

## **BAB V**

### **PENUTUP**

#### **5.1 Kesimpulan**

Studi penelitian ini bertujuan menguji komitmen afektif terhadap kepuasan kerja yang didukung dengan variabel sistem compensasi dan keamanan kerja. Berdasarkan analisis SEM menunjukkan bahwa semua hipotesis terdukung. Dalam penelitian ini dapat disimpulkan bahwa hasil penelitiannya sebagai berikut:

- a) Dari pengujian hipotesis pertama, menunjukan bahwa kepuasan kerja berpengaruh signifikan terhadap komitmen afektif pada karyawan Rumah Sakit PKU Muhammadiyah Surakarta.
- b) Dari pengujian hipotesis kedua, menunjukan bahwa sistem kompensasi berpengaruh signifikan terhadap kepuasan kerja pada karyawan Rumah Sakit PKU Muhammadiyah Surakarta.
- c) Dari pengujian hipotesis ketiga, menunjukan bahwa keamanan kerja berpengaruh signifikan terhadap kepuasan kerja pada karyawan Rumah Sakit PKU Muhammadiyah Surakarta.

#### **5.2 Keterbatasan Penelitian**

Setiap penelitian tidak lepas dari keterbatasan dan kekurangan,demikian pula dengan penelitian ini. Keterbatasan yang ada dalam penelitian ini adalah pelaksanaan pengambilan data kurang efektif karena karena adanya peraturan yang membatasi saat dilakukanya pengambilan data di Rumah Sakit PKU Muhammadiyah Surakarta dan sampel yang digunakan dikatakan kurang,

seharusnya di random tetapi karena populasi terbatas maka tidak jadi dengan cara random. Keterbatasan lain dalam penelitian ini adalah penelitian yang digunakan dengan cara menyebar kuesioner, adanya keterbatasan penelitian dengan metode kuesioner yaitu terkadang jawaban yang diberikan responden tidak menunjukkan keadaan yang sesungguhnya.

### **5.3 Saran**

Berdasarkan pembahasan dan kesimpulan diatas, maka saran yang bisa diajukan dalam penelitian yaitu:

#### **5.3.1 Saran Praktis**

Berdasarkan dari hasil analisis yang telah dilakukan, adapun saran yang dapat diberikan sebagai berikut :

- a) Komitmen afektif pada karyawan PKU Muhammadiyah Surakarta perlu ditingkatkan dengan memperhatikan sistem kompensasi dan keamanan kerja yang ada agar terciptanya kepuasan kerja pada karyawan Rumah Sakit PKU Muhammadiyah Surakarta.
- b) Perlu kesesuaian antara pekerjaan dengan keahlian yang dimiliki oleh karyawan dan menanggapi dengan positif bukan keputusan sepihak bisa pendekatan mental, psikologis agar karyawan merasa puas dengan hasil kerja diri mereka sendiri.

### **5.3.2 Saran untuk penelitian selanjutnya**

- a) Untuk penelitian selanjutnya sebaiknya pemilihan sampel dilakukan dengan cara random agar dapat menghasilkan *goodness of fit* yang bagus dan sampel yang digunakan bisa mencukupi.
- b) Penelitian selanjutnya diharapkan dapat membuat kuesioner yang lebih mudah dipahami oleh responden.

## DAFTAR PUSTAKA

- Alsa, Asmadi. (2004). "Pendekatan Kuantitatif dan Kualitatif serta Kombinasinya dalam Penelitian Psikologi". Yogyakarta: Pustaka Pelajar.
- As'ad, M. (2004). "Industrial Psychology: Human resources series (4th edition)", Yogyakarta, Liberty
- Atmojo, Marinis (2012). "The Influence of Transformasional leadership on job satisfaction, organizational commitment and employee performance", *journal business studies* vol. 5 No. 2 pp 113-128
- Balsam Steven, Afsad, and Irani (2012). "Impact Of Job Complexity And Performance On CFO Compensation. American Accounting Association", *American Accounting Horizons*, 26(3): pp:395–416.
- Bhatti, Komal Khalid, and Samina Nawab (2011). "Influence Of Employee Compensation On Organizational Commitment And Job Satisfaction: A Case Study Of Educational Sector Pakistan", *International Journal of Business and Social Science*, 2(8): pp:25-32.
- Blau, P. (1964). "Power and exchange in social life". NY:John Wiley and Sons
- Borg, I and Elizur, D. (1992). "Job Insecurity; Correlates, Moderators And Measurement"; *International Journal of manpower*; Vol.13 No 2; pp. 13-26.
- Boyt, Thomas E, Robert F Luschh dan Gillian Naylor, (2001), "The Role of Profesionalism in Determining Job Satisfaction in Profesional Services", *Journal of Service Research*, Vol.3, No.4,pp.321-330
- Brunulle, Erick (2012). "Virtuality in Work Arrangements and Affective Organizational Commitment", *International Journal of Business and Social Science*. Vol. 3 Nomor 2.
- Bryson, Colin., Harvey, Robert. (2000). "The Impact of Precarious Jobs on Life Decisions and Choices". *Management Research News*, Vol 23 (9): pp 28.
- DeConinck, J., dan D. Stilwell. (2004) "Incorporating organizational justice, role states, pay satisfaction and supervisor satisfaction in a model of turnover intentions." *Journal of Business Research*,: 225-231.
- DeConinck. (2009). "The Oxford Handbook of Leadership and Organizations". *Journal of Management*.
- Dwijayanti, M. N., dan Dewi A.A.S.K. (2015). "Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Kepuasan Karyawan Pada Perusahaan Daerah Air Minum Tirta Mangutama Bandung", *E-journal Managemen Unud*, Vol. 4 No.12 pp. 4274-4301

- Entwistle, H. (1970). Child-centered Education. London : Methuen & Co, Ltd.
- Ferdinand, (2006), “Metode Penelitian,” Diakses 6 Februari 2019. [Digilib.unila.ac.id.](https://digilib.unila.ac.id/)
- Fhadil, Musiq (2015). Desain Penelitian Survei. [Online]. Tersedia: <http://www.sehatku.club.> yang direkam pada 13 November 2018.
- Folger, R. And M. A. Konovsky. (1989). “Effects of procedural and distributive justice on reactions”, *Academy of management journal* (32) 1 pp:115-30
- Fu, Weihui. Deshpande, Satish P. (2014). “The Impact of caring Climate, Job Satisfaction, and organizational commitment on job performance of employees in a china’s Insurance Company”*journal Business ethics* 124:339-349
- Ghozali, (2005), “Metode Penelitian,” Diakses 4 Februari 2019. [Etheses.uin-malang.ac.id.](https://etheses.uin-malang.ac.id/)
- Ghozali, Imam. (2005). Aplikasi Multivariate Dengan Program SPSS (edisi ketiga).Semarang: Universitas Diponegoro.
- Ghozali., (2011), “Objek dan Metode Peneltian,” Diakses 1 Februari 2019. [https://repository.widiyatama.ac.id.](https://repository.widiyatama.ac.id/)
- Gomes, Faustino Cardoso. (2003). *Manajemen Sumber Daya Manusia*.
- Grace and Khalsa (2003). “Re-recruiting Faculty and staff: The Antidote to today’s high attrition”, *Independent school*, Vol:62 No:3, pp:20-27
- Hair, (2007), “Research methods for business,” Diakses 5 Februari 2019. [Digitalcommons.kennesaw.edu.](https://digitalcommons.kennesaw.edu/)
- Hair, J.F., W.C. Black, B.J. Babin dan R.E. Anderson, (2006), “Multivariate and analysis,” Vol.6, No. 2, pp. 125-136.
- Hariandja, M.T.E. (2002). *Human resource management*. Jakarta: Grasindo.
- Heneman, H. G. III, & Schwab, D. P. (1985). Pay satisfaction: Its multidimensional nature And measurement. *International Journal of Psychology*, 20, 129-141.
- Hersi, Paul and Blanchard, Kent (2013), *Management of organizational behavior*, Translated by: Alaghehband Ali, Tehran: Amirkabir Publication.
- Hunt and Morgan (1994). “Organizational commitment: one of many commitments or key mediating construct”, *The academy of management journal*, Vol:6, pp: 1568-1587

- Igalens, jacques dan Rousse , Patrice (1999). “ A study of the relationships between compensation package, work motivation and job satisfaction”. *Journal of organizational behavior* vol. 20 pp 1003-1025
- Imran, Rabia., Majed, Mehwish., Ayub, Abida. (2015). “Impact of Organizational justice, Job Security and Job Satisfaction on Organizational Productivity”*journal of Economics, Business and Management*, Vol. 3 , No. 9
- Kadarisman, Muhammad. *Pengertian filosofi dan manajemen kompensasi*. kedua. Yogyakarta: Gadjah Mada University Press.
- Kerlinger, Fred N. (2004). “Asas-asas Penelitian Behavior”. Yogyakarta: UGM Press.
- Khan , Dr. Abdul Sattar dan Jan Faroqq. (2015). “The study of Organization commitment and job satisfaction among Hospital Nurses. A survey of District Hospital of Dera Ismail Khan” *Global journal of Management and Business Research: A administrasi and managemen* vol. 15 Issue 1 verson 1.0
- Khan, S. S., (2011) “Does Affective Commitment Positively Predict Employee Performance? Evidence From The Banking Industry Of Bangladesh”. *The Journal Of Developing Areas*. Volume 49 No. 6.
- Kraimer, Maria L., Wayne, S. I., Liden, R. C., Sparrowe, R. T. (2005). “The role of job security in understanding the relationship between employee perception of temporary workers and employees’ performance”*journal of applied psychology* vol. 90 No. 2 pp 389-398
- Kreitner and Kinicki (2006). “Organizational Behavior”. New York: McGraw Hill
- Kurniasari, L. (2004). Pengaruh Komitmen Organisasi dan Job insecurity Karyawan Terhadap Intensi Turnover. Tesis S2 Universitas Airlangga Surabaya.
- Leap, B and Crino, F. (1993). *Compensation and Benefits*. www.itb.central.library.
- Leedy, P.D. (1980). “Practical research”. New York: Macmillan Publishing Co. Inc
- Locke, (1969), “what is job satisfaction?”, *organizational behavior and human*, Vol:4 pp:309-336
- Locke, E. A. (1976). “The nature and cause of job satisfaction”, In: Dunnet, M. D. (ed) *Handbook McNally*, Chicago, pp:1297-1349
- Lum L, Kervin J, and Clark K. (1998). Explaining nursing turnover intent: Job satisfaction, pay satisfaction or organizational commitment. *Journal of Organizational Behavior*, 24, 543565.

- Mangkuegara, Anwar Prabu. (2000). "Manajemen Sumber Daya Manusia Perusahaan". PT. Remaja Rosdakarya, Bandung.
- Margono, S. (2005). "Metode Penelitian pendidikan. Jakarta": PT Rineka Cipta.
- Margono. (2004). "Metodologi Penelitian Pendidikan". Jakarta:Rineka Cipta.
- Mayer, Allen (1997). "Commitment in the workplace-Theory, Research and Application", Sage Publications, Thousand Oaks, CA.
- Mayer, J. And Allen, N. (1991). "A three component conceptualization of organizational commitment", *Human Resource Management Review*, Vol:1 pp:61-89
- Mayer, J. P., N. Allen, and C.A. Smith (1993). "Commitment to organizations and occupations: Extension and test of a three-component conceptualization", *Journal of Applied Psychology* 78(4) pp:538-51
- Meyer, J. P., and N. J. Allen (1984). "Testing the side-bet theory of organizational commitment: some methodological considerations", *Journal of applied psychology* 69(3) pp:327-78
- Meyer, J.P., and Herscovitch, L. (2001). "Commitment in the workplace: Toward a general model", *Human resource management review*, Vol:11 p:299-326
- Meyer, M. P., Stanley, J. D., Herscovitch, L., & Toplnytsky, L. (2002). "Affective, Continuance, and Normative Commitment to the Organization: A Meta Analysis of Antecedents, Correlates, and Consequences". *Journal of Vocational Behavior*, 61p: 20-52.
- Miller, J.M. Woehr, D.J. and Hudspeth, N. (2001), "The Meaning and Measurement of Work Ethic: Construction and Initial Validation of a Multidimensional Inventory", *Journal of Vocational Behavior*, Vol. 59, pp.1-39.
- Mowday, R., Steers, R. And Porter, L. (1982). "Employee organization linkages", *Academic press*, New York
- Muljani, N. (2002, September). Kompensasi sebagai motivator untuk meningkatkan kinerja karyawan. *Jurnal Manajemen dan Kewirausahaan* , 4(2), 108–122.
- Murnasih, Eni dan Sudarma, Ketut, (2016). "Pengaruh Persepsi Dukungan Organisasi Dan Kompetensi Pada Kinerja Karyawan Dimediasi Komitmen Afektif" *Managamen Analysis journal* Vol. 5 No. 1
- Mustamil, Norizah (2014). A Dimensional Analysis of the Relationship between Communication Satisfaction and Turnover Intention: The Mediating Role of Organizational Commitment. *International Journal of Business and Management*. Vol. 9, No. 9.

- Muthuveloo, Rajendran and Raduan Che Rose (2005). Typology of organizational Commitment. American Journal Of Applied Science 2 (6).
- Nawab, Dr. Samina dan Bhatti, Komal khalid (2011). "Influence of employee compensation on organizational commitment and job satisfaction: A case study of educational sector of Pakistan".*International journal of business and social scine* vol. 2 No 8
- Nawawi, Hadari. (1998). *Manajemen Sumber Daya Manusia*. Cetakan
- Neuman, (2006), "Metode Penelitian," Diakses 1 Februari 2019. [Repository.upi.edu.](http://repository.upi.edu/)
- Newstrom, John W. (2007). Organizational behavior, Twelfth Edition. New York: McGraw Hill
- NN (2008). Teknik Penentuan Sampel. [online]. Tersedia <http://wordpress.com>. Yang direkam pada 7 Desember 2018.
- Okpara, (2004). "Job satisfaction and organizational commitment: Are three differences between American and Nigerian Manager Employed in the us MNCs in Nigeria?", *Academy of Bussines and Administrative Sciences Briarcliffe College, Switzerland*.
- Panaccio, Alexandra. (2014). "The role of negative affectivity in the relationship between pay satisfaction, affective and continuance commitment and voluntary turnover: A moderated ,mediated model" vol. 67(7) 821-848
- Porter, L. W., R. M. Streers, R.T. Mowday, and P. V. Baulian (1974). "Organizational Commitment, job Satisfaction, and turnover among psychiatric technicins", *Journal of applied psychology* Vol:59 pp:603-9
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). "Affective commitment to the organization: The contribution of perceived organizational support". *Journal of Applied Psychology*, 86(5), 825-836.
- Rifai , Harif Amalia (2005) "A Test of the relationships among perceptions of justice job satisfaction, affective commitment and organizational citizenship behavior" *journal of business* vol. 7 No. 2 pp.131-154
- Robbin, S.P., (2003). Perilaku Organisasi Jilid I, PT Indeks Kelompok Gramedia, Indonesia
- Robbins and Coulter (2003). "Management", &th ed., Prentice-Hall Englewood Cliffs, NJ.

- Samad (2007). "Assesing the effects of job satisfaction and psychological contract on organizationl commitment among employees in Malaysian SMES", *The 4th SMES In A Global Economy Conference*
- Soehartono, Irawan. (2000). "Metode Penelitian Sosial: Suatu Teknik Penelitian Bidang Kesejahteraan Sosial dan Ilmu Sosial lain". Bandung: PT Remaja Rosdakarya
- Somers, Mark john (1995). "Organizational comitment, turnover and absenteeism: on examination of direct and interaction effects" vol. 16, 49-58
- Sudiardhita, Ketut IR., Mukhtar, S., Hartono, B., Herlitah., Sariwulan T., Nikensari, S. I. (2018). "The effect of compensation, motivation of employee and work satisfaction to employeenperformance PT. Bank XYZ (person) TBK" *academy of strategic management journal* vol. 17
- Sugiyono (2015). Metode Penelitian Kuantitatif dan kualitatif. [online]. Tersedia <http://rayender.blogspot.com>. Yang direkam pada 7 Desember 2018.
- Sugiyono, (2015), "Metode Penelitian," Diakses 5 Februari 2019. [Digilib.unila.ac.id](http://digilib.unila.ac.id).
- Sugiyono. (2009). "Metode penelitian Kuantitatif, kualitatif dan R&D". Bandung:Alfabeta
- Tantang M. Amrin (2010) Skala Likert: Penggunaanya dan Analisis Datanya. [online]. Tresedia <https://syehaceh.wordpress.com>. Yang direkam 7 Desember 2018.
- Tekleab, A.G., Takeuchi, R. and Taylor, M.S. (2005), "Extending the chain of relationships among organizational justice, social exchange, and employee reactions: the role of contract violations", *Academy of Management Journal*, Vol. 48 No. 1, pp. 146-57.
- Valletta, R.G. 1999. Declining job security. *Journal of Labor Economics* 17, 170-197.
- Vandenberghe, Christian, dan Tremblay, M. (2008), "The role of pay satisfaction and organizational commitment in turnover intentions: A two-sample study." *Journal of Business and Psychology*, 22 (3): 275-286.
- Wanous, J.P., T.D. Poland, S.L. Premack, and K. S. Davis (1992). "The effects of met expectations on newcomer attitudes and behavior: A review and meta-analysis", *Journal of applied psychology* 77(3) pp: 288-97
- Widodo, T. (2008). "Metode Penelitian Kuantitatif". Solo:UNS Press

- Wiener, Y. (1982). "Commitment in organizations: a normative view", *Academy of management review* Vol:7 pp:418-428
- Williams, M.L., McDaniel, M.A., Nguyen, N.T. (2006), A meta-analysis of the antecedents and consequences of pay level satisfaction. *Journal of Applied Psychology*, 91, 392-413.
- Yousef, Darwish A. (2002). "Job Satisfaction As a Mediator of The Relationship Between Role Stressor and Organizational Commitment", *Journal of Management Psychology*, Vol. 17 No. 4, p. 250-266.
- Zanaria, Y., 2007. Perbedaan Persepsi Atribut Pekerjaan Dan Kepuasan Kerja Dalam Perspektif Laki-Laki, Perempuan, Tua, Dan Muda Terhadap Profesi Akuntansi. Universitas Indonesia. Jakarta

# LAMPIRAN

**Lampiran 1. Kuesioner****KUISIONER****IDENTITAS RESPONDEN**

Petunjuk : Bapak/ibu diminta untuk menandai (✓) salah satu dari masing-masing pilihan berikut yang sesuai dengan identitas bapak/ibu.

Nama :.....

Usia :.....(mohon diisi)

Jenis Kelamin :  Laki- laki  Perempuan

**PETUNJUK MENJAWAB**

Mohon untuk memberikan tanda (✓) pada pernyataan yang anda pilih.

Keterangan :

STS = Sangat Tidak Setuju

TS = Tidak Setuju

CS = Cukup Setuju

S = Setuju

SS = Sangat Setuju

### 1. Komitmen Afektif

No	Pertanyaan	STS	TS	CS	S	SS
1	Saya merasa senang menghabiskan karir di Rumah Sakit ini					
2	Saya merasa bangga menjadi bagian di Rumah Sakit ini					
3	Saya merasa terlibat dengan kegiatan yang ada di rumah sakit ini untuk menjalankan visi dan misi					
4	Saya bersedia terlibat ke dalam banyak upaya untuk membantu Rumah Sakit ini menjadi sukses					
5	Saya bersedia untuk tetap mengabdikan diri bersama Rumah Sakit ini					

### 2. Kepuasan Kerja

No	Pertanyaan	STS	TS	CS	S	SS
1	Saya suka melakukan pekerjaan saya karena sesuai dengan minat saya					
2	Saya puas dengan hasil pekerjaan saya sendiri					
3	Saya senang bekerja dengan semua rekan kerja di Rumah Sakit ini					

### 3. Sistem Kompensasi

No	Pertanyaan	STS	TS	CS	S	SS
1	Rumah sakit ini menjalankan sistem kompensasi berdasarkan tingkat kelayakan yang baik.					
2	Rumah sakit ini menjalankan sistem kompensasi secara adil dilihat dari sudut pasar tenaga kerja					
3	Rumah sakit ini menjalankan sistem kompensasi secara adil dilihat dari sudut kemampuan rumah sakit					

#### 4. Keamanan Kerja

No	Pertanyaan	STS	TS	CS	S	SS
1	Saya merasa rumah sakit ini memberikan kebebasan untuk bekerja sampai akhir masa jabatan kerja					
2	Saya tidak merasakan ada kekhawatiran terhadap hilangnya pekerjaan selama di rumah sakit ini					
3	Saya tidak merasakan konsekuensi yaitu hilangnya pekerjaan apabila tugas yang saya laksanakan sudah sesuai dengan ketentuan di rumah sakit ini					

**Lampiran 2. Surat Permohonan Izin Pengambilan Data**

### Lampiran 3. Tabel Tabulasi

KA1	KA2	KA3	KA4	KA5	KEP1	KEP2	KEP3	SK1	SK2	SK3	KJ1	KJ2	KJ3
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	4
4	4	4	4	4	4	4	4	4	4	4	4	4	4
4	5	5	4	5	4	3	3	5	3	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	4	4	4	4
5	5	4	4	4	4	4	4	4	5	5	5	5	5
4	4	3	4	4	4	4	4	3	4	4	3	4	4
5	4	5	4	2	4	5	5	4	5	5	5	4	5
2	2	2	3	4	4	2	4	4	2	3	2	3	3
5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	3	3	4	3	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	4	4	4	4	4	4	4	4
4	4	4	5	4	4	4	5	4	4	5	5	4	4
4	4	4	4	4	4	4	4	4	4	4	4	4	4
4	4	4	4	4	4	4	5	4	2	5	4	5	4
4	4	4	4	4	4	4	5	4	1	5	4	5	4
4	4	4	2	3	3	4	4	4	5	5	4	4	5
4	4	4	2	3	3	4	4	4	5	5	4	4	5
4	4	4	2	3	3	4	4	4	5	5	4	4	5
4	4	4	4	4	4	4	4	4	4	4	4	4	4
4	4	4	4	4	4	4	5	4	3	4	4	4	4
4	5	4	4	4	4	4	5	4	4	5	4	4	4
4	4	4	2	3	3	4	4	4	5	5	4	4	5
4	5	4	4	5	4	4	5	4	5	4	4	4	5
4	4	4	4	4	4	5	5	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	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	4	4	4	4	4	4	4
4	5	5	5	5	5	5	5	5	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	4	4	4	4	4	4	4	4	4	4	4	4	4
4	4	4	4	4	4	3	3	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	4	4	4	4	4	3	5	4	3	3	4	3	3
4	4	4	4	4	4	3	5	4	3	3	4	3	3
4	4	4	5	5	5	4	4	4	5	4	4	4	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	4	4	4	4	4
4	4	4	4	4	4	4	5	5	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	4	4	4	4	4	4	5	5	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	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	4
4	4	4	4	4	4	4	3	4	5	4	4	4	4
4	4	4	4	4	4	5	4	5	3	3	3	3	3
4	4	4	4	4	4	5	4	5	3	4	4	4	4
4	4	4	4	4	4	5	4	4	3	3	3	3	3
3	3	3	3	3	3	5	4	4	3	4	4	4	4
4	4	4	5	4	4	5	4	4	5	5	4	4	5
4	3	4	4	4	4	4	4	5	5	3	4	5	4



## Lampiran 4. Hasil Uji Validitas

### Factor Analysis

		Notes
Output Created		25-JUN-2019 15:35:20
Comments		
Input	Active Dataset Filter Weight Split File N of Rows in Working Data File	DataSet0 <none> <none> <none> 110
Missing Value Handling	Definition of Missing Cases Used	MISSING=EXCLUDE: User-defined missing values are treated as missing. LISTWISE: Statistics are based on cases with no missing values for any variable used.
Syntax	<pre> FACTOR /VARIABLES KA1 KA2 KA3 KA4 KA5 KEP1 KEP2 KEP3 SK1 SK2 SK3 KJ1 KJ2 KJ3 /MISSING LISTWISE /ANALYSIS KA1 KA2 KA3 KA4 KA5 KEP1 KEP2 KEP3 SK1 SK2 SK3 KJ1 KJ2 KJ3 /PRINT INITIAL KMO EXTRACTION ROTATION /FORMAT BLANK(0.5) /CRITERIA FACTORS(4) ITERATE(25) /EXTRACTION PC /CRITERIA ITERATE(25) /ROTATION VARIMAX /METHOD=CORRELATION. </pre>	
Resources	Processor Time Elapsed Time Maximum Memory Required	00:00:00,03 00:00:00,13 24872 (24,289K) bytes

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,812
	Approx. Chi-Square	1185,292
Bartlett's Test of Sphericity	df	91
	Sig.	,000

**Communalities**

	Initial	Extraction
KA1	1,000	,903
KA2	1,000	,864
KA3	1,000	,909
KA4	1,000	,773
KA5	1,000	,785
KEP1	1,000	,878
KEP2	1,000	,536
KEP3	1,000	,778
SK1	1,000	,748
SK2	1,000	,660
SK3	1,000	,769
KJ1	1,000	,791
KJ2	1,000	,744
KJ3	1,000	,818

Extraction Method: Principal Component

Analysis.

**Total Variance Explained**

Compon ent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulativ e %	Total	% of Variance	Cumulativ e %	Total	% of Variance	Cumulati ve %
1	6,957	49,693	49,693	6,957	49,693	49,693	3,689	26,353	26,353
2	1,935	13,818	63,511	1,935	13,818	63,511	2,667	19,048	45,401
3	1,149	8,205	71,716	1,149	8,205	71,716	2,558	18,274	63,674
4	,917	6,548	78,264	,917	6,548	78,264	2,043	14,590	78,264
5	,689	4,922	83,186						
6	,521	3,719	86,904						
7	,437	3,124	90,028						
8	,389	2,779	92,808						
9	,291	2,076	94,883						
10	,206	1,472	96,356						
11	,183	1,305	97,661						
12	,149	1,067	98,728						
13	,109	,782	99,510						
14	,069	,490	100,000						

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component			
	1	2	3	4
KA1	,800			
KA2	,766			
KA3	,796			
KA4	,679			
KA5	,654			
KEP1	,680			
KEP2	,669			
KEP3	,562			,518
SK1	,689			
SK2	,614	,504		
SK3	,659	,576		
KJ1	,781			
KJ2	,789			
KJ3	,680	,587		

Extraction Method: Principal Component Analysis.  
a. 4 components extracted.

**Rotated Component Matrix<sup>a</sup>**

	Component			
	1	2	3	4
KA1			,833	
KA2			,834	
KA3			,833	
KA4		,804		
KA5		,830		
KEP1		,883		
KEP2				,526
KEP3				,847
SK1				,742
SK2	,779			
SK3	,852			
KJ1	,782			
KJ2	,728			
KJ3	,883			

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.  
a. Rotation converged in 5 iterations.

**Component Transformation Matrix**

Component	1	2	3	4
1	,595	,476	,498	,415
2	,786	-,511	-,294	-,188
3	,168	,714	-,490	-,471
4	-,026	,057	-,652	,755

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.

## Lampiran 5. Uji Reliabilitas

### Scale: ALL VARIABLES

Case Processing Summary

	N	%
Valid	110	100,0
Cases Excluded <sup>a</sup>	0	,0
Total	110	100,0

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

Reliability Statistics

Cronbach's Alpha	N of Items
,875	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KA1	16,75	4,884	,775	,834
KA2	16,79	4,809	,762	,836
KA3	16,77	4,728	,809	,825
KA4	16,82	4,811	,604	,877
KA5	16,79	4,864	,617	,872

### Scale: ALL VARIABLES

Case Processing Summary

	N	%
Valid	110	100,0
Cases Excluded <sup>a</sup>	0	,0
Total	110	100,0

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

Reliability Statistics

Cronbach's Alpha	N of Items
,615	3

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KEP1	8,76	1,026	,388	,574
KEP2	8,57	,963	,500	,400
KEP3	8,63	1,190	,393	,561

**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	110	100,0
	Excluded <sup>a</sup>	0	,0
	Total	110	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
,646	3

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SK1	8,58	1,383	,306	,724
SK2	8,74	,801	,526	,462
SK3	8,59	1,051	,586	,386

**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	110	100,0
	Excluded <sup>a</sup>	0	,0
	Total	110	100,0

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

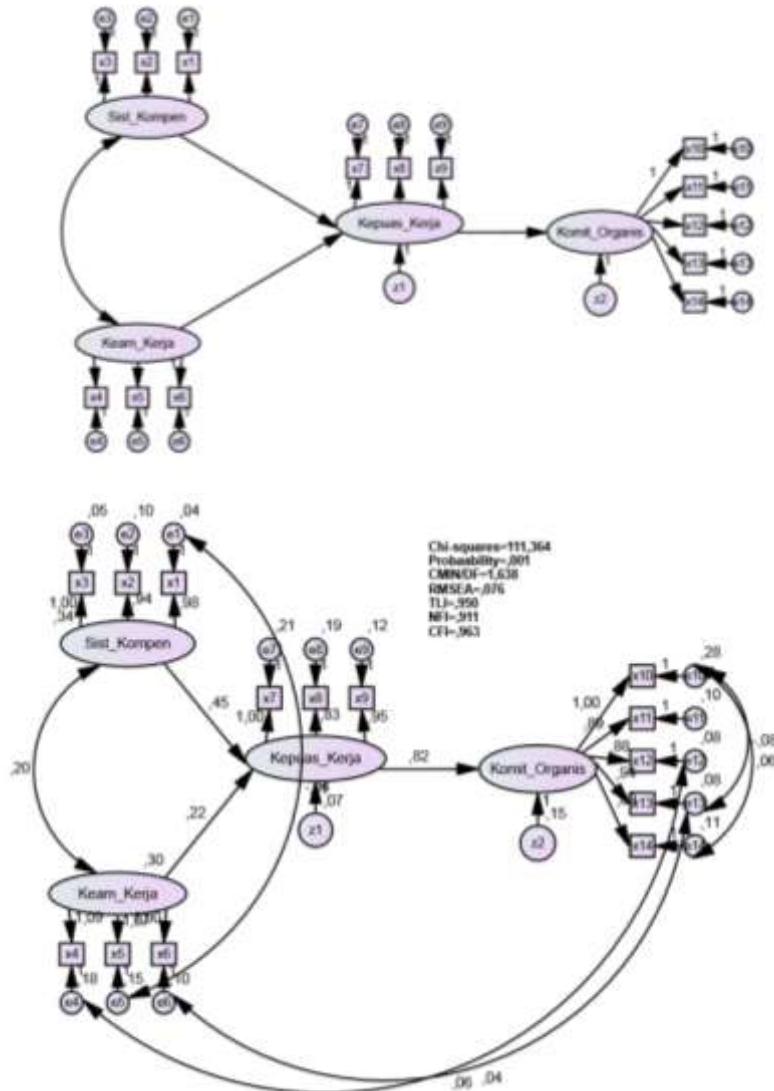
**Reliability Statistics**

Cronbach's Alpha	N of Items
,882	3

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KJ1	8,57	1,109	,776	,830
KJ2	8,56	1,056	,793	,814
KJ3	8,50	1,078	,747	,855

### Lampiran 6. Hasil Uji Model Structural



**Variable Summary (Group number 1)****Your model contains the following variables (Group number 1)**

Observed, endogenous variables

x3

x2

x1

x6

x5

x4

x7

x8

x9

x10

x11

x12

x13

x14

Unobserved, endogenous variables

Kepuas\_Kerja

Komit\_Organis

Unobserved, exogenous variables

Sist\_Kompen

e3

e2

e1

Keam\_Kerja

e6

e5

e4

e7

e8

e9

e10

e11

e12

e13

e14

z1

z2

### Variable counts (Group number 1)

Number of variables in your model: 34  
 Number of observed variables: 14  
 Number of unobserved variables: 20  
 Number of exogenous variables: 18  
 Number of endogenous variables: 16

### Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
x14	3,000	5,000	-,136	-,581	-,638	-1,365
x13	3,000	5,000	-,023	-,097	-,428	-,917
x12	2,000	5,000	-,254	-1,089	1,543	3,303
x11	3,000	5,000	-,197	-,844	-,750	-1,605
x10	1,000	5,000	-1,172	-5,017	2,678	5,733
x9	3,000	5,000	-,010	-,041	-,957	-2,050
x8	3,000	5,000	-,167	-,713	-,739	-1,581
x7	2,000	5,000	-,819	-3,507	,607	1,299
x4	2,000	5,000	-,958	-4,104	1,403	3,003
x5	2,000	5,000	-,598	-2,561	,223	,476
x6	2,000	5,000	-,464	-1,986	,005	,011
x1	1,000	5,000	-1,408	-6,029	7,432	15,911
x2	1,000	5,000	-1,279	-5,478	5,791	12,399
x3	1,000	5,000	-1,319	-5,649	6,180	13,230
Multivariate					129,022	31,966

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

Observation number	Mahalanobis d-squared	p1	p2
20	48,219	,000	,001
54	46,615	,000	,000
67	46,397	,000	,000
104	44,968	,000	,000
60	44,574	,000	,000
59	42,809	,000	,000
103	40,426	,000	,000
19	39,039	,000	,000
50	34,366	,002	,000
102	32,221	,004	,000
28	28,420	,013	,000
8	28,298	,013	,000
18	28,213	,013	,000
66	27,915	,015	,000
7	27,795	,015	,000
2	27,392	,017	,000
58	26,106	,025	,000
16	26,082	,025	,000
5	25,433	,031	,000
38	25,234	,032	,000
11	24,072	,045	,000
76	23,891	,047	,000
86	23,842	,048	,000
87	23,842	,048	,000
17	23,549	,052	,000
39	22,103	,077	,000
3	22,088	,077	,000
4	21,735	,084	,000
57	21,387	,092	,000
15	21,281	,095	,000
101	20,832	,106	,000
97	20,719	,109	,000
74	19,052	,163	,000
64	18,822	,172	,000
100	18,538	,183	,000
22	18,322	,192	,001
6	17,810	,216	,002
105	17,426	,234	,005

Observation number	Mahalanobis d-squared	p1	p2
96	17,270	,242	,005
62	17,239	,244	,003
68	16,421	,288	,034
69	16,421	,288	,022
70	16,421	,288	,013
75	16,421	,288	,008
99	15,951	,316	,025
1	15,652	,335	,042
10	15,652	,335	,027
98	14,723	,397	,229
14	14,049	,446	,542
88	13,973	,452	,513
26	13,478	,489	,737
84	13,101	,519	,855
25	12,817	,541	,910
21	10,912	,693	1,000
32	9,842	,774	1,000
29	9,518	,797	1,000
30	9,518	,797	1,000
31	9,518	,797	1,000
63	9,463	,800	1,000
41	9,015	,830	1,000
13	8,418	,866	1,000
73	8,025	,888	1,000
72	7,943	,892	1,000
36	7,779	,901	1,000
23	7,684	,905	1,000
24	7,684	,905	1,000
92	7,529	,912	1,000
81	6,801	,942	1,000
91	6,801	,942	1,000
37	6,389	,956	1,000
77	6,389	,956	1,000
34	5,574	,976	1,000
49	4,692	,990	1,000
106	4,692	,990	1,000
107	4,692	,990	1,000
12	3,048	,999	1,000
27	3,048	,999	1,000
42	3,048	,999	1,000

Observation number	Mahalanobis d-squared	p1	p2
43	3,048	,999	1,000
44	3,048	,999	1,000
45	3,048	,999	1,000
46	3,048	,999	1,000
47	3,048	,999	1,000
48	3,048	,999	1,000
61	3,048	,999	1,000
82	3,048	,999	1,000
85	3,048	,999	1,000
89	3,048	,999	1,000
90	3,048	,999	1,000
93	3,048	,999	1,000
108	3,048	,999	1,000
9	1,207	1,000	1,000
33	1,207	1,000	1,000
35	1,207	1,000	1,000
40	1,207	1,000	1,000
51	1,207	1,000	1,000
52	1,207	1,000	1,000
53	1,207	1,000	1,000
55	1,207	1,000	1,000
56	1,207	1,000	1,000

### Notes for Model (Default model)

### Computation of degrees of freedom (Default model)

Number of distinct sample moments: 105

Number of distinct parameters to be estimated: 37

Degrees of freedom (105 - 37): 68

### Result (Default model)

Minimum was achieved

Chi-square = 111,364

Degrees of freedom = 68

Probability level = ,001

**Estimates (Group number 1 - Default model)****Scalar Estimates (Group number 1 - Default model)****Maximum Likelihood Estimates****Regression Weights: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
Kepuas_Kerja	<---	Sist_Kompen	,450	,097	4,640	***	par_8
Kepuas_Kerja	<---	Keam_Kerja	,222	,093	2,389	,017	par_9
Komit_Organis	<---	Kepuas_Kerja	,824	,158	5,216	***	par_10
x3	<---	Sist_Kompen	1,000				
x2	<---	Sist_Kompen	,938	,064	14,552	***	par_1
x1	<---	Sist_Kompen	,976	,054	17,918	***	par_2
x6	<---	Keam_Kerja	1,000				
x5	<---	Keam_Kerja	1,068	,104	10,272	***	par_3
x4	<---	Keam_Kerja	1,089	,099	10,964	***	par_4
x7	<---	Kepuas_Kerja	1,000				
x8	<---	Kepuas_Kerja	,826	,146	5,643	***	par_5
x9	<---	Kepuas_Kerja	,945	,144	6,573	***	par_6
x10	<---	Komit_Organis	1,000				
x11	<---	Komit_Organis	,891	,114	7,823	***	par_7
x12	<---	Komit_Organis	,882	,108	8,178	***	par_11
x13	<---	Komit_Organis	,938	,134	6,996	***	par_12
x14	<---	Komit_Organis	,889	,091	9,735	***	par_13

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

		Estimate
Kepuas_Kerja	<--- Sist_Kompen	,597
Kepuas_Kerja	<--- Keam_Kerja	,280
Komit_Organis	<--- Kepuas_Kerja	,686
x3	<--- Sist_Kompen	,935
x2	<--- Sist_Kompen	,869
x1	<--- Sist_Kompen	,939
x6	<--- Keam_Kerja	,862
x5	<--- Keam_Kerja	,837
x4	<--- Keam_Kerja	,818
x7	<--- Kepuas_Kerja	,686
x8	<--- Kepuas_Kerja	,638
x9	<--- Kepuas_Kerja	,769
x10	<--- Komit_Organis	,701
x11	<--- Komit_Organis	,823
x12	<--- Komit_Organis	,854
x13	<--- Komit_Organis	,870
x14	<--- Komit_Organis	,817

**Covariances: (Group number 1 - Default model)**

		Estimate	S.E.	C.R.	P	Label
Sist_Kompen	<--> Keam_Kerja	,203	,041	4,994	***	par_14
e10	<--> e14	,065	,024	2,710	,007	par_15
e10	<--> e13	-,078	,016	-4,745	***	par_16
e4	<--> e12	,060	,016	3,707	***	par_17
e6	<--> e13	,036	,013	2,888	,004	par_18
e1	<--> e5	-,041	,012	-3,415	***	par_19

**Correlations: (Group number 1 - Default model)**

		Estimate
Sist_Kompen	<--> Keam_Kerja	,637
e10	<--> e14	,368
e10	<--> e13	-,528
e4	<--> e12	,506
e6	<--> e13	,406
e1	<--> e5	-,519

**Variances: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
Sist_Kompen	,335	,052	6,402	***	par_20
Keam_Kerja	,303	,057	5,330	***	par_21
z1	,067	,022	3,081	,002	par_22
z2	,145	,040	3,613	***	par_23
e3	,049	,011	4,320	***	par_24
e2	,096	,015	6,232	***	par_25
e1	,043	,011	4,032	***	par_26
e6	,104	,023	4,516	***	par_27
e5	,147	,029	5,069	***	par_28
e4	,177	,032	5,518	***	par_29
e7	,215	,035	6,070	***	par_30
e8	,190	,030	6,318	***	par_31
e9	,118	,023	5,148	***	par_32
e10	,284	,046	6,209	***	par_33
e11	,104	,017	6,069	***	par_34
e12	,080	,014	5,663	***	par_35
e13	,077	,015	5,168	***	par_36
e14	,109	,018	5,941	***	par_37

**Squared Multiple Correlations: (Group number 1 - Default model)**

	Estimate
Kepuas_Kerja	,647
Komit_Organis	,471
x14	,667
x13	,758
x12	,729
x11	,678
x10	,492
x9	,591
x8	,407
x7	,470
x4	,670
x5	,701
x6	,744
x1	,882
x2	,754
x3	,874

**Total Effects (Group number 1 - Default model)**

	Keam_Kerja	Sist_Kompen	Kepuas_Kerja	Komit_Organis
Kepuas_Kerja	,222	,450	,000	,000
Komit_Organis	,183	,371	,824	,000
x14	,163	,330	,733	,889
x13	,172	,348	,773	,938
x12	,162	,327	,727	,882
x11	,163	,331	,734	,891
x10	,183	,371	,824	1,000
x9	,210	,425	,945	,000
x8	,183	,372	,826	,000
x7	,222	,450	1,000	,000
x4	1,089	,000	,000	,000
x5	1,068	,000	,000	,000
x6	1,000	,000	,000	,000
x1	,000	,976	,000	,000
x2	,000	,938	,000	,000
x3	,000	1,000	,000	,000

**Standardized Total Effects (Group number 1 - Default model)**

	Keam_Kerja	Sist_Kompen	Kepuas_Kerja	Komit_Organis
Kepuas_Kerja	,280	,597	,000	,000
Komit_Organis	,192	,409	,686	,000
x14	,157	,334	,560	,817
x13	,167	,356	,597	,870
x12	,164	,350	,586	,854
x11	,158	,337	,565	,823
x10	,135	,287	,481	,701
x9	,215	,459	,769	,000
x8	,179	,380	,638	,000
x7	,192	,409	,686	,000
x4	,818	,000	,000	,000
x5	,837	,000	,000	,000
x6	,862	,000	,000	,000
x1	,000	,939	,000	,000
x2	,000	,869	,000	,000
x3	,000	,935	,000	,000

**Direct Effects (Group number 1 - Default model)**

	Keam_Kerja	Sist_Kompen	Kepuas_Kerja	Komit_Organis
Kepuas_Kerja	,222	,450	,000	,000
Komit_Organis	,000	,000	,824	,000
x14	,000	,000	,000	,889
x13	,000	,000	,000	,938
x12	,000	,000	,000	,882
x11	,000	,000	,000	,891
x10	,000	,000	,000	1,000
x9	,000	,000	,945	,000
x8	,000	,000	,826	,000
x7	,000	,000	1,000	,000
x4	1,089	,000	,000	,000
x5	1,068	,000	,000	,000
x6	1,000	,000	,000	,000
x1	,000	,976	,000	,000
x2	,000	,938	,000	,000
x3	,000	1,000	,000	,000

**Standardized Direct Effects (Group number 1 - Default model)**

	Keam_Kerja	Sist_Kompen	Kepuas_Kerja	Komit_Organis
Kepuas_Kerja	,280	,597	,000	,000
Komit_Organis	,000	,000	,686	,000
x14	,000	,000	,000	,817
x13	,000	,000	,000	,870
x12	,000	,000	,000	,854
x11	,000	,000	,000	,823
x10	,000	,000	,000	,701
x9	,000	,000	,769	,000
x8	,000	,000	,638	,000
x7	,000	,000	,686	,000
x4	,818	,000	,000	,000
x5	,837	,000	,000	,000
x6	,862	,000	,000	,000
x1	,000	,939	,000	,000
x2	,000	,869	,000	,000
x3	,000	,935	,000	,000

**Indirect Effects (Group number 1 - Default model)**

	Keam_Kerja	Sist_Kompen	Kepuas_Kerja	Komit_Organis
Kepuas_Kerja	,000	,000	,000	,000
Komit_Organis	,183	,371	,000	,000
x14	,163	,330	,733	,000
x13	,172	,348	,773	,000
x12	,162	,327	,727	,000
x11	,163	,331	,734	,000
x10	,183	,371	,824	,000
x9	,210	,425	,000	,000
x8	,183	,372	,000	,000
x7	,222	,450	,000	,000
x4	,000	,000	,000	,000
x5	,000	,000	,000	,000
x6	,000	,000	,000	,000
x1	,000	,000	,000	,000
x2	,000	,000	,000	,000
x3	,000	,000	,000	,000

**Standardized Indirect Effects (Group number 1 - Default model)**

	Keam_Kerja	Sist_Kompen	Kepuas_Kerja	Komit_Organis
Kepuas_Kerja	,000	,000	,000	,000
Komit_Organis	,192	,409	,000	,000
x14	,157	,334	,560	,000
x13	,167	,356	,597	,000
x12	,164	,350	,586	,000
x11	,158	,337	,565	,000
x10	,135	,287	,481	,000
x9	,215	,459	,000	,000
x8	,179	,380	,000	,000
x7	,192	,409	,000	,000
x4	,000	,000	,000	,000
x5	,000	,000	,000	,000
x6	,000	,000	,000	,000
x1	,000	,000	,000	,000
x2	,000	,000	,000	,000
x3	,000	,000	,000	,000

**Modification Indices (Group number 1 - Default model)****Covariances: (Group number 1 - Default model)**

	M.I.	Par Change
e13 <--> Keam_Kerja	6,556	,032
e11 <--> Keam_Kerja	4,450	-,033
e8 <--> e9	5,354	,039
e7 <--> e13	4,004	,026
e7 <--> e10	10,957	,072
e5 <--> e12	6,291	-,028
e5 <--> e7	5,120	-,045
e1 <--> e13	5,066	,015
e1 <--> e12	5,434	-,015
e2 <--> z2	4,555	,029
e2 <--> e9	4,148	-,025
e3 <--> e13	7,780	-,019
e3 <--> e12	6,986	,018
e3 <--> e9	4,967	,022
e3 <--> e6	4,588	,019

**Variances: (Group number 1 - Default model)**

	M.I.	Par Change

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

	M.I.	Par Change
x14 <--- x6	5,193	-,101
x13 <--- Keam_Kerja	7,259	,135
x13 <--- x7	4,517	,087
x13 <--- x4	4,368	,075
x13 <--- x5	6,649	,096
x13 <--- x6	4,876	,090
x11 <--- Keam_Kerja	5,483	-,148
x11 <--- x4	5,814	-,109
x11 <--- x6	4,640	-,112
x10 <--- x7	6,940	,180
x7 <--- x10	5,399	,148

**Model Fit Summary****CMIN**

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	37	111,364	68	,001	1,638
Saturated model	105	,000	0		
Independence model	14	1248,278	91	,000	13,717

**RMR, GFI**

Model	RMR	GFI	AGFI	PGFI
Default model	,021	,879	,813	,569
Saturated model	,000	1,000		
Independence model	,171	,252	,137	,218

**Baseline Comparisons**

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	,911	,881	,963	,950	,963
Saturated model	1,000		1,000		1,000
Independence model	,000	,000	,000	,000	,000

**Parsimony-Adjusted Measures**

Model	PRATIO	PNFI	PCFI
Default model	,747	,681	,719
Saturated model	,000	,000	,000
Independence model	1,000	,000	,000

**NCP**

Model	NCP	LO 90	HI 90
Default model	43,364	18,309	76,320
Saturated model	,000	,000	,000
Independence model	1157,278	1046,854	1275,116

**FMIN**

Model	FMIN	F0	LO 90	HI 90
Default model	1,022	,398	,168	,700
Saturated model	,000	,000	,000	,000
Independence model	11,452	10,617	9,604	11,698

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	,076	,050	,101	,052
Independence model	,342	,325	,359	,000

**AIC**

Model	AIC	BCC	BIC	CAIC
Default model	185,364	197,173	285,282	322,282
Saturated model	210,000	243,511	493,550	598,550
Independence model	1276,278	1280,746	1314,085	1328,085

**ECVI**

Model	ECVI	LO 90	HI 90	MECVI
Default model	1,701	1,471	2,003	1,809
Saturated model	1,927	1,927	1,927	2,234
Independence model	11,709	10,696	12,790	11,750

**HOELTER**

Model	HOELTER	HOELTER
	.05	.01
Default model	87	96
Independence model	10	11