - | - | - | - | 22,2 | 44,4 | 44,5 | 66,7 | 55,6 | - | - | - | - | - | - |
| | 2 | - | 5,6 | - | - | 5,6 | - | - | 22,2 | 5,6 | 5,6 | - | 16,7 | 50 | 27,8 | 33,3 | 33,3 | 44,4 | - | - | - | - | - | - |
| | 3 | 55,6 | 55,6 | 72,2 | 61,1 | 61,1 | 44,4 | 77,8 | 38,9 | 88,8 | 61,1 | 38,9 | 50 | 27,8 | 27,8 | 22,2 | - | - | 66,7 | 44,4 | 44,4 | 50 | 66,7 | 66,7 |
| | 4 | 44,4 | 38,8 | 27,8 | 38,9 | 33,3 | 55,6 | 22,2 | 27,8 | 5,6 | 33,3 | 61,1 | 33,3 | - | - | - | - | - | 33,3 | 55,6 | 55,6 | 50 | 33,3 | 33,3 |
| Keperawatan (69) | 1 | - | 1,5 | 1,5 | 1,5 | 1,5 | 1,5 | 1,5 | 10,1 | - | - | 4,3 | 2,9 | 23,2 | 18,8 | 21,7 | 33,4 | 27,5 | - | - | - | - | - | - |
| | 2 | 1,5 | 7,2 | 1,5 | 2,9 | 5,8 | 8,7 | 1,5 | 44,9 | 1,5 | - | 26,2 | 29 | 65,2 | 62,4 | 69,6 | 62,3 | 69,6 | - | 2,9 | 4,3 | 1,5 | 1,5 | 4,3 |
| | 3 | 65,2 | 73,9 | 81,1 | 76,8 | 82,6 | 79,7 | 78,2 | 43,5 | 81,1 | 79,7 | 65,2 | 63,8 | 10,1 | 18,8 | 7,2 | 4,3 | 2,9 | 95,7 | 89,9 | 92,8 | 95,6 | 95,6 | 89,9 |
| | 4 | 33,3 | 17,4 | 15,9 | 18,8 | 10,1 | 10,1 | 18,8 | 1,5 | 17,4 | 20,3 | 4,3 | 4,3 | 1,5 | - | 1,5 | - | - | 4,3 | 7,2 | 2,9 | 2,9 | 2,9 | 5,8 |
| Operator Rontgen/ radiologi (1) | 1 | - | - | - | - | - | - | - | - | - | - | - | - | 100 | - | 100 | 100 | 100 | - | - | - | - | - | - |
| | 2 | - | - | - | - | - | - | - | - | - | - | - | - | - | 100 | - | - | - | - | - | - | - | - | - |
| | 3 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | - | - | - | - | - | 100 | 100 | 100 | 100 | 100 | 100 |
| | 4 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |

Lampiran 2. Deskripsi Responden

Pendidikan Terakhir

| | Frequency | Percent | Valid Percent | Cumulativ e Percent |
|----------------|-----------|---------|---------------|------------------------|
| Valid SLTA/SMK | 5 | 4.3 | 4.3 | 4.3 |
| D1 | 1 | .9 | .9 | 5.2 |
| D3 | 89 | 77.4 | 77.4 | 82.6 |
| D4/S1 | 20 | 17.4 | 17.4 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

Bidang Keahlian

| | Frequency | Percent | Valid Percent | Cumulativ e Percent |
|------------------------|-----------|---------|---------------|------------------------|
| Valid Operator Rontgen | 1 | .9 | .9 | .9 |
| Administrasi | 5 | 4.3 | 4.3 | 5.2 |
| Farmasi | 10 | 8.7 | 8.7 | 13.9 |
| Analisis kesehatan | 9 | 7.8 | 7.8 | 21.7 |
| Keperawatan | 69 | 60.0 | 60.0 | 81.7 |
| Fisioterapis | 3 | 2.6 | 2.6 | 84.3 |
| Bidan | 18 | 15.7 | 15.7 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

Lampiran 3. Deskripsi Tanggapan Responden

Statistics

| | | KT1 | KT2 | KT3 | KT4 | KT5 | KT6 | KT7 | M1 | M2 | M3 | M4 | M5 |
|------|---------|------|------|------|------|------|------|------|------|------|------|------|------|
| N | Valid | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 |
| | Missing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mean | | 3.32 | 3.15 | 3.22 | 3.18 | 3.12 | 3.10 | 3.24 | 2.67 | 3.15 | 3.20 | 3.03 | 2.93 |

KT1

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 2 | 1 | .9 | .9 | .9 |
| | 3 | 76 | 66.1 | 66.1 | 67.0 |
| | 4 | 38 | 33.0 | 33.0 | 100.0 |
| | Total | 115 | 100.0 | 100.0 | |

KT2

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1 | 1 | .9 | .9 | .9 |
| | 2 | 8 | 7.0 | 7.0 | 7.8 |
| | 3 | 79 | 68.7 | 68.7 | 76.5 |
| | 4 | 27 | 23.5 | 23.5 | 100.0 |
| | Total | 115 | 100.0 | 100.0 | |

KT3

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1 | 1 | .9 | .9 | .9 |
| | 2 | 3 | 2.6 | 2.6 | 3.5 |
| | 3 | 81 | 70.4 | 70.4 | 73.9 |
| | 4 | 30 | 26.1 | 26.1 | 100.0 |
| | Total | 115 | 100.0 | 100.0 | |

KT4

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1 | 1 | .9 | .9 | .9 |
| | 2 | 4 | 3.5 | 3.5 | 4.3 |
| | 3 | 83 | 72.2 | 72.2 | 76.5 |
| | 4 | 27 | 23.5 | 23.5 | 100.0 |
| | Total | 115 | 100.0 | 100.0 | |

KT5

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 1 | 1 | .9 | .9 | .9 |
| 2 | 7 | 6.1 | 6.1 | 7.0 |
| 3 | 84 | 73.0 | 73.0 | 80.0 |
| 4 | 23 | 20.0 | 20.0 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

KT6

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 1 | 1 | .9 | .9 | .9 |
| 2 | 8 | 7.0 | 7.0 | 7.8 |
| 3 | 85 | 73.9 | 73.9 | 81.7 |
| 4 | 21 | 18.3 | 18.3 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

KT7

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 1 | 1 | .9 | .9 | .9 |
| 2 | 1 | .9 | .9 | 1.7 |
| 3 | 82 | 71.3 | 71.3 | 73.0 |
| 4 | 31 | 27.0 | 27.0 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

M1

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 1 | 9 | 7.8 | 7.8 | 7.8 |
| 2 | 30 | 26.1 | 26.1 | 33.9 |
| 3 | 66 | 57.4 | 57.4 | 91.3 |
| 4 | 10 | 8.7 | 8.7 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

M2

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 2 | 3 | 2.6 | 2.6 | 2.6 |
| 3 | 92 | 80.0 | 80.0 | 82.6 |
| 4 | 20 | 17.4 | 17.4 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

M3

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 2 | 2 | 1.7 | 1.7 | 1.7 |
| | 3 | 88 | 76.5 | 76.5 | 78.3 |
| | 4 | 25 | 21.7 | 21.7 | 100.0 |
| | Total | 115 | 100.0 | 100.0 | |

M4

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 2 | 15 | 13.0 | 13.0 | 13.0 |
| | 3 | 81 | 70.4 | 70.4 | 83.5 |
| | 4 | 19 | 16.5 | 16.5 | 100.0 |
| | Total | 115 | 100.0 | 100.0 | |

M5

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1 | 3 | 2.6 | 2.6 | 2.6 |
| | 2 | 17 | 14.8 | 14.8 | 17.4 |
| | 3 | 80 | 69.6 | 69.6 | 87.0 |
| | 4 | 15 | 13.0 | 13.0 | 100.0 |
| | Total | 115 | 100.0 | 100.0 | |

Statistics

| | | B1 | B2 | B3 | B4 | B5 | K1 | K2 | K3 | K4 | K5 | K6 |
|------|---------|------|------|------|------|------|------|------|------|------|------|------|
| N | Valid | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 |
| | Missing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mean | | 1.82 | 1.97 | 1.81 | 1.66 | 1.69 | 3.13 | 3.11 | 3.05 | 3.09 | 3.12 | 3.11 |

B1

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 1 | 35 | 30.4 | 30.4 | 30.4 |
| | 2 | 67 | 58.3 | 58.3 | 88.7 |
| | 3 | 12 | 10.4 | 10.4 | 99.1 |
| | 4 | 1 | .9 | .9 | 100.0 |
| | Total | 115 | 100.0 | 100.0 | |

B2

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 1 | 24 | 20.9 | 20.9 | 20.9 |
| 2 | 71 | 61.7 | 61.7 | 82.6 |
| 3 | 20 | 17.4 | 17.4 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

B3

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 1 | 33 | 28.7 | 28.7 | 28.7 |
| 2 | 72 | 62.6 | 62.6 | 91.3 |
| 3 | 9 | 7.8 | 7.8 | 99.1 |
| 4 | 1 | .9 | .9 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

B4

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 1 | 45 | 39.1 | 39.1 | 39.1 |
| 2 | 64 | 55.7 | 55.7 | 94.8 |
| 3 | 6 | 5.2 | 5.2 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

B5

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 1 | 39 | 33.9 | 33.9 | 33.9 |
| 2 | 73 | 63.5 | 63.5 | 97.4 |
| 3 | 3 | 2.6 | 2.6 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

K1

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 2 | 4 | 3.5 | 3.5 | 3.5 |
| 3 | 92 | 80.0 | 80.0 | 83.5 |
| 4 | 19 | 16.5 | 16.5 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

K2

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 2 | 4 | 3.5 | 3.5 | 3.5 |
| 3 | 94 | 81.7 | 81.7 | 85.2 |
| 4 | 17 | 14.8 | 14.8 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

K3

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 2 | 5 | 4.3 | 4.3 | 4.3 |
| 3 | 99 | 86.1 | 86.1 | 90.4 |
| 4 | 11 | 9.6 | 9.6 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

K4

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 2 | 1 | .9 | .9 | .9 |
| 3 | 103 | 89.6 | 89.6 | 90.4 |
| 4 | 11 | 9.6 | 9.6 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

K5

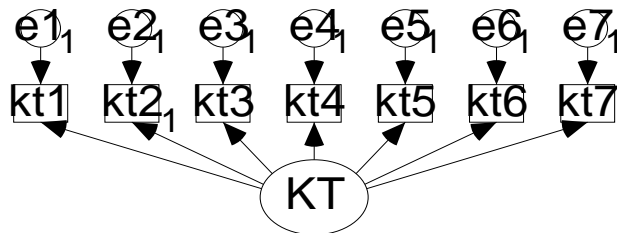
| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 2 | 4 | 3.5 | 3.5 | 3.5 |
| 3 | 93 | 80.9 | 80.9 | 84.3 |
| 4 | 18 | 15.7 | 15.7 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

K6

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid 2 | 4 | 3.5 | 3.5 | 3.5 |
| 3 | 94 | 81.7 | 81.7 | 85.2 |
| 4 | 17 | 14.8 | 14.8 | 100.0 |
| Total | 115 | 100.0 | 100.0 | |

Lampiran 4. Hasil Uji Validitas

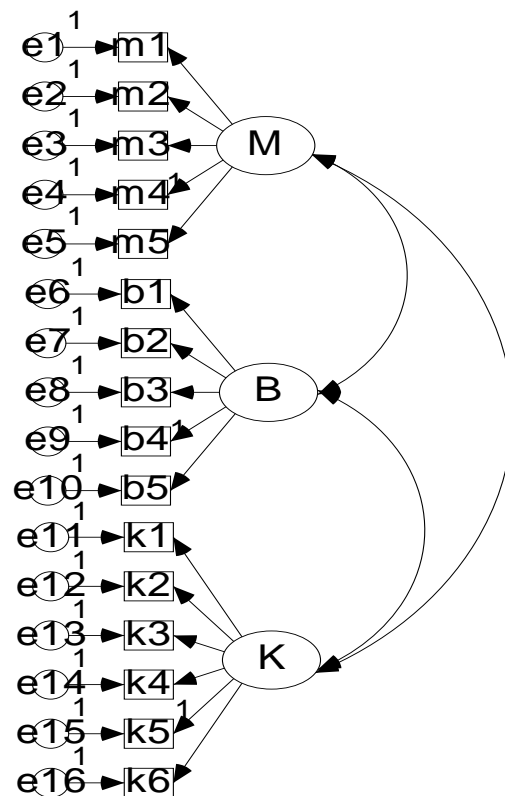
CFA Eksogen



Standardized Regression Weights: (Group number 1 - Default model)

| | Estimate |
|--|----------|
| kt1 <--- Kepemimpinan Transformasional | .687 |
| kt2 <--- Kepemimpinan Transformasional | .776 |
| kt3 <--- Kepemimpinan Transformasional | .760 |
| kt4 <--- Kepemimpinan Transformasional | .808 |
| kt5 <--- Kepemimpinan Transformasional | .669 |
| kt6 <--- Kepemimpinan Transformasional | .695 |
| kt7 <--- Kepemimpinan Transformasional | .692 |

CFA Endogen



Standardized Regression Weights: (Group number 1 - Default model)

| | Estimate |
|--------------------------|----------|
| m5 <--- Motivasi | .588 |
| m4 <--- Motivasi | .737 |
| m3 <--- Motivasi | .863 |
| m2 <--- Motivasi | .807 |
| m1 <--- Motivasi | .273 |
| b5 <--- Burnout | .706 |
| b4 <--- Burnout | .670 |
| b3 <--- Burnout | .866 |
| b2 <--- Burnout | .676 |
| b1 <--- Burnout | .680 |
| k6 <--- Kinerja Karyawan | .645 |
| k5 <--- Kinerja Karyawan | .724 |
| k4 <--- Kinerja Karyawan | .315 |
| k3 <--- Kinerja Karyawan | .228 |
| k2 <--- Kinerja Karyawan | .605 |
| k1 <--- Kinerja Karyawan | .677 |

Tabel Hasil uji validitas

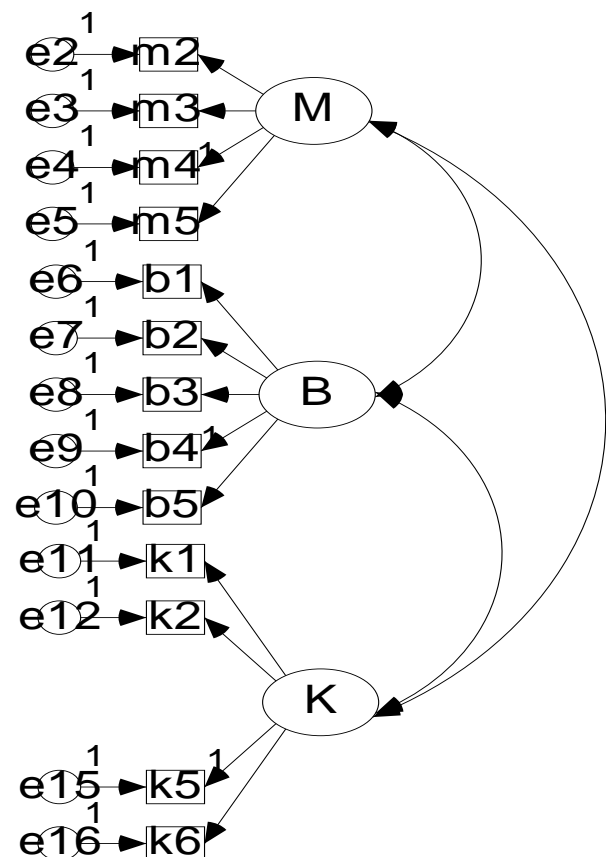
| Komponen | Loading factor | Keterangan |
|-----------------|-----------------------|-------------------|
| KT 1 | 0,692 | Valid |
| KT 2 | 0,695 | Valid |
| KT 3 | 0,669 | Valid |
| KT 4 | 0,808 | Valid |
| KT 5 | 0,760 | Valid |
| KT 6 | 0,776 | Valid |
| KT 7 | 0,687 | Valid |
| M 1 | 0,273 | Tidak valid |
| M 2 | 0,807 | Valid |
| M 3 | 0,863 | Valid |
| M 4 | 0,737 | Valid |
| M 5 | 0,588 | Valid |
| B 1 | 0,680 | Valid |
| B 2 | 0,676 | Valid |
| B 3 | 0,866 | Valid |
| B 4 | 0,670 | Valid |
| B 5 | 0,706 | Valid |
| K 1 | 0,677 | Valid |
| K 2 | 0,605 | Valid |
| K 3 | 0,228 | Tidak Valid |
| K 4 | 0,315 | Tidak Valid |
| K 5 | 0,724 | Valid |
| K 6 | 0,645 | Valid |

Keterangan : KT : kepemimpinan transformasional, M : motivasi, B = *burnout*, K : kinerja karyawan

CFA Endogen Valid

Standardized Regression Weights: (Group number 1 - Default model)

| | Estimate |
|--------------------------|----------|
| m5 <--- Motivasi | .576 |
| m4 <--- Motivasi | .721 |
| m3 <--- Motivasi | .875 |
| m2 <--- Motivasi | .811 |
| b5 <--- Burnout | .700 |
| b4 <--- Burnout | .665 |
| b3 <--- Burnout | .869 |
| b2 <--- Burnout | .676 |
| b1 <--- Burnout | .687 |
| k6 <--- Kinerja Karyawan | .629 |
| k5 <--- Kinerja Karyawan | .768 |
| k2 <--- Kinerja Karyawan | .619 |
| k1 <--- Kinerja Karyawan | .649 |



Tabel Hasil uji validitas ulang

| Komponen | Loading factor | Keterangan |
|----------|----------------|------------|
| KT 1 | 0,692 | Valid |
| KT 2 | 0,695 | Valid |
| KT 3 | 0,669 | Valid |
| KT 4 | 0,808 | Valid |
| KT 5 | 0,760 | Valid |
| KT 6 | 0,776 | Valid |
| KT 7 | 0,687 | Valid |
| M 2 | 0,811 | Valid |
| M 3 | 0,875 | Valid |
| M 4 | 0,721 | Valid |
| M 5 | 0,576 | Valid |
| B 1 | 0,687 | Valid |
| B 2 | 0,676 | Valid |
| B 3 | 0,869 | Valid |
| B 4 | 0,665 | Valid |
| B 5 | 0,700 | Valid |
| K 1 | 0,649 | Valid |
| K 2 | 0,619 | Valid |
| K 5 | 0,768 | Valid |
| K 6 | 0,629 | Valid |

Lampiran 5. Hasil Uji Reliabilitas

Uji Reliabilitas Kepemimpinan Transformatif

| Kepemimpinan Transformatif | Loading (λ) | λ^2 | $1 - \lambda^2$ | CR |
|----------------------------|-----------------------|-------------|-----------------|----------|
| KT1 | 0.687 | 0.471969 | 0.528031 | |
| KT2 | 0.776 | 0.602176 | 0.397824 | |
| KT3 | 0.760 | 0.577600 | 0.422400 | |
| KT4 | 0.808 | 0.652864 | 0.347136 | |
| KT5 | 0.669 | 0.447561 | 0.552439 | |
| KT6 | 0.695 | 0.483025 | 0.516975 | |
| KT7 | 0.692 | 0.478864 | 0.521136 | 0.887327 |
| Jumlah | 5.087 | | 3.285941 | |

Uji Reliabilitas Motivasi

| Motivasi | Loading (λ) | λ^2 | $1 - \lambda^2$ | CR |
|----------|-----------------------|-------------|-----------------|----------|
| M1 | 0.811 | 0.657721 | 0.342279 | |
| M2 | 0.875 | 0.765625 | 0.234375 | |
| M3 | 0.721 | 0.519841 | 0.480159 | |
| M5 | 0.576 | 0.331776 | 0.668224 | 0.837618 |
| Jumlah | 2.983 | | 1.725037 | |

Uji Reliabilitas Burnout

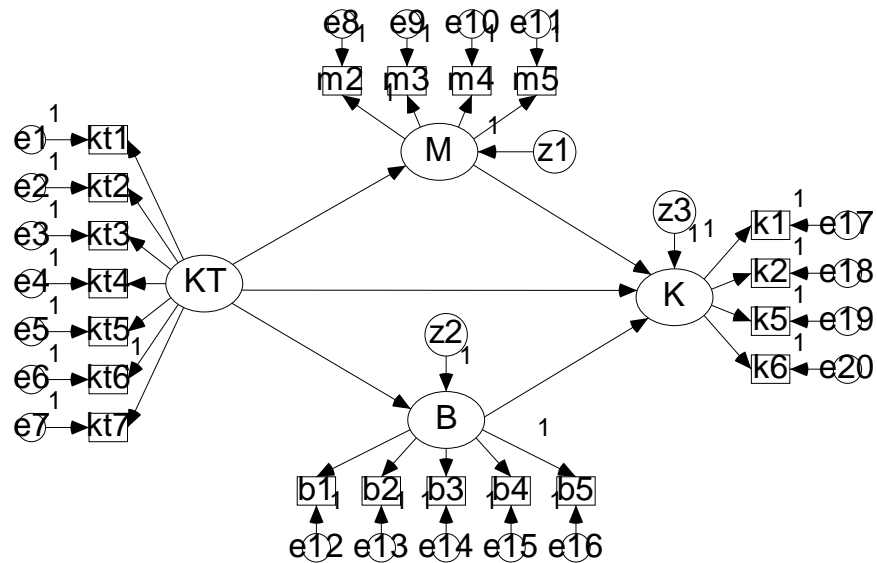
| Burnout | Loading (λ) | λ^2 | $1 - \lambda^2$ | CR |
|---------|-----------------------|-------------|-----------------|----------|
| B1 | 0.687 | 0.471969 | 0.528031 | |
| B2 | 0.676 | 0.456976 | 0.543024 | |
| B3 | 0.869 | 0.755161 | 0.244839 | |
| B4 | 0.665 | 0.442225 | 0.557775 | |
| B5 | 0.700 | 0.490000 | 0.510000 | 0.844429 |
| Jumlah | 3.597 | | 2.383669 | |

Uji Reliabilitas Kinerja Karyawan

| Kinerja Karyawan | Loading (λ) | λ^2 | $1 - \lambda^2$ | CR |
|------------------|-----------------------|-------------|-----------------|----------|
| K1 | 0.811 | 0.657721 | 0.342279 | |
| K2 | 0.875 | 0.765625 | 0.234375 | |
| K5 | 0.721 | 0.519841 | 0.480159 | |
| K6 | 0.576 | 0.331776 | 0.668224 | 0.837618 |
| Jumlah | 2.983 | | 1.725037 | |

Lampiran 6. Hasil uji Normalitas

Model



Assessment of normality (Group number 1)

| Variable | min | max | skew | c.r. | kurtosis | c.r. |
|--------------|-------|-------|-------|--------|----------|--------|
| k6 | 2.000 | 4.000 | .772 | 3.378 | 2.028 | 4.438 |
| k5 | 2.000 | 4.000 | .748 | 3.276 | 1.764 | 3.861 |
| k2 | 2.000 | 4.000 | .772 | 3.378 | 2.028 | 4.438 |
| k1 | 2.000 | 4.000 | .723 | 3.166 | 1.524 | 3.337 |
| b1 | 1.000 | 4.000 | .382 | 1.672 | .198 | .434 |
| b2 | 1.000 | 3.000 | .021 | .094 | -.384 | -.840 |
| b3 | 1.000 | 4.000 | .349 | 1.527 | .648 | 1.417 |
| b4 | 1.000 | 3.000 | .181 | .792 | -.685 | -1.499 |
| b5 | 1.000 | 3.000 | -.227 | -.996 | -.771 | -1.688 |
| m5 | 1.000 | 4.000 | -.633 | -2.770 | 1.511 | 3.308 |
| m4 | 2.000 | 4.000 | .025 | .110 | .379 | .830 |
| m3 | 2.000 | 4.000 | .874 | 3.826 | .330 | .722 |
| m2 | 2.000 | 4.000 | .872 | 3.819 | 1.329 | 2.909 |
| kt1 | 2.000 | 4.000 | .533 | 2.336 | -1.135 | -2.484 |
| kt2 | 1.000 | 4.000 | -.270 | -1.183 | 1.271 | 2.782 |
| kt3 | 1.000 | 4.000 | -.167 | -.733 | 1.871 | 4.095 |
| kt4 | 1.000 | 4.000 | -.171 | -.748 | 2.051 | 4.490 |
| kt5 | 1.000 | 4.000 | -.234 | -1.024 | 1.967 | 4.306 |
| kt6 | 1.000 | 4.000 | -.253 | -1.110 | 2.056 | 4.500 |
| kt7 | 1.000 | 4.000 | -.066 | -.291 | 2.154 | 4.715 |
| Multivariate | | | | | 70.592 | 12.759 |

Lampiran 7. Hasil Analisis Mahalanobis

Observations farthest from the centroid (Mahalanobis distance) (Group number 1)

| Observation number | Mahalanobis d-squared | p1 | p2 |
|--------------------|-----------------------|------|------|
| 108 | 41.025 | .004 | .347 |
| 64 | 39.918 | .005 | .118 |
| 76 | 39.822 | .005 | .023 |
| 69 | 39.570 | .006 | .004 |
| 65 | 37.987 | .009 | .004 |
| 107 | 37.982 | .009 | .001 |
| 62 | 37.113 | .011 | .000 |
| 80 | 36.346 | .014 | .000 |
| 51 | 35.853 | .016 | .000 |
| 109 | 35.744 | .016 | .000 |
| 102 | 34.958 | .020 | .000 |
| 39 | 34.395 | .024 | .000 |
| 52 | 32.994 | .034 | .000 |
| 104 | 32.885 | .035 | .000 |
| 111 | 32.819 | .035 | .000 |
| 81 | 32.780 | .036 | .000 |
| 67 | 32.128 | .042 | .000 |
| 60 | 31.752 | .046 | .000 |
| 55 | 30.984 | .055 | .000 |
| 25 | 30.953 | .056 | .000 |
| 20 | 30.519 | .062 | .000 |
| 89 | 30.040 | .069 | .000 |
| 100 | 30.010 | .070 | .000 |
| 95 | 29.571 | .077 | .000 |
| 57 | 29.065 | .086 | .000 |
| 63 | 28.999 | .088 | .000 |
| 115 | 28.352 | .101 | .000 |
| 73 | 28.208 | .105 | .000 |
| 112 | 27.967 | .110 | .000 |
| 61 | 27.872 | .112 | .000 |
| 59 | 27.782 | .115 | .000 |
| 98 | 27.760 | .115 | .000 |
| 105 | 27.090 | .133 | .000 |
| 101 | 27.052 | .134 | .000 |
| 99 | 26.495 | .150 | .000 |
| 92 | 25.669 | .177 | .000 |
| 24 | 25.534 | .182 | .000 |
| 114 | 25.051 | .199 | .001 |
| 54 | 25.002 | .201 | .000 |
| 5 | 24.372 | .227 | .002 |
| 6 | 24.372 | .227 | .001 |
| 84 | 23.755 | .253 | .005 |
| 35 | 23.679 | .257 | .004 |
| 75 | 23.451 | .267 | .005 |
| 103 | 23.413 | .269 | .003 |
| 70 | 22.898 | .294 | .010 |
| 30 | 22.800 | .299 | .008 |
| 82 | 22.728 | .302 | .006 |
| 68 | 22.524 | .313 | .007 |

| Observation number | Mahalanobis d-squared | p1 | p2 |
|--------------------|-----------------------|------|-------|
| 50 | 22.372 | .321 | .007 |
| 87 | 21.065 | .393 | .157 |
| 77 | 20.995 | .397 | .135 |
| 88 | 20.994 | .397 | .099 |
| 93 | 20.631 | .419 | .158 |
| 41 | 19.650 | .480 | .552 |
| 83 | 19.522 | .488 | .547 |
| 22 | 18.518 | .553 | .909 |
| 91 | 18.396 | .561 | .907 |
| 74 | 18.321 | .566 | .893 |
| 34 | 18.116 | .580 | .912 |
| 33 | 17.548 | .617 | .977 |
| 36 | 17.208 | .639 | .989 |
| 43 | 17.040 | .650 | .991 |
| 110 | 16.955 | .656 | .989 |
| 79 | 16.873 | .661 | .987 |
| 7 | 16.607 | .678 | .993 |
| 11 | 16.045 | .714 | .999 |
| 40 | 16.007 | .716 | .999 |
| 106 | 15.806 | .729 | .999 |
| 94 | 15.727 | .733 | .999 |
| 17 | 15.119 | .770 | 1.000 |
| 15 | 15.003 | .776 | 1.000 |
| 16 | 15.003 | .776 | 1.000 |
| 53 | 14.834 | .786 | 1.000 |
| 2 | 14.761 | .790 | 1.000 |
| 3 | 14.761 | .790 | 1.000 |
| 97 | 14.056 | .828 | 1.000 |
| 32 | 13.903 | .835 | 1.000 |
| 85 | 13.896 | .836 | 1.000 |
| 86 | 13.896 | .836 | 1.000 |
| 31 | 13.608 | .850 | 1.000 |
| 90 | 13.582 | .851 | 1.000 |
| 29 | 13.539 | .853 | 1.000 |
| 113 | 13.483 | .856 | 1.000 |
| 66 | 13.300 | .864 | 1.000 |
| 78 | 13.056 | .875 | 1.000 |
| 42 | 12.826 | .885 | 1.000 |
| 23 | 12.685 | .890 | 1.000 |
| 72 | 12.664 | .891 | 1.000 |
| 44 | 12.409 | .901 | 1.000 |
| 46 | 11.641 | .928 | 1.000 |
| 19 | 11.429 | .934 | 1.000 |
| 47 | 11.401 | .935 | 1.000 |
| 96 | 11.286 | .938 | 1.000 |
| 56 | 10.999 | .946 | 1.000 |
| 14 | 10.809 | .951 | 1.000 |
| 38 | 9.220 | .980 | 1.000 |
| 4 | 8.306 | .990 | 1.000 |
| 58 | 8.284 | .990 | 1.000 |
| 1 | 7.838 | .993 | 1.000 |

Lampiran 8. Analisis Kesesuaian Model

Model Fit Summary

CMIN

| Model | NPAR | CMIN | DF | P | CMIN/DF |
|--------------------|------|----------|-----|------|---------|
| Default model | 45 | 297.095 | 165 | .000 | 1.801 |
| Saturated model | 210 | .000 | 0 | | |
| Independence model | 20 | 1242.729 | 190 | .000 | 6.541 |

RMR, GFI

| Model | RMR | GFI | AGFI | PGFI |
|--------------------|------|-------|------|------|
| Default model | .020 | .800 | .746 | .629 |
| Saturated model | .000 | 1.000 | | |
| Independence model | .083 | .337 | .267 | .305 |

Baseline Comparisons

| Model | NFI Delta1 | RFI rho1 | IFI Delta2 | TLI rho2 | CFI |
|--------------------|---------------|-------------|---------------|-------------|-------|
| Default model | .761 | .725 | .877 | .856 | .875 |
| Saturated model | 1.000 | | 1.000 | | 1.000 |
| Independence model | .000 | .000 | .000 | .000 | .000 |

RMSEA

| Model | RMSEA | LO 90 | HI 90 | PCLOSE |
|--------------------|-------|-------|-------|--------|
| Default model | .084 | .068 | .099 | .000 |
| Independence model | .220 | .209 | .232 | .000 |

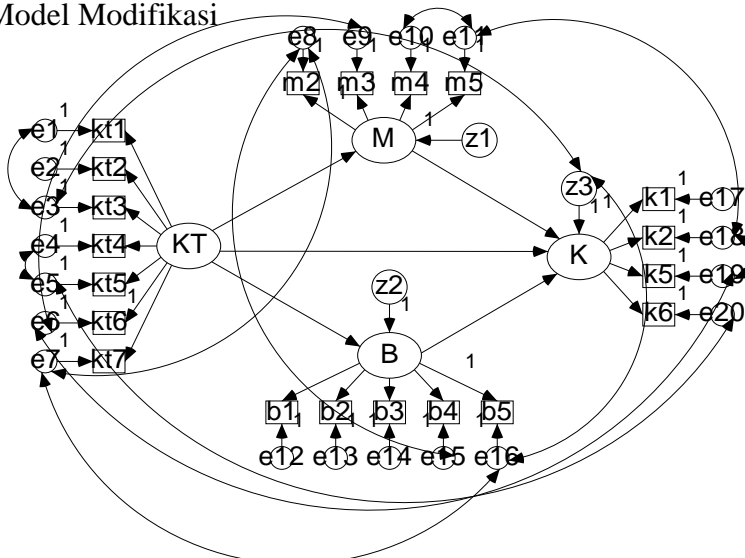
Lampiran 9. Analisis *Modification Indices*

Modification Indices (Group number 1 - Default model)

Covariances: (Group number 1 - Default model)

| | M.I. | Par Change |
|---------------------------------------|--------|------------|
| e18 <--> e19 | 7.003 | .026 |
| e17 <--> z3 | 7.276 | -.021 |
| e16 <--> z3 | 5.847 | -.023 |
| e16 <--> e17 | 4.985 | -.029 |
| e16 <--> e15 | 6.802 | .043 |
| e11 <--> e15 | 4.427 | -.046 |
| e10 <--> e19 | 5.919 | -.029 |
| e10 <--> e11 | 7.057 | .051 |
| e9 <--> Kepemimpinan Transformasional | 5.590 | -.024 |
| e9 <--> e13 | 4.494 | -.027 |
| e8 <--> e15 | 10.572 | .039 |
| e3 <--> e12 | 4.517 | .036 |
| e3 <--> e1 | 9.144 | -.038 |
| e5 <--> e20 | 4.653 | -.029 |
| e5 <--> e12 | 4.018 | -.038 |
| e5 <--> e10 | 4.543 | .033 |
| e5 <--> e8 | 5.477 | -.026 |
| e5 <--> e4 | 5.927 | -.032 |
| e6 <--> z1 | 8.593 | -.038 |
| e6 <--> e19 | 7.593 | -.033 |
| e6 <--> e18 | 6.309 | .033 |
| e6 <--> e9 | 6.755 | -.028 |
| e6 <--> e5 | 4.500 | .033 |
| e7 <--> z1 | 5.775 | .029 |
| e7 <--> e16 | 5.353 | .032 |
| e7 <--> e8 | 9.159 | .030 |
| e7 <--> e6 | 5.794 | -.034 |

Model Modifikasi



Hasil Analisis Kesesuain Model Setelah *Modification Indices*

Model Fit Summary

CMIN

| Model | NPAR | CMIN | DF | P | CMIN/DF |
|--------------------|------|----------|-----|------|---------|
| Default model | 58 | 178.718 | 152 | .068 | 1.176 |
| Saturated model | 210 | .000 | 0 | | |
| Independence model | 20 | 1242.729 | 190 | .000 | 6.541 |

RMR, GFI

| Model | RMR | GFI | AGFI | PGFI |
|--------------------|------|-------|------|------|
| Default model | .018 | .873 | .824 | .632 |
| Saturated model | .000 | 1.000 | | |
| Independence model | .083 | .337 | .267 | .305 |

Baseline Comparisons

| Model | NFI Delta1 | RFI rho1 | IFI Delta2 | TLI rho2 | CFI |
|--------------------|---------------|-------------|---------------|-------------|-------|
| Default model | .856 | .820 | .976 | .968 | .975 |
| Saturated model | 1.000 | | 1.000 | | 1.000 |
| Independence model | .000 | .000 | .000 | .000 | .000 |

RMSEA

| Model | RMSEA | LO 90 | HI 90 | PCLOSE |
|--------------------|-------|-------|-------|--------|
| Default model | .039 | .000 | .061 | .772 |
| Independence model | .220 | .209 | .232 | .000 |

Lampiran 10. Analisis Koefisien Jalur Hipotesis

Regression Weights: (Group number 1 - Default model)

| | | Estimate | S.E. | C.R. | P | Label |
|------------------|------------------------------------|----------|------|--------|------|-------|
| Motivasi | <--- Kepemimpinan Transformasional | .435 | .104 | 4.169 | *** | |
| Burnout | <--- Kepemimpinan Transformasional | -.353 | .116 | -3.049 | .002 | |
| Kinerja Karyawan | <--- Kepemimpinan Transformasional | .096 | .098 | .980 | .327 | |
| Kinerja Karyawan | <--- Burnout | -.614 | .098 | -6.242 | *** | |
| Kinerja Karyawan | <--- Motivasi | .321 | .094 | 3.420 | *** | |

Standardized Regression Weights: (Group number 1 - Default model)

| | | Estimate |
|------------------|------------------------------------|----------|
| Motivasi | <--- Kepemimpinan Transformasional | .435 |
| Burnout | <--- Kepemimpinan Transformasional | -.340 |
| Kinerja Karyawan | <--- Kepemimpinan Transformasional | .098 |
| Kinerja Karyawan | <--- Burnout | -.647 |
| Kinerja Karyawan | <--- Motivasi | .325 |

Standardized Total Effects (Group number 1 - Default model)

| | Kepemimpinan Transformasional | Burnout | Motivasi | Kinerja Karyawan |
|------------------|-------------------------------|---------|----------|------------------|
| Burnout | -.340 | .000 | .000 | .000 |
| Motivasi | .435 | .000 | .000 | .000 |
| Kinerja Karyawan | .459 | -.647 | .325 | .000 |

Standardized Direct Effects (Group number 1 - Default model)

| | Kepemimpinan Transformasional | Burnout | Motivasi | Kinerja Karyawan |
|------------------|-------------------------------|---------|----------|------------------|
| Burnout | -.340 | .000 | .000 | .000 |
| Motivasi | .435 | .000 | .000 | .000 |
| Kinerja Karyawan | .098 | -.647 | .325 | .000 |

Standardized Indirect Effects (Group number 1 - Default model)

| | Kepemimpinan Transformasional | Burnout | Motivasi | Kinerja Karyawan |
|------------------|-------------------------------|---------|----------|------------------|
| Burnout | .000 | .000 | .000 | .000 |
| Motivasi | .000 | .000 | .000 | .000 |
| Kinerja Karyawan | .361 | .000 | .000 | .000 |

Lampiran 11. Kuisisioner Penelitian

KUISISIONER PENELITIAN

**Keterkaitan antara Gaya Kepemimpinan Transformasional, Motivasi,
Burnout dengan Kinerja Karyawan
(Studi Pada Karyawan di Rumah Sakit Umum Datu Sanggul Rantau Kalimantan
Selatan)**

Responden yang terhormat,

Bersama ini saya mohon kesediaan Bapak/Ibu untuk mengisi daftar kuisisioner yang diberikan. Informasi yang Bapak/Ibu berikan hanya semata-mata untuk data penelitian dalam rangka penyusunan tesis pada Program Pasca Sarjana Magister Manajemen Farmasi Rumah Sakit Universitas Setia Budi Surakarta.

Informasi yang Bapak/Ibu berikan merupakan bantuan yang sangat berarti dalam penyelesaian penelitian ini. Atas perhatian Bapak/Ibu, saya ucapkan terimakasih.

Hormat Saya,

Ali Rakhman Hakim, S.Farm, Apt

Biodata Responden

Nama :
 Usia :
 Bidang pekerjaan : Farmasi Ahli Gizi
 Keperawatan Administrasi
 Kebidanan Analisis kesehatan
 Fisioterapis

Pendidikan terakhir :

Keterangan pilihan:

STS : Sangat Tidak Setuju

KS : Kurang Setuju

S : Setuju

SS : Sangat Setuju

Beri tanda “√” pada pilihan anda.

KEPEMIMPINAN TRANSFORMASIONAL

| Pernyataan | STS | KS | S | SS |
|--|-----|----|---|----|
| 1. Pemimpin berperan sebagai teladan yang baik dalam pekerjaan Saya. | | | | |
| 2. Pemimpin selalu memotivasi Saya ketika melaksanakan pelayanan. | | | | |
| 3. Pemimpin mampu menyampaikan dengan jelas misi dan visi Rumah Sakit kepada Saya. | | | | |
| 4. Pemimpin mendorong Saya menggunakan kecerdasan dan kreatifitas Saya ketika melakukan pelayanan. | | | | |
| 5. Pemimpin mendorong Saya berpikir kritis dalam menyelesaikan masalah ketika melakukan pelayanan. | | | | |
| 6. Pemimpin berperan sebagai mentor/pelatih ketika berada di lingkungan kerja. | | | | |

| | | | | |
|--|--|--|--|--|
| 7. Pemimpin menjalin komunikasi langsung dan baik kepada Saya. | | | | |
|--|--|--|--|--|

MOTIVASI

| Pernyataan | STS | KS | S | SS |
|--|------------|-----------|----------|-----------|
| 1. Gaji yang Saya terima cukup memenuhi kebutuhan keuangan Saya. | | | | |
| 2. Hubungan kerja antara Saya dan pimpinan terjalin dengan baik. | | | | |
| 3. Hubungan kerja antara Saya dengan karyawan lainnya terjalin dengan baik. | | | | |
| 4. Tempat kerja memberikan Saya kesempatan untuk mengikuti pelatihan/pendidikan. | | | | |
| 5. Tempat kerja memberikan Saya kesempatan promosi jabatan kerja. | | | | |

BURNOUT

| Pernyataan | STS | KS | S | SS |
|---|------------|-----------|----------|-----------|
| 1. Saya merasakan emosi yang tidak terkontrol ketika melaksanakan pekerjaan Saya. | | | | |
| 2. Saya merasa kehabisan tenaga ketika melaksanakan rutinitas pelayanan. | | | | |
| 3. Saya merasakan tekanan mental karena setiap hari harus berhadapan dengan lingkungan kerja. | | | | |
| 4. Bekerja dengan orang-orang sepanjang hari benar-benar sebuah ketegangan bagi Saya. | | | | |
| 5. Saya merasakan penurunan kualitas kerja ketika memberikan pelayanan. | | | | |

Nama Karyawan :

Bidang Keahlian :

| | | | |
|--------------|--------------------------|---------------------------------|--------------------------|
| Farmasi | <input type="checkbox"/> | Ahli Gizi | <input type="checkbox"/> |
| Keperawatan | <input type="checkbox"/> | Administrasi | <input type="checkbox"/> |
| Kebidanan | <input type="checkbox"/> | Analisis kesehatan/laboratorium | <input type="checkbox"/> |
| Fisioterapis | <input type="checkbox"/> | | |

KINERJA KARYAWAN

*Diisi oleh pimpinan atau ketua ruang

| Pernyataan | STS | KS | S | SS |
|---|------------|-----------|----------|-----------|
| 1. Kualitas pelayanan yang di berikan karyawan ketika bekerja memuaskan. | | | | |
| 2. Karyawan mampu memberikan banyak pelayanan pada jam kerjanya. | | | | |
| 3. Ketika melakukan pelayanan, karyawan mampu menyelesaikan suatu pelayanan dengan cepat dan benar. | | | | |
| 4. Karyawan mampu mengoperasikan alat-alat dan fasilitas kerja dengan efektif dan efisien. | | | | |
| 5. Karyawan mampu melaksanakan fungsi atau tugas kerjanya dengan baik. | | | | |
| 6. Karyawan mampu menjaga hubungan sosial di lingkungan kerja dan masyarakat. | | | | |

Lampiran 12.Surat ijin penelitian di Rumah Sakit



**PEMERINTAH KABUPATEN TAPIN
RUMAH SAKIT UMUM DAERAH DATU SANGGUL RANTAU**

Jln. Brigjend H. Hasan Basery Km 1 Rantau Kalimantan Selatan 71111
Telp. (0517) 31075-31112 Fax. (0517) 31075

Rantau, 21 April 2014

Nomor : 312 / RSUD-DS/2014
Lampiran : -
Perihal : Izin penelitian

Kepada Yth,
Dekan Fakultas Farmasi, Solo

Di – Surakarta

Mendasari surat dari Dekan Fakultas Farmasi Universitas Setia Budi , Solo, perihal Mohon Ijin melakukan penelitian untuk penyusunan tesis. Ijin ini kami berikan kepada Mahasiswa Universitas Setia Budi, sebagai berikut:

Nama : ALI RAKHMAN HAKIM, S.Farm.,Apt
NPM : SBF101340229
Topik/Judul : Keterkaitan Antara Gaya Kepemimpinan Transformasional, Motivasi, Burnout dengan Kinerja Karyawan (Studi Pada Karyawan di RS Datu Sanggul Rantau Kalimantan Selatan)

Demikian surat ini dibuat, atas kerjasamanya diucapkan terima kasih



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