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**PERANCANGAN STRATEGIK DAN PRESTASI ORGANISASI:
KESAN BUDAYA ORGANISASI SEBAGAI PEMBOLEHUBAH
PENYEDERHANA DAN INOVASI PENGURUSAN SEBAGAI
PEMBOLEHUBAH PERANTARA DI SEKTOR AWAM**



UUM
MUHAMMAD ZEN
Universiti Utara Malaysia

**DOKTOR FALSAFAH
UNIVERSITI UTARA MALAYSIA
Mac 2016**

**PERANCANGAN STRATEGIK DAN PRESTASI ORGANISASI:
KESAN BUDAYA ORGANISASI SEBAGAI PEMBOLEHUBAH
PENYEDERHANA DAN INOVASI PENGURUSAN SEBAGAI
PEMBOLEHUBAH PERANTARA DI SEKTOR AWAM**



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Pusat Pengajian Pengurusan Perniagaan,
Universiti Utara Malaysia,
untuk Memenuhi bagi Ijazah Doktor Falsafah**



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ABSTRAK

Matlamat utama kajian ini adalah untuk mengkaji prestasi organisasi dalam sektor awam di Wilayah Aceh, Indonesia. Secara khususnya, kajian ini bertujuan untuk menyelidik hubungan langsung antara perancangan strategik dan prestasi organisasi dalam sektor kerajaan tempatan, serta mengkaji kesan penyederhanaan budaya organisasi ke atas hubungan antara perancangan strategik dan prestasi organisasi. Kajian ini juga mengkaji kesan perantara inovasi pengurusan terhadap hubungan antara perancangan strategik dan prestasi organisasi. Kajian ini didorong oleh hasil penemuan yang tidak konsisten dalam kajian-kajian terdahulu yang berkaitan dengan perancangan strategik dan prestasi organisasi. Selain itu, sebahagian besar kajian terdahulu hanya mengkaji hubungan langsung (*direct*) antara perancangan strategik dan prestasi organisasi, manakala kajian yang berkaitan hubungan tidak langsung (*indirect*) antara kedua pemboleh ubah ini adalah sangat terhad. Berdasarkan kepada dapatan kajian yang tidak konsisten ini, suatu aliran kajian baharu telah dibentuk yang mencadangkan penelitian terhadap kesan ke atas penyederhanaan dan perantara yang berkemungkinan boleh menjelaskan keadaan ini. Secara dasarnya, kajian ini mengintegrasikan beberapa teori seperti teori kontingensi dan teori *Resource Based View* (RBV) bagi membuat pemetaan dan meletakkan hubungan yang munasabah antara pemboleh ubah-pemboleh ubah dalam kerangka konseptual. Kajian ini menggunakan soal selidik yang diedarkan secara rawak kepada 284 Ketua Jabatan Daerah di 23 kerajaan daerah/bandar di Wilayah Aceh, Indonesia. Sebanyak 130 borang soal selidik telah dikembalikan dan hanya 110 soal selidik telah dilengkapkan dan boleh digunakan untuk dianalisis, dengan kadar maklum balas sebanyak 45.77%. Analisis korelasi dan regresi mudah digunakan untuk mengkaji hubungan langsung antara perancangan strategik dan prestasi organisasi. Selain itu, untuk mengkaji kesan penyederhanaan budaya organisasi terhadap perancangan strategik dan prestasi organisasi, analisis regresi berganda bertingkat digunakan. Analisis regresi berganda, *Sobel Test*, program *MedGraph* dan ujian *Kock Mediation* telah digunakan bagi menentukan kesan pemboleh ubah inovasi pengurusan sebagai pemboleh ubah perantara kepada hubungan perancangan strategik dan prestasi organisasi. Keputusan menunjukkan bahawa perancangan strategik mempunyai hubungan yang positif dan signifikan dengan prestasi organisasi. Selain itu juga, kajian ini juga mendapati bahawa budaya organisasi tidak berperanan sebagai pemboleh ubah penyederhana dalam hubungan antara perancangan strategik dengan prestasi organisasi. Lebih penting lagi, kesan perantara inovasi pengurusan terhadap hubungan antara perancangan strategik dan prestasi organisasi telah disahkan melalui dapatan kajian ini. Akhir sekali, implikasi dapatan kajian, limitasi serta cadangan bagi kajian pada masa hadapan turut dibincangkan.

Kata Kunci: perancangan strategik, budaya organisasi, inovasi pengurusan, prestasi organisasi, sektor awam

ABSTRACT

The main purpose of this study is to investigate the organizational performance at public sector in Aceh province, Indonesia. Specifically, it aims at investigating direct relationship between strategic planning and organizational performance in the local government. It also examines the moderating effect of organizational culture on the relationship between strategic planning and organizational performance. Finally, the thesis examines the mediating effect of management innovation on the relationship between strategic planning and organizational performance. This study is undertaken due to the inconsistent findings in the literature concerning the relationship between the strategic planning and the organizational performance. Furthermore, more often than not, most of prior studies only examined direct relationship between the strategic planning and the organizational performance, and literature concerning indirect relationship between both variables is still insufficient. This study integrated contingency theory and resource based view theory (RBV) to map and position the possible relationship between variables in the conceptual framework. The study utilized a survey which was randomly distributed to 284 head of agencies from twenty three (23) districts in Aceh province, Indonesia. Out of 130 returned questionnaires, 110 usable responses which represent 45.77% of respond rate were used in the analysis. Correlation and simple regression analysis were used to analyze the direct relationship between strategic planning and organizational performance. Meanwhile, to investigate the moderating effect of the organizational culture on the relationship between strategic planning and organizational performance, hierarchical multiple regression analysis was used. Multiple regression, Sobel Test, MedGraph program and Kock Mediation test analysis were used to analyze the mediating effect of management innovation on the relationship between strategic planning and organizational performance. The results show that strategic planning is positively and significantly related to organizational performance. Furthermore, this study also discovers that the organizational culture does not moderate the relationship between strategic planning and organizational performance. More important, the findings confirm the mediating effect of management innovation on the relationship between strategic planning and organizational performance. Finally, implications of the findings, limitations, and directions for future research were discussed.

Keywords: strategic planning, organizational culture, management innovation, organizational performance, public sector

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SENARAI SINGKATAN

PAN-RB	Pemberdayaan Aparatur Negara dan Reformasi Birokrasi
RI	Republik Indonesia
RPJM	Rencana Pembangunan Jangka Menengah
RPJMN	Rencana Pembangunan Jangka Panjang Nasional
RKP	Rencana Kerja Pemerintah
Renstra-KL	Rencana Strategis-Kementerian dan Lembaga
RAPBN	Rencana Anggaran Pendapatan dan Belanja Negara
CMT	Critical Mass Threshold
IT	Technology Information
RBV	Resource Based View Theory
RPJMD	Rencana Pembangunan Jangka Menengah Daerah
SKPD	Satuan Kerja Pemerintah Daerah
RBV	Resource Based View Theory
TMT	Top Management Team
BGR	Business Government Relation
PS	Perancangan Strategik
BO	Budaya Organisasi
IP	Inovasi Pengurusan
PO	Prestasi Organisasi
SPSS	Statistical Package for Social Science
DOCS	Denison Organizational Culture Survey
KMO	Kaiser Meyer Olkin
VIF	Variance Inflation Factor



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GLOSARI

Perancangan Strategik	Strategic Planning
Prestasi Organisasi	Organizational Performance
Budaya Organisasi	Organizational Culture
Inovasi Pengurusan	Management Innovation
Pengurusan Strategik	Strategic Management
Sektor Awam	Public Sector
Teori Kontingensi	Contingency Theory
Keratan Rentas	Cross Sectional
Persampelan Kebarangkalian	Probability Sampling
Persampelan Rawak Mudah	Simple Random Sampling
Regresi Mudah	Simple Regression
Regresi Berganda	Multiple Regression
Regresi Berganda Bertingkat	Hierarchical Multiple Regression
Perantara Sebahagian	Partial Mediation
Muatan Silang	Cross Loading
Sisihan Piawai	Standart Deviation



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BAB 1

PENGENALAN

1.0 Pengenalan

Bab 1 membincangkan mengenai latar belakang kajian, permasalahan kajian, persoalan kajian, objektif kajian, kepentingan kajian, definisi terma dan organisasi kajian. Perbincangan dimulakan dengan menjelaskan bahawa semakin banyaknya penggunaan pendekatan pengurusan yang dipraktikkan di sektor swasta yang digunakan di sektor awam. Selain itu juga dijelaskan mengenai permasalahan praktikal dan teoritikal dalam kajian ini. Berasaskan uraian ini, juga dijelaskan persoalan mengapa kajian ini perlu dijalankan. Ini disusuli dengan objektif kajian. Selanjutnya, pada bahagian kepentingan kajian dijelaskan pula mengenai sumbangan hasil kajian ini terhadap teori dan praktis. Bab ini diakhiri dengan penjelasan tentang susun atur bab dalam tesis.

1.1 Latarbelakang

Mengikut Jones dan Kettl (2003) sepanjang tiga dekad yang lalu, kritikan mengenai prestasi kerajaan telah timbul diseluruh dunia. Pengkritik mendakwa bahawa kerajaan tidak cekap, tidak berkesan, terlalu besar, terlalu mahal, terlalu birokrasi, terbebani dengan peraturan yang tidak perlu, tidak responsif kepada kehendak dan keperluan awam, berahsia, tidak demokratik, mencero boh ke dalam hak pribadi rakyat, mementingkan diri sendiri, dan gagal dalam penyediaan perkhidmatan. Oleh itu, selama beberapa dekad terakhir, telah terdapat banyak kerajaan daerah terbabit dalam proses perubahan secara berterusan yang bertujuan untuk mencapai tuntutan prestasi awam

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SENARAI LAMPIRAN

UUM

Universiti Utara Malaysia

Lampiran B1-1 Soal Selidik Kajian Dalam Bahasa Inggeris



Head of Department

Sir/Madam

I am an employee of Planning and Development Board of Aceh Provincial Government (Badan Perencanaan Pembangunan Provinsi Aceh) and a doctoral student in the School of Business Management, College of Business at Universiti Utara Malaysia (UUM). I would really appreciate if you can complete the enclosed questionnaires.

Currently I am conducting a research on ~~Relationship~~ between Comprehensive strategic planning process and performance: Organizational Culture as moderator and Management Innovation as mediating in public sector organizations. The objective of this study is to investigate the relationship strategic planning, management innovation, organizational culture and organizational performance of Aceh Government agencies.

Successful completion of this study depends on your assistance. Thank you for taking the time to assist me in this research. Should you have any enquires, please do not hesitate to call me at 081360874650

Sincerely,

MUHAMMAD ZEN

School of Business Management

College of Business- Universiti Utara Malaysia

E-mail: zen_p2ekt@yahoo.co.id

H/P no: 081360874650

General Intruction & Information

1. *Kindly read the instruction before answering any questions*
2. *Please answer all questions as accurate as you can. Incomplete questionnaire lead to statistical analysis problems.*
3. *Respond by circling the appropriate number.*
4. *The approximate time to complete this survey is 30 minutes*

SECTION A:

RESPONDENT BACKGROUD:

1. Name : _____

2. Age : _____

3. Gender :

1. Male

2. Female

4. Education level:

1. High school

2. Diploma I/II/III

3. Bachelor degree/S1

4. Master degree/S2

5. Ph.D degree/S3

5. Marital status:

1. Married

2. Single

3. Others, Please specify: _____

6. Your department:

- 1. Technical office (Kantor)
- 2. Service/Operation (Dinas)
- 3. Technical Agencies (Badan)
- 4. Others. Please specify: _____

7. How long have you worked in the public sector area?

- 1. Less than 5 years
- 2. 5 - 10 years
- 3. 11 - 15 years
- 4. 16 - 20 years
- 5. 21 - 25 years
- 6. More than 25 years

8. Year in current position:

- 1. Less than 1 year
- 2. 1 - 2 years
- 3. 3 - 5 years
- 4. More than 5 years

9. Telp. number/Hp: _____

10. Email/facebook: _____

SECTION B:

STRATEGIC PLANNING

This set of statement seeks to identify the comprehensive strategic planning proses in your department. Please circle to indicate the extent to which you agree with the following statements.

1	2	3	4	5	6
Strongly disagree			Strongly agree		

NO.	STATEMENT	RESPONSE SCALE					
1	Strategy making is a formal procedure in our service.	1	2	3	4	5	6
2	Strategy is based on formal analysis of the service's needs.	1	2	3	4	5	6
3	We assess alternative strategies.	1	2	3	4	5	6
4	We follow precise procedures to achieve targets.	1	2	3	4	5	6
5	Targets in the service are matched to specifically identified citizen needs.	1	2	3	4	5	6
6	Strategy is made on an ongoing basis.	1	2	3	4	5	6
7	Strategy develops through negotiation with external stakeholders.	1	2	3	4	5	6
8	Individual department heads and managers are responsible for implementing specific initiatives and project that are part of the strategic plan.	1	2	3	4	5	6
9	The city council holds the chief administrator responsible for implementing the strategic plan.	1	2	3	4	5	6
10	Development of action plans.	1	2	3	4	5	6
11	The existence of other management improvement initiatives influenced the decision to implement the strategic plan.	1	2	3	4	5	6
12	Managers exert strong leadership to guide the changes taking place in the organization.	1	2	3	4	5	6
13	Most people in the local government feel a sense of urgency for successful implementation of the strategic plan.	1	2	3	4	5	6
14	Annual evaluations of department heads and managers are based largely on their accomplishment of strategic goals and objectives.	1	2	3	4	5	6
15	The evaluation of the chief administrator is based on accomplishment of the strategic goals and objectives.	1	2	3	4	5	6
16	Your jurisdiction reports performance measures	1	2	3	4	5	6

	associated with the strategic plan to the public on a regular basis.						
17	Your jurisdiction targets programs for more intensive evaluation based on the goals and objectives of your strategic plan.	1	2	3	4	5	6

SECTION C:

MANAGEMENT INNOVATION

The statement in this section is related to the extent of management innovation implemented in your department. Please circle the relevant number based on the rating scale provided.

1	2	3	4	5	6
Strongly disagree			Strongly agree		

NO.	STATEMENT	RESPONSE SCALE					
1	Providing new services to new users was a major part of our approach	1	2	3	4	5	6
2	Providing new services to existing users was a major part of our approach	1	2	3	4	5	6
3	Providing existing services to new users were a major part of our approach	1	2	3	4	5	6
4	The introduction of new management information systems (e.g. performance management systems) were a major part of our approach	1	2	3	4	5	6
5	The introduction of new information technology systems (e.g. computer hardware) were a major part of our approach	1	2	3	4	5	6
6	Significant changes in internal communications (e.g. intranets, roadshows) a major part of our approach	1	2	3	4	5	6
7	Significant changes in external communications (e.g. regular newsletters, citizen's forums) a major part of our approach	1	2	3	4	5	6
8	Enhancing co-ordination and joint working with other departments was a major part of our approach	1	2	3	4	5	6
9	Developing local strategic partnerships (e.g. voluntary partnerships to co-ordinate funding, policy, implementation etc). was a major part of our approach	1	2	3	4	5	6
10	Developing statutory partnerships (e.g. crime and disorder partnerships) was a major part of our approach	1	2	3	4	5	6

11	Working more closely with our users was a major part of our approach	1	2	3	4	5	6
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SECTION D:

ORGANIZATIONAL CULTURE

List below are statement describing organizational culture. Please indicate the degree of your agreement to each of the statement by circling the rating provided.

1	2	3	4	5	6
Strongly disagree				Strongly agree	

NO.	STATEMENT	RESPONSE SCALE					
1	Decisions are usually made at the level where the best information is available	1	2	3	4	5	6
2	People work like they are part of a team	1	2	3	4	5	6
3	Teamwork is used to get work done, rather than hierarchy	1	2	3	4	5	6
4	Teams are our primary building blocks	1	2	3	4	5	6
5	The capabilities of people are viewed as an important source of competitive advantage	1	2	3	4	5	6
6	The leaders and managers "practice what they preach."	1	2	3	4	5	6
7	There is a clear and consistent set of values that governs the way we do service	1	2	3	4	5	6
8	When disagreements occur, we work hard to achieve "win-win" solutions	1	2	3	4	5	6
9	People from different parts of the organization share a common perspective	1	2	3	4	5	6
10	There is good alignment of goals across levels	1	2	3	4	5	6
11	New and improved ways to do work are continually adopted	1	2	3	4	5	6
12	Customer comments and recommendations often lead to changes	1	2	3	4	5	6
13	Customer input directly influences our decisions	1	2	3	4	5	6
14	The interests of the customer often get ignored in our decisions (Reversed scale)	1	2	3	4	5	6
15	We make certain that the "right hand knows what the left hand is doing."	1	2	3	4	5	6
16	There is a long-term purpose and direction	1	2	3	4	5	6
17	There is a clear mission that gives meaning and direction to our work	1	2	3	4	5	6
18	There is a clear strategy for the future	1	2	3	4	5	6
19	Our strategic direction is unclear to me (reversed)	1	2	3	4	5	6

	scale)								
20	We have a shared vision of what the organization will be like in the future	1	2	3	4	5	6		

SECTION E:

ORGANIZATIONAL PERRFORMANCE

This set of statement seeks to identify organizational performance in your department. Please circle to indicate the extent to which you agree with the following statements.

1	2	3	4	5	6
Very low			Very high		

NO.	STATEMENT	RESPONSE SCALE					
1	The quantity or amount of work produced	1	2	3	4	5	6
2	The quality or accuracy of work produced	1	2	3	4	5	6
3	The number of innovations or new ideas by the unit	1	2	3	4	5	6
4	Reputation of work excellence	1	2	3	4	5	6
5	Attainment of unit production or service goals	1	2	3	4	5	6
6	Efficiency of unit operations	1	2	3	4	5	6
7	Morale of unit personnel	1	2	3	4	5	6

Lampiran B2-1 Soal Selidik Kajian Dalam Bahasa Indonesia



Kepada Yth:

Kepala Satuan Kerja Perangkat Aceh (SKPA) dan SKPD Kab/Kota Se- Aceh

Saya salah seorang staf yang bekerja di Badan Perencanaan Pembangunan Daerah Provinsi Aceh (BAPPEDA ACEH) yang saat ini sedang menempuh pendidikan jenjang S3 (Doktor) di Universiti Utara Malaysia (UUM). Saya sangat menghargai jika bapak/ibu dapat mengisi kuesioner terlampir.

Saat ini saya sedang melakukan penelitian dengan judul –Hubungan antara Proses perencanaan strategis dan kinerja organisasi: budaya organisasi sebagai moderator dan inovasi manajemen sebagai mediating di sektor publik. Penelitian ini bertujuan untuk mengetahui hubungan perencanaan strategis, inovasi manajemen, budaya organisasi dan kinerja organisasi pada badan/kantor/dinas di lingkup Provinsi Aceh.

Keberhasilan penelitian ini sangat tergantung pada bantuan bapak/ibu. Terima kasih telah meluangkan waktunya dalam membantu dalam penelitian ini. Jika ada pertanyaan bapak/ibu dapat menghubungi saya pada nomor 081360874650.

Wassalam,
MUHAMMAD ZEN
School of Business Management
College of Business- Universiti Utara Malaysia
Emel: zen_p2ekt@yahoo.co.id
Hp: 081360874650

PETUNJUK PENGISIAN KUESIONER:

1. Mohon dibaca petunjuk sebelum menjawab pertanyaan yang dikemukakan.
2. Mohon menjawab semua pertanyaan seakurat mungkin. Kuesioner yang tidak lengkap akan mempengaruhi dalam analisis statistik.
3. Berikan tanggapan anda dengan melingkari nomor yang sesuai.
4. Waktu untuk melengkapai pertanyaan diberikan selama 30 menit.

BAGIAN A:

IDENTITAS RESPONDEN

1. Nama : _____

2. Umur : _____

3. Jenis Kelamin:

1. Laki - Laki

2. Perempuan

4. Tingkat pendidikan:

1. SMU

2. Diploma I/II/III

3. Sarjana/S1

4. Master/S2

5. Doktor/S3

5. Status perkawinan:

1. Menikah

2. Belum menikah

3. Lain – Lain: _____

6. Kantor/Dinas/Badan (jangan lupa sebutkan nama SKPD dan kab/kota asal):

- 1. Kantor
- 2. Dinas
- 3. Badan
- 4. Lain-Lain: _____

7. Lama bekerja di pemerintahan?

- 1. Kurang dari 5 tahun
- 2. 5 - 10 tahun
- 3. 11 - 15 tahun
- 4. 16 - 20 tahun
- 5. 21 - 25 tahun
- 6. Lebih dari 25 tahun

8. Lama bekerja dalam posisi pekerjaan saat ini:

- 1. Kurang dari 1 tahun
- 2. 1 - 2 tahun
- 3. 3 - 5 tahun
- 4. Lebih dari 5 tahun

9. Nomor telepon/Hp : _____

10. E-mail/facebook : _____

BAGIAN B:

PERENCANAAN STRATEGIS

Pertanyaan ini mencoba untuk mengidentifikasi proses perencanaan strategis pada organisasi anda. Mohon dilingkari untuk menentukan sejauhmana anda setuju dengan pernyataan-pernyataan berikut.

1	2	3	4	5	6
Sangat tidak setuju			Sangat setuju		

NO.	ITEM PERNYATAAN	SKALA RESPON					
1	Pembuatan strategi adalah prosedur formal dalam pelayanan kami.	1	2	3	4	5	6
2	Kami mengikuti prosedur yang tepat untuk mencapai target.	1	2	3	4	5	6
3	Kami menilai strategi alternatif.	1	2	3	4	5	6
4	Pembuatan strategi berdasarkan atas analisa kebutuhan pelayanan.	1	2	3	4	5	6
5	Target pelayanan disesuaikan dengan kebutuhan masyarakat yang telah diidentifikasi secara khusus.	1	2	3	4	5	6
6	Strategi dibuat secara berkelanjutan.	1	2	3	4	5	6
7	Strategi berkembang melalui negosiasi dengan berbagai pemangku kepentingan eksternal.	1	2	3	4	5	6
8	Kepala dinas secara perorangan bertanggung jawab dalam pelaksanaan rencana strategis.	1	2	3	4	5	6
9	DPRK meminta pertanggungjawaban sekretaris daerah dalam pelaksanaan rencana strategis.	1	2	3	4	5	6
10	Pengembangan rencana aksi.	1	2	3	4	5	6
11	Inisiatif perbaikan manajemen akan berpengaruh terhadap keputusan dalam melaksanakan rencana strategis.	1	2	3	4	5	6
12	Kepala dinas dengan jiwa kepemimpinan yang kuat akan memandu perubahan dalam organisasi.	1	2	3	4	5	6
13	Sebagian besar orang dalam pemerintahan merasa penting untuk mensukseskan pelaksanaan rencana strategis.	1	2	3	4	5	6
14	Evaluasi tahunan kepala dinas sebagian besar didasarkan atas prestasi mereka dalam mencapai tujuan dan sasaran strategis.	1	2	3	4	5	6
15	Evaluasi sekretaris daerah didasarkan pada pencapaian tujuan dan sasaran strategis.	1	2	3	4	5	6
16	Kami melaporkan kepada masyarakat secara berkala mengenai kinerja organisasi kami yang berkaitan dengan rencana strategis.	1	2	3	4	5	6

17	Evaluasi yang lebih intensif akan dilakukan terhadap target program-program berdasarkan tujuan dan sasaran strategis.	1	2	3	4	5	6
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BAGIAN C:

INOVASI MANAJEMEN

Pernyataan dibawah ini berusaha untuk mengidentifikasi praktek inovasi manajemen yang ada dalam organisasi anda. Mohon lingkari untuk menentukan sejauhmana anda setuju dengan pernyataan-pernyataan berikut.

1	2	3	4	5	6
Sangat tidak setuju					Sangat setuju

NO.	ITEM PERNYATAAN	SKALA RESPON					
1	Menyediakan pelayanan baru untuk pengguna baru merupakan bagian utama dari pendekatan kami.	1	2	3	4	5	6
2	Memberikan pelayanan baru untuk pengguna yang sudah ada merupakan bagian utama dari pendekatan kami.	1	2	3	4	5	6
3	Memberikan pelayanan yang sudah ada untuk pengguna baru merupakan bagian utama dari pendekatan kami.	1	2	3	4	5	6
4	Pengenalan sistem informasi manajemen baru (contohnya sistem manajemen kinerja) merupakan bagian utama dari pendekatan kami.	1	2	3	4	5	6
5	Pengenalan sistem teknologi manajemen baru (contohnya peralatan komputer) merupakan bagian utama dari pendekatan kami.	1	2	3	4	5	6
6	Perubahan yang signifikan dalam komunikasi internal (contohnya <i>intranet</i> , <i>roadshows</i>) adalah bagian utama dari pendekatan kami.	1	2	3	4	5	6
7	Perubahan signifikan dalam komunikasi eksternal (contohnya <i>buletin</i> , <i>citizen's forums</i>) adalah bagian utama dari pendekatan kami.	1	2	3	4	5	6
8	Meningkatkan koordinasi dan kerjasama dengan organisasi lain adalah bagian utama dari pendekatan kami.	1	2	3	4	5	6
9	Mengembangkan kemitraan strategis lokal (misalnya kemitraan sukarela untuk mengkoordinir dana, kebijaksanaan, pelaksanaan dan sebagainya) adalah bagian utama dari pendekatan kami.	1	2	3	4	5	6
10	Mengembangkan kemitraan hukum (misalnya kriminalitas dan gangguan kemitraan) adalah bagian	1	2	3	4	5	6

	utama dari pendekatan kami.						
11	Bekerja lebih erat dengan pengguna kami adalah bagian utama dari pendekatan kami.	1	2	3	4	5	6

BAGIAN D:

BUDAYA ORGANISASI

Pernyataan dibawah ini berhubungan dengan budaya organisasi dalam organisasi anda. Mohon lingkari untuk menentukan sejauhmana anda setuju dengan pernyataan-pernyataan berikut.

	1	2	3	4	5	6
	Sangat tidak setuju				Sangat setuju	

NO.	ITEM PERNYATAAN	SKALA RESPON					
1	Keputusan dibuat berdasarkan atas informasi terbaik.	1	2	3	4	5	6
2	Mereka yang bekerja merupakan bagian dari sebuah tim.	1	2	3	4	5	6
3	<i>Teamwork</i> ini digunakan untuk menyelesaikan pekerjaan yang dilakukan, berbanding hierarki.	1	2	3	4	5	6
4	Kerjasama tim adalah modal utama kami.	1	2	3	4	5	6
5	Kemampuan orang dipandang sebagai sebuah sumberdaya yang penting dalam keunggulan kompetitif.	1	2	3	4	5	6
6	Para pemimpin dan manager mempraktekkan apa yang mereka bicarakan.	1	2	3	4	5	6
7	Terdapat nilai-nilai yang jelas dan konsisten dalam mengatur cara melakukan pelayanan.	1	2	3	4	5	6
8	Kalau terjadi perselisihan, kita berusaha keras untuk mencapai <i>win-win</i> solusi.	1	2	3	4	5	6
9	Orang dari berbagai bidang yang berbeda dalam organisasi berbagi perspektif yang sama.	1	2	3	4	5	6
10	Terdapat penyalarsan tujuan yang baik pada seluruh level.	1	2	3	4	5	6
11	Cara-cara baru yang dapat meningkatkan pekerjaan akan digunakan secara terus menerus.	1	2	3	4	5	6
12	Komentar dan rekomendasi konsumen selalu menyebabkan perubahan.	1	2	3	4	5	6
13	Masukan konsumen secara langsung mempengaruhi keputusan kami.	1	2	3	4	5	6
14	Keperluan pelanggan sering diabaikan dalam keputusan kami.	1	2	3	4	5	6
15	Kami memastikan bahwa "tangan kanan tahu apa	1	2	3	4	5	6

	yang tangan kiri lakukan." (adanya transparansi dalam segala aspek).						
16	Terdapat tujuan dan arah jangka panjang.	1	2	3	4	5	6
17	Terdapat sebuah misi yang jelas yang memberikan makna dan arahan kepada kerja kami.	1	2	3	4	5	6
18	Terdapat sebuah strategi yang jelas untuk masa depan.	1	2	3	4	5	6
19	Arah strategis kami belum jelas bagi saya.	1	2	3	4	5	6
20	Kami berbagi visi mengenai organisasi akan menjadi seperti apa di masa mendatang.	1	2	3	4	5	6

BAGIAN E:


KINERJA ORGANISASI

Pernyataan dibawah ini berhubungan dengan kinerja organisasi dalam organisasi anda. Mohon bapak/ibu memilih jawaban yang paling tepat dengan melingkari nomor yang tersedia, sesuai dengan praktek yang terjadi selama ini.

1	2	3	4	5	6
Sangat rendah			Sangat tinggi		

NO.	ITEM PERNYATAAN	SKALA RESPON					
1	Pencapaian target kinerja tiap-tiap kegiatan yang dihasilkan dari suatu program.	1	2	3	4	5	6
2	Ketepatan dan kesesuaian hasil dari suatu kegiatan dengan program yang telah ditetapkan.	1	2	3	4	5	6
3	Tingkat pencapaian program yang telah ditetapkan.	1	2	3	4	5	6
4	Dampak hasil kegiatan terhadap kehidupan masyarakat.	1	2	3	4	5	6
5	Realisasi anggaran sesuai dengan anggaran yang telah ditetapkan.	1	2	3	4	5	6
6.	Efisiensi operasional (pencapaian realisasi belanja dengan standart belanja).	1	2	3	4	5	6
7.	Moral tiap-tiap personel unit kerja (perubahan perilaku pekerja).	1	2	3	4	5	6

Lampiran B3-1 Senarai Nama-Nama Jabatan (Sampel Kajian)

NO.	KERAJAAN DAERAH	NAMA JABATAN
1.	Sabang	Dinas Pendidikan Dinas Kesehatan Dinas PU dan Bina Marga Badan Perencanaan Pembangunan Daerah Dinas Perhubungan Dinas Kebudayaan dan Pariwisata Dinas Pemuda dan Olahraga Dinas Syariat Islam Inspektorat Dinas Perikanan dan Kelautan Dinas Pertanian, Peternakan, Perkebunan dan Kehutanan Badan Dayah
2.	Banda Aceh	 Dinas Syariat Islam Dinas Pendidikan, Pemuda dan Olahraga Dinas Kesehatan Dinas Pekerjaan Umum Dinas Perhubungan, Komunikasi dan Informatika Dinas Sosial dan Tenaga Kerja Dinas Kebersihan dan Keindahan Kota Badan Perencanaan Pembangunan Daerah Inspektorat Badan Kepegawaian Kantor Lingkungan Hidup
3.	Aceh Besar	Dinas Kesehatan Dinas Bina Marga dan Cipta Karya Dinas Kehutanan dan Perkebunan Dinas Pertanian dan Tanaman Pangan Dinas Perhubungan, Komunikasi, Informatika dan Teknologi Dinas Pertambangan dan Energi Disbudpar, Pemuda dan Olahraga Dinas Sosial, Tenaga Kerja dan Catatan Sipil Badan Pemberdayaan Masyarakat Bapedal, Pertamanan dan Kebersihan Dishubkomintel Dinas Kelautan dan Perikanan Badan Perencanaan Pembangunan Daerah

Lampiran B3-1. (Lanjutan)

NO.	KERAJAAN DAERAH	NAMA JABATAN
4.	Pidie	Inspektorat Dinas Kelautan dan Perikanan Dinas Pertanian dan Peternakan Dinas Perhubungan, Komunikasi dan Informasi Dinas Kesehatan Dinas Sosial dan Tenaga Kerja Dinas Pendidikan Dinas Bina Marga dan Cipta Karya Badan Kepegawaian Daerah Badan Keluarga Sejahtera dan PP4 Kantor Pembinaan dan Pendidikan Dayah Badan Perencanaan Pembangunan Daerah Dinas Syariat Islam Dinas Perindustrian, Perdagangan dan Koperasi Dinas Sumber Daya Air
5.	Pidie Jaya	Setdakab Dinas Pendidikan, Pemuda dan Olahraga Dispenda Dinas Kesehatan Dinas Syariat Islam Dinas Kehutanan dan Perkebunan Dinas Pertanian dan Peternakan Badan Keluarga Berencana dan Pemberdayaan Perempuan KESBANGLINMAS
6.	Bireuen	Dinas Pengelolaan Pasar, Kebersihan dan Pertamanan Dinas Kehutanan dan Perkebunan Dinas Sosial, Tenaga Kerja dan Transmigrasi Dinas Syariat Islam Dinas Pengelolaan Keuangan dan Kekayaan Aceh Dinas Kesehatan Dinas Perhubungan Komunikasi dan Informatika Dinas Pertanian, Tanaman Pangan dan Peternakan Badan Kantor Pelayanan Perizinan Terpadu Satu Pintu KESBANGLINMAS Inspektorat Badan Pelaksanaan Penyuluhan dan Ketahanan Pangan

Lampiran B3-1. (Lanjutan)

NO.	KERAJAAN DAERAH	NAMA JABATAN
7.	Aceh Utara	Dinas Kehutanan dan Perkebunan Dinas Koperasi dan UKM Sekretariat Majelis Permusyawaratan Ulama Sekretariat Majelis Adat Aceh Badan Pemberdayaan Masyarakat dan Keluarga Sejahtera Badan Ketahanan Pangan dan Penyuluhan BAPPEDA Badan Kepegawaian Badan Penanggulangan Bencana Inspektorat KPTSP Kantor Lingkungan Hidup Kantor Pemberdayaan Perempuan dan Perlindungan Anak Kantor Arsip dan Perpustakaan
8.	Lhokeumawe	Badan Lingkungan Hidup dan Kebersihan Badan Kesbanglinmas Badan Pemberdayaan Perempuan, Perlindungan Anak dan Keluarga Sejahtera Badan Pemberdayaan Masyarakat Badan Kepegawaian Badan Penanggulangan Bencana Daerah Dinas Kesehatan Dinas Sosial dan Tenaga Kerja Disperindagkop Dinas Kelautan, Perikanan dan Pertanian Dinas Syariat Islam Bappeda
9.	Aceh Timur	Dinas Pendidikan Dinas Kesehatan Badan Pelaksana Penyuluhan Pertanian, Perikanan dan Kehutanan Badan Pemberdayaan Masyarakat, Perempuan dan Keluarga Sejahtera Dinas Pekerjaan Umum Badan Perencanaan Pembangunan Daerah Dinas Perhubungan, Komunikasi dan Informatika Badan Lingkungan Hidup, Kebersihan dan Pertamanan

Lampiran B3-1. (Lanjutan)

NO.	KERAJAAN DAERAH	NAMA JABATAN
10.	Langsa	Badan Pelaksana Penyuluhan Pertanian, Perikanan dan Kehutanan Badan Pemberdayaan Masyarakat, Perempuan dan Keluarga Sejahtera Dinas Pertanian Dan Hortikultura Dinas Peternakan dan Kesehatan Hewan Dinas Kehutanan dan Perkebunan Dinas Kelautan dan Perikanan Dinas Perindustrian, Perdagangan, Pertambangan, Koperasi dan UKM Dinas Kebudayaan, Pariwisata, Pemuda dan Olahraga Dinas Sosial, Tenaga Kerja dan Mobduk Dinas Pemuda, Olahraga, Kebudayaan dan Pariwisata Dinas Kesehatan
11.	Aceh Tamiang	Dinas Sosial, Tenaga Kerja dan Mobduk Dinas Pemuda, Olahraga, Kebudayaan dan Pariwisata Dinas Kesehatan Dinas Syariat Islam Kantor Pelayanan Terpadu Satpol PP dan WH BPM Badan Pemberdayaan Perempuan dan KB KESBANGLINMAS Badan Penanggulangan Bencana Daerah Badan Lingkungan Hidup, Kebersihan dan Pertamanan Badan Kepegawaian
12.	Aceh Tengah	Dinas Pendidikan Dinas Kesehatan Dinas Perindustrian Perdagangan Koperasi Energi dan SDM Dinas Pekerjaan Umum Badan Perencanaan Pembangunan Daerah Badan Penanggulangan Bencana Dinas Perhubungan, Komunikasi dan Informatika Badan Lingkungan Hidup, Kebersihan dan Pertamanan Badan Keluarga Berencana Pemberdayaan Perempuan dan Perlindungan Anak

Lampiran B3-1. (Lanjutan)

NO.	KERAJAAN DAERAH	NAMA JABATAN
		Dinas Sosial Tenaga Kerja dan Transmigrasi Dinas Kebudayaan Pariwisata Pemuda dan Olahraga Kantor Kesatuan Bangsa dan Perlindungan Masyarakat (Kesbangpol & Linmas)
13.	Bener Meriah	Badan Kesatuan Bangsa dan Politik Badan Pemberdayaan Masyarakat Desa Badan Pelaksanaan Penyuluhan Badan Lingkungan Hidup, Kebersihan, Pertamanan dan Pemadam Kebakaran Badan Penanggulangan Bencana Alam Badan Pemberdayaan Perempuan, KB dan Perlindungan Anak Dinas Pengelolaan Keuangan dan Kekayaan Daerah Dinas Kehutanan dan Perkebunan Dinas Pertanian, Tanaman Pangan dan Hortikultura Dinas Peternakan dan Perikanan Dinas Perindustrian dan Perdagangan Dinas Koperasi dan UKM
14.	Gayo Lues	Dinas Pengelolaan Keuangan Daerah Inspektorat Dinas Pengairan Dinas Kesehatan Dinas Perhubungan Dinas Pertambangan dan Energi Dinas Pariwisata Dinas Pendidikan dan Kebudayaan Dinas Pertanian, Tanaman Pangan dan Perikanan Dinas Perindustrian dan UKM Dinas PU Dinas Kehutanan dan Perkebunan Dinas Syariat Islam BKPP
15.	Aceh Tenggara	Badan Kesatuan Bangsa, Politik dan Perlindungan Masyarakat Badan Pemberdayaan Masyarakat Badan Lingkungan Hidup dan Kebersihan Dinas Kehutanan dan Perkebunan Dinas Perindustrian, Perdagangan dan Pertambangan SETDAKAB

Lampiran B3-1. (Lanjutan)

NO.	KERAJAAN DAERAH	NAMA JABATAN
		Sekretariat DPRK Dinas Bina Marga dan Ciptakarya Dinas Pengairan Dinas Kesehatan Dinas Pendidikan, Pemuda dan Olah Raga Dinas Perhubungan, Telekomunikasi dan Informatika Sekretariat Majelis Pendidikan Daerah (MPD)
16.	Subussalam	Dinas Sosial Badan Penanggulangan Bencana Daerah Dinas Tenaga Kerja dan Transmigrasi Kantor Kesbanglinmas Kantor Satpol PP dan WH Dinas Pengelolaan Keuangan Kekayaan Daerah Kantor Inspektorat Kantor Pelayanan Perizinan Terpadu Dinas Syariat Islam MPD Baitul Mal MAA MPU Badan Pemberdayaan Masyarakat
17.	Aceh Singkil	Dishutbun Dinas Pekerjaan Umum Dishub dan Informatika Bapeddal dan Pertamanan dan Kebersihan Badan Penanggulangan Bencana Daerah BAPPEDA Dinas Pendidikan Dinas Kesehatan BKPP Badan Pemberdayaan Perempuan dan Keluarga Sejahtera Inspektorat Dinas Kebudayaan, Pariwisata, Pemuda dan Olahraga Badan Pemberdayaan Masyarakat Dislutkan

Lampiran B3-1. (Lanjutan)

NO.	KERAJAAN DAERAH	NAMA JABATAN
18.	Aceh Jaya	Badan Nasional Penanggulangan Bencana Daerah Sekratriat MPU Sekretariat MAA Dinas PU Dinas Pertanian dan Peternakan Badan Kepegawaian Bappeda Dinas Pendidikan dan Olahraga Dinas Kesehatan Sekretariat Daerah Dinas Kehutanan dan Perkebunan Disperindagkop dan UKM
19.	Aceh Barat	SETDAKAB Sekretariat DPRK Dinas Syariat Islam dan Pengembangan Dayah Dinas Sosial, Tenaga Kerja dan Transmigrasi Dinas Kehutanan dan Perkebunan Dinas Pertambangan dan Energi Dinas Kesehatan Dinas Pendidikan Dinas Perhubungan dan Telekomunikasi Dinas Pengelolaan Keuangan dan Kekayaan Daerah Kantor Pengendalian Dampak Lingkungan Kantor Pelayanan Perizinan Terpadu Kantor Kesatuan Bangsa dan Politik Satpol PP dan WH
20.	Nagan Raya	Dinas Perhubungan Komunikasi dan Informasi Kantor Lingkungan Hidup dan Kebersihan Dinas Sosial Tenaga Kerja dan Transmigrasi Dinas Syariat Islam Dinas Perindustrian Perdagangan dan Perkoperasian Dinas Kebudayaan Pariwisata Pemuda dan Olahraga Kantor Satpol PP dan WH Kantor Kesbangpol dan Perlindungan Masyarakat DPRK Nagan Raya DPPKAD

Lampiran B3-1. (Lanjutan)

NO.	KERAJAAN DAERAH	NAMA JABATAN
		MPU Inspektorat
21.	Aceh Barat Daya	Dinas Sosial, Tenaga Kerja dan Transmigrasi Dinas Perhubungan Kominfo Dinas Pekerjaan Umum Dinas Perindagkop dan UKM Dinas Pertanian dan Peternakan Bappeda Badan Pemberdayaan Masyarakat Badan Pendidikan Dayah Bappedal BKPP Badan Penyuluhan Pertanian, Perikanan dan Kehutanan Badan Penanggulangan Bencana Daerah
22.	Aceh Selatan	Dinas Pendapatan, Pengelolaan Keuangan dan Kekayaan Daerah Dinas Perindustrian, Perdagangan, Koperasi dan UKM Dinas Pertanian dan Peternakan Dinas Kelautan dan Perikanan Dinas Sosial, Tenaga Kerja dan Transmigrasi Dinas Kehutanan dan Perkebunan Badan Ketahanan Pangan dan Pelaksanaan Penyuluhan Dinas Kebudayaan, Pariwisata, Pemuda dan Olahraga Badan Pemberdayaan Masyarakat Badan Kepegawaian, Pendidikan dan Pelatihan Badan Kesejahteraan Keluarga, Pemberdayaan Perempuan dan Perlindungan Anak Dinas Pekerjaan Umum Dinas Perhubungan, Komunikasi dan Informasi Dinas Pertambangan, Energi dan Sumber Daya Mineral
23.	Simeulue	Badan Perencanaan Pembangunan Daerah Dinas Perhubungan, Komunikasi, Informasi dan Telematika Badan Pengendalian Dampak Lingkungan Kebersihan dan Pertamanan

Lampiran B3-1. (Lanjutan)

NO.	KERAJAAN DAERAH	NAMA JABATAN
		Kantor Pemberdayaan Perempuan dan Keluarga Sejahtera Dinas Sosial, Tenaga Kerja dan Transmigrasi Dinas Kebudayaan, Pariwisata, Pemuda dan Olah Raga Sekretariat Majelis Adat Aceh Badan Kesbangpol Linmas Kantor Satuan Polisi Pamong Praja dan Wilayahul Hisbah Dinas Pengelolaan Keuangan dan Kekayaan Daerah PPKD Badan Penanggulangan Bencana Daerah Inspektorat



UUM
Universiti Utara Malaysia

Lampiran B4-1 Analisis Kebolehpercayaan (Kajian Rintis)

Pembolehkan Tidak Bersandar: Perancangan Strategik

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,778	,774	17

Item Statistics

	Mean	Std. Deviation	N
PS1	4,57	,898	30
PS2	4,50	,820	30
PS3	4,37	,890	30
PS4	4,33	1,155	30
PS5	4,53	,776	30
PS6	4,43	,971	30
PS7	3,93	1,015	30
PS8	4,90	,995	30
PS9	4,03	1,098	30
PS10	4,67	,758	30
PS11	4,37	1,066	30
PS12	4,37	,890	30
PS13	5,00	,788	30
PS14	5,07	,640	30
PS15	4,57	,858	30
PS16	4,47	1,167	30
PS17	4,63	,765	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PS1	72,17	53,109	,048	,790
PS2	72,23	54,047	-,014	,792
PS3	72,37	50,516	,256	,775
PS4	72,40	43,628	,628	,743
PS5	72,20	52,028	,171	,780
PS6	72,30	46,424	,542	,753
PS7	72,80	46,717	,490	,757
PS8	71,83	48,971	,329	,770
PS9	72,70	49,114	,275	,776
PS10	72,07	49,237	,445	,763
PS11	72,37	49,068	,291	,774
PS12	72,37	46,861	,566	,753
PS13	71,73	53,375	,048	,787
PS14	71,67	50,023	,455	,764
PS15	72,17	47,868	,500	,758
PS16	72,27	43,720	,614	,744
PS17	72,10	48,093	,553	,756

Pembolehubah Penyederhana: Budaya Organisasi

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,740	,771	20

Item Statistics

	Mean	Std. Deviation	N
BO1	4,77	1,006	30
BO2	5,33	,547	30
BO3	5,03	,765	30
BO4	5,00	1,203	30
BO5	4,90	1,062	30
BO6	4,37	1,066	30
BO7	4,67	,884	30
BO8	5,17	,791	30
BO9	4,43	1,135	30
BO10	4,67	,802	30
BO11	4,80	1,095	30
BO12	4,43	,728	30
BO13	4,43	,935	30
BO14	4,80	,961	30
BO15	4,63	1,098	30
BO16	5,03	,964	30
BO17	4,80	,925	30
BO18	5,30	,651	30
BO19	5,03	,890	30
BO20	4,70	,952	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BO1	91,53	56,671	,108	,747
BO2	90,97	54,654	,540	,722
BO3	91,27	53,099	,506	,717
BO4	91,30	52,631	,300	,732
BO5	91,40	58,248	-,003	,757
BO6	91,93	52,478	,369	,725
BO7	91,63	55,275	,248	,735
BO8	91,13	52,602	,531	,715
BO9	91,87	50,464	,469	,715
BO10	91,63	56,378	,191	,738
BO11	91,50	58,672	-,033	,761
BO12	91,87	54,533	,396	,725
BO13	91,87	52,809	,415	,721
BO14	91,50	51,707	,484	,715
BO15	91,67	52,368	,362	,725
BO16	91,27	57,444	,065	,749
BO17	91,50	56,190	,164	,741
BO18	91,00	51,931	,742	,707
BO19	91,27	52,892	,435	,720
BO20	91,60	54,317	,292	,731

Pembolehubah Pengantara: Inovasi Pengurusan

Reliability Statistics

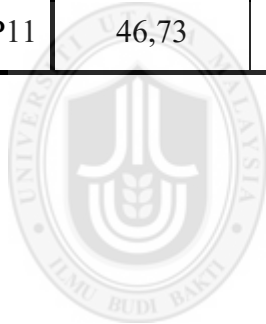
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,858	,872	11

Item Statistics

	Mean	Std. Deviation	N
IP1	4,57	,728	30
IP2	4,77	,728	30
IP3	4,37	,999	30
IP4	5,00	,695	30
IP5	5,03	,890	30
IP6	4,70	1,022	30
IP7	4,53	1,137	30
IP8	4,77	1,135	30
IP9	4,43	,971	30
IP10	4,57	1,194	30
1P11	4,70	1,119	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IP1	46,87	43,016	,479	,852
IP2	46,67	41,816	,613	,844
IP3	47,07	39,444	,611	,841
IP4	46,43	40,254	,837	,832
IP5	46,40	39,421	,707	,835
IP6	46,73	39,030	,630	,840
IP7	46,90	41,128	,391	,860
IP8	46,67	37,678	,657	,837
IP9	47,00	42,207	,393	,857
IP10	46,87	40,189	,429	,858
IP11	46,73	39,444	,528	,848



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Pembolehubah Bersandar: Prestasi Organisasi

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,765	,779	7

Item Statistics

	Mean	Std. Deviation	N
PO1	4,77	1,006	30
PO2	4,80	,887	30
PO3	4,77	,774	30
PO4	5,07	,691	30
PO5	4,77	,817	30
PO6	4,23	1,006	30
PO7	4,30	,988	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PO1	27,93	10,754	,653	,696
PO2	27,90	11,266	,677	,694
PO3	27,93	12,547	,535	,728
PO4	27,63	12,930	,537	,731
PO5	27,93	11,926	,617	,711
PO6	28,47	13,085	,272	,786
PO7	28,40	13,421	,232	,793

Lampiran B5-1 Deskripsi Demografi Responden

Jantina

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Laki - Laki	91	82,7	82,7	82,7
Perempuan	19	17,3	17,3	100,0
Total	110	100,0	100,0	

Umur

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Kurang dari 30	2	1,8	1,8	1,8
30-40 tahun	36	32,7	32,7	34,5
41-50 tahun	48	43,6	43,6	78,2
51-60 tahun	23	20,9	20,9	99,1
Lebih dari 60 tahun	1	,9	,9	100,0
Total	110	100,0	100,0	

Status Perkahwinan

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Kahwin	108	98,2	98,2	98,2
Belum Kahwin	1	,9	,9	99,1
Lain-Lain	1	,9	,9	100,0
Total	110	100,0	100,0	

Pendidikan Tertinggi

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Sarjana (S1)	65	59,1	59,1	59,1
Master (S2)	41	37,3	37,3	96,4
Doktor (S3)	4	3,6	3,6	100,0
Total	110	100,0	100,0	

Jabatan

	Frequency	Percent	Valid Percent	Cumulative Percent
Kantor	11	10,0	10,0	10,0
Dinas	54	49,1	49,1	59,1
Valid Badan	44	40,0	40,0	99,1
Lain-Lain	1	,9	,9	100,0
Total	110	100,0	100,0	

Tempoh Berkhidmat di Kerajaan

	Frequency	Percent	Valid Percent	Cumulative Percent
Kurang dari 5 tahun	6	5,5	5,5	5,5
5 - 10 tahun	28	25,5	25,5	30,9
Valid 11 - 15 tahun	27	24,5	24,5	55,5
16 - 20 tahun	16	14,5	14,5	70,0
21 - 25 tahun	19	17,3	17,3	87,3
Lebih dari 25 tahun	14	12,7	12,7	100,0
Total	110	100,0	100,0	

Tempoh Berkhidmat Dalam Jawatan Semasa

	Frequency	Percent	Valid Percent	Cumulative Percent
Kurang dari 1 tahun	20	18,2	18,2	18,2
Valid 1 - 2 tahun	57	51,8	51,8	70,0
3 - 5 tahun	31	28,2	28,2	98,2
Lebih dari 5 tahun	2	1,8	1,8	100,0
Total	110	100,0	100,0	

Lampiran B6-1 Analisis Faktor untuk Perancangan Strategik

KMO and Bartlett's Test

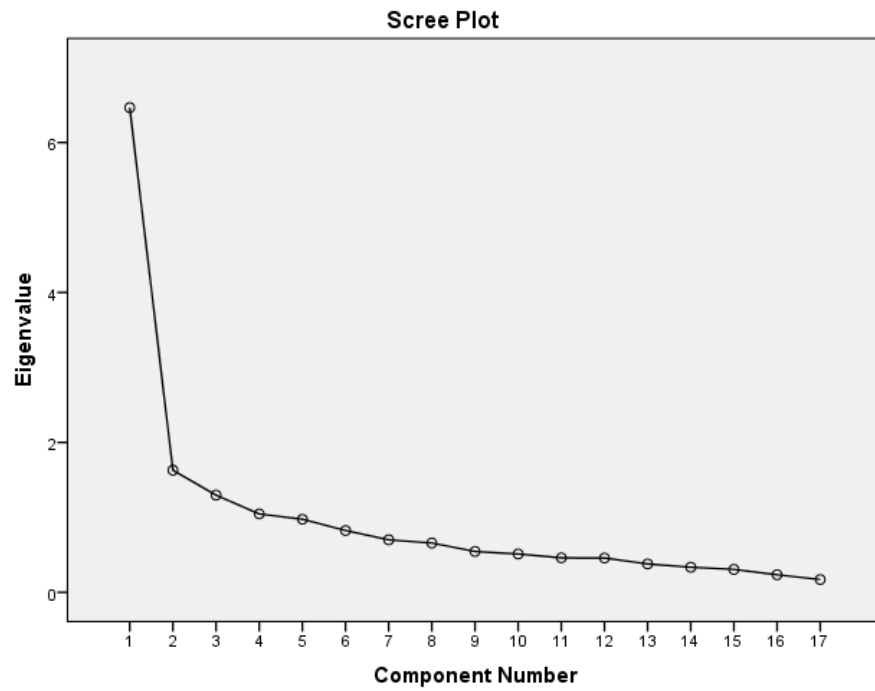
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,863
	Approx. Chi-Square	781,216
Bartlett's Test of Sphericity	df	136
	Sig.	,000

Communalities

	Initial	Extraction
PS1	1,000	,592
PS2	1,000	,477
PS3	1,000	,706
PS4	1,000	,540
PS5	1,000	,661
PS6	1,000	,607
PS7	1,000	,524
PS8	1,000	,362
PS9	1,000	,653
PS10	1,000	,797
PS11	1,000	,519
PS12	1,000	,594
PS13	1,000	,642
PS14	1,000	,719
PS15	1,000	,729
PS16	1,000	,522
PS17	1,000	,793

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6,465	38,032	38,032	6,465	38,032	38,032	3,427	20,160	20,160
2	1,629	9,584	47,616	1,629	9,584	47,616	2,743	16,138	36,298
3	1,297	7,627	55,243	1,297	7,627	55,243	2,376	13,974	50,273
4	1,046	6,156	61,398	1,046	6,156	61,398	1,891	11,126	61,398
5	,975	5,738	67,136						
6	,825	4,853	71,989						
7	,701	4,124	76,113						
8	,658	3,870	79,983						
9	,545	3,208	83,191						
10	,512	3,012	86,203						
11	,460	2,708	88,911						
12	,458	2,692	91,603						
13	,380	2,234	93,836						
14	,335	1,972	95,808						
15	,307	1,803	97,612						
16	,235	1,380	98,991						
17	,171	1,009	100,000						



Rotated Component Matrix^a

	Component			
	1	2	3	4
PS1				,723
PS2				,520
PS3			,754	
PS4				,514
PS5			,609	
PS6		,583		
PS7			,681	
PS8	,501			
PS9			,680	
PS10		,877		
PS11	,675			
PS12				
PS13	,764			
PS14	,828			
PS15	,796			
PS16				
PS17		,835		

Lampiran B6-2 Analisis Faktor untuk Budaya Organisasi

KMO and Bartlett's Test

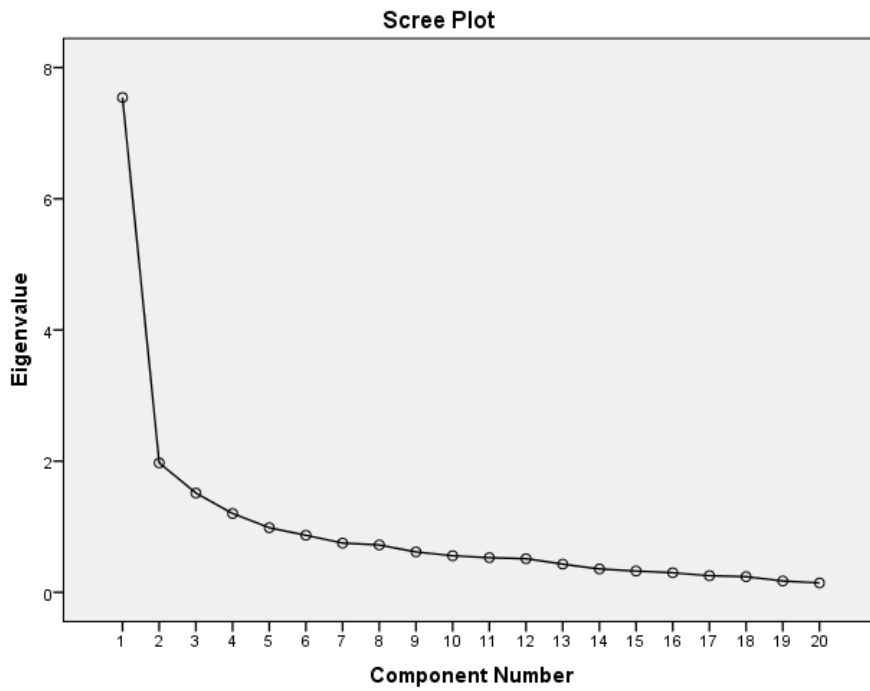
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,849
Bartlett's Test of Sphericity	Approx. Chi-Square	1069,705
	df	190
	Sig.	,000

Communalities

	Initial	Extraction
BO1	1,000	,613
BO2	1,000	,808
BO3	1,000	,604
BO4	1,000	,613
BO5	1,000	,532
BO6	1,000	,430
BO7	1,000	,538
BO8	1,000	,656
BO9	1,000	,518
BO10	1,000	,654
BO11	1,000	,492
BO12	1,000	,613
BO13	1,000	,626
BO14	1,000	,826
BO15	1,000	,346
BO16	1,000	,786
BO17	1,000	,699
BO18	1,000	,620
BO19	1,000	,766
BO20	1,000	,491

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7,543	37,713	37,713	7,543	37,713	37,713	3,957	19,785	19,785
2	1,973	9,867	47,581	1,973	9,867	47,581	3,688	18,438	38,223
3	1,514	7,571	55,151	1,514	7,571	55,151	2,973	14,865	53,088
4	1,202	6,011	61,162	1,202	6,011	61,162	1,615	8,074	61,162
5	,986	4,931	66,093						
6	,870	4,351	70,445						
7	,751	3,757	74,202						
8	,723	3,613	77,814						
9	,617	3,085	80,899						
10	,558	2,791	83,690						
11	,529	2,646	86,336						
12	,513	2,564	88,900						
13	,430	2,150	91,050						
14	,356	1,782	92,832						
15	,325	1,625	94,457						
16	,299	1,494	95,951						
17	,254	1,271	97,222						
18	,239	1,195	98,417						
19	,173	,867	99,284						
20	,143	,716	100,000						



Rotated Component Matrix^a

	Component			
	1	2	3	4
BO1		,738		
BO2		,854		
BO3		,735		
BO4		,661		
BO5		,636		
BO6				
BO7				
BO8	,685			
BO9			,579	
BO10			,756	
BO11	,607			
BO12			,737	
BO13			,759	
BO14				,894
BO15				
BO16	,869			
BO17	,802			
BO18	,664			
BO19				,722
BO20		,520		

Lampiran B6-3 Analisis Faktor untuk Inovasi Pengurusan

KMO and Bartlett's Test

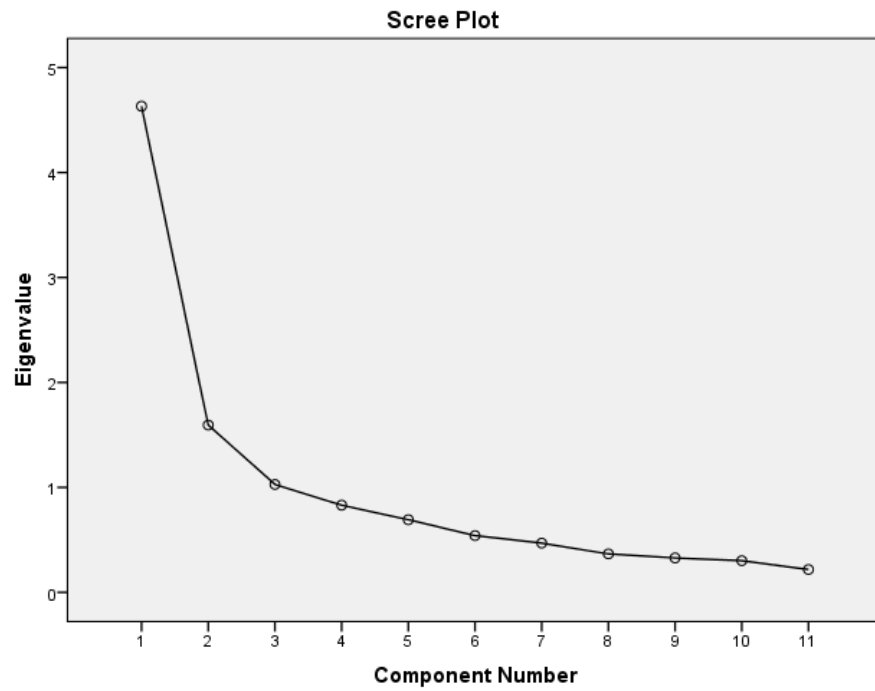
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,819
Bartlett's Test of Sphericity	Approx. Chi-Square	495,387
	df	55
	Sig.	,000

Communalities

	Initial	Extraction
IP1	1,000	,740
IP2	1,000	,686
IP3	1,000	,649
IP4	1,000	,619
IP5	1,000	,640
IP6	1,000	,774
IP7	1,000	,667
IP8	1,000	,541
IP9	1,000	,724
IP10	1,000	,629
IP11	1,000	,584

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,632	42,105	42,105	4,632	42,105	42,105	2,668	24,251	24,251
2	1,594	14,491	56,595	1,594	14,491	56,595	2,335	21,224	45,475
3	1,028	9,348	65,944	1,028	9,348	65,944	2,252	20,469	65,944
4	,830	7,549	73,493						
5	,692	6,295	79,788						
6	,541	4,914	84,703						
7	,469	4,265	88,968						
8	,366	3,328	92,295						
9	,328	2,982	95,277						
10	,302	2,744	98,021						
11	,218	1,979	100,000						



Rotated Component Matrix^a

	Component		
	1	2	3
IP1		,847	
IP2		,772	
IP3		,738	
IP4	,728		
IP5	,759		
IP6	,759		
IP7	,766		
IP8			,576
IP9			,791
IP10			,713
IP11			,617

Lampiran B6-4 Analisis Faktor untuk Prestasi Organisasi

KMO and Bartlett's Test

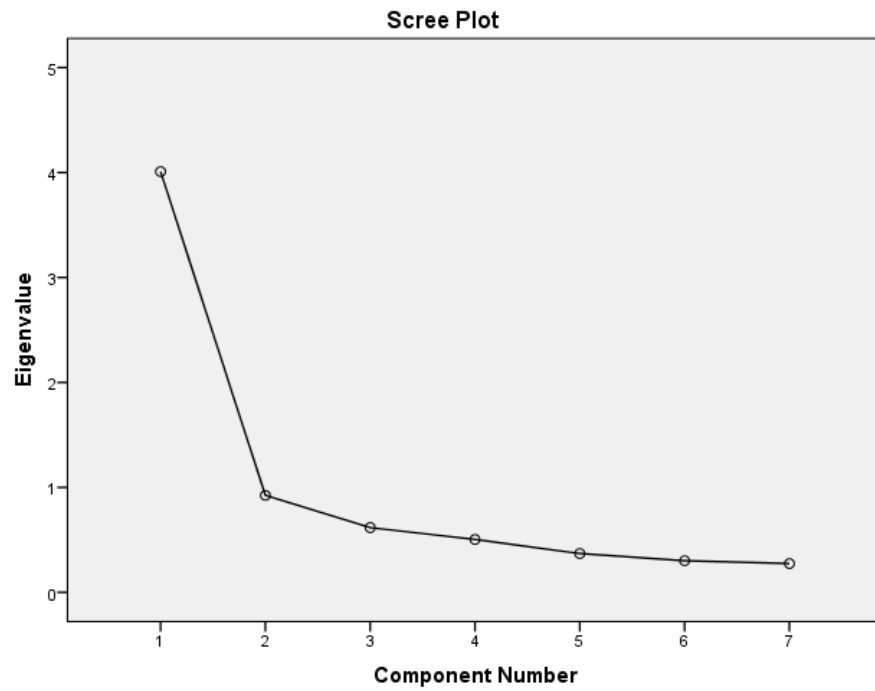
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,861
Bartlett's Test of Sphericity	Approx. Chi-Square	353,934
	df	21
	Sig.	,000

Communalities

	Initial	Extraction
PO1	1,000	,575
PO2	1,000	,602
PO3	1,000	,666
PO4	1,000	,509
PO5	1,000	,467
PO6	1,000	,631
PO7	1,000	,558

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,009	57,270	57,270	4,009	57,270	57,270
2	,924	13,205	70,474			
3	,617	8,810	79,285			
4	,504	7,200	86,485			
5	,370	5,282	91,767			
6	,301	4,307	96,074			
7	,275	3,926	100,000			



Component Matrix^a

	Component
	1
PO1	,758
PO2	,776
PO3	,816
PO4	,714
PO5	,683
PO6	,794
PO7	,747

Lampiran B7-1 Analisis Kebolehpercayaan Selepas Faktor Analisis

Pembolehubah Tidak Bersandar: Perancangan Strategik

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,877	,879	15

Item Statistics

	Mean	Std. Deviation	N
PS1	5,1011	,68990	110
PS2	4,9738	,64959	110
PS3	4,7000	,84103	110
PS4	4,8818	,87506	110
PS5	4,7862	,80198	110
PS6	4,8727	,81397	110
PS7	3,9636	1,02203	110
PS8	4,8091	,97204	110
PS9	3,9818	,93830	110
PS10	4,7887	,69168	110
PS11	4,5815	,88707	110
PS13	4,7521	,82569	110
PS14	4,8818	,92599	110
PS15	4,6420	,94357	110
PS17	4,8255	,72750	110

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PS1	65,4406	54,714	,411	,874
PS2	65,5679	54,655	,449	,873
PS3	65,8417	52,993	,464	,872
PS4	65,6599	51,213	,591	,867
PS5	65,7555	51,510	,628	,865
PS6	65,6690	51,316	,635	,865
PS7	66,5781	52,122	,421	,876
PS8	65,7326	51,612	,489	,872
PS9	66,5599	51,310	,535	,869
PS10	65,7530	53,946	,488	,871
PS11	65,9603	51,831	,530	,869
PS13	65,7896	52,044	,559	,868
PS14	65,6599	51,086	,562	,868
PS15	65,8997	49,870	,647	,864
PS17	65,7163	52,564	,597	,867

Pembolehubah Penyederhana: Budaya Organisasi

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,865	,888	17

Item Statistics

	Mean	Std. Deviation	N
BO1	5,2771	,73988	110
BO2	5,3301	,69143	110
BO3	5,0735	,68677	110
BO4	5,4529	,64090	110
BO5	5,1289	,70508	110
BO8	5,1000	,67661	110
BO9	4,6970	,81842	110
BO10	4,7062	,74567	110
BO11	5,1953	,58154	110
BO12	4,3789	,83192	110
BO13	4,2585	,90231	110
BO14	4,3364	1,11928	110
BO16	5,1007	,63456	110
BO17	5,0824	,66538	110
BO18	5,1385	,68337	110
BO19	4,3727	1,24044	110
BO20	4,8714	,67865	110

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BO1	78,2234	50,378	,517	,856
BO2	78,1704	49,422	,664	,850
BO3	78,4270	50,585	,542	,855
BO4	78,0475	50,323	,618	,853
BO5	78,3715	50,514	,533	,855
BO8	78,4005	49,387	,684	,850
BO9	78,8035	49,254	,560	,854
BO10	78,7943	50,603	,490	,857
BO11	78,3052	51,336	,561	,856
BO12	79,1215	50,220	,461	,858
BO13	79,2419	50,729	,374	,863
BO14	79,1641	51,031	,254	,873
BO16	78,3997	50,462	,609	,853
BO17	78,4181	50,104	,616	,853
BO18	78,3619	49,952	,614	,852
BO19	79,1277	51,418	,191	,881
BO20	78,6291	50,082	,605	,853

Pembolehkan Pengantara: Inovasi Pengurusan

Reliability Statistics

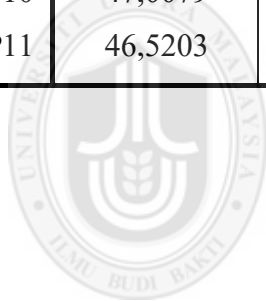
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,860	,861	11

Item Statistics

	Mean	Std. Deviation	N
IP1	4,4529	,89223	110
IP2	4,6751	,70165	110
IP3	4,6786	,68912	110
IP4	4,7887	,75509	110
IP5	5,0633	,72035	110
IP6	4,7769	,90194	110
IP7	4,4860	,91486	110
IP8	4,9249	,79801	110
IP9	4,4309	,84628	110
IP10	4,2429	,92686	110
IP11	4,7305	,74942	110

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IP1	46,7979	28,185	,455	,856
IP2	46,5757	28,707	,544	,849
IP3	46,5722	28,722	,554	,848
IP4	46,4621	28,636	,505	,851
IP5	46,1875	28,406	,568	,847
IP6	46,4739	26,348	,662	,839
IP7	46,7648	26,972	,577	,846
IP8	46,3259	28,496	,488	,852
IP9	46,8199	27,047	,628	,842
IP10	47,0079	27,039	,559	,847
IP11	46,5203	28,317	,553	,848



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Pembolehubah Bersandar: Prestasi Organisasi

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,872	,875	7

Item Statistics

	Mean	Std. Deviation	N
PO1	4,8727	,76757	110
PO2	4,7727	,76217	110
PO3	4,7636	,72854	110
PO4	4,5545	,86296	110
PO5	4,8416	,82579	110
PO6	4,7213	,81089	110
PO7	4,4677	,92438	110

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PO1	28,1215	14,074	,647	,855
PO2	28,2215	14,024	,663	,853
PO3	28,2306	13,947	,719	,846
PO4	28,4397	13,760	,607	,860
PO5	28,1526	14,106	,580	,863
PO6	28,2730	13,498	,710	,846
PO7	28,5265	13,169	,651	,855

Lampiran B8-1 Analisis Deskriptif Terhadap Pembolehubah

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Perancangan Strategik	110	3,40	5,67	4,7028	,51375
Budaya Organisasi	110	4,00	5,88	4,9118	,44158
Inovasi Pengurusan	110	3,27	5,73	4,6592	,52451
Prestasi Organisasi	110	3,00	6,00	4,7135	,61258
Valid N (listwise)	110				



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Lampiran B9-1 Analisis Korelasi

Correlations

		Perancangan Strategik	Inovasi Pengurusan	Prestasi Organisasi
Perancangan Strategik	Pearson Correlation	1	,622**	,484**
	Sig. (2-tailed)		,000	,000
	N	110	110	110
Inovasi Pengurusan	Pearson Correlation	,622**	1	,581**
	Sig. (2-tailed)	,000		,000
	N	110	110	110
Prestasi Organisasi	Pearson Correlation	,484**	,581**	1
	Sig. (2-tailed)	,000	,000	
	N	110	110	110

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

Lampiran B10-1 Analisis Regresi Mudah

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,484 ^a	,234	,227	,53848	1,743

a. Predictors: (Constant), Perancangan Strategik

b. Dependent Variable: Prestasi Organisasi

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9,587	1	9,587	33,064	,000 ^b
Residual	31,316	108	,290		
Total	40,903	109			

a. Dependent Variable: Prestasi Organisasi

b. Predictors: (Constant), Perancangan Strategik

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,999	,475		4,208	,000
1 Perancangan Strategik	,577	,100	,484	5,750	,000

a. Dependent Variable: Prestasi Organisasi

Lampiran B11-1 Analisis Regresi Berganda (Perantara)

Perancangan Strategik dan Prestasi Organisasi

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,484 ^a	,234	,227	,53848	1,743

a. Predictors: (Constant), Perancangan Strategik

b. Dependent Variable: Prestasi Organisasi

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9,587	1	9,587	33,064	,000 ^b
Residual	31,316	108	,290		
Total	40,903	109			

a. Dependent Variable: Prestasi Organisasi

b. Predictors: (Constant), Perancangan Strategik

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,999	,475		4,208	,000
1 Perancangan Strategik	,577	,100	,484	5,750	,000

a. Dependent Variable: Prestasi Organisasi

Perancangan Strategik dan Inovasi Pengurusan

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,622 ^a	,387	,381	,41252	1,812

a. Predictors: (Constant), Perancangan Strategik

b. Dependent Variable: Inovasi Pengurusan

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11,608	1	11,608	68,215	,000 ^b
1 Residual	18,379	108	,170		
Total	29,987	109			

a. Dependent Variable: Inovasi Pengurusan

b. Predictors: (Constant), Perancangan Strategik

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,672	,364		4,595	,000
1 Perancangan Strategik	,635	,077	,622	8,259	,000

a. Dependent Variable: Inovasi Pengurusan

Inovasi Pengurusan dan Prestasi Organisasi

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,581 ^a	,338	,331	,50087	1,779

a. Predictors: (Constant), Inovasi Pengurusan

b. Dependent Variable: Prestasi Organisasi

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	13,810	1	13,810	55,047	,000 ^b
1 Residual	27,094	108	,251		
Total	40,903	109			

a. Dependent Variable: Prestasi Organisasi

b. Predictors: (Constant), Inovasi Pengurusan

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,552	,429		3,619	,000
	Inovasi Pengurusan	,679	,091	,581	7,419	,000

a. Dependent Variable: Prestasi Organisasi

Pengurusan Strategik, Inovasi Pengurusan dan Prestasi Organisasi

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,602 ^a	,362	,350	,49379	1,740

a. Predictors: (Constant), Inovasi Pengurusan, Perancangan Strategik

b. Dependent Variable: Prestasi Organisasi

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	14,813	2	7,407	30,375	,000 ^b
Residual	26,090	107	,244		
Total	40,903	109			

a. Dependent Variable: Prestasi Organisasi

b. Predictors: (Constant), Inovasi Pengurusan, Perancangan Strategik

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,107	,476		2,325	,022
1 Perancangan Strategik	,239	,118	,200	2,029	,045
Inovasi Pengurusan	,533	,115	,457	4,629	,000

a. Dependent Variable: Prestasi Organisasi

Lampiran B12-1 Analisis Regresi Berganda Bertingkat (Penyederhana)

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,484 ^a	,234	,227	,87903260	,234	33,064	1	108	,000	
2	,637 ^b	,406	,395	,77763120	,172	31,002	1	107	,000	
3	,638 ^c	,406	,390	,78121692	,000	,020	1	106	,888	1,645

a. Predictors: (Constant), Zscore: Perancangan Strategik

b. Predictors: (Constant), Zscore: Perancangan Strategik, Zscore: Budaya Organisasi

c. Predictors: (Constant), Zscore: Perancangan Strategik, Zscore: Budaya Organisasi, Budaya Organisasi x Perancangan Strategik

d. Dependent Variable: Zscore: Prestasi Organisasi

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25,549	1	25,549	33,064	,000 ^b
	Residual	83,451	108	,773		
	Total	109,000	109			
2	Regression	44,296	2	22,148	36,626	,000 ^c
	Residual	64,704	107	,605		
	Total	109,000	109			
3	Regression	44,308	3	14,769	24,200	,000 ^d
	Residual	64,692	106	,610		
	Total	109,000	109			

a. Dependent Variable: Zscore: Prestasi Organisasi

b. Predictors: (Constant), Zscore: Perancangan Strategik

c. Predictors: (Constant), Zscore: Perancangan Strategik, Zscore: Budaya Organisasi

d. Predictors: (Constant), Zscore: Perancangan Strategik, Zscore: Budaya Organisasi, Budaya Organisasi x Perancangan Strategik

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-3,579E-015	,084		,000	1,000
Zscore: Perancangan Strategik	,484	,084	,484	5,750	,000
2 (Constant)	-3,389E-015	,074		,000	1,000
Zscore: Perancangan Strategik	,234	,087	,234	2,688	,008
Zscore: Budaya Organisasi	,484	,087	,484	5,568	,000
3 (Constant)	-,005	,082		-,060	,952
Zscore: Perancangan Strategik	,233	,088	,233	2,656	,009
Zscore: Budaya Organisasi	,485	,088	,485	5,542	,000
Budaya Organisasi x Perancangan Strategik	,010	,068	,011	,141	,888

a. Dependent Variable: Zscore: Prestasi Organisasi