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**HUBUNGAN KEPIMPINAN *SERVANT* DENGAN KEYAKINAN
DAN KOMITMEN GURU TERHADAP GURU BESAR**



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Abstrak

Komitmen guru dikatakan mempunyai hubungan yang kuat dengan kepemimpinan serta keyakinan (kepercayaan) guru-guru terhadap guru besar. Oleh itu, penyelidikan ini bertujuan untuk mengkaji hubungan kepemimpinan *servant* guru besar dengan keyakinan (kepercayaan) dan komitmen guru terhadap guru besar. Selain itu, kajian ini juga bertujuan untuk mengenal pasti tahap kepemimpinan *servant* guru besar, keyakinan (kepercayaan) dan komitmen guru terhadap guru besar di samping meneliti perbezaan tahap komitmen guru berdasarkan faktor demografi iaitu taraf pendidikan, umur dan pengalaman. Penyelidikan ini menggunakan kaedah kuantitatif iaitu dijalankan melalui tinjauan dengan menggunakan soal selidik sebagai instrumen untuk mendapatkan data daripada responden. Seramai 310 orang guru daripada 93 buah sekolah rendah Bahagian Betong, Sarawak telah dipilih sebagai responden kajian ini. Instrumen *Organizational Leadership Assessment* (OLA) yang dibina oleh Laub (1999) digunakan untuk mengukur kepemimpinan *servant* guru besar, *Faculty Trust Scale* oleh Tschannen-Moran & Hoy (2003) untuk mengukur keyakinan (kepercayaan guru) terhadap guru besar dan *TCM Employee Commitment Survey* yang dibangunkan oleh Meyer dan Allen (2004) adalah digunakan untuk mengukur komitmen guru terhadap guru besar. Data yang dikutip dianalisis dengan statistik Ujian-t, ANOVA, Korelasi Pearson, Analisis Regresi Pelbagai dan Analisis Regresi Hierarki. Dapatan kajian menunjukkan tidak terdapat perbezaan yang signifikan tahap komitmen guru terhadap guru besar berdasarkan demografi seperti taraf pendidikan dan umur kecuali pengalaman. Seterusnya, kajian ini menunjukkan terdapatnya hubungan positif yang signifikan kepemimpinan *servant* dan keyakinan (kepercayaan) guru terhadap guru besar dengan komitmen guru terhadap guru besar. Hasil analisis regresi pelbagai menunjukkan kepemimpinan *servant* guru besar dan keyakinan (kepercayaan) guru terhadap guru besar merupakan peramal kepada komitmen guru terhadap guru besar. Walau bagaimanapun, melalui Ujian regresi hierarki yang dijalankan mendapati keyakinan (kepercayaan) guru terhadap guru besar tidak berfungsi sebagai perantara antara kepemimpinan *servant* guru besar dengan komitmen guru terhadap guru besar. Kepimpinan *servant* guru besar didapati memberi kesan secara langsung kepada komitmen guru terhadap guru besar. Oleh itu, dicadangkan supaya para guru besar mengamalkan kepemimpinan *servant* dalam kepemimpinan mereka untuk mendapatkan keyakinan (kepercayaan) daripada guru-guru yang seterusnya menjadikan mereka lebih komited terhadap sekolah. Disamping itu, dicadangkan juga supaya penyedia-penyedia latihan di Kementerian Pelajaran Malaysia, Jabatan Pelajaran Negeri dan Pejabat Pelajaran Daerah, mengelolakan kursus-kursus khas berkaitan kepemimpinan *servant* kepada pemimpin-pemimpin sekolah, untuk mendedah dan meeningkatkan kefahaman mereka tentang kepemimpinan ini. Kesimpulannya, kajian ini menghasilkan satu kerangka teori yang signifikan bagi menunjukkan sumbangan kepemimpinan *servant* dan keyakinan (kepercayaan) guru kepada komitmen guru terhadap guru besar.

Kata Kunci : Kepimpinan *servant*, Keyakinan, Komitmen, Demografi, Regresi

Abstract

It was said that teachers' commitment has strong relationship with the leadership styles and teachers' confidence (trust) toward the headmasters. The purpose of this study was to examine the significant relationship between the practice of servant leadership of the headmasters and teachers' commitment. It also attempted to determine the role of confidence (trust) as a mediator between the variables. This study employed quantitative technique by using questionnaires to collect the data from the respondents. There were 310 teachers from 93 primary schools in Betong Division participated in this survey. The instruments, Organizational Leadership Assessment (OLA) developed by Laub (1999) was used to measure the practice of servant leadership of the headmasters, Faculty Trust Scale developed by Tschannen-Moran & Hoy (2003) was used to measure teachers' confidence (trust) toward the headmasters while TCM Employee Commitment Survey developed by Meyer and Allen (2004) was used to measure teachers' commitment toward the headmaster. The findings indicated that the practice of servant leadership of the headmasters and the teachers' confidence (trust) toward the headmasters predicted and correlated significantly with teachers' commitment toward the headmasters. The finding also showed that there were no significant differences between teachers' level of commitment toward the headmasters based on demographic factors such as the level of education and age except teaching experience. The results from the regression analyses indicated that teachers' confidence (trust) toward the headmasters did not served as a mediator between servant leadership of the headmaster and teachers' commitment toward the headmasters. The servant leadership of the headmasters itself was found had a direct impact on teachers' commitment toward the headmasters. Therefore, the headmasters should adopt servant leadership style in order to obtain confidence (trust) from the teachers and make them more committed toward the school. Beside that, it was suggested that the training provider like Ministry of Education, State Education Department and District Education Department to organize special course in servant leadership for the school leaders so that it will help them to understand this leadership style better. As a conclusion, this study has produced a significant theoretical frame that shows the contributions of servant leadership and teachers' confidence (trust) toward teachers' commitment to their headmasters.

Keywords: Servant leadership, Trust, Commitment, Demographic, Regression

Penghargaan

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Senarai Kandungan

Kebenaran Mengguna	i
Abstrak	ii
Abstract	iii
Penghargaan	iv
Senarai Kandungan	v
Senarai Jadual.....	x
Senarai Rajah	xii
Senarai Lampiran	xiii
Senarai Singkatan.....	xv
BAB SATU PENGENALAN	1
1.1 Pendahuluan	1
1.2 Latar Belakang Kajian.....	5
1.3 Penyataan Masalah.....	7
1.4 Objektif Kajian.....	12
1.4.1 Objektif Umum	12
1.4.2 Objektif Khusus	12
1.5 Soalan Kajian	13
1.6 Hipotesis Kajian.....	14
1.7 Kepentingan Kajian.....	15
1.8 Batasan Kajian	16
1.9 Definisi Operasional.....	17
1.9.1 Kepimpinan	17
1.9.2 Kepimpinan <i>Servant</i>	17
1.9.3 Guru	18
1.9.4 Komitmen.....	18
1.9.5 Kepercayaan.....	19
1.10 Kerangka Teoritikal Kajian.....	19
1.10.1 Kerangka Kepimpinan <i>Servant</i> Laub	20
1.10.2 Kerangka Keyakinan (kepercayaan) Hoy & Tschannen-Moran.....	20
1.10.3 Teori Komitmen Organisasi.....	20
1.11 Kerangka Konseptual Kajian	21

1.11.1 Pemboleh Ubah Bebas	22
1.11.2 Pemboleh Ubah Perantara (Mediator).....	23
1.11.3 Pemboleh Ubah Bersandar	23
1.12 Rumusan.....	24
BAB DUA TINJAUAN LITERATUR	25
2.1 Pendahuluan	25
2.2 Takrifan Konsep Kepimpinan	25
2.3 Sejarah Ringkas Teori-Teori Kepimpinan	26
2.3.1 Teori Sifat.....	26
2.3.2 Teori Gelagat.....	27
2.3.3 Teori Kontigensi.....	34
2.4 Kepimpinan <i>Servant</i>	37
2.4.1 Definisi Kepimpinan <i>Servant</i>	39
2.4.2 Teori Kepimpinan <i>Servant</i>	39
2.4.3 Ciri-ciri Pemimpin <i>Servant</i>	43
2.4.4 Model-Model Kepimpinan <i>Servant</i>	45
2.4.5 Perbandingan Dengan Kepimpinan Lain	51
2.4.6 Kajian-Kajian Lepas Berkaitan Dengan Kepimpinan <i>Servant</i>	57
2.5 Keyakinan (kepercayaan).....	63
2.5.1 Definisi Keyakinan (kepercayaan).....	65
2.5.2 Dimensi-Dimensi Keyakinan (kepercayaan)	66
2.5.3 Faktor-Faktor Yang Mempengaruhi Keyakinan (kepercayaan)	67
2.5.4 Kajian-Kajian Lepas Berkaitan Keyakinan (kepercayaan).....	68
2.6 Komitmen Organisasi	71
2.6.1 Konsep Komitmen Organisasi	72
2.6.2 Model Komitmen Organisasi	74
2.6.3 Pembentukan Komitmen Organisasi.....	77
2.6.4 Kajian-Kajian Lepas Berkaitan Komitmen.....	79
2.6.5 Kajian-Kajian Lepas Berkaitan Kepimpinan <i>Servant</i> Dengan Keyakinan (kepercayaan)	83
2.6.6 Kajian-Kajian Lepas Berkaitan Kepimpinan <i>Servant</i> Dengan Komitmen	87
2.6.7 Kajian-Kajian Lepas Berkaitan Keyakinan (kepercayaan) Dengan Komitmen.....	91

2.6.8 Kajian-Kajian Lepas Berkaitan Kepimpinan <i>Servant</i> , Keyakinan (kepercayaan) Dan Komitmen Guru	93
2.7 Rumusan.....	97
BAB TIGA METODOLOGI KAJIAN	99
3.1 Pendahuluan	99
3.2 Reka Bentuk Kajian	99
3.3 Populasi Dan Persampelan.....	100
3.4 Pemilihan Sampel	101
3.5 Instrumen Kajian.....	105
3.5.1 Rekabentuk Instrumen	106
3.6 Terjemahan Soal Selidik (Back Translation).....	111
3.7 Analisis Faktor	112
3.7.1 Analisis Faktor Instrumen <i>Faculty Trust Scale</i>	114
3.8 Kesahan dan Kebolehpercayaan Instrumen	115
3.8.1 Kesahan	116
3.8.2 Kebolehpercayaan	117
3.9 Kajian Rintis	120
3.9.1 Analisis Kebolehpercayaan Instrumen OLA	121
3.9.2 Analisis Kebolehpercayaan Instrumen <i>Faculty Trust Scale</i>	123
3.9.3 Analisis Kebolehpercayaan Instrumen <i>TCM Employee Commitment Survey</i>	124
3.10 Prosedur Pengumpulan Data Kajian	124
3.11 Proses Menganalisis Data kajian.....	126
3.11.1 Statistik Deskriptif.....	126
3.11.2 Statistik Inferensi.....	127
3.12 Ringkasan Analisis Statistik.....	131
3.13 Rumusan.....	132
BAB EMPAT ANALISIS DAN DAPATAN KAJIAN.....	134
4.1 Pendahuluan	134
4.2 Kadar Maklum Balas Responden.....	134
4.2.1 Responden Daerah Betong.....	135
4.2.2 Responden Daerah Saratok	136
4.3 Penyemakan Data.....	137
4.4 Profil Responden.....	139

4.4.1 Jantina	139
4.4.2 Taraf Pendidikan	139
4.4.3 Kategori Umur	140
4.4.4 Pengalaman Mengajar	141
4.4.5 Tempoh Berkhidmat Di Sekolah Semasa	141
4.5 Dapatan Kajian.....	142
4.5.1 Tahap Kepimpinan <i>Servant</i> Guru Besar	142
4.5.2 Tahap Keyakinan (kepercayaan) Guru Terhadap Guru Besar	143
4.5.3 Tahap Komitmen Guru Terhadap Guru Besar	144
4.6 Penjelasan Dapatan Kajian Secara Inferensi.....	144
4.6.1 Tahap Komitmen Guru Terhadap Guru Besar Berdasarkan Faktor Demografi	144
4.6.2 Hubungan Kepimpinan <i>Servant</i> Guru Besar Dengan Keyakinan (kepercayaan) Guru Terhadap Guru Besar Dan Komitmen Guru Terhadap Guru Besar.....	147
4.6.3 Peramal Komitmen Guru Terhadap Guru Besar.....	150
4.7 Keyakinan (kepercayaan) Guru Terhadap Guru Besar Berperanan Sebagai Perantara Dalam Hubungan Antara Kepimpinan <i>Servant</i> Dengan Komitmen Guru	151
4.8 Ringkasan Hasil Ujian Hipotesis Berdasarkan Soalan Kajian.....	153
4.9 Rumusan.....	155
BAB LIMA PERBINCANGAN, IMPLIKASI DAN CADANGAN	157
5.1 Pengenalan	157
5.2 Ringkasan Kajian	157
5.3 Dapatan Dan Perbincangan	158
5.3.1 Tahap Kepimpinan <i>Servant</i> , Keyakinan (kepercayaan) dan Komitmen Guru	158
5.3.2 Perbezaan Tahap Komitmen Guru Terhadap Guru Besar Berdasar Faktor Demografi	166
5.3.3 Hubungan Kepimpinan <i>Servant</i> Guru Besar Dengan Keyakinan (kepercayaan) Dan Komitmen Guru Terhadap Guru Besar.....	173
5.3.4 Peramal Komitmen Guru Terhadap Guru Besar.....	178

5.3.4 Keyakinan (kepercayaan) Guru Terhadap Guru Besar Bukan Perantara (Mediator) Antara Kepimpinan <i>servant</i> Guru Besar Dengan Komitmen Guru Terhadap Guru Besar	182
5.4 Implikasi Kajian	184
5.5 Cadangan Kajian Masa Hadapan	189
5.6 Penutup.....	192
RUJUKAN	194



Senarai Jadual

Jadual 3.1 : Populasi Dan Sampel Kajian	105
Jadual 3.2 : Bahagian Instrumen Kajian Dan Bilangan Item.....	111
Jadual 3.3 : Analisis Faktor Item Instrumen Faculty Trust Scale.....	115
Jadual 3.4 : Ringkasan Item Instrumen OLA Berdasarkan Dimensi	122
Jadual 3.5 : Nilai Koefisien Cronbach Alpha Bagi Setiap Dimensi Kepimpinan Servant.....	123
Jadual 3.6 : Ringkasan Item Instrumen <i>Faculty Trust Scale</i> Berdasarkan Dimensi	123
Jadual 3.7 : Nilai Koefisien Cronbach Alpha Bagi Setiap Dimensi Keyakinan (Kepercayaan).....	124
Jadual 3.8 : Ringkasan Item Instrumen <i>TCM Employee Commitment Survey</i> Berdasarkan Dimensi.....	124
Jadual 3.9 : Julat Kepimpinan <i>Servant</i> , Keyakinan (Kepercayaan) Dan Komitmen	127
Jadual 3.10 : Tafsiran Nilai Kekuatan Korelasi Pearson (Skala Davies, 1971).....	128
Jadual 3.11: Ringkasan Analisis Statistik.....	132
Jadual 4.1 : Bilangan Dan Peratusan Maklum Balas Responden Daerah Betong	136
Jadual 4.2 : Bilangan Dan Peratusan Maklum Balas Responden Daerah Saratok	137
Jadual 4.3 : Ujian Normaliti Skewness Dan Kurtosis Data Kepimpinan <i>Servant</i> , Keyakinan Dan Komitmen Guru.....	138
Jadual 4.4 : Ujian Normaliti Kolmogorov-Smimov Dan Shapiro-Wilk	138
Jadual 4.5 : Taburan Responden Berdasarkan Jantina	139
Jadual 4.6 : Taburan Responden Berdasarkan Taraf Pendidikan	140
Jadual 4.7 : Taburan Responden Berdasarkan Umur	140
Jadual 4.8 : Taburan Responden Berdasarkan Pengalaman Mengajar	141
Jadual 4.9 : Taburan Responden Berdasarkan Tempoh Berkhidmat Di Sekolah Semasa	142
Jadual 4.10 : Analisis Tahap Kepimpinan <i>Servant</i> Guru Besar Berdasarkan Dimensi	142

Jadual 4.11 : Analisis Tahap Keyakinan (Kepercayaan) Guru Berdasarkan Dimensi	143
Jadual 4.12: Ujian-t Menunjukkan Perbezaan tahap Komitmen Guru Terhadap Guru Besar Berdasarkan Taraf Pendidikan	145
Jadual 4.13 : Keputusan Ujian ANOVA Menunjukkan Tahap Komitmen Guru Terhadap Guru Besar Berdasarkan Kategori Umur	146
Jadual 4.14 : Keputusan Ujian ANOVA Menunjukkan Tahap Komitmen Guru Terhadap Guru Besar Berdasarkan Pengalaman	147
Jadual 4.15 : Ujian Korelasi Pearson Bagi Setiap Dimensi Kepimpinan <i>Servant</i> Guru Besar Dengan Keyakinan (Kepercayaan) Guru Terhadap Guru Besar.....	148
Jadual 4.16 : Ujian Korelasi Pearson Bagi Setiap Dimensi Kepimpinan <i>Servant</i> Guru Besar Dengan Komitmen Guru Terhadap Guru Besar.....	149
Jadual 4.17 : Ujian Korelasi Pearson Bagi Setiap Dimensi Keyakinan (Kepercayaan) Guru Terhadap Guru Besar Dengan Komitmen Guru Terhadap Guru Besar	150
Jadual 4.18 : Ringkasan Keputusan Analisis Regresi Pelbagai Kepimpinan <i>Servant</i> Guru Besar Terhadap Komitmen Guru Terhadap Guru Besar.....	150
Jadual 4.19 : Ringkasan Keputusan Analisis Regresi Pelbagai Keyakinan (Kepercayaan) Guru Terhadap Guru Besar Dengan Komitmen Guru Terhadap Guru Besar.....	151
Jadual 4.20 : Analisis Keputusan Ujian Regresi Hierarki Dengan Keyakinan (Kepercayaan) Guru Terhadap Guru Besar Sebagai Perantara Kepada Hubungan Kepimpinan <i>Servant</i> Guru Besar Dengan Komitmen Guru Terhadap Guru Besar.....	152
Jadual 4.21 : Analisis Regresi Hierarki Hubungan Kepimpinan <i>Servant</i> Guru Besar Dengan Komitmen Guru Menggunakan Keyakinan (Kepercayaan) Guru Sebagai Perantara (Mediator).....	153
Jadual 4.22 : Ringkasan Hasil Ujian Hipotesis Kajian	154

Senarai Rajah

Rajah 1.1 : Kerangka Konseptual Kajian	22
Rajah 2.1 : Model Kepimpinan 2 Dimensi Universiti Ohio	31
Rajah 2.2 : Grid Kepimpinan	32
Rajah 2.3 : Model Kepimpinan Servant Laub (1999)	50
Rajah 2.4 : Model Keyakinan (Kepercayaan) Tschannen-Moran	66
Rajah 2.5 : Model Komitmen Meyer & Allen (1977)	75
Rajah 3.1 : Prosedur Persampelan Kelompok (Cluster Sampling).....	104



Senarai Lampiran

Lampiran 1	Borang Soal Selidik (Bahagian A, B, C & D).....	219
Lampiran 2	Surat Kelulusan Menjalankan Kajian oleh EPRD.....	225
Lampiran 3	Surat Kelulusan Menjalankan Kajian oleh JPN Sarawak.....	226
Lampiran 4	Output SPSS Analisis Faktor Item Instrumen <i>Faculty Trust Scale</i>	227
Lampiran 5	Output SPSS Ujian Normaliti Data Instrumen OLA, <i>Faculty Trust Scale</i> Dan <i>TCM Employee Commitment Survey</i>	240
Lampiran 6	Output SPSS Kajian Rintis Item Instrumen OLA	248
Lampiran 7	Output SPSS Kajian Rintis Item <i>Faculty Trust Survey</i>	258
Lampiran 8	Output SPSS Kajian Rintis Item <i>TCM Employee Commitment Survey</i>	264
Lampiran 9	Analisis Tahap Kepimpinan <i>Servant</i> , Keyakinan (Kepercayaan) Dan Komitmen	269
Lampiran 10	Analisis Ujian t: Perbezaan Tahap Komitmen Berdasarkan Taraf Pendidikan	270
Lampiran 11	Analisis ANOVA : Perbezaan Tahap Komitmen Berdasarkan Umur	272
Lampiran 12	Analisis ANOVA : Perbezaan Tahap Komitmen Berdasarkan Pengalaman	276
Lampiran 13	Analisis Korelasi Pearson: Hubungan Kepimpinan <i>Servant</i> Dengan Keyakinan (Kepercayaan).....	280
Lampiran 14	Analisis Korelasi Pearson: Hubungan Kepimpinan <i>Servant</i> Dengan Komitmen	282
Lampiran 15	Analisis Korelasi Pearson: Hubungan Keyakinan (Kepercayaan) Dengan Komitmen	285
Lampiran 16	Analisis Regresi Pelbagai: Kepimpinan <i>Servant</i> Sebagai Peramal Kepada Komitmen	288
Lampiran 17	Analisis Regresi Pelbagai: Keyakinan (Kepercayaan) Sebagai Peramal Kepada Komitmen.....	290

Lampiran 18 Analisis Regresai Hierarki: Keyakinan (Kepercayaan)
Sebagai Perantara (Mediator) Kepada Hubungan
Kepimpinan *Servant* Dengan Komitmen292



Senarai Singkatan

EPRD	Educational Planning and Research Division
IAB	Institut Aminuddin Baki
OECD	Organisation for Economic Co-operation and Development
OLA	Organizational Leadership Assessment Instrument
PPPM	Pelan Pembangunan Pendidikan Malaysia
SPSS	Statistical Package for Social Sciences
TCM-ECS	Three-Component Model-Employee Commitment Survey



BAB SATU

Pengenalan

1.1 Pendahuluan

Malaysia berhasrat untuk menjadikan negara ini sebagai pusat kecemerlangan ilmu di rantau Asia. Untuk mencapai matlamat tersebut, peranan pemimpin-pemimpin pendidikan dianggap sebagai faktor utama bagi menentukan kualiti pendidikan dapat dibangunkan. Di peringkat sekolah kemantapan kepimpinan dilihat sebagai kunci utama kepada penghasilan pendidikan yang berkualiti (Lokman Mohd Tahir & Robiah Sidin, 2008; Sarvinder Singh & Ahmad Esa, 2008; Sergiovanni, 2001). Kepimpinan merupakan satu unsur yang sangat penting dalam sesebuah organisasi seperti sekolah kerana gaya kepimpinan banyak mempengaruhi kejayaan dan keberkesanan organisasi tersebut.

Selain faktor kepimpinan, komitmen juga dilihat sebagai faktor yang sangat penting dalam sesebuah organisasi. Ini kerana kejayaan dan kecemerlangan sesebuah organisasi itu amat bergantung kepada komitmen ahli-ahli organisasi tersebut. Pekerja-pekerja yang komited sangat diperlukan di dalam sesebuah organisasi kerana mereka akan dapat menghasilkan kerja yang berkualiti dan seterusnya melahirkan organisasi yang berprestasi tinggi. Mengikut Allen dan Meyer (1990) serta Mowday, Porter dan Steers (1982) komitmen subordinat merupakan faktor penentu kepada kejayaan sesebuah organisasi. Mereka melakukan kerja dengan penuh semangat bagi memastikan matlamat organisasi dapat dicapai (Feinstein, 2001). Menurut Abdul Raufu Ambali, Garoot Suleiman, Ahmad Naqiyudin Bakar, Rozalli Hashim dan Zahrah Tariq (2011) pekerja yang komited terhadap organisasinya menunjukkan sikap yang paling positif terhadap kerja dan prestasinya. Sikap positif terhadap kerja bukan

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BAHAGIAN A

MAKLUMAT RESPONDEN

Arahan :

Tandakan dengan tanda (x) pada ruangan yang disediakan

1. Jantina
 - 1.1 Lelaki ()
 - 1.2 Perempuan ()
2. Kategori Perkhidmatan
 - 2.1 Siswazah ()
 - 2.2 Bukan Siswazah ()
3. Umur
 - 3.1 30 tahun dan ke bawah ()
 - 3.2 31 tahun hingga 40 tahun ()
 - 3.3 41 tahun hingga 50 tahun ()
 - 3.4 51 tahun dan ke atas ()
4. Pengalaman Mengajar
 - 4.1 10 tahun dan ke bawah ()
 - 4.2 11 hingga 20 tahun ()
 - 4.3 21 hingga 30 tahun ()
 - 4.4 30 tahun dan ke atas ()
5. Berapa lama mengajar di sekolah ini?
 - 5.1 5 tahun dan ke bawah ()
 - 5.2 6 hingga 10 tahun ()
 - 5.3 11 tahun dan ke atas ()
6. Berapa lama mengajar di bawah seliaan guru besar sekarang?
 - 6.1 Kurang dari 2 tahun ()
 - 6.2 Melebihi 2 tahun ()

BAHAGIAN B

1	2	3	4	5
Sangat Tidak Bersetuju	Tidak setuju	Kurang Setuju	Bersetuju	Sangat Bersetuju

Arahan : Sila beri respon berdasarkan pandangan anda terhadap situasi yang berlaku di sekolah tempat anda bertugas dengan menandakan (/) pada ruang yang berkenaan berdasarkan skala di atas.

Secara umumnya, guru-guru di sekolah ini

		1	2	3	4	5
1	Saling mempercayai antara satu sama yang lain					
2	Jelas tentang matlamat utama sekolah					
3	Tidak berprasangka, semua mengamalkan sikap terbuka					
4	Saling hormat-menghormati					
5	Mengetahui hala tuju sekolah ini pada masa hadapan					
6	Mengekalkan standard etika yang tinggi					
7	Bekerjasama dengan baik dalam satu pasukan					
8	Menghargai perbezaan budaya, bangsa dan etnik					
9	Mengambil berat dan intim antara satu sama lain					
10	Menunjukkan sikap jujur dan berintegriti tinggi					
11	Boleh dipercayai					
12	Berhubungan dengan baik antara satu sama yang lain					
13	Lebih suka berkerja bersama-sama rakan daripada berkerja secara bersendirian					
14	Bertanggungjawab untuk mencapai sasaran kerja yang telah ditetapkan					
15	Peka terhadap keperluan rakan-rakan					
16	Diberi peluang menunjukkan gaya dan ekspresi masing-masing					
17	Mendapat galakkan daripada guru besar untuk turut bersama-sama dalam membuat keputusan penting					
18	Berusaha untuk mengekalkan hubungan kerja yang positif					
19	Menerima orang lain seadanya					
20	Melihat perbalahan sebagai peluang untuk belajar dan meningkatkan diri					
21	Tahu cara-cara menyesuaikan diri dengan rakan-rakan					

1	2	3	4	5
Sangat Tidak Bersetuju	Tidak setuju	Kurang Setuju	Bersetuju	Sangat Bersetuju

Arahan : Sila beri respon berdasarkan pandangan anda terhadap amalan kepimpinan guru besar di sekolah tempat anda bertugas dengan menandakan (/) pada ruang yang berkenaan berdasarkan skala di atas.

Guru Besar di sekolah ini

		1	2	3	4	5
22	Menjelaskan tentang visi masa hadapan sekolah					
23	Bersedia belajar daripada guru-guru					
24	Melibatkan guru-guru dalam menentukan hala tuju sekolah					
25	Bekerja bersama-sama guru dan tidak menyisihkan diri					
26	Menggunakan pujukan dan bukan paksaan untuk mempengaruhi guru-guru					
27	Tidak keberatan untuk memberi kepimpinan bila diperlukan					
28	Menggalakkan komunikasi terbuka dan perkongsian maklumat					
29	Memberi kuasa kepada guru-guru membuat keputusan penting					
30	Menyediakan sumber dan sokongan bagi membantu guru mencapai sasaran					
31	Mewujudkan persekitaran yang menggalakkan pembelajaran					
32	Bersedia menerima kritikan dan cabaran daripada guru-guru					
33	Sentiasa mengotakan kata-kata					
34	Menggalakkan setiap guru untuk menjalankan peranan sebagai pemimpin					
35	Mengaku had kemampuan dan kesilapan diri					
36	Menggalakkan guru berani mengambil risiko dan tidak takut akan kegagalan					
37	Mengamalkan tingkah laku sama seperti apa yang diharapkan daripada guru-guru					
38	Membantu membangunkan komuniti dan berkerja berpasukan					
39	Tidak meminta pengiktirafan istimewa sebagai pemimpin					
40	Memimpin melalui tauladan dengan menunjukkan tingkah laku yang baik					
41	Mempengaruhi guru-guru melalui hubungan yang positif dan bukan melalui kuasa dan kedudukan					
42	Memberi ruang dan peluang kepada guru untuk meningkatkan diri ke tahap potensi yang optimum					
43	Menilai diri secara jujur terlebih dahulu sebelum menilai orang lain					

1	2	3	4	5
Sangat Tidak Bersetuju	Tidak setuju	Kurang Setuju	Bersetuju	Sangat Bersetuju

Arahan : Sila beri respon berdasarkan pandangan anda terhadap amalan kepimpinan guru besar di sekolah tempat anda bertugas dengan menandakan (/) pada ruang yang berkenaan berdasarkan skala di atas.

Guru Besar sekolah ini

		1	2	3	4	5
44	Menggunakan kuasa dan autoriti untuk kebaikan guru-guru					
45	Mengambil tindakan yang sewajarnya bila ianya diperlukan					
46	Membangunkan potensi guru melalui galakkan dan sokongan					
47	Menggalakkan guru-guru bekerjasama dan bukannya bersaing antara satu sama yang lain					
48	Bersikap merendah diri dan tidak angkuh					
49	Menjelaskan tentang perancangan dan matlamat sekolah					
50	Menyediakan bimbingan untuk membantu guru berkembang secara profesional					
51	Berakuntabiliti dan bertanggungjawab terhadap guru-guru					
52	Menjadi seorang pendengar yang baik /khusuk					
53	Tidak mengharapkan sebarang keistimewaan sebagai seorang pemimpin					
54	Mengutamakan keperluan guru-guru daripada keperluan diri					

Arahan : Sila beri respon terhadap setiap pernyataan di bawah tentang perasaan dan peranan anda bertugas di sekolah ini dengan menandakan (/) pada ruang yang disediakan berdasarkan skala di atas

Perasaan dan pandangan saya terhadap peranan saya di sekolah ini

		1	2	3	4	5
55	Saya rasa dihargai oleh guru besar atas sumbangan saya kepada sekolah					
56	Saya mendapat galakan dan sokongan daripada pihak atasan sekolah ini					
57	Saya sering menerima pandangan daripada guru-guru yang lebih kanan					
58	Saya percaya kepada kepimpinan sekolah ini					
59	Saya mendapat dorongan					
60	Di sekolah ini, hasil kerja seseorang lebih bernilai daripada pangkat.					

BAHAGIAN D

1	2	3	4	5
Sangat Tidak Bersetuju	Tidak setuju	Kurang Setuju	Bersetuju	Sangat Bersetuju

Arahan : Tersenarai di bawah adalah 18 pernyataan yang mungkin menjelaskan perasaan yang dimiliki oleh anda mengenai institusi tempat anda bekerja. Nyatakan darjah persetujuan anda tentang pernyataan-pernyataan tersebut dengan menandakan (/) pada ruang yang berkenaan berdasarkan skala yang di atas.

		1	2	3	4	5
1	Saya berasa bangga bertugas di sekolah ini sehingga saya bersara					
2	Saya merasakan masalah sekolah sama seperti masalah saya juga					
3	Saya tidak mempunyai perasaan kesepunyaan yang tinggi terhadap sekolah ini					
4	Saya tidak berasa terikat dengan sekolah ini					
5	Saya tidak merasakan diri saya merupakan sebahagian daripada warga sekolah ini.					
6	Sekolah ini amat bermakna bagi diri saya					
7	Kekal berkhidmat di sekolah ini merupakan satu keperluan bagi diri saya					
8	Adalah terlalu berat untuk saya berpindah dari sekolah ini walaupun saya mahu berbuat demikian					
9	Terlalu banyak kerugian yang akan saya alami sekiranya saya berpindah daripada sekolah ini					
10	Saya rasa hanya mempunyai sedikit pilihan bila mempertimbangkan berpindah dari sekolah ini.					
11	Kalau saya tidak memikirkan tentang usaha yang telah saya lakukan, mungkin saya mempertimbangkan untuk berpindah ke sekolah lain					
12	Saya tidak mempunyai banyak pilihan sekiranya saya membuat keputusan berpindah dari sekolah ini					
13	Saya tidak merasakan ianya sebagai satu kewajipan untuk saya kekal di sekolah ini					
14	Bukan langkah yang bijak bagi saya untuk berpindah dari sekolah ini					
15	Saya akan rasa bersalah sekiranya saya berpindah dari sekolah ini					
16	Saya berasa begitu setia terhadap sekolah					
17	Saya tidak akan meninggalkan sekolah ini kerana kewajipan saya kepada pemimpin dan warga di dalamnya					
18	Saya terhutang budi kepada sekolah ini.					

TERIMA KASIH ATAS KERJASAMA ANDA

**SEKOLAH KEBANGSAAN ST PETER
95400 SARATOK
SARAWAK**

Tarikh : 16 Mac

2014

**Dr Abd. Latif bin Kasim
Pusat Pengajian Pendidikan Dan Bahasa Moden
Universiti Utara Malaysia
College of Arts and Sciences
06010 UUM Sintok, Kedah**

Tuan,

**SALINAN PROPOSAL BAB 1 – 3
INSTRUMEN TCM EMPLOYEE COMMITMENT SURVEY (Meyer & Allen, 2004)**

Dengan hormatnya perkara tersebut di atas adalah dirujuk.

Sehubungan itu, bersama ini dimajukan dua perkara seperti yang dinyatakan di atas untuk perhatian dan tindakan tuan selanjutnya.

Bagi instrument TCM saya sertakan **salinan asal** dan juga terjemahannya bagi tujuan semakan dan pengesahan tuan. Instrumen tersebut akan digunakan untuk mengganti instrument komitmen yang telah dihantar kepada tuan sebelum ini memandangkan instrument tersebut bukan yang asal.

Adalah menjadi harapan saya agar tuan dapat mengambil tindakan segera ke atas kedua-dua perkara ini dan mengembalikannya semula kepada saya untuk tujuan penambahbaikan dan pemurnian berdasarkan komen dan cadangan yang tuan berikan nanti.

Atas perhatian tuan dalam hal ini saya dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian, terima kasih

Saya yang benar,

**(LINGGOH @ LINGGOH ANAK UNTAN)
Pelajar
Doktor Falsafah (Part Time)**



BAHAGIAN PERANCANGAN DAN PENYELIDIKAN DASAR PENDIDIKAN
KEMENTERIAN PENDIDIKAN MALAYSIA
ARAS 1-4, BLOK E-8
KOMPLEKS KERAJAAN PARCEL E
PUSAT Pentadbiran Kerajaan Persekutuan
62604 PUTRAJAYA.

Telefon : 03-88846591
Faks : 03-88846579

Ruj. Kami : KP(BPPDP)603/5/JLD.08 (01)
Tarikh : 6 Ogos 2014

Lingoh @ Lingoh Anak Untan
Sek. Keb. Saint Peter
D/A Pejabat Pendidikan Daerah
Daerah Saratok
Tingkat 1, Wisma Persekutuan
KM 1, Jalan Saratok
95407 Saratok
Sarawak

Tuan/Puan,

Kelulusan Untuk Menjalankan Kajian Di Sekolah, Institut Pendidikan Guru, Jabatan Pendidikan Negeri Dan Bahagian-Bahagian Di Bawah Kementerian Pendidikan Malaysia

Adalah saya dengan hormatnya diarah memaklumkan bahawa permohonan tuan /puan untuk menjalankan kajian bertajuk:

"Hubungan Amalan Kepimpinan Berkhidmat Guru Besar dengan Kepercayaan dan Komitmen Guru Sekolah Rendah Negeri Sarawak" dituluskan.

2. Kelulusan ini adalah berdasarkan kepada cadangan penyelidikan dan instrumen kajian yang tuan/puan kemukakan ke Bahagian ini. **Kebenaran bagi menggunakan sampel kajian perlu diperolehi dari Ketua Bahagian/Pengarah Pendidikan Negeri yang berkenaan.**

3. Sila tuan/puan kemukakan ke Bahagian ini senaskah laporan akhir kajian/laporan dalam bentuk elektronik berformat Pdf di dalam CD bersama naskah *hardcopy* setelah selesai kelak. Tuan/Puan juga diingatkan supaya mendapat kebenaran terlebih dahulu daripada Bahagian ini sekiranya sebahagian atau sepenuhnya dapatan kajian tersebut hendak dibentangkan di mana-mana forum atau seminar atau diumumkan kepada media massa.

Sekian untuk makluman dan tindakan tuan/puan selanjutnya. Terima kasih.

"BERKHIDMAT UNTUK NEGARA"

Saya yang menurut perintah,

(DR. HJ. ZABANI BIN DARUS)

Ketua Sektor
Sektor Penyelidikan dan Penilaian
b.p. Pengarah
Bahagian Perancangan dan Penyelidikan Dasar Pendidikan
Kementerian Pendidikan Malaysia

mie/surat kelulusan/14



JABATAN PENDIDIKAN NEGERI SARAWAK
~~JABATAN PELAJARAN NEGERI SARAWAK~~
JALAN DIPLOMATIK
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Telefon : 082-473424 / 473445
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(Unit Latihan & Kemajuan Staf)

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Tarikh : 3) Oktober 2014

Linggoh @ Lingoh Anak Untan

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d/a Pejabat Pendidikan Daerah
Daerah Saratok
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SARAWAK

Tuan,

**KEBENARAN UNTUK MENJALANKAN KAJIAN DI SEKOLAH-SEKOLAH,
INSTITUT-INSTITUT PERGURUAN, JABATAN-JABATAN PENDIDIKAN DAN
BAHAGIAN-BAHAGIAN DI BAWAH KEMENTERIAN PENDIDIKAN MALAYSIA**

Dengan segala hormatnya saya merujuk kepada perkara di atas.

2. Sukacita dimaklumkan bahawa pada dasarnya Jabatan Pendidikan Negeri Sarawak tiada sebarang halangan untuk membenarkan tuan menjalankan kajian bertajuk :

“ Hubungan Amalan Kepimpinan Berkhidmat Guru Besar dengan Kepercayaan dan Komitmen Guru Sekolah Rendah Negeri Sarawak ”

3. Sukacita diingatkan bahawa sepanjang tempoh kajian tersebut, tuan adalah tertakluk kepada peraturan yang sedang berkuatkuasa dan menjalankan kajian seperti tajuk yang diluluskan oleh Bahagian Perancangan dan Penyelidikan Dasar Pendidikan, Kementerian Pendidikan Malaysia bil. KP(BPPDP)603/5/JLD.08(01) bertarikh 6 Ogos 2014.

4. Jabatan ini memohon agar sesalinan laporan kajian dihantar ke Unit Latihan Dan Kemajuan Staf, Jabatan Pendidikan Negeri Sarawak sebaik sahaja selesai untuk tujuan rekod dan rujukan. Dengan surat ini, Pegawai berkenaan adalah dimohon untuk memberi bantuan dan kerjasama yang sewajarnya bagi menjayakan kajian tersebut.

Sekian, terima kasih.

“BERKHIDMAT UNTUK NEGARA”

Saya yang menurut perintah,

[KUSWADY BIN CHIL]

Sektor Khidmat Pengurusan Dan Pembangunan
b.p Pengarah Pendidikan
Sarawak.

(Sila catatkan rujukan Jabatan ini apabila berhubung)

```

RELIABILITY
  /VARIABLES=b1 b2 b3 b4 b5 b6 b7 b8 b9 b10 b11 b12 b13 b14 b15 b16
b17 b18 b19 b20
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE SCALE ANOVA
  /SUMMARY=TOTAL MEANS.
  
```

Reliability Output Anlisis Faktor Item Instrumen Faculty Trust Scale

Warnings

The determinant of the covariance matrix is zero or approximately zero. Statistics based on its inverse matrix cannot be computed and they are displayed as system missing values.

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.967	.968	20

Item Statistics

	Mean	Std. Deviation	N
b1	4.1200	.62253	200
b2	4.2750	.57535	200
b3	4.3600	.57625	200
b4	4.2750	.60098	200
b5	4.3700	.62855	200
b6	4.2300	.53716	200
b7	4.2850	.54337	200
b8	4.2450	.52570	200
b9	4.1100	.56524	200
b10	4.3400	.57099	200
b11	4.2900	.57231	200
b12	4.1850	.54981	200
b13	4.3250	.60098	200
b14	4.3400	.57972	200
b15	4.3350	.58694	200
b16	4.3250	.57535	200
b17	4.2200	.58593	200
b18	4.3650	.54152	200
b19	4.3100	.54349	200
b20	4.3500	.52810	200

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Item Means	4.283	4.110	4.370	.260	1.063	.006

Summary Item Statistics

	N of Items
Item Means	20

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
b1	81.5350	73.667	.597	.	.968
b2	81.3800	72.699	.755	.	.966
b3	81.2950	71.988	.830	.	.965
b4	81.3800	72.026	.789	.	.965
b5	81.2850	71.933	.761	.	.966
b6	81.4250	72.738	.809	.	.965
b7	81.3700	72.948	.775	.	.965
b8	81.4100	73.067	.789	.	.965
b9	81.5450	73.465	.687	.	.966
b10	81.3150	72.961	.733	.	.966
b11	81.3650	72.333	.799	.	.965
b12	81.4700	73.456	.709	.	.966
b13	81.3300	73.448	.643	.	.967
b14	81.3150	71.815	.843	.	.965
b15	81.3200	72.118	.800	.	.965
b16	81.3300	72.715	.753	.	.966
b17	81.4350	71.986	.816	.	.965
b18	81.2900	72.730	.803	.	.965
b19	81.3450	73.041	.764	.	.966
b20	81.3050	73.278	.761	.	.966

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
85.6550	80.438	8.96873	20

ANOVA

	Sum of Squares	df	Mean Square	F
Between People	800.360	199	4.022	
Within People				8.999
Between Items	22.535	19	1.186	
Residual	498.315	3781	.132	
Total	520.850	3800	.137	
Total	1321.210	3999	.330	

ANOVA

	Sig
Between People	
Within People	.000
Between Items	
Residual	
Total	
Total	

Grand Mean = 4.2828



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b17 b18 b19 b20
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/EXTRACTION PC
/CRITERIA ITERATE(25) DELTA(0)
/ROTATION OBLIMIN
/METHOD=CORRELATION.

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Factor Analysis

Correlation Matrix^a

		b1	b2	b3	b4	b5	b6
Correlation	b1	1.000	.679	.523	.516	.413	.458
	b2	.679	1.000	.700	.638	.593	.607
	b3	.523	.700	1.000	.772	.726	.738
	b4	.516	.638	.772	1.000	.794	.628
	b5	.413	.593	.726	.794	1.000	.640
	b6	.458	.607	.738	.628	.640	1.000
	b7	.537	.648	.666	.605	.617	.721
	b8	.631	.690	.620	.629	.546	.654
	b9	.476	.586	.572	.576	.535	.595
	b10	.379	.509	.634	.561	.656	.661
	b11	.438	.581	.657	.673	.650	.665
	b12	.463	.521	.582	.621	.586	.587
	b13	.406	.438	.517	.517	.505	.452
	b14	.471	.622	.700	.668	.687	.716
	b15	.467	.604	.667	.607	.575	.663
	b16	.396	.533	.631	.583	.597	.602
	b17	.465	.625	.702	.626	.610	.717
	b18	.451	.596	.688	.632	.590	.677
	b19	.424	.546	.653	.584	.516	.667
	b20	.452	.575	.608	.534	.531	.636

Correlation Matrix^a

		b7	b8	b9	b10	b11	b12
Correlation	b1	.537	.631	.476	.379	.438	.463
	b2	.648	.690	.586	.509	.581	.521
	b3	.666	.620	.572	.634	.657	.582
	b4	.605	.629	.576	.561	.673	.621
	b5	.617	.546	.535	.656	.650	.586
	b6	.721	.654	.595	.661	.665	.587
	b7	1.000	.652	.503	.593	.622	.512
	b8	.652	1.000	.653	.541	.665	.573
	b9	.503	.653	1.000	.444	.600	.532
	b10	.593	.541	.444	1.000	.681	.567
	b11	.622	.665	.600	.681	1.000	.563
	b12	.512	.573	.532	.567	.563	1.000
	b13	.454	.510	.382	.570	.557	.593
	b14	.696	.632	.606	.651	.656	.558
	b15	.597	.628	.479	.603	.682	.554
	b16	.635	.566	.492	.580	.643	.492
	b17	.654	.624	.609	.601	.723	.575
	b18	.652	.638	.508	.669	.678	.582
	b19	.601	.683	.592	.517	.582	.614
	b20	.631	.667	.594	.570	.610	.555

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Correlation Matrix^a

		b13	b14	b15	b16	b17	b18
Correlation	b1	.406	.471	.467	.396	.465	.451
	b2	.438	.622	.604	.533	.625	.596
	b3	.517	.700	.667	.631	.702	.688
	b4	.517	.668	.607	.583	.626	.632
	b5	.505	.687	.575	.597	.610	.590
	b6	.452	.716	.663	.602	.717	.677
	b7	.454	.696	.597	.635	.654	.652
	b8	.510	.632	.628	.566	.624	.638
	b9	.382	.606	.479	.492	.609	.508
	b10	.570	.651	.603	.580	.601	.669
	b11	.557	.656	.682	.643	.723	.678
	b12	.593	.558	.554	.492	.575	.582
	b13	1.000	.575	.616	.478	.495	.591
	b14	.575	1.000	.727	.797	.711	.707
	b15	.616	.727	1.000	.762	.749	.688

b16	.478	.797	.762	1.000	.696	.601
b17	.495	.711	.749	.696	1.000	.680
b18	.591	.707	.688	.601	.680	1.000
b19	.552	.669	.649	.576	.668	.689
b20	.495	.709	.625	.616	.643	.676

Correlation Matrix^a

		b19	b20
Correlation	b1	.424	.452
	b2	.546	.575
	b3	.653	.608
	b4	.584	.534
	b5	.516	.531
	b6	.667	.636
	b7	.601	.631
	b8	.683	.667
	b9	.592	.594
	b10	.517	.570
	b11	.582	.610
	b12	.614	.555
	b13	.552	.495
	b14	.669	.709
	b15	.649	.625
	b16	.576	.616
	b17	.668	.643
	b18	.689	.676
	b19	1.000	.688
b20	.688	1.000	

a. Determinant = 1.14E-008

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.957
Bartlett's Test of Sphericity	Approx. Chi-Square	3502.828
	df	190
	Sig.	.000

Communalities

	Initial	Extraction
b1	1.000	.891
b2	1.000	.805
b3	1.000	.784
b4	1.000	.825
b5	1.000	.863
b6	1.000	.743
b7	1.000	.713
b8	1.000	.784
b9	1.000	.808
b10	1.000	.701
b11	1.000	.699
b12	1.000	.763
b13	1.000	.866
b14	1.000	.799
b15	1.000	.805
b16	1.000	.793
b17	1.000	.751
b18	1.000	.723
b19	1.000	.786
b20	1.000	.746

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	12.449	62.244	62.244	12.449	62.244
2	1.000	4.998	67.241	1.000	4.998
3	.787	3.935	71.177	.787	3.935
4	.762	3.812	74.989	.762	3.812
5	.651	3.256	78.245	.651	3.256
6	.534	2.672	80.917		
7	.473	2.367	83.284		
8	.425	2.126	85.410		
9	.394	1.972	87.382		
10	.337	1.684	89.066		

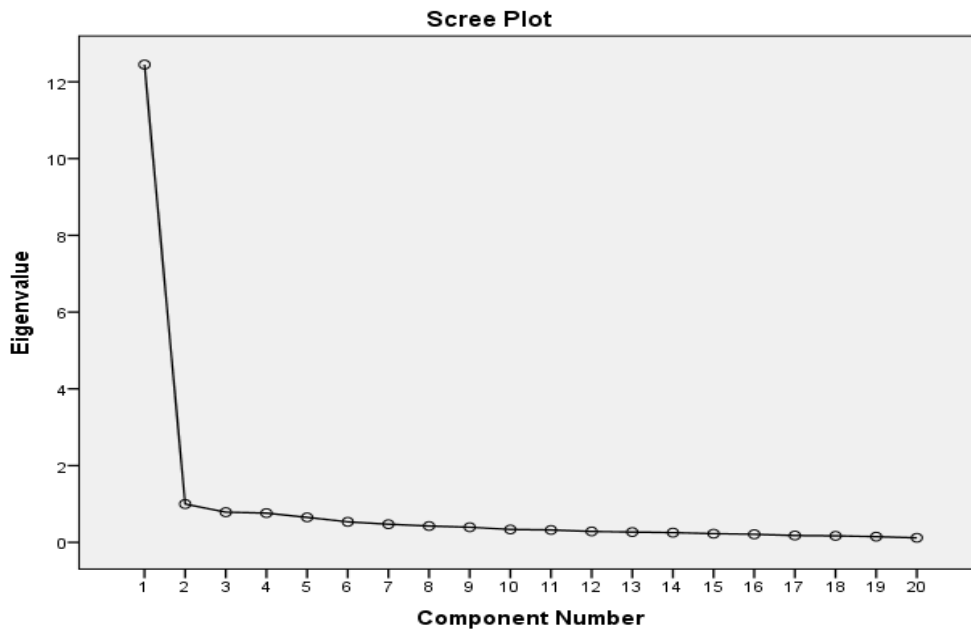
11	.323	1.614	90.680		
12	.285	1.425	92.104		
13	.269	1.345	93.450		
14	.254	1.271	94.721		
15	.227	1.137	95.857		
16	.211	1.053	96.910		
17	.178	.892	97.802		
18	.170	.848	98.650		
19	.150	.752	99.403		
20	.119	.597	100.000		

Total Variance Explained

Component	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings ^a
	Cumulative %	Total
1	62.244	9.251
2	67.241	6.931
3	71.177	8.112
4	74.989	5.741
5	78.245	6.959
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		
19		
20		

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.



Component Matrix^a

	Component				
	1	2	3	4	5
b14	.864				
b3	.851				
b17	.840				
b6	.834				
b18	.828				
b15	.824				
b11	.823				
b8	.811				
b4	.811		.375		
b7	.802				
b19	.793				
b20	.789		-.328		
b5	.787		.428		
b16	.783				
b2	.779	.397			
b10	.762				
b12	.735			.367	
b9	.718				-.441
b13	.674			.555	
b1	.629	.594			.340

Extraction Method: Principal Component Analysis.^a

a. 5 components extracted.

Pattern Matrix^a

	Component				
	1	2	3	4	5
b16	.836				
b15	.690				
b14	.619				
b17	.554				
b7	.509	.325			
b18	.435			.307	
b6	.412		.314		-.314
b1		.992			
b2		.682			
b8		.463			-.404
b5			.848		
b4			.717		
b3			.526		
b10	.356		.435	.323	
b11	.346		.350		
b13				.853	
b12			.307	.552	-.341
b9					-.770
b19					-.574
b20	.463				-.482

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.^a

a. Rotation converged in 12 iterations.

Structure Matrix

	Component				
	1	2	3	4	5
b16	.886	.459	.564	.425	-.438
b15	.856	.549	.539	.615	-.464
b14	.853	.541	.659	.511	-.583
b17	.807	.534	.628	.462	-.640
b7	.757	.656	.622	.369	-.525
b18	.755	.524	.595	.645	-.579
b6	.746	.531	.696	.420	-.671
b11	.717	.503	.706	.548	-.583
b1	.388	.938	.405	.372	-.396
b2	.585	.856	.619	.358	-.537
b8	.613	.759	.518	.501	-.732
b5	.592	.485	.923	.458	-.461
b4	.559	.606	.878	.487	-.540
b3	.693	.626	.813	.463	-.564
b10	.687	.402	.708	.625	-.404
b13	.519	.448	.459	.918	-.339
b12	.438	.495	.625	.743	-.626
b9	.465	.544	.567	.309	-.871
b19	.669	.494	.470	.601	-.790
b20	.731	.521	.453	.507	-.739

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

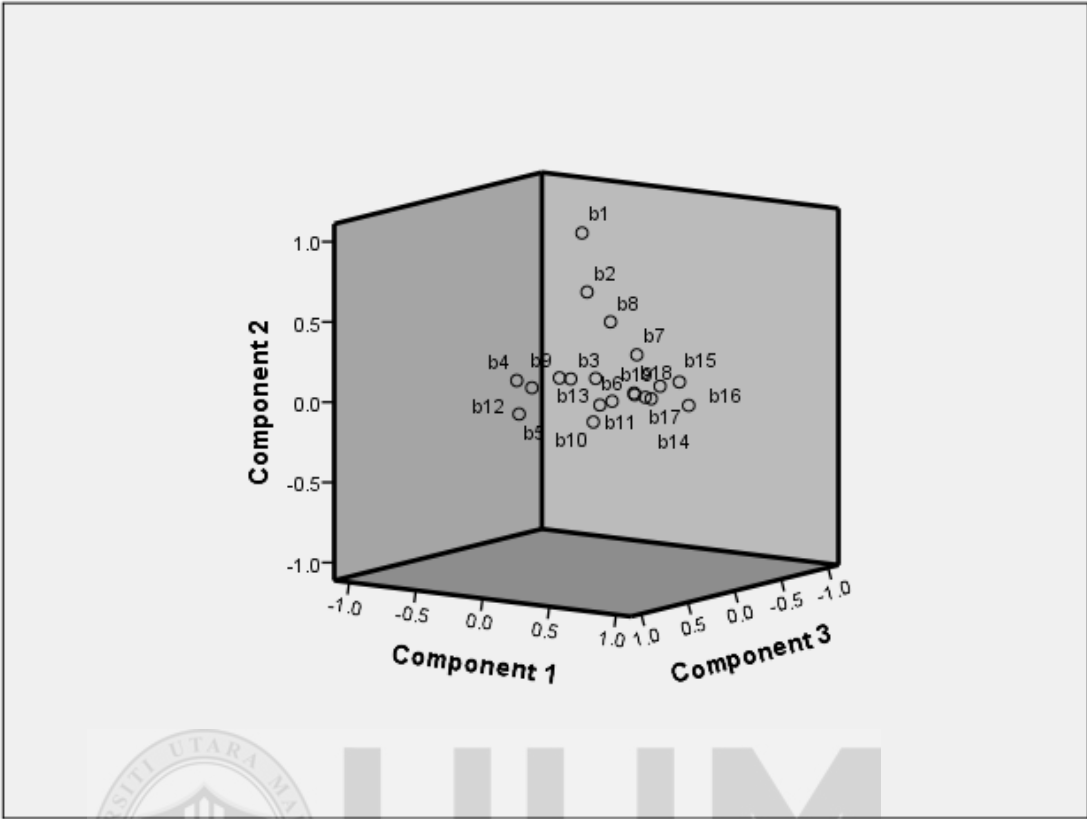
Component Correlation Matrix

Component	1	2	3	4	5
1	1.000	.478	.561	.469	-.494
2	.478	1.000	.489	.374	-.482
3	.561	.489	1.000	.424	-.468
4	.469	.374	.424	1.000	-.372
5	-.494	-.482	-.468	-.372	1.000

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

Component Plot in Rotated Space



SET Printback=On.
SET Printback=On.



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Explore Output SPSS Ujian Normaliti Data Instrumen OLA, Faculty Trust Scale & TCM Employee Commitment Survey

Case Processing Summary

	Cases				
	Valid		Missing		Total
	N	Percent	N	Percent	N
TOTALSERLEADERSHIP	310	100.0%	0	0.0%	310
TOTALTRUST	310	100.0%	0	0.0%	310
TOTALCOMMIT	310	100.0%	0	0.0%	310

Case Processing Summary

	Cases
	Total
	Percent
TOTALSERLEADERSHIP	100.0%
TOTALTRUST	100.0%
TOTALCOMMIT	100.0%

Descriptives

		Statistic	Std. Error	
TOTALSERLEADERSHIP	Mean	4.3727	.02156	
	95% Confidence Interval for Mean	Lower Bound	4.3302	
		Upper Bound	4.4151	
	5% Trimmed Mean	4.3791		
	Median	4.3559		
	Variance	.144		
	Std. Deviation	.37953		
	Minimum	3.12		
	Maximum	5.00		
	Range	1.88		
	Interquartile Range	.64		
	Skewness	-.079	.138	
	Kurtosis	-.640	.276	
TOTALTRUST	Mean	4.2809	.03079	
	95% Confidence Interval for Mean	Lower Bound	4.2203	
		Upper Bound	4.3415	
	5% Trimmed Mean	4.3178		
	Median	4.3077		
	Variance	.294		
	Std. Deviation	.54210		
	Minimum	1.00		
	Maximum	5.00		
	Range	4.00		
	Interquartile Range	.69		
	Skewness	-1.468	.138	
	Kurtosis	6.462	.276	
TOTALCOMMIT	Mean	3.6217	.02775	

95% Confidence Interval for Mean	Lower Bound	3.5671	
	Upper Bound	3.6763	
5% Trimmed Mean		3.6119	
Median		3.6111	
Variance		.239	
Std. Deviation		.48861	
Minimum		2.11	
Maximum		5.00	
Range		2.89	
Interquartile Range		.61	
Skewness		.263	.138
Kurtosis		.658	.276

Tests of Normality

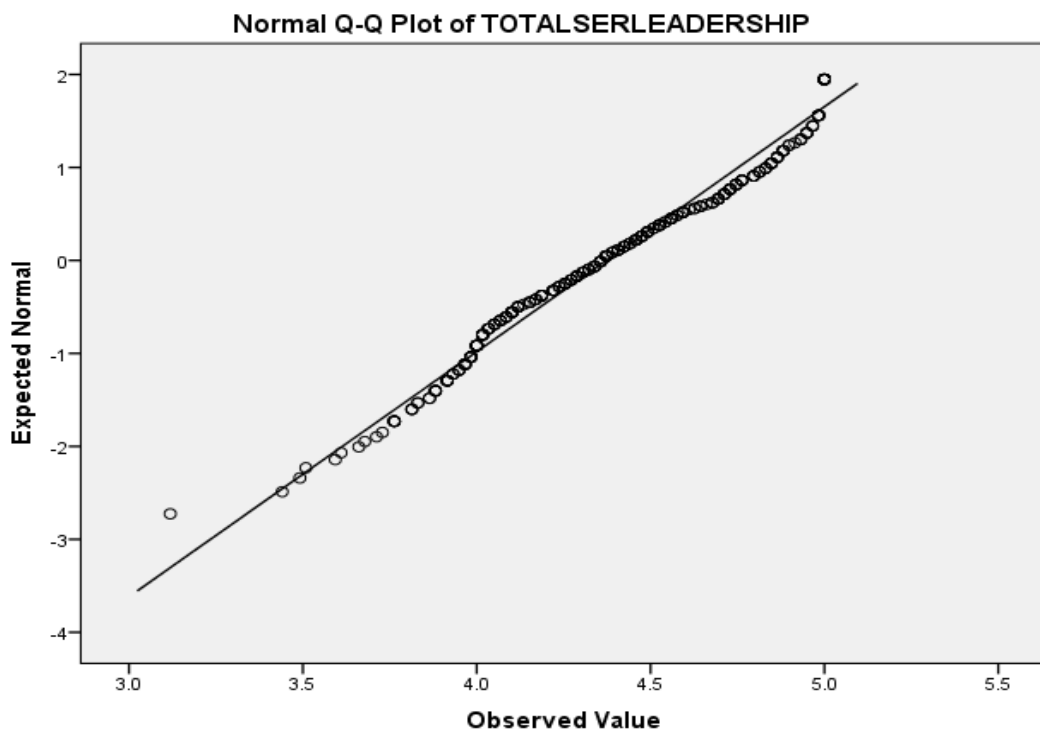
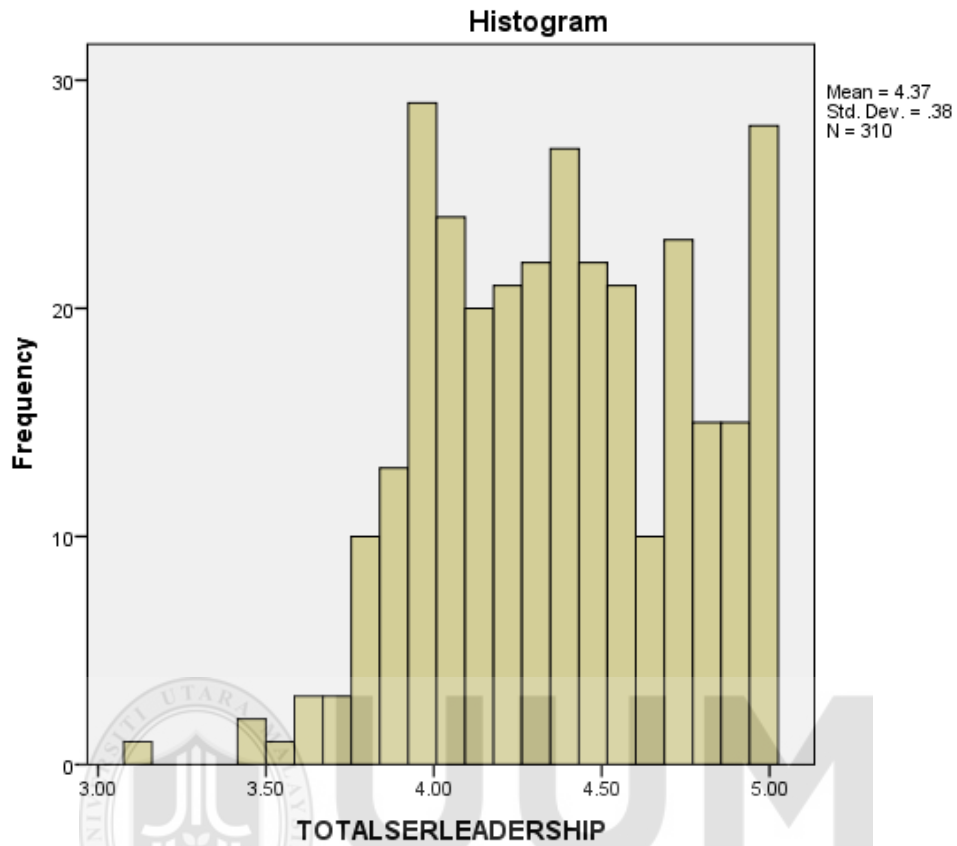
	Kolmogorov-Smirnov ^a			Shapiro-Wilk	
	Statistic	df	Sig.	Statistic	df
TOTALSERLEADERSHIP	.064	310	.003	.972	310
TOTALTRUST	.105	310	.000	.879	310
TOTALCOMMIT	.055	310	.023	.986	310

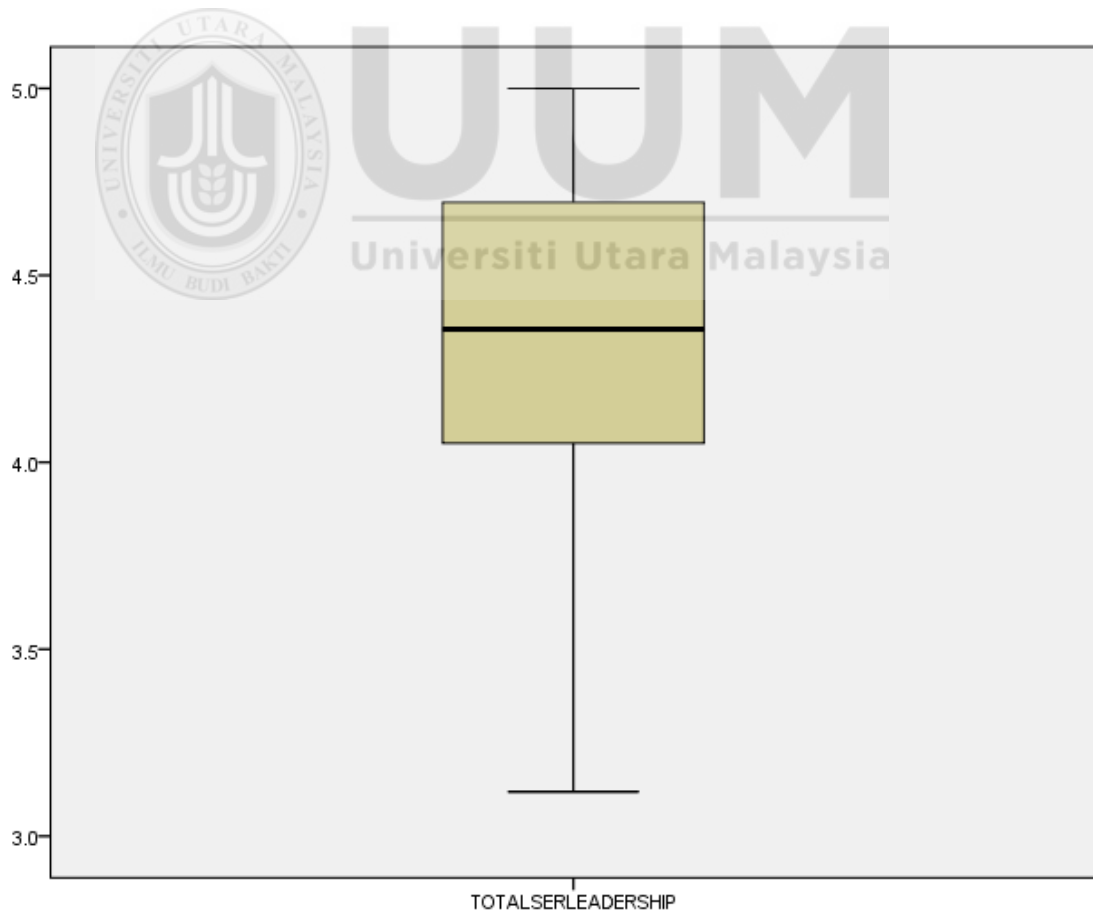
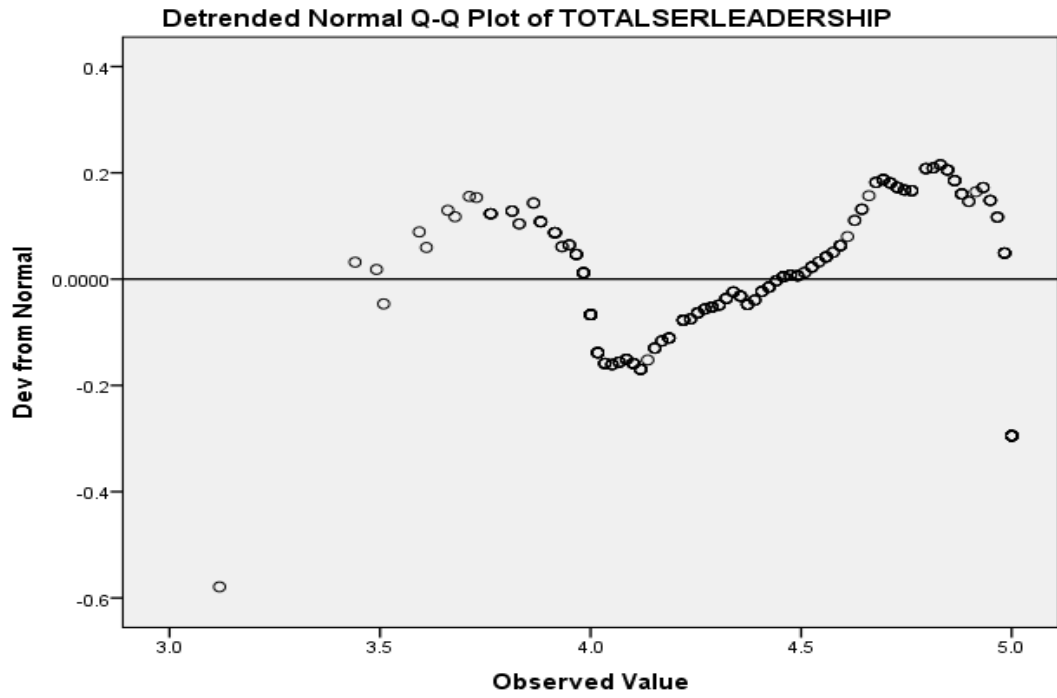
Tests of Normality

	Shapiro-Wilk ^a
	Sig.
TOTALSERLEADERSHIP	.000
TOTALTRUST	.000
TOTALCOMMIT	.004

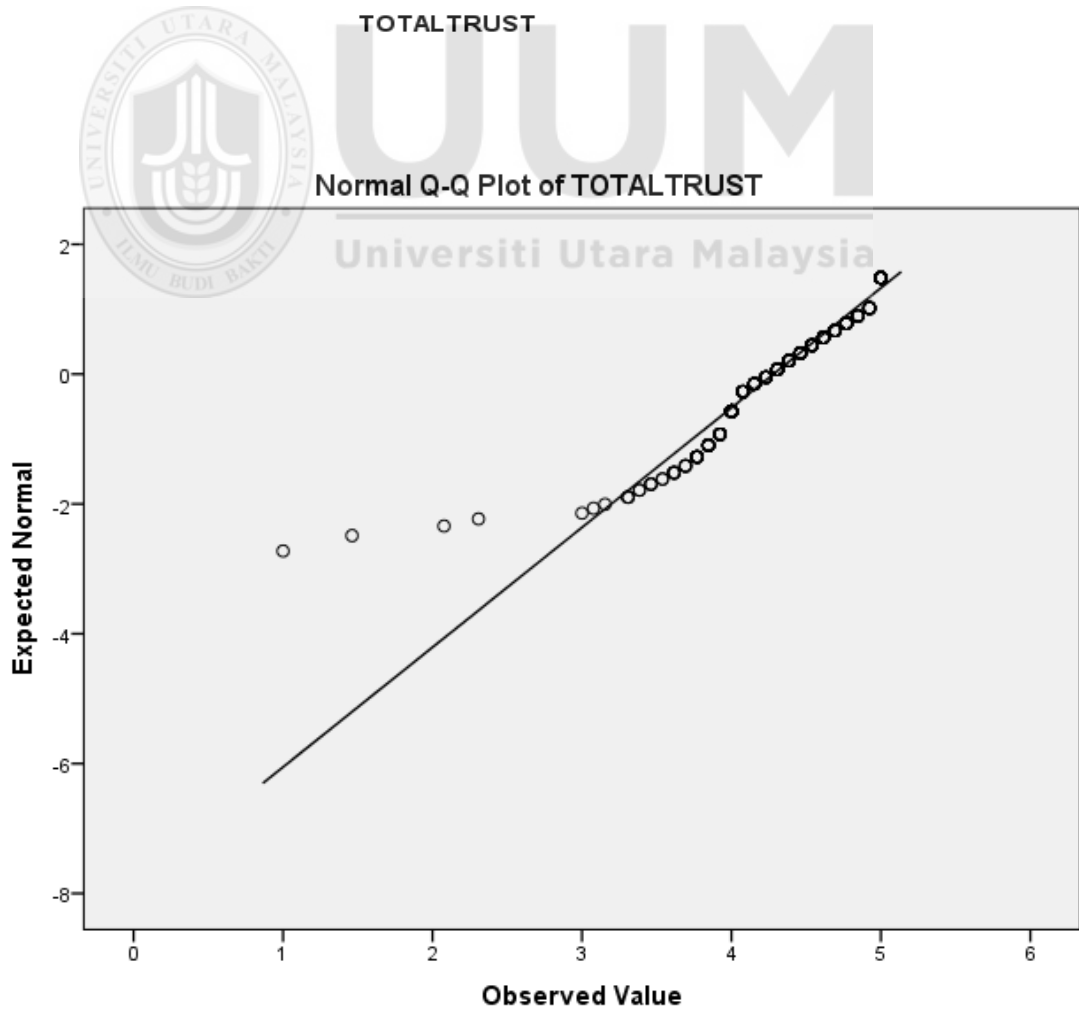
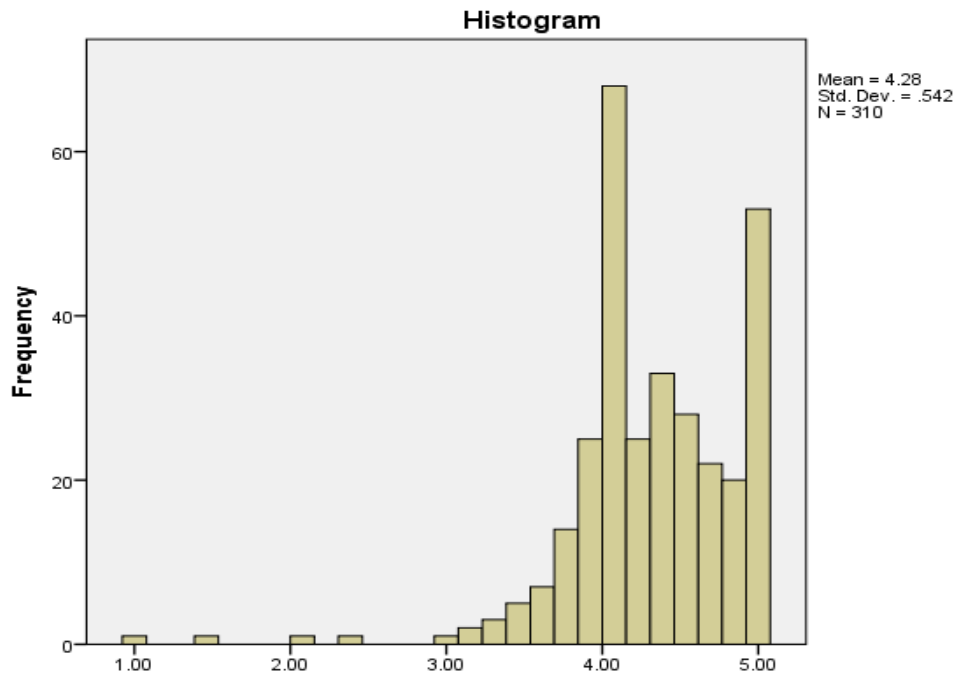
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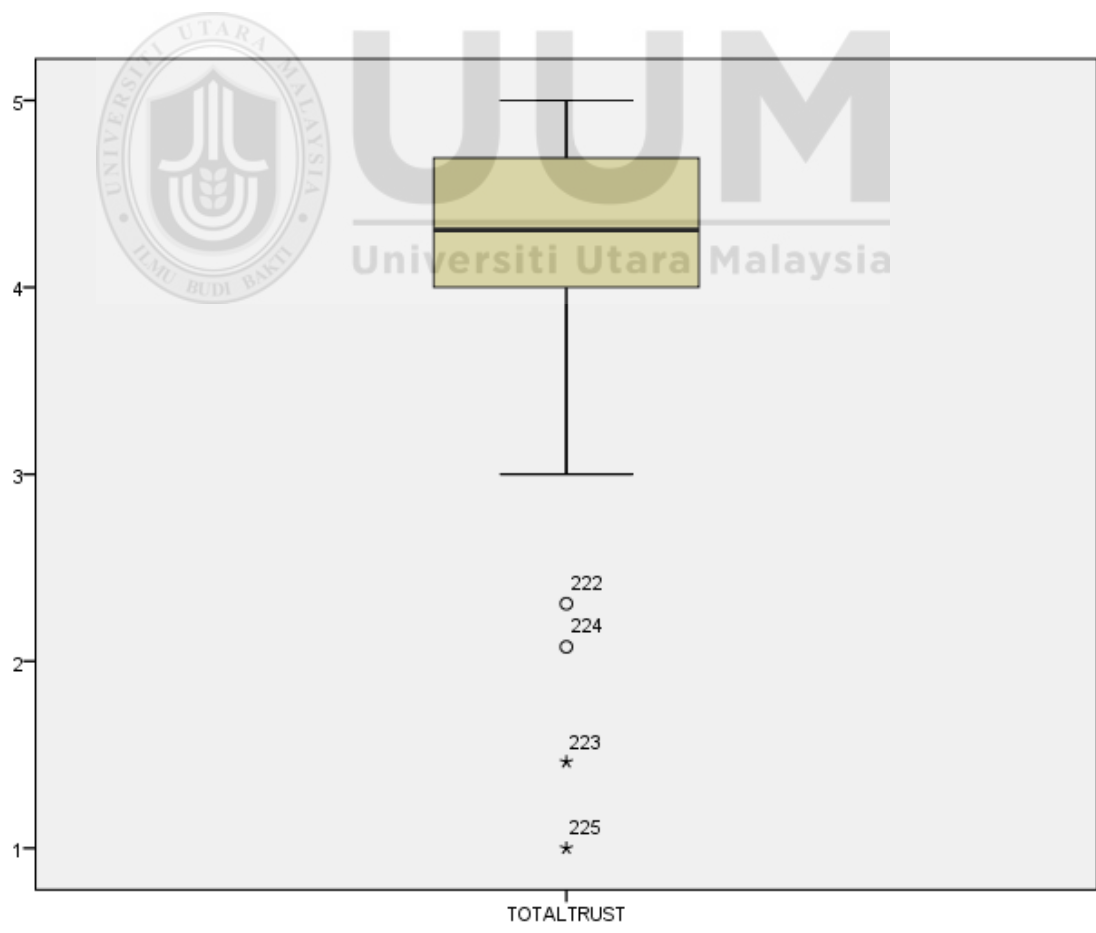
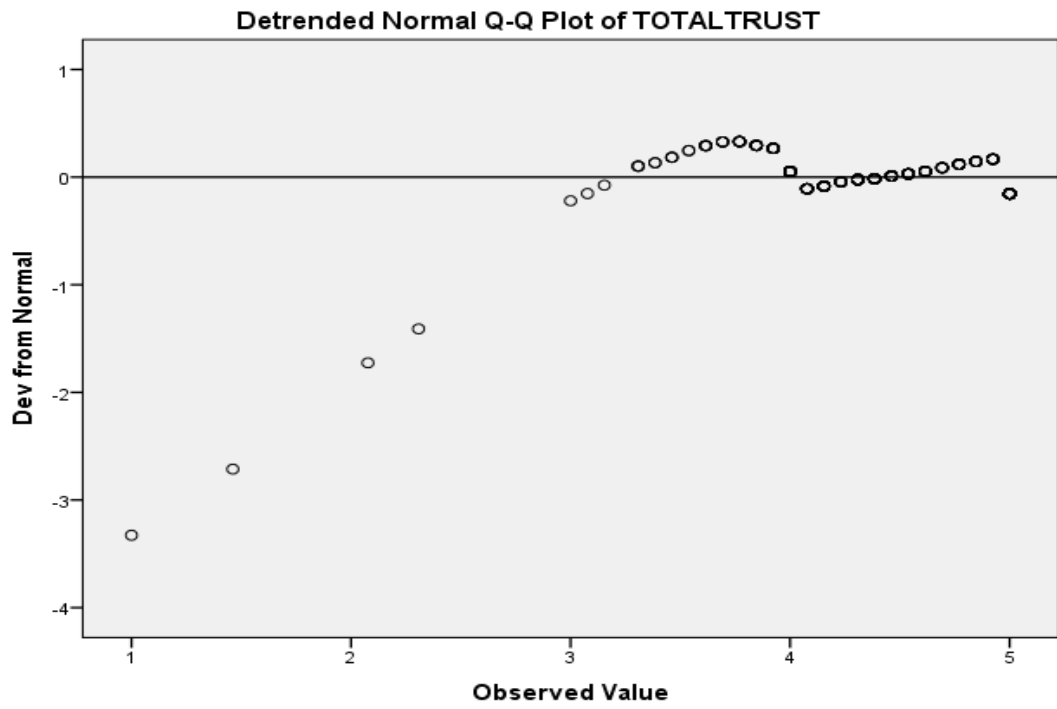
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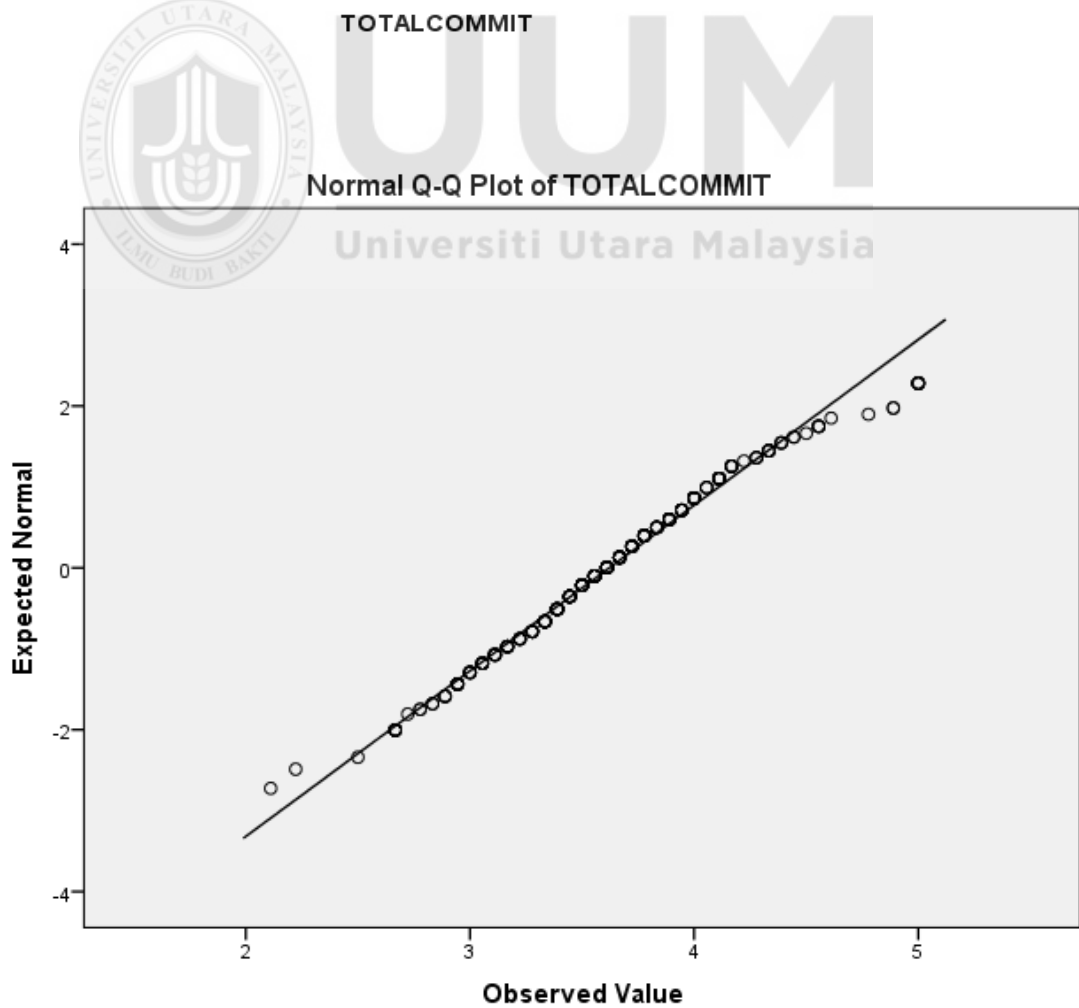
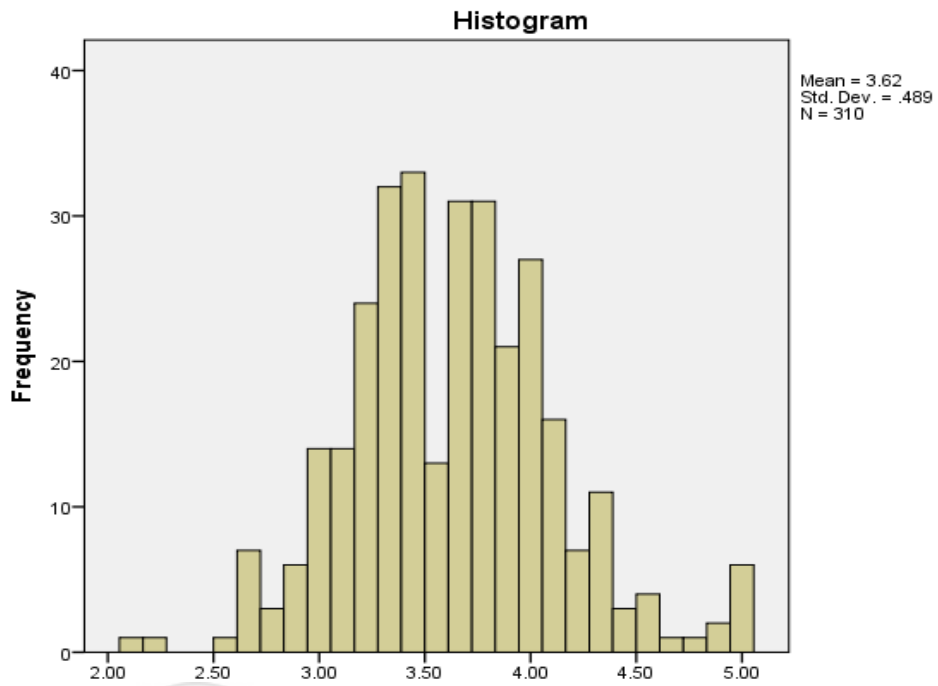


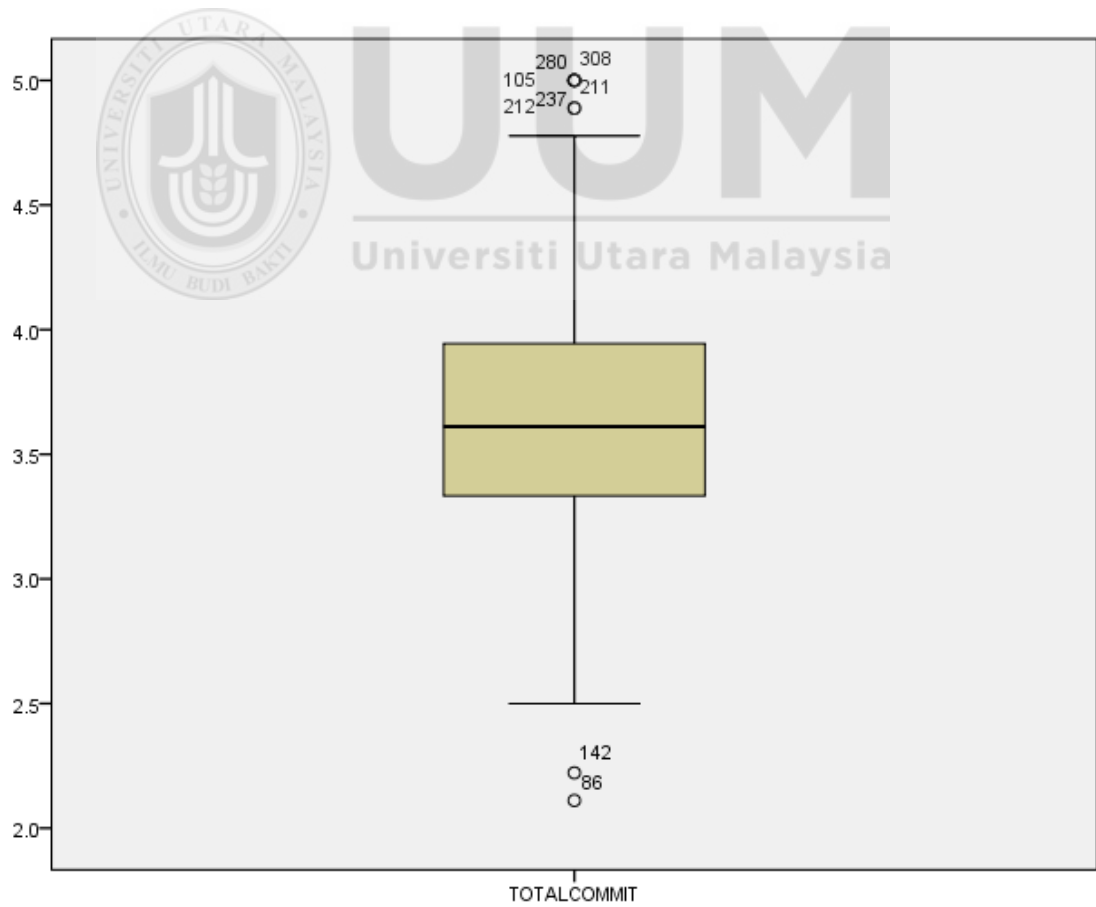
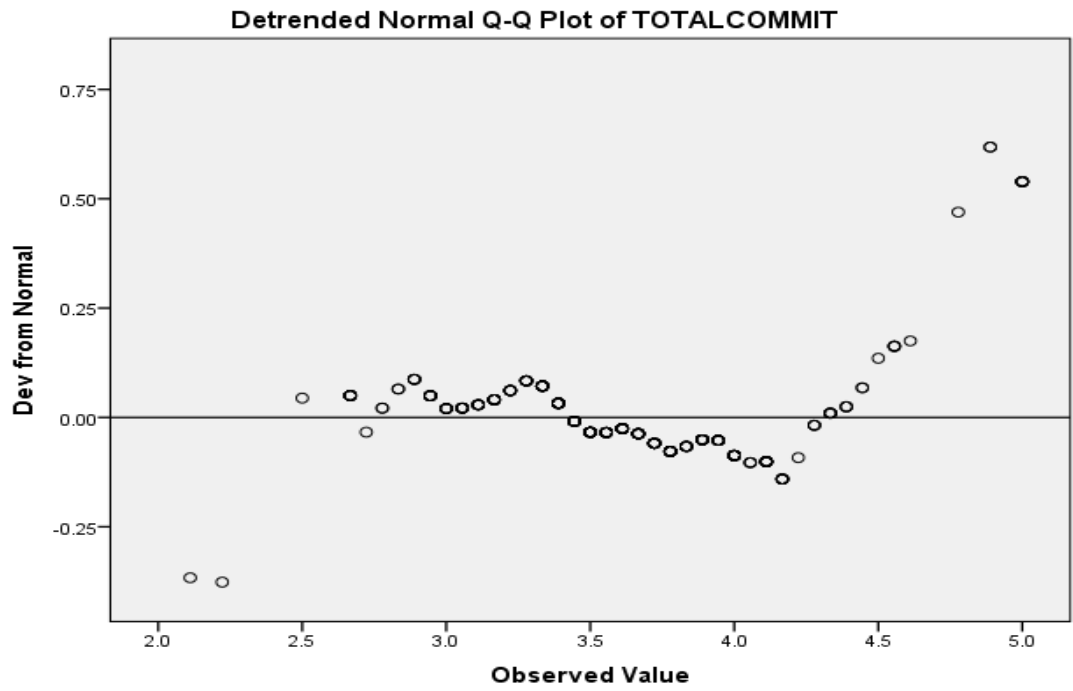
TOTALTRUST





TOTALCOMMIT





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a52 a53 a54 a55 a56 a57 a58 a59 a60
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Reliability Kajian Rintis Item Instrumen OLA

Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.981	59

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
a1	249.1250	495.406	.573	.981
a2	249.0500	499.646	.517	.981
a3	249.1450	495.381	.582	.981
a4	248.9050	497.333	.611	.981
a5	249.0150	496.899	.651	.981
a6	249.1050	497.210	.595	.981
a7	249.0300	494.471	.632	.981
a8	248.8450	494.463	.712	.981
a9	249.0550	494.565	.656	.981
a10	249.0300	495.507	.693	.981
a11	249.0250	496.386	.631	.981
a12	248.9650	494.918	.622	.981
a13	249.0550	497.580	.606	.981
a14	249.0050	497.925	.639	.981
a15	249.2100	498.016	.603	.981
a16	249.1450	497.210	.620	.981
a17	249.0000	493.085	.743	.981
a18	248.9750	494.999	.757	.981
a19	249.0300	497.798	.631	.981
a20	249.2050	500.737	.389	.981
a21	249.0000	498.432	.602	.981
a22	248.9900	495.497	.676	.981
a23	249.0450	494.224	.730	.981
a24	248.9250	493.919	.787	.981
a25	248.9300	492.568	.777	.981
a26	249.1450	494.848	.695	.981
a28	248.8800	492.197	.783	.981
a29	249.1850	494.182	.676	.981
a30	249.1150	495.851	.692	.981
a31	249.0600	494.831	.739	.981
a32	249.1000	496.653	.686	.981
a33	249.1100	494.118	.737	.981
a34	249.0100	493.829	.767	.981
a35	249.1200	495.423	.702	.981
a36	249.1500	496.188	.655	.981
a37	249.1250	493.798	.748	.981

a38	248.9800	492.020	.790	.981
a39	248.9950	494.045	.751	.981
a40	249.0000	493.628	.785	.981
a41	248.9750	492.457	.810	.981
a42	248.9150	494.470	.761	.981
a43	249.0600	493.182	.810	.981
a44	249.2400	495.007	.595	.981
a45	249.0700	494.417	.700	.981
a46	248.9650	498.255	.609	.981
a47	248.9300	497.050	.651	.981
a48	248.9350	495.358	.701	.981
a49	248.9650	494.737	.736	.981
a50	249.0850	495.837	.698	.981
a51	248.9800	493.557	.740	.981
a52	249.0250	492.577	.751	.981
a53	248.9950	494.256	.742	.981
a54	249.1650	495.063	.690	.981
a55	249.0800	496.205	.679	.981
a56	248.9300	497.121	.661	.981
a57	248.9350	496.885	.636	.981
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/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA

/SUMMARY=TOTAL.

Reliability Rintis Item OLA Dimensi Membangun Masyarakat

[DataSet1] H:\SPSS.sav

Scale: ALL VARIABLES



Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.906	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
a7	39.1450	13.381	.685	.896
a8	38.9600	13.516	.752	.892
a12	39.0800	13.501	.665	.897
a13	39.1700	14.041	.638	.899
a16	39.2600	14.203	.593	.901
a18	39.0900	13.700	.781	.891
a21	39.1150	14.303	.605	.901
a25	39.0450	13.521	.736	.893
a38	39.0950	13.614	.701	.895
a47	39.0450	14.626	.505	.906



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RELIABILITY

```

/VARIABLES=a3 a6 a10 a11 a23 a28 a32 a33 a35 a43 a51 a58
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/SUMMARY=TOTAL.
    
```

Reliability Rintis Item OLA Dimensi Kejujuran

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.919	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
a3	47.2100	20.187	.521	.920
a6	47.1700	20.393	.571	.916
a10	47.0950	20.036	.679	.912
a11	47.0900	20.183	.618	.914
a23	47.1100	19.817	.708	.911
a28	46.9450	19.580	.728	.910
a32	47.1650	20.370	.649	.913
a33	47.1750	19.763	.723	.910
a35	47.1850	20.011	.690	.911
a43	47.1250	19.648	.787	.907
a51	47.0450	19.712	.713	.910
a58	47.0300	20.090	.651	.913

RELIABILITY

```

/VARIABLES=a2 a5 a14 a22 a30 a36 a45 a49
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/SUMMARY=TOTAL.
    
```

Reliability Rintis Item OLA Dimensi Memimpin

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.866	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
a2	30.0000	7.749	.500	.863
a5	29.9650	7.351	.673	.843
a14	29.9550	7.671	.587	.853
a22	29.9400	7.182	.695	.841
a30	30.0650	7.599	.572	.855
a36	30.1000	7.618	.541	.858
a45	30.0200	7.175	.672	.843
a49	29.9150	7.264	.698	.841

RELIABILITY

/VARIABLES=a17 a24 a26 a29 a34 a39 a41 a48 a53 a60
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA
 /SUMMARY=TOTAL.

Reliability Rintis Item OLA Dimensi Berkongsi Kepimpinan

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.925	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
a17	38.7400	15.430	.679	.919
a24	38.6650	15.470	.754	.915
a26	38.8850	15.600	.663	.920
a29	38.9250	15.316	.679	.919
a34	38.7500	15.354	.759	.915
a39	38.7350	15.301	.764	.914
a41	38.7150	15.019	.828	.911
a48	38.6750	15.427	.738	.916
a53	38.7350	15.321	.759	.915
a60	38.8050	15.635	.546	.928

RELIABILITY

```

/VARIABLES=a1 a4 a9 a15 a19 a52 a54 a55 a57 a59
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/SUMMARY=TOTAL.
    
```

Reliability Rintis Item OLA Menghargai Pekerja

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.892	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
a1	38.4900	12.713	.590	.885
a4	38.2700	13.133	.622	.882
a9	38.4200	12.546	.699	.876
a15	38.5750	13.241	.617	.882
a19	38.3950	13.406	.591	.884
a52	38.3900	12.872	.634	.881
a54	38.5300	13.195	.588	.884
a55	38.4450	13.032	.674	.879
a57	38.3000	13.206	.609	.883
a59	38.4400	12.841	.711	.876

RELIABILITY

```

/VARIABLES=SL20 SL31 SL37 SL40 SL42 SL44 SL46 SL50 SL56
/SCALE('DEV. PEOPLE') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.
    
```

Reliability Rintis Item OLA Dimensi Membangun Pekerja

Case Processing Summary

		N	%
Cases	Valid	310	100.0
	Excluded ^a	0	.0
	Total	310	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.867	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SL20	34.8032	11.382	.335	.885
SL31	34.6581	10.905	.625	.851
SL37	34.4742	10.852	.691	.846
SL40	34.5226	10.716	.698	.844
SL42	34.6387	10.678	.650	.848
SL44	34.6226	10.935	.637	.850
SL46	34.5161	10.814	.693	.845
SL50	34.5355	10.774	.693	.845
SL56	34.6097	11.346	.498	.862

```
RELIABILITY
/VARIABLES=b14 b15 b16 b17 b1 b2 b3 b4 b5 b9 b12 b13 b19
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/SUMMARY=TOTAL.
```

Reliability Rintis Item Instrumen Faculty Trust Scale

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.948	13

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
b14	51.2100	29.885	.832	.941
b15	51.2150	30.049	.793	.942
b16	51.2250	30.437	.745	.944
b17	51.3300	30.011	.801	.942
b1	51.4300	30.990	.594	.948
b2	51.2750	30.391	.752	.943
b3	51.1900	29.944	.828	.941
b4	51.2750	29.879	.800	.942
b5	51.1800	29.897	.757	.943
b9	51.4400	30.921	.677	.946
b12	51.3650	30.876	.706	.945
b13	51.2250	30.889	.635	.947
b19	51.2400	30.716	.744	.944

```

RELIABILITY
/VARIABLES=b12 b13
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/SUMMARY=TOTAL.

```

Reliability Rintis Item Faculty Trust Scale Dimensi Kompeten

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.742	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
b12	4.3250	.361	.593	.
b13	4.1850	.302	.593	.

```

RELIABILITY
/VARIABLES=b3 b4 b5
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/SUMMARY=TOTAL.

```

Reliability Rintis Item Faculty Trust Scale Dimensi Kejujuran

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.906	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
b3	8.6450	1.356	.791	.884
b4	8.7300	1.253	.843	.840
b5	8.6350	1.228	.808	.871

```

GET
  FILE='D:\LINGGOH UNTAN TESIS PHD\SPSS.sav'.
DATASET NAME DataSet1 WINDOW=FRONT.
RELIABILITY
  /VARIABLES=b1 b2
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /SUMMARY=TOTAL.

```

Reliability Rintis Item Faculty Trust Scale Dimensi Kebolehpercayaan

[DataSet1] D:\LINGGOH UNTAN TESIS PHD\SPSS.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.807	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
b1	4.2750	.331	.679	.
b2	4.1200	.388	.679	.

RELIABILITY

```

/VARIABLES=b14 b15 b16 b17
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/SUMMARY=TOTAL.
    
```

Reliability Rintis Dimensi Baik Hati (Benevolence)

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.919	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
b14	12.8800	2.518	.820	.893
b15	12.8850	2.494	.822	.892
b16	12.8950	2.517	.830	.890
b17	13.0000	2.553	.784	.906

```

RELIABILITY
/VARIABLES=b9 b19
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/SUMMARY=TOTAL.

```

Reliability Rintis Item Faculty Trust Dimensi Keterbukaan

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.743	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
b9	4.3100	.295	.592	.
b19	4.1100	.319	.592	.

```

GET
  FILE='C:\Users\new\Desktop\SPSS.sav'.
DATASET NAME DataSet1 WINDOW=FRONT.
RELIABILITY
  /VARIABLES=c1 c2 c3 c4 c5 c6 c7 c8 c9 c10 c11 c12 c13 c14 c15 c16
c17 c18
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE SCALE CORR ANOVA
  /SUMMARY=TOTAL MEANS CORR.
  
```

Reliability Item Instrumen TCM Employee Commitment Survey

[DataSet1] C:\Users\new\Desktop\SPSS.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.874	.883	18

Item Statistics

	Mean	Std. Deviation	N
c1	4.1150	.75140	200
c2	4.0000	.74348	200
c3	2.9100	1.15698	200
c4	3.4800	1.02217	200
c5	2.7200	1.22847	200
c6	4.3100	.66036	200
c7	3.9600	.85561	200
c8	3.9600	.86146	200
c9	3.7350	.91595	200
c10	3.7450	.80823	200
c11	3.2450	1.00999	200
c12	3.5150	.86807	200
c13	3.3550	.94522	200
c14	3.6500	.83726	200
c15	3.5400	.92340	200
c16	4.0000	.74348	200
c17	3.6950	.83394	200
c18	4.1900	.71867	200

Inter-Item Correlation Matrix

	c1	c2	c3	c4	c5	c6	c7
c1	1.000	.405	-.063	.091	.019	.313	.570
c2	.405	1.000	.093	-.033	.193	.215	.434
c3	-.063	.093	1.000	.474	.682	-.042	.006
c4	.091	-.033	.474	1.000	.504	.195	.039
c5	.019	.193	.682	.504	1.000	.033	.152
c6	.313	.215	-.042	.195	.033	1.000	.422
c7	.570	.434	.006	.039	.152	.422	1.000
c8	.450	.330	.057	.159	.127	.402	.618
c9	.410	.406	.058	.147	.175	.461	.666
c10	.272	.226	.061	.118	.161	.271	.414
c11	-.004	.141	.479	.187	.457	-.077	.093
c12	.294	.335	.287	.167	.381	.141	.353
c13	-.107	.107	.553	.317	.549	-.048	-.138
c14	.400	.355	.164	.121	.256	.215	.506
c15	.388	.388	.102	.177	.227	.161	.498
c16	.567	.382	-.064	.073	.028	.307	.553
c17	.489	.357	.060	.196	.152	.282	.546
c18	.462	.292	.051	.210	.089	.214	.364

Inter-Item Correlation Matrix

	c8	c9	c10	c11	c12	c13	c14
c1	.450	.410	.272	-.004	.294	-.107	.400
c2	.330	.406	.226	.141	.335	.107	.355
c3	.057	.058	.061	.479	.287	.553	.164
c4	.159	.147	.118	.187	.167	.317	.121
c5	.127	.175	.161	.457	.381	.549	.256
c6	.402	.461	.271	-.077	.141	-.048	.215
c7	.618	.666	.414	.093	.353	-.138	.506
c8	1.000	.706	.483	.110	.451	-.069	.538
c9	.706	1.000	.614	.147	.444	.005	.586
c10	.483	.614	1.000	.286	.568	.060	.536
c11	.110	.147	.286	1.000	.451	.466	.245
c12	.451	.444	.568	.451	1.000	.272	.498
c13	-.069	.005	.060	.466	.272	1.000	.031
c14	.538	.586	.536	.245	.498	.031	1.000
c15	.533	.622	.583	.235	.441	-.048	.681
c16	.549	.553	.426	.027	.304	-.150	.492
c17	.529	.611	.495	.155	.350	-.053	.573
c18	.418	.413	.326	-.030	.261	-.166	.328

Inter-Item Correlation Matrix

	c15	c16	c17	c18
c1		.388	.567	.489
c2		.388	.382	.357
c3		.102	-.064	.060
c4		.177	.073	.196
c5		.227	.028	.152
c6		.161	.307	.282
c7		.498	.553	.546
c8		.533	.549	.529
c9		.622	.553	.611
c10		.583	.426	.495
c11		.235	.027	.155
c12		.441	.304	.350
c13		-.048	-.150	-.053
c14		.681	.492	.573
c15	1.000		.608	.646
c16		.608	1.000	.673
c17		.646	.673	1.000
c18		.435	.545	.533

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum
Item Means	3.674	2.720	4.310	1.590	1.585
Inter-Item Correlations	.294	-.166	.706	.873	-4.244

Summary Item Statistics

	Variance	N of Items
Item Means	.183	18
Inter-Item Correlations	.047	18

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
c1	62.0100	76.070	.461	.496	.869
c2	62.1250	76.261	.452	.355	.870
c3	63.2150	74.401	.348	.574	.876
c4	62.6450	75.486	.346	.432	.875
c5	63.4050	71.448	.468	.609	.871
c6	61.8150	78.443	.325	.348	.873
c7	62.1650	73.355	.587	.628	.865
c8	62.1650	72.762	.625	.596	.863
c9	62.3900	71.144	.693	.709	.860
c10	62.3800	73.845	.589	.561	.865
c11	62.8800	75.041	.378	.431	.873
c12	62.6100	72.671	.626	.528	.863
c13	62.7700	78.208	.214	.509	.879
c14	62.4750	72.572	.660	.575	.862
c15	62.5850	71.420	.667	.665	.861
c16	62.1250	74.964	.557	.613	.866
c17	62.4300	72.769	.648	.616	.862
c18	61.9350	76.463	.454	.445	.870

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
66.1250	82.683	9.09301	18

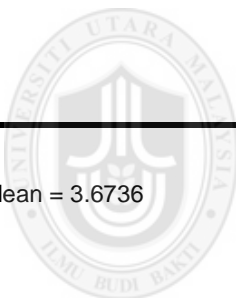
ANOVA

	Sum of Squares	df	Mean Square	F
Between People	914.104	199	4.593	
Within People				
Between Items	622.328	17	36.608	63.475
Residual	1951.061	3383	.577	
Total	2573.389	3400	.757	
Total	3487.493	3599	.969	

ANOVA

	Sig
Between People	
Within People	
Between Items	.000
Residual	
Total	
Total	

Grand Mean = 3.6736



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```
FREQUENCIES VARIABLES=TOTALSERLEADERSHIP TOTALTRUST_1 TOTALCOMMIT_2
/STATISTICS=STDDEV RANGE MINIMUM MAXIMUM MEAN MEDIAN MODE
/ORDER=ANALYSIS.
```

Frequencies RQ 1 Tahap Kepimpinan Servant, Keyakinan Dan Komitmen

		Statistics		
		TOTALSERLEADERS HIP	TOTALTRUST_1	TOTALCOMMIT_2
N	Valid	298	298	298
	Missing	0	0	0
	Mean	4.3708	4.3002	3.6051
	Median	4.3559	4.2692	3.6111
	Mode	5.00	4.00	3.44 ^a
	Std. Deviation	.37698	.46814	.44295
	Range	1.88	2.92	2.50
	Minimum	3.12	2.08	2.50
	Maximum	5.00	5.00	5.00

a. Multiple modes exist. The smallest value is shown

T-TEST GROUPS=Kategori(1 2)
 /MISSING=ANALYSIS
 /VARIABLES=TOTALTRUST_1
 /CRITERIA=CI(.95).

T-Test RQ2 Komitmen Berdasarkan Taraf Pendidikan

Group Statistics

	Kategori	N	Mean	Std. Deviation	Std. Error Mean
TOTALTRUST_1	Siswazah	195	4.2805	.46708	.03345
	Bukan Siswazah	103	4.3376	.47016	.04633

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
TOTALTRUST_1	Equal variances assumed	.604	.438	-1.001
	Equal variances not assumed			-.999

Independent Samples Test

		t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference
TOTALTRUST_1	Equal variances assumed	296	.318	-.05709
	Equal variances not assumed	206.551	.319	-.05709

Independent Samples Test

		t-test for Equality of Means	
		Std. Error Difference	95% Confidence Interval of the Difference
			Lower
TOTALTRUST_1	Equal variances assumed	.05702	-.16931
	Equal variances not assumed	.05714	-.16974

Independent Samples Test

		t-test for Equality of Means
		95% Confidence Interval of the Difference
		Upper
TOTALTRUST_1	Equal variances assumed	.05513
	Equal variances not assumed	.05556



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ONEWAY TOTALCOMMIT_2 BY Umur
 /STATISTICS DESCRIPTIVES
 /PLOT MEANS
 /MISSING ANALYSIS
 /POSTHOC=SNK TUKEY ALPHA(0.05).

Oneway RQ3 Komitmen Berdasarkan Umur

Descriptives

TOTALCOMMIT_2

	N	Mean	Std. Deviation	Std. Error
30 tahun dan ke bawah	79	3.5752	.45387	.05106
31 tahun hingga 40 tahun	102	3.5376	.38855	.03847
41 tahun hingga 50 tahun	81	3.6879	.46627	.05181
51 tahun dan ke atas	36	3.6759	.48677	.08113
Total	298	3.6051	.44295	.02566

Descriptives

TOTALCOMMIT_2

	95% Confidence Interval for Mean		Minimum	Maximum
	Lower Bound	Upper Bound		
30 tahun dan ke bawah	3.4736	3.6769	2.67	5.00
31 tahun hingga 40 tahun	3.4613	3.6139	2.67	5.00
41 tahun hingga 50 tahun	3.5848	3.7910	2.67	4.78
51 tahun dan ke atas	3.5112	3.8406	2.50	4.61
Total	3.5546	3.6556	2.50	5.00

ANOVA

TOTALCOMMIT_2

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.272	3	.424	2.186	.090
Within Groups	57.002	294	.194		
Total	58.273	297			

Post Hoc Tests

Multiple Comparisons

Dependent Variable: TOTALCOMMIT_2

	(I) Umur	(J) Umur	Mean Difference (I-J)
Tukey HSD	30 tahun dan ke bawah	31 tahun hingga 40 tahun	.03766
		41 tahun hingga 50 tahun	-.11268
		51 tahun dan ke atas	-.10068
	31 tahun hingga 40 tahun	30 tahun dan ke bawah	-.03766
		41 tahun hingga 50 tahun	-.15035
		51 tahun dan ke atas	-.13834
	41 tahun hingga 50 tahun	30 tahun dan ke bawah	.11268
		31 tahun hingga 40 tahun	.15035
		51 tahun dan ke atas	.01200
	51 tahun dan ke atas	30 tahun dan ke bawah	.10068
		31 tahun hingga 40 tahun	.13834
		41 tahun hingga 50 tahun	-.01200

Multiple Comparisons

Dependent Variable: TOTALCOMMIT_2

	(I) Umur	(J) Umur	Std. Error	Sig.
Tukey HSD	30 tahun dan ke bawah	31 tahun hingga 40 tahun	.06599	.941
		41 tahun hingga 50 tahun	.06963	.370
		51 tahun dan ke atas	.08854	.667
	31 tahun hingga 40 tahun	30 tahun dan ke bawah	.06599	.941
		41 tahun hingga 50 tahun	.06553	.102
		51 tahun dan ke atas	.08536	.369
	41 tahun hingga 50 tahun	30 tahun dan ke bawah	.06963	.370
		31 tahun hingga 40 tahun	.06553	.102
		51 tahun dan ke atas	.08820	.999
	51 tahun dan ke atas	30 tahun dan ke bawah	.08854	.667
		31 tahun hingga 40 tahun	.08536	.369
		41 tahun hingga 50 tahun	.08820	.999

Multiple Comparisons

Dependent Variable: TOTALCOMMIT_2

			95% Confidence Interval
			Lower Bound
	(I) Umur	(J) Umur	
Tukey HSD	30 tahun dan ke bawah	31 tahun hingga 40 tahun	-.1328
		41 tahun hingga 50 tahun	-.2926
		51 tahun dan ke atas	-.3295
	31 tahun hingga 40 tahun	30 tahun dan ke bawah	-.2082
		41 tahun hingga 50 tahun	-.3197
		51 tahun dan ke atas	-.3589
	41 tahun hingga 50 tahun	30 tahun dan ke bawah	-.0672
		31 tahun hingga 40 tahun	-.0190
		51 tahun dan ke atas	-.2159
	51 tahun dan ke atas	30 tahun dan ke bawah	-.1281
		31 tahun hingga 40 tahun	-.0822
		41 tahun hingga 50 tahun	-.2399

Multiple Comparisons

Dependent Variable: TOTALCOMMIT_2

			95% Confidence Interval
			Upper Bound
	(I) Umur	(J) Umur	
Tukey HSD	30 tahun dan ke bawah	31 tahun hingga 40 tahun	.2082
		41 tahun hingga 50 tahun	.0672
		51 tahun dan ke atas	.1281
	31 tahun hingga 40 tahun	30 tahun dan ke bawah	.1328
		41 tahun hingga 50 tahun	.0190
		51 tahun dan ke atas	.0822
	41 tahun hingga 50 tahun	30 tahun dan ke bawah	.2926
		31 tahun hingga 40 tahun	.3197
		51 tahun dan ke atas	.2399
	51 tahun dan ke atas	30 tahun dan ke bawah	.3295
		31 tahun hingga 40 tahun	.3589
		41 tahun hingga 50 tahun	.2159

Homogeneous Subsets

TOTALCOMMIT_2			
		N	Subset for alpha =
			0.05
Umur			1
Student-Newman-Keuls ^{a,b}	31 tahun hingga 40 tahun	102	3.5376
	30 tahun dan ke bawah	79	3.5752
	51 tahun dan ke atas	36	3.6759
	41 tahun hingga 50 tahun	81	3.6879
	Sig.		.218
Tukey HSD ^{a,b}	31 tahun hingga 40 tahun	102	3.5376
	30 tahun dan ke bawah	79	3.5752
	51 tahun dan ke atas	36	3.6759
	41 tahun hingga 50 tahun	81	3.6879
	Sig.		.218

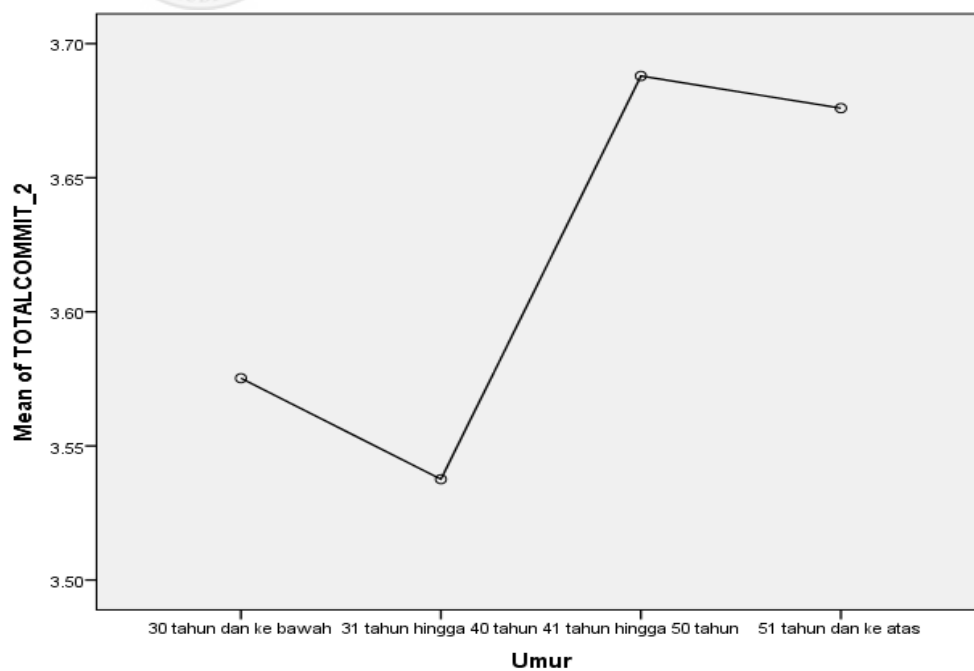
Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 63.912.

b. The group sizes are unequal. The harmonic mean of the group sizes is used.

Type I error levels are not guaranteed.

Means Plots



ONEWAY TOTALCOMMIT_2 BY Pengalaman
 /STATISTICS DESCRIPTIVES
 /PLOT MEANS
 /MISSING ANALYSIS
 /POSTHOC=SNK TUKEY ALPHA(0.05).

Oneway RQ4 : Komitmen Berdasarkan Pengalaman

Descriptives

TOTALCOMMIT_2

	N	Mean	Std. Deviation	Std. Error
10 tahun dan ke bawah	130	3.5274	.40791	.03578
11 tahun hingga 20 tahun	79	3.5893	.40868	.04598
21 tahun hingga 30 tahun	75	3.7289	.48749	.05629
30 tahun dan ke atas	14	3.7540	.54985	.14695
Total	298	3.6051	.44295	.02566

Descriptives

TOTALCOMMIT_2

	95% Confidence Interval for Mean		Minimum	Maximum
	Lower Bound	Upper Bound		
10 tahun dan ke bawah	3.4566	3.5981	2.67	5.00
11 tahun hingga 20 tahun	3.4978	3.6808	2.67	5.00
21 tahun hingga 30 tahun	3.6167	3.8411	2.67	4.78
30 tahun dan ke atas	3.4365	4.0714	2.50	4.61
Total	3.5546	3.6556	2.50	5.00

ANOVA

TOTALCOMMIT_2

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.265	3	.755	3.963	.009
Within Groups	56.008	294	.191		
Total	58.273	297			

Post Hoc Tests

Multiple Comparisons

Dependent Variable: TOTALCOMMIT_2

	(I) Pengalaman	(J) Pengalaman	Mean Difference (I-J)
Tukey HSD	10 tahun dan ke bawah	11 tahun hingga 20 tahun	-.06196
		21 tahun hingga 30 tahun	-.20154*
		30 tahun dan ke atas	-.22662
	11 tahun hingga 20 tahun	10 tahun dan ke bawah	.06196
		21 tahun hingga 30 tahun	-.13958
		30 tahun dan ke atas	-.16466
	21 tahun hingga 30 tahun	10 tahun dan ke bawah	.20154*
		11 tahun hingga 20 tahun	.13958
		30 tahun dan ke atas	-.02508
30 tahun dan ke atas	10 tahun dan ke bawah	.22662	
	11 tahun hingga 20 tahun	.16466	
	21 tahun hingga 30 tahun	.02508	

Multiple Comparisons

Dependent Variable: TOTALCOMMIT_2

	(I) Pengalaman	(J) Pengalaman	Std. Error	Sig.
Tukey HSD	10 tahun dan ke bawah	11 tahun hingga 20 tahun	.06226	.752
		21 tahun hingga 30 tahun	.06329	.009
		30 tahun dan ke atas	.12277	.254
	11 tahun hingga 20 tahun	10 tahun dan ke bawah	.06226	.752
		21 tahun hingga 30 tahun	.07037	.197
		30 tahun dan ke atas	.12657	.563
	21 tahun hingga 30 tahun	10 tahun dan ke bawah	.06329	.009
		11 tahun hingga 20 tahun	.07037	.197
		30 tahun dan ke atas	.12707	.997
30 tahun dan ke atas	10 tahun dan ke bawah	.12277	.254	
	11 tahun hingga 20 tahun	.12657	.563	
	21 tahun hingga 30 tahun	.12707	.997	

Multiple Comparisons

Dependent Variable: TOTALCOMMIT_2

			95% Confidence Interval
			Lower Bound
	(I) Pengalaman	(J) Pengalaman	
Tukey HSD	10 tahun dan ke bawah	11 tahun hingga 20 tahun	-.2228
		21 tahun hingga 30 tahun	-.3651
		30 tahun dan ke atas	-.5438
	11 tahun hingga 20 tahun	10 tahun dan ke bawah	-.0989
		21 tahun hingga 30 tahun	-.3214
		30 tahun dan ke atas	-.4917
	21 tahun hingga 30 tahun	10 tahun dan ke bawah	.0380
		11 tahun hingga 20 tahun	-.0422
		30 tahun dan ke atas	-.3534
	30 tahun dan ke atas	10 tahun dan ke bawah	-.0906
		11 tahun hingga 20 tahun	-.1624
		21 tahun hingga 30 tahun	-.3032

Multiple Comparisons

Dependent Variable: TOTALCOMMIT_2

			95% Confidence Interval
			Upper Bound
	(I) Pengalaman	(J) Pengalaman	
Tukey HSD	10 tahun dan ke bawah	11 tahun hingga 20 tahun	.0989
		21 tahun hingga 30 tahun	-.0380
		30 tahun dan ke atas	.0906
	11 tahun hingga 20 tahun	10 tahun dan ke bawah	.2228
		21 tahun hingga 30 tahun	.0422
		30 tahun dan ke atas	.1624
	21 tahun hingga 30 tahun	10 tahun dan ke bawah	.3651
		11 tahun hingga 20 tahun	.3214
		30 tahun dan ke atas	.3032
	30 tahun dan ke atas	10 tahun dan ke bawah	.5438
		11 tahun hingga 20 tahun	.4917
		21 tahun hingga 30 tahun	.3534

*. The mean difference is significant at the 0.05 level.

Homogeneous Subsets

TOTALCOMMIT_2			
			Subset for alpha = 0.05
Pengalaman		N	1
Student-Newman-Keuls ^{a,b}	10 tahun dan ke bawah	130	3.5274
	11 tahun hingga 20 tahun	79	3.5893
	21 tahun hingga 30 tahun	75	3.7289
	30 tahun dan ke atas	14	3.7540
	Sig.		.109
Tukey HSD ^{a,b}	10 tahun dan ke bawah	130	3.5274
	11 tahun hingga 20 tahun	79	3.5893
	21 tahun hingga 30 tahun	75	3.7289
	30 tahun dan ke atas	14	3.7540
	Sig.		.109

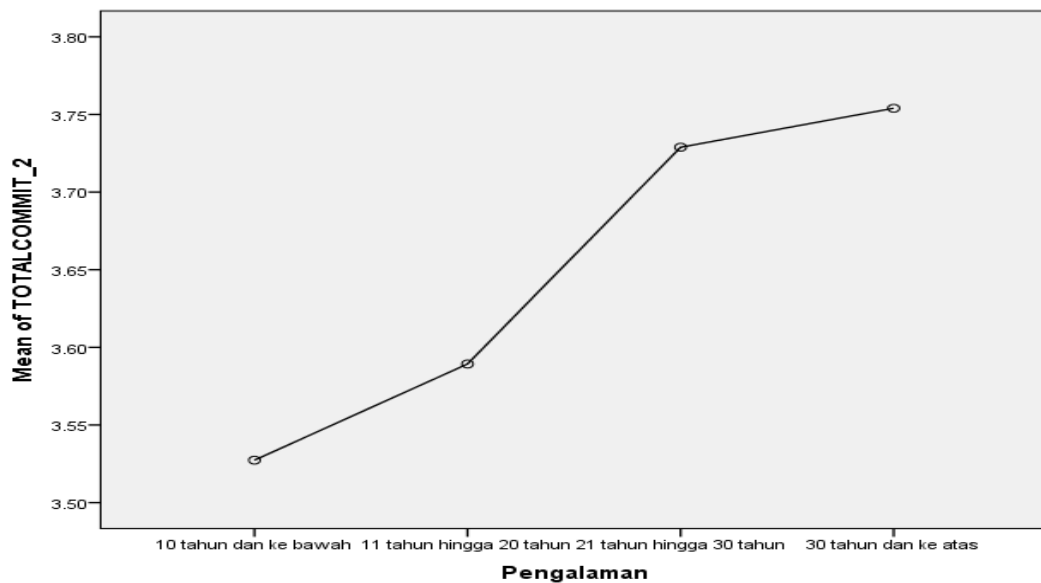
Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 38.054.

b. The group sizes are unequal. The harmonic mean of the group sizes is used.

Type I error levels are not guaranteed.

Means Plots



CORRELATIONS

/VARIABLES=TOTALSERLEADERSHIP TRUST_BAIKHATI TRUST_BOLEHPERCAYA
 TRUST_JUJUR TRUST_KETERBUKAAN TRUST_KOMPETEN
 /PRINT=TWOTAIL NOSIG
 /STATISTICS DESCRIPTIVES
 /MISSING=PAIRWISE.

Correlations RQ5 : Hubungan Kepimpinan Servant Dengan Keyakinan

Descriptive Statistics

	Mean	Std. Deviation	N
TOTALSERLEADERSHIP	4.3708	.37698	298
TRUST_BAIKHATI	4.3121	.52936	298
TRUST_BOLEHPERCAYA	4.2668	.55971	298
TRUST_JUJUR	4.3837	.50593	298
TRUST_KETERBUKAAN	4.2433	.52580	298
TRUST_KOMPETEN	4.2416	.54465	298

Correlations

		TOTALSERLEADERSHIP	TRUST_BAIKHATI
TOTALSERLEADERSHIP	Pearson Correlation	1	.701**
	Sig. (2-tailed)		.000
	N	298	298
TRUST_BAIKHATI	Pearson Correlation	.701**	1
	Sig. (2-tailed)	.000	
	N	298	298
TRUST_BOLEHPERCAYA	Pearson Correlation	.685**	.722**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_JUJUR	Pearson Correlation	.697**	.766**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_KETERBUKAAN	Pearson Correlation	.640**	.735**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_KOMPETEN	Pearson Correlation	.630**	.701**
	Sig. (2-tailed)	.000	.000
	N	298	298

Correlations

		TRUST_BOLEH PERCAYA	TRUST_JUJUR
TOTALSERLEADERSHIP	Pearson Correlation	.685**	.697**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_BAIKHATI	Pearson Correlation	.722**	.766**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_BOLEHPERCAYA	Pearson Correlation	1	.757**
	Sig. (2-tailed)		.000
	N	298	298
TRUST_JUJUR	Pearson Correlation	.757**	1
	Sig. (2-tailed)	.000	
	N	298	298
TRUST_KETERBUKAAN	Pearson Correlation	.685**	.751**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_KOMPETEN	Pearson Correlation	.633**	.668**
	Sig. (2-tailed)	.000	.000
	N	298	298

Correlations

		TRUST_KETERB UKAAN	TRUST_KOMPET EN
TOTALSERLEADERSHIP	Pearson Correlation	.640**	.630**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_BAIKHATI	Pearson Correlation	.735**	.701**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_BOLEHPERCAYA	Pearson Correlation	.685**	.633**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_JUJUR	Pearson Correlation	.751**	.668**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_KETERBUKAAN	Pearson Correlation	1	.661**
	Sig. (2-tailed)		.000
	N	298	298
TRUST_KOMPETEN	Pearson Correlation	.661**	1
	Sig. (2-tailed)	.000	
	N	298	298

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

CORRELATIONS
 /VARIABLES=TOTALSERLEADERSHIP TOTALCOMMIT_2 VALUE DEVPEOPLE SHARE
 PROVIDE AUTHENTIC BUILD
 /PRINT=TWOTAIL NOSIG
 /STATISTICS DESCRIPTIVES
 /MISSING=PAIRWISE.

Correlations RQ 6 : Hubungan Kepimpinan Servant Dengan Komitmen

Descriptive Statistics

	Mean	Std. Deviation	N
TOTALSERLEADERSHIP	4.3708	.37698	298
TOTALCOMMIT_2	3.6051	.44295	298
VALUE	4.3591	.41235	298
DEVPEOPLE	4.3195	.40768	298
SHARE	4.3721	.46572	298
PROVIDE	3.9101	.35326	298
AUTHENTIC	4.3205	.39624	298
BUILD	4.4466	.40211	298

Correlations

		TOTALSERLEA DERSHIP	TOTALCOMMIT _2	VALUE
TOTALSERLEADERSHIP	Pearson Correlation	1	.213**	.919**
	Sig. (2-tailed)		.000	.000
	N	298	298	298
TOTALCOMMIT_2	Pearson Correlation	.213**	1	.244**
	Sig. (2-tailed)	.000		.000
	N	298	298	298
VALUE	Pearson Correlation	.919**	.244**	1
	Sig. (2-tailed)	.000	.000	
	N	298	298	298
DEVPEOPLE	Pearson Correlation	.921**	.176**	.816**
	Sig. (2-tailed)	.000	.002	.000
	N	298	298	298
SHARE	Pearson Correlation	.863**	.137*	.713**
	Sig. (2-tailed)	.000	.018	.000
	N	298	298	298

PROVIDE	Pearson Correlation	.920**	.194**	.821**
	Sig. (2-tailed)	.000	.001	.000
	N	298	298	298
AUTHENTIC	Pearson Correlation	.954**	.237**	.871**
	Sig. (2-tailed)	.000	.000	.000
	N	298	298	298
BUILD	Pearson Correlation	.894**	.201**	.839**
	Sig. (2-tailed)	.000	.000	.000
	N	298	298	298

Correlations

		DEVPEOPLE	SHARE	PROVIDE
TOTALSERLEADERSHIP	Pearson Correlation	.921**	.863**	.920**
	Sig. (2-tailed)	.000	.000	.000
	N	298	298	298
TOTALCOMMIT_2	Pearson Correlation	.176**	.137*	.194**
	Sig. (2-tailed)	.002	.018	.001
	N	298	298	298
VALUE	Pearson Correlation	.816**	.713**	.821**
	Sig. (2-tailed)	.000	.000	.000
	N	298	298	298
DEVPEOPLE	Pearson Correlation	1	.768**	.842**
	Sig. (2-tailed)		.000	.000
	N	298	298	298
SHARE	Pearson Correlation	.768**	1	.739**
	Sig. (2-tailed)	.000		.000
	N	298	298	298
PROVIDE	Pearson Correlation	.842**	.739**	1
	Sig. (2-tailed)	.000	.000	
	N	298	298	298
AUTHENTIC	Pearson Correlation	.867**	.766**	.877**
	Sig. (2-tailed)	.000	.000	.000
	N	298	298	298
BUILD	Pearson Correlation	.760**	.690**	.796**
	Sig. (2-tailed)	.000	.000	.000
	N	298	298	298

Correlations

		AUTHENTIC	BUILD
TOTALSERLEADERSHIP	Pearson Correlation	.954**	.894**
	Sig. (2-tailed)	.000	.000
	N	298	298
TOTALCOMMIT_2	Pearson Correlation	.237**	.201**
	Sig. (2-tailed)	.000	.000
	N	298	298
VALUE	Pearson Correlation	.871**	.839**
	Sig. (2-tailed)	.000	.000
	N	298	298
DEVPEOPLE	Pearson Correlation	.867**	.760**
	Sig. (2-tailed)	.000	.000
	N	298	298
SHARE	Pearson Correlation	.766**	.690**
	Sig. (2-tailed)	.000	.000
	N	298	298
PROVIDE	Pearson Correlation	.877**	.796**
	Sig. (2-tailed)	.000	.000
	N	298	298
AUTHENTIC	Pearson Correlation	1	.837**
	Sig. (2-tailed)		.000
	N	298	298
BUILD	Pearson Correlation	.837**	1
	Sig. (2-tailed)	.000	
	N	298	298

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

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

CORRELATIONS

```

/VARIABLES=TOTALTRUST_1 TOTALCOMMIT_2 TRUST_BAIKHATI
TRUST_BOLEHPERCAYA TRUST_JUJUR TRUST_KETERBUKAAN TRUST_KOMPETEN
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

```

Correlations RQ 7 : Hubungan Keyakinan Dengan Komitmen

		Correlations	
		TOTALTRUST_1	TOTALCOMMIT_2
TOTALTRUST_1	Pearson Correlation	1	.203**
	Sig. (2-tailed)		.000
	N	298	298
TOTALCOMMIT_2	Pearson Correlation	.203**	1
	Sig. (2-tailed)	.000	
	N	298	298
TRUST_BAIKHATI	Pearson Correlation	.924**	.162**
	Sig. (2-tailed)	.000	.005
	N	298	298
TRUST_BOLEHPERCAYA	Pearson Correlation	.856**	.172**
	Sig. (2-tailed)	.000	.003
	N	298	298
TRUST_JUJUR	Pearson Correlation	.904**	.211**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_KETERBUKAAN	Pearson Correlation	.860**	.139*
	Sig. (2-tailed)	.000	.017
	N	298	298
TRUST_KOMPETEN	Pearson Correlation	.820**	.212**
	Sig. (2-tailed)	.000	.000
	N	298	298

Correlations

		TRUST_BAIKHAT I	TRUST_BOLEHP ERCAYA
TOTALTRUST_1	Pearson Correlation	.924**	.856**
	Sig. (2-tailed)	.000	.000
	N	298	298
TOTALCOMMIT_2	Pearson Correlation	.162**	.172**
	Sig. (2-tailed)	.005	.003
	N	298	298
TRUST_BAIKHATI	Pearson Correlation	1	.722**
	Sig. (2-tailed)		.000
	N	298	298
TRUST_BOLEHPERCAYA	Pearson Correlation	.722**	1
	Sig. (2-tailed)	.000	
	N	298	298
TRUST_JUJUR	Pearson Correlation	.766**	.757**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_KETERBUKAAN	Pearson Correlation	.735**	.685**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_KOMPETEN	Pearson Correlation	.701**	.633**
	Sig. (2-tailed)	.000	.000
	N	298	298

Correlations

		TRUST_JUJUR	TRUST_KETERB UKAAN
TOTALTRUST_1	Pearson Correlation	.904**	.860**
	Sig. (2-tailed)	.000	.000
	N	298	298
TOTALCOMMIT_2	Pearson Correlation	.211**	.139*
	Sig. (2-tailed)	.000	.017
	N	298	298
TRUST_BAIKHATI	Pearson Correlation	.766**	.735**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_BOLEHPERCAYA	Pearson Correlation	.757**	.685**
	Sig. (2-tailed)	.000	.000
	N	298	298
TRUST_JUJUR	Pearson Correlation	1	.751**

	Sig. (2-tailed)		.000
	N	298	298
TRUST_KETERBUKAAN	Pearson Correlation	.751**	1
	Sig. (2-tailed)	.000	
	N	298	298
TRUST_KOMPETEN	Pearson Correlation	.668**	.661**
	Sig. (2-tailed)	.000	.000
	N	298	298

Correlations

		TRUST_KOMPETEN
TOTALTRUST_1	Pearson Correlation	.820**
	Sig. (2-tailed)	.000
	N	298
TOTALCOMMIT_2	Pearson Correlation	.212**
	Sig. (2-tailed)	.000
	N	298
TRUST_BAIKHATI	Pearson Correlation	.701**
	Sig. (2-tailed)	.000
	N	298
TRUST_BOLEHPERCAYA	Pearson Correlation	.633**
	Sig. (2-tailed)	.000
	N	298
TRUST_JUJUR	Pearson Correlation	.668**
	Sig. (2-tailed)	.000
	N	298
TRUST_KETERBUKAAN	Pearson Correlation	.661**
	Sig. (2-tailed)	.000
	N	298
TRUST_KOMPETEN	Pearson Correlation	1
	Sig. (2-tailed)	
	N	298

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

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

```

REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA CHANGE
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT TOTALCOMMIT_2
  /METHOD=ENTER TOTALSERLEADERSHIP.
  
```

Regression RQ 8 : Kepimpinan Servant Sebagai Peramal Kepada Komitmen

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	TOTALSERLEADERSHIP ^b	.	Enter

a. Dependent Variable: TOTALCOMMIT_2

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics
					R Square Change
1	.213 ^a	.045	.042	.43351	.045

Model Summary

Model	Change Statistics			
	F Change	df1	df2	Sig. F Change
1	14.074	1	296	.000

a. Predictors: (Constant), TOTALSERLEADERSHIP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.645	1	2.645	14.074	.000 ^b
	Residual	55.628	296	.188		
	Total	58.273	297			

a. Dependent Variable: TOTALCOMMIT_2

b. Predictors: (Constant), TOTALSERLEADERSHIP

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	2.511	.293		8.578
	TOTALSERLEADERSHIP	.250	.067	.213	3.752

Coefficients^a

Model		Sig.
1	(Constant)	.000
	TOTALSERLEADERSHIP	.000

a. Dependent Variable: TOTALCOMMIT_2



```

REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA CHANGE
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT TOTALCOMMIT_2
  /METHOD=ENTER TOTALTRUST_1.
  
```

Regression RQ9 : Keyakinan Sebagai Peramal Kepada Komitmen

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	TOTALTRUST_1 ^b	.	Enter

a. Dependent Variable: TOTALCOMMIT_2

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics
					R Square Change
1	.203 ^a	.041	.038	.43448	.041

Model Summary

Model	Change Statistics			
	F Change	df1	df2	Sig. F Change
1	12.689	1	296	.000

a. Predictors: (Constant), TOTALTRUST_1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.395	1	2.395	12.689	.000 ^b
	Residual	55.878	296	.189		
	Total	58.273	297			

a. Dependent Variable: TOTALCOMMIT_2

b. Predictors: (Constant), TOTALTRUST_1

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
1 (Constant)	2.780	.233		11.935
TOTALTRUST_1	.192	.054	.203	3.562

Coefficients^a

Model	Sig.
1 (Constant)	.000
TOTALTRUST_1	.000

a. Dependent Variable: TOTALCOMMIT_2



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Regression RQ 10 Keyakinan Sebagai Perantara Kepada Hubungan Kepimpinan Servant Dengan Komitmen

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	TOTALSERLEADERSHIP, TOTALTRUST_1 ^b	.	Enter

a. Dependent Variable: TOTALCOMMIT_2

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics
					R Square Change
1	.222 ^a	.049	.043	.43339	.049

Model Summary

Model	Change Statistics			
	F Change	df1	df2	Sig. F Change
1	7.626	2	295	.001

a. Predictors: (Constant), TOTALSERLEADERSHIP, TOTALTRUST_1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.865	2	1.432	7.626	.001 ^b
	Residual	55.409	295	.188		
	Total	58.273	297			

a. Dependent Variable: TOTALCOMMIT_2

b. Predictors: (Constant), TOTALSERLEADERSHIP, TOTALTRUST_1

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
1	(Constant)	2.498	.293	8.530
	TOTALTRUST_1	.090	.084	1.082
	TOTALSERLEADERSHIP	.164	.104	1.581

Coefficients^a

Model	Sig.	Collinearity Statistics	
		Tolerance	VIF
1	(Constant)	.000	
	TOTALTRUST_1	.280	.412
	TOTALSERLEADERSHIP	.115	.412

a. Dependent Variable: TOTALCOMMIT_2

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	TOTALTRUST_1
1	1	2.992	1.000	.00	.00
	2	.006	22.344	.73	.31
	3	.002	38.916	.27	.69

Collinearity Diagnostics^a

Model	Dimension	Variance Proportions
		TOTALSERLEADERSHIP
1	1	.00
	2	.01
	3	.99

a. Dependent Variable: TOTALCOMMIT_2

REGRESSION
/MISSING LISTWISE


```

/STATISTICS COEFF OUTS R ANOVA COLLIN TOL CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT TOTALCOMMIT_2
/METHOD=ENTER TOTALSERLEADERSHIP
/METHOD=ENTER TOTALTRUST_1 TOTALSERLEADERSHIP.

```

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	TOTALSERLEADERSHIP ^b	.	Enter
2	TOTALTRUST_1 ^b	.	Enter

a. Dependent Variable: TOTALCOMMIT_2

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics
					R Square Change
1	.213 ^a	.045	.042	.43351	.045
2	.222 ^b	.049	.043	.43339	.004

Model Summary

Model	Change Statistics			
	F Change	df1	df2	Sig. F Change
1	14.074	1	296	.000
2	1.170	1	295	.280

a. Predictors: (Constant), TOTALSERLEADERSHIP

b. Predictors: (Constant), TOTALSERLEADERSHIP, TOTALTRUST_1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.645	1	2.645	14.074	.000 ^b
	Residual	55.628	296	.188		
	Total	58.273	297			
2	Regression	2.865	2	1.432	7.626	.001 ^c
	Residual	55.409	295	.188		
	Total	58.273	297			

a. Dependent Variable: TOTALCOMMIT_2

b. Predictors: (Constant), TOTALSERLEADERSHIP

c. Predictors: (Constant), TOTALSERLEADERSHIP, TOTALTRUST_1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	2.511	.293		8.578
	TOTALSERLEADERSHIP	.250	.067	.213	3.752
2	(Constant)	2.498	.293		8.530
	TOTALSERLEADERSHIP	.164	.104	.140	1.581
	TOTALTRUST_1	.090	.084	.096	1.082

Coefficients^a

Model		Sig.	Collinearity Statistics	
			Tolerance	VIF
1	(Constant)	.000		
	TOTALSERLEADERSHIP	.000	1.000	1.000
2	(Constant)	.000		
	TOTALSERLEADERSHIP	.115	.412	2.425
	TOTALTRUST_1	.280	.412	2.425

a. Dependent Variable: TOTALCOMMIT_2

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
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						Tolerance
1	TOTALTRUST_1	.096 ^b	1.082	.280	.063	.412

Excluded Variables^a

Model	TOTALTRUST_1	Collinearity Statistics	
		VIF	Minimum Tolerance
1	TOTALTRUST_1	2.425	.412

a. Dependent Variable: TOTALCOMMIT_2

b. Predictors in the Model: (Constant), TOTALSERLEADERSHIP

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	TOTALSERLEADERSHIP
1	1	1.996	1.000	.00	.00
	2	.004	23.270	1.00	1.00
2	1	2.992	1.000	.00	.00
	2	.006	22.344	.73	.01
	3	.002	38.916	.27	.99

Collinearity Diagnostics^a

Model	Dimension	Variance Proportions
		TOTALTRUST_1
1	1	
	2	
2	1	.00
	2	.31
	3	.69

a. Dependent Variable: TOTALCOMMIT_2