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Lampiran 3 Profil Responden

Nama/Inisial	Jenis Kelamin	Usia	Lama Bekerja	Pendidikan Terakhir	Agama	Suku
Hotma Udur Tampubolon	Perempuan	40 keatas	6 -10 tahun	S2	Kristen	Batak
Sri Hartati, S.Pd	Perempuan	40 keatas	10 tahun keatas	S1	Kristen	Batak
Muhammad Nur Wahyudi	Laki-laki	26-30	3 - 6 tahun	S1	Islam	Jawa
Aminatun	Perempuan	40 keatas	10 tahun keatas	S2	Islam	Jawa
RIKI NASRUDIN	Laki-laki	26-30	3 - 6 tahun	S1	Islam	Jawa
Muhammad Rizqi Ramadhan	Laki-laki	26-30	3 - 6 tahun	S1	Islam	Bima
Novrizal Ubaidilah	Laki-laki	26-30	Kurang dari 3 tahun	S1	Islam	Sunda

Hosea Panjaitan	Laki-laki	40 keatas	10 tahun keatas	S2	Kristen	Batak Toba
Fitri Wijayanti	Perempuan	25 kebawah	Kurang dari 3 tahun	S1	Islam	Jawa
Fanni F	Perempuan	31-35	6 -10 tahun	S1	Islam	Minang
Gauri Candra Saputra	Laki-laki	25 kebawah	Kurang dari 3 tahun	S1	Kristen	Batak
Resmin Sihombing, S.PAK	Perempuan	40 keatas	10 tahun keatas	S1	Kristen	Batak
Dewi Setiawati	Perempuan	31-35	3 - 6 tahun	S2	Islam	Sunda
Aulia Arba Chinta Ramadhani, S.Pd	Perempuan	25 kebawah	Kurang dari 3 tahun	S1	Islam	Jawa

Faishal Sahru Rhamadan	Laki-laki	25 kebawah	Kurang dari 3 tahun	S2	Kristen	Batak
Arief Wahyudi	Laki-laki	40 keatas	10 tahun keatas	S2	Islam	Sunda
Novika Dwikusumah	Perempuan	40 keatas	10 tahun keatas	S1	Islam	Sunda
Mila	Perempuan	26-30	Kurang dari 3 tahun	S1	Islam	Jawa
Elisa Silalahi	Perempuan	25 kebawah	Kurang dari 3 tahun	S1	Kristen	Batak
RR. Nunuk Indrayanti	Perempuan	40 keatas	10 tahun keatas	S1	Islam	Jawa
Rita Dewi	Perempuan	26-30	Kurang dari 3 tahun	S1	Islam	Jawa

Qibtiyah Utami	Perempuan	31-35	3 - 6 tahun	S1	Islam	Sunda
Vicky Elbrialdy Sinulingga	Laki-laki	26-30	Kurang dari 3 tahun	S1	Katolik	Karo
Anindita nur nabilla	Perempuan	25 kebawah	Kurang dari 3 tahun	S1	Islam	Bima
Dewi Sri Utami	Perempuan	31-35	Kurang dari 3 tahun	S1	Islam	Jawa
Willy Wijaya	Laki-laki	31-35	10 tahun keatas	S1	Islam	Minang
Tuti Pusoita	Perempuan	35-40	10 tahun keatas	S1	Islam	Sunda
Vanty	Perempuan	40 keatas	Kurang dari 3 tahun	S1	Katolik	Batak

Nita Marliani	Perempuan	31-35	3 - 6 tahun	S1	Islam	Sunda
ETY HERAWATI	Perempuan	40 keatas	10 tahun keatas	S1	Islam	Jawa
Noviyanti Sondang Asinaro	Perempuan	26-30	6 -10 tahun	S1	Kristen	Batak
Melinda Defy Yana	Perempuan	26-30	Kurang dari 3 tahun	S1	Kristen	Batak
Ahlan Tubagus	Laki-laki	26-30	3 - 6 tahun	S1	Islam	Sunda
Umi Badriyah	Perempuan	40 keatas	10 tahun keatas	S1	Islam	Sunda
siti oldri	Perempuan	26-30	10 tahun keatas	S1	Kristen	Minangkabau

Riska Aulia Oktaviana	Perempuan	25 kebawah	Kurang dari 3 tahun	S1	Islam	Jawa
MURSINAH	Perempuan	40 keatas	10 tahun keatas	SMA sederajat	Islam	Betawi
Nobon	Laki-laki	40 keatas	10 tahun keatas	S1	Islam	Jawa
Herip radot	Laki-laki	40 keatas	10 tahun keatas	S1	Islam	Batak
Helmina Panjaitan	Laki-laki	40 keatas	10 tahun keatas	S1	Kristen	Batak
Rindu Elhami	Perempuan	26-30	10 tahun keatas	S1	Islam	Sunda
Bhalita Kuncoro Hadhi	Laki-laki	40 keatas	10 tahun keatas	S1	Islam	Jawa

Dra.Sonang Sianipar	Perempuan	40 keatas	10 tahun keatas	S1	Kristen	Batak
Cindy tenet lay grafia	Perempuan	25 kebawah	Kurang dari 3 tahun	S1	Kristen	Batak
Euis Liawati	Perempuan	40 keatas	10 tahun keatas	S2	Islam	Sunda
Anggun nur oktaviani	Perempuan	35-40	Kurang dari 3 tahun	S1	Islam	Betawi
Dra. Mintje Rotua Timoria	Perempuan	40 keatas	6 -10 tahun	S1	Kristen	Batak
Dede Mahfuzoh	Perempuan	26-30	3 - 6 tahun	S1	Islam	Sunda
Rahmat satrianto	Laki-laki	35-40	10 tahun keatas	S1	Islam	Jawa

Nunung Ahdiati Nur	Perempuan	40 keatas	10 tahun keatas	S1	Islam	Sunda
Prasastiningtyas W.	Perempuan	40 keatas	10 tahun keatas	S1	Islam	Jawa
Faaizah Abiyyah R, M.Pd.	Perempuan	26-30	3 - 6 tahun	S2	Islam	Jawa Sunda
Lastiar Lumbantoruan	Perempuan	40 keatas	10 tahun keatas	S1	Kristen	Batak
Wiwi yansi	Perempuan	40 keatas	10 tahun keatas	S1	Islam	Jawa
Katherine rosevy pentury, S. Pd	Perempuan	31-35	3 - 6 tahun	S1	Islam	Batak
Perianto Hutajulu	Laki-laki	40 keatas	10 tahun keatas	S1	Kristen	Batak

Sabiluna Jihad Al Hafidz S.Pd.I	Perempuan	26-30	Kurang dari 3 tahun	S1	Islam	Sunda
Rizal Hafid	Laki-laki	35-40	6 -10 tahun	S1	Islam	Jawa
Yustri Vitawaty Rumapea	Perempuan	26-30	3 -6 tahun	S1	Kristen	Batak Toba
Engglin Angela Theresia Humbas	Perempuan	26-30	3 -6 tahun	S1	Kristen	Minahasa
Jajat Ahmad Munajat	Laki-laki	40 keatas	10 tahun keatas	S1	Islam	Sunda
Achmad Zam Zamy	Laki-laki	26-30	Kurang dari 3 tahun	S1	Islam	Betawi
Melvalina Nainggolan	Perempuan	35-40	10 tahun keatas	S1	Kristen	Batak

Rophenny Saurma	Perempuan	40 keatas	10 tahun keatas	S1	Kristen	Batak
Irma chintia	Perempuan	31-35	Kurang dari 3 tahun	S1	Islam	Sunda
Dhesy Irawati Mayrina	Perempuan	40 keatas	10 tahun keatas	S1	Islam	Jawa
Hiro Satrya Alfa Thambrin	Laki-laki	25 kebawah	Kurang dari 3 tahun	S1	Islam	Betawi
Jenny Nurcahaya	Perempuan	40 keatas	10 tahun keatas	S1	Kristen	Batak
Endang Pujiwati	Perempuan	40 keatas	10 tahun keatas	S1	Islam	Jawa

Lampiran 4 Statistik Deskriptif Variabel

a. Manajemen Keragaman

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
MK 1	69	1	5	4.32	.978
MK 2	69	1	5	4.29	.842
MK 3	69	1	5	4.32	.915
MK 4	69	3	5	4.52	.584
MK 5	69	2	5	4.33	.816
MK 6	69	2	5	4.43	.717
Valid N (listwise)	69				

b. Perilaku Kerja Inovatif

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
IWB 1	69	1	5	4.30	.754
IWB 2	69	1	5	4.25	.736
IWB 3	69	3	5	4.25	.604
IWB 4	69	3	5	4.30	.602
IWB 5	69	3	5	4.30	.614
IWB 6	69	3	5	4.30	.577
IWB 7	69	3	5	4.26	.634
IWB 8	69	3	5	4.35	.590
IWB 9	69	3	5	4.32	.606
Valid N (listwise)	69				

c. Keterlibatan Karyawan

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
KK 1	69	1	5	4.30	.754
KK 2	69	1	5	4.25	.715
KK 3	69	3	5	4.39	.599
KK 4	69	1	5	4.29	.730
KK 5	69	3	5	4.19	.648
KK 6	69	3	5	4.28	.639
KK 7	69	1	5	4.41	.754
KK 8	69	1	5	3.84	.868
KK 9	69	1	5	3.74	.934
Valid N (listwise)	69				

Lampiran 5 Uji Validitas dan Realibilitas

a. Validitas Manajeman Keragam

		Correlations						
		MK 1	MK 2	MK 3	MK 4	MK 5	MK 6	Total MK
MK 1	Pearson Correlation	1	.654**	.821**	.580**	.749**	.597**	.880**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69
MK 2	Pearson Correlation	.654**	1	.680**	.615**	.734**	.665**	.851**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69
MK 3	Pearson Correlation	.821**	.680**	1	.592**	.741**	.570**	.878**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	69	69	69	69	69	69	69
MK 4	Pearson Correlation	.580**	.615**	.592**	1	.586**	.784**	.782**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	69	69	69	69	69	69	69
MK 5	Pearson Correlation	.749**	.734**	.741**	.586**	1	.728**	.892**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	69	69	69	69	69	69	69
MK 6	Pearson Correlation	.597**	.665**	.570**	.784**	.728**	1	.826**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	69	69	69	69	69	69	69
Total MK	Pearson Correlation	.880**	.851**	.878**	.782**	.892**	.826**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	69	69	69	69	69	69	69

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

an

b. Validitas Perilaku Kerja Inovatif

		Correlations								
		IWB 1	IWB 2	IWB 3	IWB 4	IWB 5	IWB 6	IWB 7	IWB 8	IWB 9
IWB 1	Pearson Correlation	1	.818**	.641**	.636**	.689**	.698**	.509**	.619**	.589**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69
IWB 2	Pearson Correlation	.818**	1	.689**	.626**	.751**	.722**	.523**	.715**	.712**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69
IWB 3	Pearson Correlation	.641**	.689**	1	.721**	.796**	.795**	.560**	.747**	.626**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69
IWB 4	Pearson Correlation	.636**	.626**	.721**	1	.665**	.789**	.715**	.651**	.658**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69
IWB 5	Pearson Correlation	.689**	.751**	.796**	.665**	1	.859**	.519**	.757**	.725**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69
IWB 6	Pearson Correlation	.698**	.722**	.795**	.789**	.859**	1	.665**	.722**	.686**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000
	N	69	69	69	69	69	69	69	69	69
IWB 7	Pearson Correlation	.509**	.523**	.560**	.715**	.519**	.665**	1	.541**	.508**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000
	N	69	69	69	69	69	69	69	69	69
IWB 8	Pearson Correlation	.619**	.715**	.747**	.651**	.757**	.722**	.541**	1	.796**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000
	N	69	69	69	69	69	69	69	69	69
IWB 9	Pearson Correlation	.589**	.712**	.626**	.658**	.725**	.686**	.508**	.796**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	69	69	69	69	69	69	69	69	69
Total IWB	Pearson Correlation	.828**	.872**	.860**	.845**	.887**	.908**	.725**	.856**	.825**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69

c. Validitas Keterlibatan Karyawan

Correlations											
		KK 1	KK 2	KK 3	KK 4	KK 5	KK 6	KK 7	KK 8	KK 9	Total KK
KK 1	Pearson Correlation	1	.895**	.774**	.880**	.694**	.709**	.815**	.368**	.365**	.791**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.002	.002	.000
	N	69	69	69	69	69	69	69	69	69	69
KK 2	Pearson Correlation	.895**	1	.732**	.875**	.660**	.718**	.766**	.372**	.340**	.779**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.002	.004	.000
	N	69	69	69	69	69	69	69	69	69	69
KK 3	Pearson Correlation	.774**	.732**	1	.746**	.754**	.751**	.717**	.263*	.238*	.782**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.029	.049	.000
	N	69	69	69	69	69	69	69	69	69	69
KK 4	Pearson Correlation	.880**	.875**	.746**	1	.629**	.741**	.799**	.422**	.350**	.857**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.003	.000
	N	69	69	69	69	69	69	69	69	69	69
KK 5	Pearson Correlation	.694**	.660**	.754**	.629**	1	.796**	.534**	.316**	.253*	.753**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.008	.036	.000
	N	69	69	69	69	69	69	69	69	69	69
KK 6	Pearson Correlation	.709**	.718**	.751**	.741**	.796**	1	.589**	.292*	.344**	.747**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.015	.004	.000
	N	69	69	69	69	69	69	69	69	69	69
KK 7	Pearson Correlation	.815**	.766**	.717**	.799**	.534**	.589**	1	.370**	.403**	.720**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.002	.001	.000
	N	69	69	69	69	69	69	69	69	69	69
KK 8	Pearson Correlation	.368**	.372**	.263*	.422**	.316**	.292*	.370**	1	.619**	.374**
	Sig. (2-tailed)	.002	.002	.029	.000	.008	.015	.002		.000	.002
	N	69	69	69	69	69	69	69	69	69	69
KK 9	Pearson Correlation	.365**	.340**	.238*	.350**	.253*	.344**	.403**	.619**	1	.321**
	Sig. (2-tailed)	.002	.004	.049	.003	.036	.004	.001	.000		.007
	N	69	69	69	69	69	69	69	69	69	69
Total KK	Pearson Correlation	.791**	.779**	.782**	.857**	.753**	.747**	.720**	.374**	.321**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.002	.007	
	N	69	69	69	69	69	69	69	69	69	69

d. Reliabilitas

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	69	100.0
	Excluded ^a	0	.0
	Total	69	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.921	6

Reliability Statistics

Cronbach's Alpha	N of Items
.948	9

Reliability Statistics

Cronbach's Alpha	N of Items
.916	9

Lampiran 6 Uji Hipotesis

a. Uji regresi Sederhana H1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.567 ^a	.322	.312	.4448050554

a. Predictors: (Constant), AV_MK

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.287	1	6.287	31.776	.000 ^b
	Residual	13.256	67	.198		
	Total	19.543	68			

a. Dependent Variable: AV_IWB

b. Predictors: (Constant), AV_MK

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.381	.344		6.915	.000
	AV_MK	.439	.078	.567	5.637	.000

a. Dependent Variable: AV_IWB

b. Uji regresi Sederhana H2

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.547 ^a	.299	.288	.4855724881	

a. Predictors: (Constant), AV_MK

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	6.733	1	6.733	.000 ^b
	Residual	15.797	67	.236	
	Total	22.531	68		

a. Dependent Variable: AV_KK
b. Predictors: (Constant), AV_MK

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.203	.376		.000
	AV_MK	.454	.085	.547	.000

a. Dependent Variable: AV_KK

c. Uji regresi Sederhana H3

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.834 ^a	.695	.690	.2982616934	

a. Predictors: (Constant), AV_KK

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	13.583	1	13.583	.000 ^b
	Residual	5.960	67	.089	
	Total	19.543	68		

a. Dependent Variable: AV_IWB
b. Predictors: (Constant), AV_KK

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.047	.266		.000
	AV_KK	.776	.063	.834	.000

a. Dependent Variable: AV_IWB

d. Uji Mediasi H4

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
.4387	.0778	5.6370	.0000	.2834	.5941

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.1229	.0609	2.0172	.0477	.0013	.2446

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
AV_KK	.3158	.0846	.1232	.4624

e. PROCESS Macro

```
*****
Model : 4
Y : AV_IWB
X : AV_MK
M : AV_KK
Sample
Size: 69
*****
OUTCOME VARIABLE:
AV_KK
Model Summary
R      R-sq      MSE      F      df1      df2      p
.5467   .2989   .2358   28.5578   1.0000   67.0000   .0000
Model
      coeff      se      t      p      LLCI      ULCI
constant  2.2028   .3758   5.8608   .0000   1.4526   2.9529
AV_MK     .4541   .0850   5.3440   .0000   .2845   .6237
Standardized coefficients
      coeff
AV_MK   .5467
*****
OUTCOME VARIABLE:
AV_IWB
Model Summary
R      R-sq      MSE      F      df1      df2      p
.8442   .7127   .0851   81.8730   2.0000   66.0000   .0000
```

Model	coeff	se	t	p	LLCI	ULCI
constant	.8487	.2776	3.0568	.0032	.2944	1.4031
AV_MK	.1229	.0609	2.0172	.0477	.0013	.2446
AV_EK	.6955	.0724	9.4782	.0000	.5490	.8420

Standardised coefficients

coeff	
AV_MK	.1509
AV_EK	.7468

Test(s) of X by M interaction:

F	df1	df2	p
.0000	1.0000	65.0000	.9988

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:
AV_IWB

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5672	.3217	.1979	31.7762	1.0000	67.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	2.3808	.3443	6.9150	.0000	1.6926	3.0690
AV_MK	.4387	.0778	5.6370	.0000	.2834	.5941

Standardised coefficients

coeff	
AV_MK	.5672

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
.4387	.0778	5.6370	.0000	.2834	.5941	.5672

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_cs
.1229	.0609	2.0172	.0477	.0013	.2446	.1509

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
AV_EK	.3158	.0837	.1279	.4587

Completely standardised indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
AV_EK	.4083	.0964	.1780	.5574

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

----- END MATRIX -----