

Lampiran 1. Instruksi dan Kasus

Instruksi Pengerjaan Kasus

Sebagai panduan partisipan untuk dapat mengerjakan kasus dalam penelitian ini, partisipan diminta untuk mengikuti beberapa langkah-langkah sebagai berikut:

1. Partisipan berperan sebagai manajer puncak dari perusahaan Maju Jaya (perusahaan ritel yang mengkhususkan diri dalam pakaian pria) dan memberikan penilaian kinerja pada masing-masing divisi perusahaan yaitu divisi Busana Remaja (khusus untuk pakaian remaja pria) dan divisi Busana Kerja (khusus untuk seragam kerja pria).
2. Partisipan diberikan waktu 10-15 menit untuk menyelesaikan masing-masing kasus pada kedua divisi perusahaan Maju Jaya. Kasus tersebut berisi mengenai pernyataan visi, misi dan strategi serta Balanced Scorecard untuk masing-masing divisi perusahaan Maju Jaya.
3. Partisipan diminta untuk menilai kinerja divisi Maju Jaya dengan mengikuti langkah-langkah berikut ini:
 - a. Partisipan diberikan Balanced Scorecard divisi Busana Remaja dan diminta untuk menilai kinerja. Kinerja tiap manajer (kolom Penilaian Kinerja) pada setiap item dari 16 item Balanced Scorecard dinilai menggunakan skala dari 0 (Tugaskan Kembali) sampai 100 (Luar Biasa).

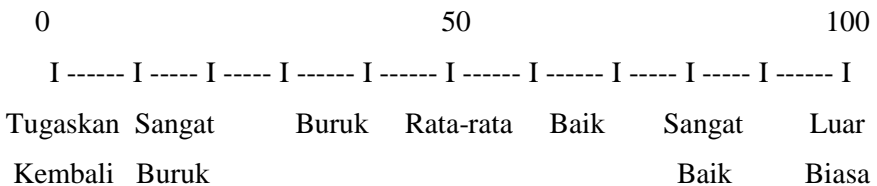
| | | | | | | | | | |
|---|--|--|-------|-----------|------|--|--------|--|-------|
| 0 | | | | 50 | | | | | 100 |
| I ----- I ----- I ----- I ----- I ----- I ----- I ----- I ----- I ----- I ----- I | | | | | | | | | |
| Tugaskan Sangat | | | Buruk | Rata-rata | Baik | | Sangat | | Luar |
| Kembali Buruk | | | | | | | Baik | | Biasa |

Keterangan:

1. Luar biasa: penilaian kinerja yang jauh di atas perkiraan.
2. Sangat baik: penilaian kinerja yang secara signifikan di atas perkiraan.
3. Baik: penilaian kinerja agak di atas perkiraan.
4. Rata-rata: realisasi kinerja sama dengan perkiraan.
5. Buruk: realisasi kinerja agak di bawah perkiraan, membutuhkan sedikit perbaikan.
6. Sangat buruk: realisasi kinerja secara signifikan jauh di bawah harapan, membutuhkan perbaikan yang signifikan.
7. Tugaskan kembali: perbaikan yang cukup sudah tidak mungkin lagi.

b. Setelah selesai, partisipan diminta untuk mengumpulkan hasil penilaian kinerja divisi Busana Remaja.

c. Partisipan diberikan Balanced Scorecard divisi Busana Kerja dan diminta untuk menilai kinerja. Kinerja tiap manajer (kolom Penilaian Kinerja) pada setiap item dari 16 item Balanced Scorecard dinilai menggunakan skala dari 0 (Tugaskan Kembali) sampai 100 (Luar Biasa).



Keterangan:

1. Luar biasa: penilaian kinerja yang jauh di atas perkiraan.
2. Sangat baik: penilaian kinerja yang secara signifikan di atas perkiraan.

3. Baik: penilaian kinerja agak di atas perkiraan.
 4. Rata-rata: realisasi kinerja sama dengan perkiraan.
 5. Buruk: realisasi kinerja agak di bawah perkiraan, membutuhkan sedikit perbaikan.
 6. Sangat buruk: realisasi kinerja secara signifikan jauh di bawah harapan, membutuhkan perbaikan yang signifikan.
 7. Tugaskan kembali: perbaikan yang cukup sudah tidak mungkin lagi.
- d. Tugas terakhir partisipan adalah menyelesaikan pertanyaan simpulan umum. Setelah selesai, partisipan diminta untuk mengumpulkan hasil penilaian kinerja divisi Busana Kerja dan pertanyaan simpulan umum.

VISI MAJU JAYA : “Kami akan menjadi pemasok pakaian yang luar biasa di setiap tingkat khusus yang dilayani oleh Maju Jaya”

**MISI DAN TUJUAN STRATEGIS DIVISI BUSANA REMAJA
DAN DIVISI BUSANA KERJA**

| | Busana Remaja | Busana Kerja |
|--------------------------------|--|---|
| Misi | Menjadi toko pakaian pilihan bagi pria remaja perkotaan | Menjadi penyedia seragam pilihan bagi pasar yang dilayani |
| Tujuan Strategis : Keuangan | Meningkatkan pendapatan penjualan, pangsa pasar, dan profitabilitas | Meningkatkan penjualan, keuntungan katalog, dan laba |
| Pelanggan | Meningkatkan kepuasan pelanggan dengan toko-toko dan merchandise | Mendapatkan bisnis klien melalui kepuasan pelanggan dan penjualan kembali |
| Proses Bisnis Internal | Meningkatkan merek dan barang baru sekaligus mengurangi retur dan diskon | Memenuhi pesanan dengan cepat, tepat, dan efisien |
| Pembelajaran & Pertumbuhan | Memberdayakan karyawan, mengurangi turnover, dan mengotomatisasi fungsi toko utama | Meningkatkan kompetensi dan keterampilan karyawan |

NAMA :

NRP :

| BALANCED SCORECARD DIVISI BUSANA REMAJA | | | | |
|--|---------------|------------------|--|------------------------------|
| Pengukuran | Target | Realisasi | % Peningkatan dari Target | Penilaian Kinerja |
| Perspektif Keuangan : | | | | |
| 1) <i>Return on sales</i> | 24% | 28% | 16,67 | |
| 2) Penjualan toko baru | 30% | 32,5% | 8,33 | |
| 3) Pertumbuhan penjualan | 35% | 40% | 14,29 | |
| 4) Pangsa pasar relatif terhadap ruang ritel | Rp 80 juta | Rp 82 juta | 2,5 | |
| Perspektif Pelanggan : | | | | |
| 1) Rating program pembelian misterius | 85 | 91 | 7,06 | |
| 2) Penjualan kembali | 30% | 34% | 13,33 | |
| 3) % retur dari konsumen dibandingkan dengan penjualan | 12% | 11,7% | 2,5 | |
| 4) Rating kepuasan konsumen | 92% | 95% | 3,26 | |
| Perspektif Proses Bisnis Internal : | | | | |
| 1) Retur pada pembeli | 6% | 5,35% | 10,83 | |
| 2) Rata-rata jumlah nama merek utama per toko | 32 | 35 | 9,38 | |
| 3) Rata-rata diskon yang diberikan pada pembeli | 16% | 14,7% | 8,13 | |
| 4) Penjualan yang ditentukan <i>market leader</i> | 25% | 29,55% | 18,2 | |

| | | | | |
|--|-----|------|-------|--|
| Perspektif Pembelajaran dan Pertumbuhan : | | | | |
| 1) Rata-rata masa kerja tenaga penjualan | 1,4 | 1,63 | 16,43 | |
| 2) Jumlah jam pelatihan per karyawan | 15 | 17 | 13,33 | |
| 3) Komputerisasi toko | 85% | 93% | 9,41 | |
| 4) Jumlah saran dari setiap karyawan | 3,3 | 3,5 | 6,06 | |
| Total (jumlah seluruh penilai kinerja / 16) | | | | |

NAMA :

NRP :

| BALANCED SCORECARD DIVISI BUSANA KERJA | | | | |
|---|---------------|------------------|--|------------------------------|
| Pengukuran | Target | Realisasi | % Peningkatan dari Target | Penilaian Kinerja |
| Perspektif Keuangan : | | | | |
| 1) <i>Return on sales</i> | 24% | 25,9% | 7,92 | |
| 2) Pendapatan per kunjungan penjualan | Rp400 juta | Rp435 juta | 8,75 | |
| 3) Pertumbuhan penjualan | 34% | 37% | 8,82 | |
| 4) Keuntungan katalog | 5% | 5,46% | 9,2 | |
| Perspektif Pelanggan : | | | | |
| 1) Konsumen yang didapat | 20% | 22,6% | 13 | |
| 2) Penjualan kembali | 29% | 32,5% | 12,07 | |
| 3) Arahan (<i>Referrals</i>) | 50% | 51,6% | 3,2 | |
| 4) Rating kepuasan konsumen | 90% | 92,5% | 2,78 | |
| Perspektif Proses Bisnis Internal : | | | | |
| 1) Retur pada pembeli | 6% | 5,6% | 10,67 | |
| 2) Pesanan yang dipenuhi dalam seminggu | 85% | 99% | 16,47 | |
| 3) Rata-rata diskon yang diberikan pada pembeli | 15% | 14% | 6,67 | |
| 4) Pesanan katalog penuh dengan kesalahan | 5% | 5,95% | 19 | |

| Perspektif Pembelajaran dan Pertumbuhan : | | | | |
|--|-----|-------|-------|--|
| 1) % penjualan manajer dengan tingkat M.B.A | 12% | 14% | 16,67 | |
| 2) Jumlah jam pelatihan per karyawan | 15 | 15,94 | 6,27 | |
| 3) Sertifikasi database pegawai | 20% | 21,9% | 9,5 | |
| 4) Jumlah saran dari setiap karyawan | 3,3 | 3,4 | 3,03 | |
| Total (jumlah seluruh penilai kinerja / 16) | | | | |

**Lampiran 2. One Sample T Test Cek Manipulasi
T-Test Eksperimen 1**

One-Sample Statistics

| | N | Mean | Std. Deviation | Std. Error Mean |
|-------|---|------|----------------|--------------------|
| Res1 | 4 | 3.25 | .500 | .250 |
| Res2 | 4 | 3.50 | .577 | .289 |
| Res3 | 4 | 2.25 | 1.258 | .629 |
| Res4 | 4 | 3.25 | .500 | .250 |
| Res5 | 4 | 3.25 | .957 | .479 |
| Res6 | 4 | 3.75 | .500 | .250 |
| Res7 | 4 | 3.25 | .500 | .250 |
| Res8 | 4 | 3.25 | .500 | .250 |
| Res9 | 4 | 3.50 | .577 | .289 |
| Res10 | 4 | 3.75 | .500 | .250 |
| Res11 | 4 | 3.50 | .577 | .289 |
| Res12 | 4 | 3.25 | .500 | .250 |
| Res13 | 4 | 2.75 | .957 | .479 |
| Res14 | 4 | 2.25 | .500 | .250 |
| Res15 | 4 | 3.75 | .500 | .250 |
| Res16 | 4 | 2.25 | .500 | .250 |
| Res17 | 4 | 3.50 | .577 | .289 |
| Res18 | 4 | 2.50 | .577 | .289 |
| Res19 | 4 | 3.25 | .957 | .479 |
| Res20 | 4 | 3.00 | .816 | .408 |
| Res21 | 4 | 2.75 | .500 | .250 |
| Res22 | 4 | 2.75 | .500 | .250 |
| Res23 | 4 | 3.75 | .500 | .250 |
| Res24 | 4 | 3.25 | .500 | .250 |
| Res25 | 4 | 2.50 | .577 | .289 |
| Res26 | 4 | 3.50 | .577 | .289 |
| Res27 | 4 | 2.75 | .500 | .250 |
| Res28 | 4 | 3.75 | .500 | .250 |
| Res29 | 4 | 3.75 | .500 | .250 |
| Res30 | 4 | 3.00 | .816 | .408 |

One-Sample Test

| | Test Value = 0 | | | | | |
|-------|----------------|----|-----------------|--------------------|---|-------|
| | t | df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Res1 | 13.000 | 3 | .001 | 3.250 | 2.45 | 4.05 |
| Res2 | 12.124 | 3 | .001 | 3.500 | 2.58 | 4.42 |
| Res3 | 3.576 | 3 | .037 | 2.250 | .25 | 4.25 |
| Res4 | 13.000 | 3 | .001 | 3.250 | 2.45 | 4.05 |
| Res5 | 6.789 | 3 | .007 | 3.250 | 1.73 | 4.77 |
| Res6 | 15.000 | 3 | .001 | 3.750 | 2.95 | 4.55 |
| Res7 | 13.000 | 3 | .001 | 3.250 | 2.45 | 4.05 |
| Res8 | 13.000 | 3 | .001 | 3.250 | 2.45 | 4.05 |
| Res9 | 12.124 | 3 | .001 | 3.500 | 2.58 | 4.42 |
| Res10 | 15.000 | 3 | .001 | 3.750 | 2.95 | 4.55 |
| Res11 | 12.124 | 3 | .001 | 3.500 | 2.58 | 4.42 |
| Res12 | 13.000 | 3 | .001 | 3.250 | 2.45 | 4.05 |
| Res13 | 5.745 | 3 | .010 | 2.750 | 1.23 | 4.27 |
| Res14 | 9.000 | 3 | .003 | 2.250 | 1.45 | 3.05 |
| Res15 | 15.000 | 3 | .001 | 3.750 | 2.95 | 4.55 |
| Res16 | 9.000 | 3 | .003 | 2.250 | 1.45 | 3.05 |
| Res17 | 12.124 | 3 | .001 | 3.500 | 2.58 | 4.42 |
| Res18 | 8.660 | 3 | .003 | 2.500 | 1.58 | 3.42 |
| Res19 | 6.789 | 3 | .007 | 3.250 | 1.73 | 4.77 |
| Res20 | 7.348 | 3 | .005 | 3.000 | 1.70 | 4.30 |
| Res21 | 11.000 | 3 | .002 | 2.750 | 1.95 | 3.55 |
| Res22 | 11.000 | 3 | .002 | 2.750 | 1.95 | 3.55 |
| Res23 | 15.000 | 3 | .001 | 3.750 | 2.95 | 4.55 |
| Res24 | 13.000 | 3 | .001 | 3.250 | 2.45 | 4.05 |
| Res25 | 8.660 | 3 | .003 | 2.500 | 1.58 | 3.42 |
| Res26 | 12.124 | 3 | .001 | 3.500 | 2.58 | 4.42 |
| Res27 | 11.000 | 3 | .002 | 2.750 | 1.95 | 3.55 |
| Res28 | 15.000 | 3 | .001 | 3.750 | 2.95 | 4.55 |
| Res29 | 15.000 | 3 | .001 | 3.750 | 2.95 | 4.55 |
| Res30 | 7.348 | 3 | .005 | 3.000 | 1.70 | 4.30 |

T-Test Eksperimen 2

One-Sample Statistics

| | N | Mean | Std. Deviation | Std. Error Mean |
|-------|---|------|----------------|-----------------|
| Res1 | 4 | 3.25 | .500 | .250 |
| Res2 | 4 | 3.50 | .577 | .289 |
| Res3 | 4 | 2.50 | .577 | .289 |
| Res4 | 4 | 3.50 | .577 | .289 |
| Res5 | 4 | 3.75 | .500 | .250 |
| Res6 | 4 | 3.00 | .816 | .408 |
| Res7 | 4 | 3.25 | .500 | .250 |
| Res8 | 4 | 3.50 | 1.000 | .500 |
| Res9 | 4 | 3.25 | .957 | .479 |
| Res10 | 4 | 3.00 | .816 | .408 |
| Res11 | 4 | 3.50 | .577 | .289 |
| Res12 | 4 | 3.50 | .577 | .289 |
| Res13 | 4 | 3.75 | .500 | .250 |
| Res14 | 4 | 3.25 | .500 | .250 |
| Res15 | 4 | 2.75 | .500 | .250 |
| Res16 | 4 | 3.25 | .957 | .479 |
| Res17 | 4 | 3.25 | .500 | .250 |
| Res18 | 4 | 3.50 | .577 | .289 |
| Res19 | 4 | 3.75 | .500 | .250 |
| Res20 | 4 | 3.50 | .577 | .289 |
| Res21 | 4 | 3.50 | .577 | .289 |
| Res22 | 4 | 3.25 | .500 | .250 |
| Res23 | 4 | 3.25 | .500 | .250 |
| Res24 | 4 | 3.50 | .577 | .289 |
| Res25 | 4 | 3.75 | .500 | .250 |
| Res26 | 4 | 2.75 | .500 | .250 |
| Res27 | 4 | 3.25 | .957 | .479 |
| Res28 | 4 | 3.75 | .500 | .250 |
| Res29 | 4 | 2.75 | .500 | .250 |
| Res30 | 4 | 2.50 | .577 | .289 |

One-Sample Test

| | Test Value = 0 | | | | | |
|-------|----------------|----|-----------------|--------------------|---|-------|
| | t | df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Res1 | 13.000 | 3 | .001 | 3.250 | 2.45 | 4.05 |
| Res2 | 12.124 | 3 | .001 | 3.500 | 2.58 | 4.42 |
| Res3 | 8.660 | 3 | .003 | 2.500 | 1.58 | 3.42 |
| Res4 | 12.124 | 3 | .001 | 3.500 | 2.58 | 4.42 |
| Res5 | 15.000 | 3 | .001 | 3.750 | 2.95 | 4.55 |
| Res6 | 7.348 | 3 | .005 | 3.000 | 1.70 | 4.30 |
| Res7 | 13.000 | 3 | .001 | 3.250 | 2.45 | 4.05 |
| Res8 | 7.000 | 3 | .006 | 3.500 | 1.91 | 5.09 |
| Res9 | 6.789 | 3 | .007 | 3.250 | 1.73 | 4.77 |
| Res10 | 7.348 | 3 | .005 | 3.000 | 1.70 | 4.30 |
| Res11 | 12.124 | 3 | .001 | 3.500 | 2.58 | 4.42 |
| Res12 | 12.124 | 3 | .001 | 3.500 | 2.58 | 4.42 |
| Res13 | 15.000 | 3 | .001 | 3.750 | 2.95 | 4.55 |
| Res14 | 13.000 | 3 | .001 | 3.250 | 2.45 | 4.05 |
| Res15 | 11.000 | 3 | .002 | 2.750 | 1.95 | 3.55 |
| Res16 | 6.789 | 3 | .007 | 3.250 | 1.73 | 4.77 |
| Res17 | 13.000 | 3 | .001 | 3.250 | 2.45 | 4.05 |
| Res18 | 12.124 | 3 | .001 | 3.500 | 2.58 | 4.42 |
| Res19 | 15.000 | 3 | .001 | 3.750 | 2.95 | 4.55 |
| Res20 | 12.124 | 3 | .001 | 3.500 | 2.58 | 4.42 |
| Res21 | 12.124 | 3 | .001 | 3.500 | 2.58 | 4.42 |
| Res22 | 13.000 | 3 | .001 | 3.250 | 2.45 | 4.05 |
| Res23 | 13.000 | 3 | .001 | 3.250 | 2.45 | 4.05 |
| Res24 | 12.124 | 3 | .001 | 3.500 | 2.58 | 4.42 |
| Res25 | 15.000 | 3 | .001 | 3.750 | 2.95 | 4.55 |
| Res26 | 11.000 | 3 | .002 | 2.750 | 1.95 | 3.55 |
| Res27 | 6.789 | 3 | .007 | 3.250 | 1.73 | 4.77 |
| Res28 | 15.000 | 3 | .001 | 3.750 | 2.95 | 4.55 |
| Res29 | 11.000 | 3 | .002 | 2.750 | 1.95 | 3.55 |
| Res30 | 8.660 | 3 | .003 | 2.500 | 1.58 | 3.42 |

Lampiran 3. ANOVA *repeated measures* Eksperimen 1

Uji Normalitas Data

One-Sample Kolmogorov-Smirnov Test

| | | BR | BK |
|----------------------------------|----------------|---------|---------|
| N | | 30 | 30 |
| Normal Parameters ^{a,b} | Mean | 67.7180 | 67.2707 |
| | Std. Deviation | 5.79502 | 6.48900 |
| Most Extreme Differences | Absolute | .087 | .124 |
| | Positive | .087 | .124 |
| | Negative | -.082 | -.079 |
| Kolmogorov-Smirnov Z | | .477 | .679 |
| Asymp. Sig. (2-tailed) | | .977 | .746 |

a. Test distribution is Normal.

b. Calculated from data.

Uji Homogenitas Ragam Data

Levene's Test of Equality of Error Variances

| | F | df 1 | df 2 | Sig. |
|----|-------|------|------|------|
| BR | 1.919 | 3 | 26 | .151 |
| BK | 2.463 | 3 | 26 | .085 |

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a.

Design: Intercept+FC+FU+FC * FU

Within Subjects Design: divisi

General Linear Model

Within-Subjects Factors

Measure: MEASURE_1

| divisi | Dependent Variable |
|--------|--------------------|
| 1 | BR |
| 2 | BK |

Between-Subjects Factors

| | N |
|------|----|
| FC 1 | 23 |
| 2 | 7 |
| FU 1 | 9 |
| 2 | 21 |

Tests of Between-Subjects Effects

Measure: MEASURE_1

Transformed Variable: Average

| Source | Type III Sum of Squares | df | Mean Square | F | Sig. |
|-----------|-------------------------|----|-------------|----------|------|
| Intercept | 104468.680 | 1 | 104468.680 | 1450.750 | .000 |
| FC | 16.846 | 1 | 16.846 | .234 | .633 |
| FU | 42.420 | 1 | 42.420 | .589 | .450 |
| FC * FU | 38.560 | 1 | 38.560 | .535 | .471 |
| Error | 1872.262 | 26 | 72.010 | | |

Tests of Within-Subjects Contrasts

Measure: MEASURE_1

| Source | divisi | Type III Sum of Squares | df | Mean Square | F | Sig. |
|------------------|--------|-------------------------|----|-------------|-------|------|
| divisi | Linear | 2.630 | 1 | 2.630 | .545 | .467 |
| divisi * FC | Linear | 47.255 | 1 | 47.255 | 9.791 | .004 |
| divisi * FU | Linear | 8.038 | 1 | 8.038 | 1.665 | .208 |
| divisi * FC * FU | Linear | 6.902 | 1 | 6.902 | 1.430 | .243 |
| Error(divisi) | Linear | 125.491 | 26 | 4.827 | | |

Descriptives

Descriptive Statistics

| FC | | N | Mean | Std. Deviation |
|----|--------------------|----|-------|----------------|
| 1 | BR | 23 | 68.53 | 4.74 |
| | BK | 23 | 66.39 | 5.61 |
| | Valid N (listwise) | 23 | | |
| 2 | BR | 7 | 65.06 | 8.32 |
| | BK | 7 | 70.17 | 8.68 |
| | Valid N (listwise) | 7 | | |

Descriptive Statistics

| FU | | N | Mean | Std. Deviation |
|----|--------------------|----|-------|----------------|
| 1 | BR | 9 | 67.83 | 4.36 |
| | BK | 9 | 65.97 | 4.83 |
| | Valid N (listwise) | 9 | | |
| 2 | BR | 21 | 67.67 | 6.41 |
| | BK | 21 | 67.83 | 7.12 |
| | Valid N (listwise) | 21 | | |

Lampiran 4. ANOVA *repeated measures* Eksperimen 2

Uji Normalitas Data

One-Sample Kolmogorov-Smirnov Test

| | | BR | BK |
|----------------------------------|----------------|---------|---------|
| N | | 30 | 30 |
| Normal Parameters ^{a,b} | Mean | 70.6213 | 69.8083 |
| | Std. Deviation | 5.03530 | 5.67206 |
| Most Extreme Differences | Absolute | .123 | .138 |
| | Positive | .123 | .138 |
| | Negative | -.093 | -.078 |
| Kolmogorov-Smirnov Z | | .673 | .754 |
| Asymp. Sig. (2-tailed) | | .755 | .620 |

a. Test distribution is Normal.

b. Calculated from data.

Uji Homogenitas Ragam Data

Levene's Test of Equality of Error Variances

| | F | df 1 | df 2 | Sig. |
|----|-------|------|------|------|
| BR | 1.102 | 3 | 26 | .366 |
| BK | .693 | 3 | 26 | .565 |

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a.

Design: Intercept+FC+NFC+FC * NFC

Within Subjects Design: divisi

General Linear Model

Within-Subjects Factors

Measure: MEASURE_1

| divisi | Dependent Variable |
|--------|--------------------|
| 1 | BR |
| 2 | BK |

Between-Subjects Factors

| | N |
|-------|----|
| FC 1 | 21 |
| 2 | 9 |
| NFC 1 | 24 |
| 2 | 6 |

Tests of Between-Subjects Effects

Measure: MEASURE_1

Transformed Variable: Average

| Source | Type III Sum of Squares | df | Mean Square | F | Sig. |
|-----------|-------------------------|----|-------------|----------|------|
| Intercept | 112909.996 | 1 | 112909.996 | 2110.966 | .000 |
| FC | 6.426 | 1 | 6.426 | .120 | .732 |
| NFC | 15.729 | 1 | 15.729 | .294 | .592 |
| FC * NFC | 1.958 | 1 | 1.958 | .037 | .850 |
| Error | 1390.672 | 26 | 53.487 | | |

Tests of Within-Subjects Contrasts

Measure: MEASURE_1

| Source | divisi | Type III Sum of Squares | df | Mean Square | F | Sig. |
|-------------------|--------|-------------------------|----|-------------|--------|------|
| divisi | Linear | 11.033 | 1 | 11.033 | 2.184 | .151 |
| divisi * FC | Linear | 67.334 | 1 | 67.334 | 13.330 | .001 |
| divisi * NFC | Linear | 15.164 | 1 | 15.164 | 3.002 | .095 |
| divisi * FC * NFC | Linear | 6.696 | 1 | 6.696 | 1.326 | .260 |
| Error(divisi) | Linear | 131.338 | 26 | 5.051 | | |

Descriptives

Descriptive Statistics

| FC | | N | Mean | Std. Deviation |
|----|--------------------|----|-------|----------------|
| 1 | BR | 21 | 70.88 | 5.03 |
| | BK | 21 | 68.56 | 5.54 |
| | Valid N (listwise) | 21 | | |
| 2 | BR | 9 | 70.02 | 5.31 |
| | BK | 9 | 72.72 | 5.12 |
| | Valid N (listwise) | 9 | | |

Descriptive Statistics

| NFC | | N | Mean | Std. Deviation |
|-----|--------------------|----|-------|----------------|
| 1 | BR | 24 | 71.03 | 4.99 |
| | BK | 24 | 70.01 | 5.63 |
| | Valid N (listwise) | 24 | | |
| 2 | BR | 6 | 68.98 | 5.35 |
| | BK | 6 | 68.99 | 6.29 |
| | Valid N (listwise) | 6 | | |