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## LAMPIRAN

### Lampiran 1 Lembar Kuesioner

#### PROFIL PEMILIK / PERWAKILAN USAHA

Isilah pertanyaan mengenai informasi pemilik usaha berikut ini.

|                     |   |   |
|---------------------|---|---|
| Nama Pemilik Usaha  | : | .....   |
| Nomor Telepon       | : | .....   |
| Pendidikan Terakhir | : | Tidak tamat SD / SD / SMP / SMA / Diploma / Strata-1 / Strata-2 (Lingkari salah satu) |
| Jenis Kelamin       | : | L / P (Lingkari salah satu)   |
| Usia                | : | ..... tahun   |

#### PROFIL USAHA

Isilah pertanyaan mengenai informasi pemilik usaha berikut ini.

|                                     |   |  |
|-------------------------------------|---|--|
| Nama Usaha                          | : | .....  |
| Alamat Usaha                        | : | .....  |
| Nomor Telepon                       | : | .....  |
| Sektor Usaha                        | : | a) Industri<br>b) Perdagangan<br>c) Pertanian, peternakan, perkebunan, perikanan<br>d) Jasa<br>e) Lainnya<br>(Lingkari salah satu) |
| Produk <sup>1</sup> yang dihasilkan | : | .....  |
| Umur usaha                          | : | ..... tahun  |
| Pinjaman yang Diterima              | : | Rp .....<br>.....  |

Pertanyaan berikutnya, berhubungan dengan pendapat Anda **selaku pemilik / perwakilan dari Usaha Kecil Mikro** mengenai Orientasi wirausaha, faktor lingkungan, faktor strategi, dan kinerja perusahaan.

<sup>1</sup> Produk didefinisikan sebagai **barang** maupun **jasa** yang dihasilkan oleh suatu usaha.

## **BAGIAN A (Orientasi Kewirausahaan):**

Bacalah pernyataan dibawah ini dengan baik, lalu **silang** salah satu pilihan antara Sangat Tidak Setuju hingga Sangat Setuju, sesuai pendapat Anda.

| No | Pernyataan  | Sangat Tidak Setuju | Tidak Setuju | Cukup | Setuju | Sangat Setuju |
|----|---|---------------------|--------------|-------|--------|---------------|
| 1  | Usaha kami menerapkan budaya inovasi <sup>2</sup>                 |                     |              |       |        |               |
| 2  | Karyawan kami melakukan inovasi pada produk                       |                     |              |       |        |               |
| 3  | Usaha kami memasarkan produk-produk yang belum pasaran            |                     |              |       |        |               |
| 4  | Usaha kami rutin memasarkan produk baru                           |                     |              |       |        |               |
| 5  | Usaha kami berani menciptakan produk baru                         |                     |              |       |        |               |
| 6  | Usaha kami berani mengembangkan produk inovatif                   |                     |              |       |        |               |
| 7  | Usaha kami bersikap proaktif <sup>3</sup> dalam berbisnis         |                     |              |       |        |               |
| 8  | Usaha kami aktif mencari peluang bisnis baru                      |                     |              |       |        |               |
| 9  | Usaha kami lebih cepat mengenalkan produk baru dibanding pesaing  |                     |              |       |        |               |
| 10 | Usaha kami menjadi yang pertama dalam menciptakan produk baru.    |                     |              |       |        |               |
| 11 | Usaha kami lebih unggul dibanding pesaing                         |                     |              |       |        |               |
| 12 | Produk usaha kami lebih unggul dibanding pesaing                  |                     |              |       |        |               |
| 13 | Usaha kami mengambil risiko tinggi                                |                     |              |       |        |               |
| 14 | Mengambil risiko tinggi membuat usaha kami mendapat hasil tinggi  |                     |              |       |        |               |
| 15 | Usaha kami memiliki keberanian mewujudkan tujuan                  |                     |              |       |        |               |
| 16 | Usaha kami mendukung keberanian karyawannya untuk mencapai tujuan |                     |              |       |        |               |
| 17 | Usaha kami agresif dengan risiko                                  |                     |              |       |        |               |
| 18 | Usaha kami peka dengan risiko yang ada                            |                     |              |       |        |               |

<sup>2</sup>Inovasi didefinisikan sebagai **hal-hal baru** dalam menjalankan usaha.

## **BAGIAN B (Faktor Lingkungan):**

Bacalah pernyataan dibawah ini dengan baik, lalu **silang** salah satu pilihan antara Sangat Tidak Setuju hingga Sangat Setuju, sesuai pendapat Anda.

| No | Pernyataan  | Sangat Tidak Setuju | Tidak Setuju | Cukup | Setuju | Sangat Setuju |
|----|---|---------------------|--------------|-------|--------|---------------|
| 19 | Kebiasaan membeli konsumen kami bervariasi          |                     |              |       |        |               |
| 20 | Selera konsumen kami bervariasi                     |                     |              |       |        |               |
| 21 | Cara bersaing usaha-usaha lain bervariasi           |                     |              |       |        |               |
| 22 | Cara melayani pelanggan usaha-usaha lain bervariasi |                     |              |       |        |               |
| 23 | Metode produksi <sup>4</sup> kami bervariasi        |                     |              |       |        |               |
| 24 | Metode pelayanan kami bervariasi                    |                     |              |       |        |               |
| 25 | Praktek pemasaran usaha kami berubah-ubah           |                     |              |       |        |               |
| 26 | Usaha kami menyusun berbagai praktek pemasaran      |                     |              |       |        |               |
| 27 | Praktek pemasaran pesaing berubah-ubah              |                     |              |       |        |               |
| 28 | Karakteristik pembelian konsumen berubah-ubah       |                     |              |       |        |               |
| 29 | Selera konsumen berubah-ubah                        |                     |              |       |        |               |
| 30 | Usaha kami menghadapi berbagai risiko               |                     |              |       |        |               |
| 31 | Tekanan lingkungan luar mempengaruhi usaha kami     |                     |              |       |        |               |

- <sup>4</sup> Produksi didefinisikan sebagai **cara** suatu usaha dalam **menghasilkan/memperoleh** barang maupun jasa untuk dipasarkan.

**BAGIAN C (Faktor Strategi):**

Bacalah pernyataan dibawah ini dengan baik, lalu **silang** salah satu pilihan antara Sangat Tidak Penting hingga Sangat Penting, sesuai pendapat Anda.

| No | Pernyataan  | Sangat Tidak Penting | Tidak Penting | Cukup | Penting | Sangat Penting |
|----|---|----------------------|---------------|-------|---------|----------------|
| 32 | Penggunaan strategi merek dalam produk usaha kecil      |                      |               |       |         |                |
| 33 | Penggunaan strategi periklanan dalam produk usaha kecil |                      |               |       |         |                |
| 34 | Keterhubungan jaringan antara pemasaran dan pelayanan   |                      |               |       |         |                |
| 35 | Penggunaan teknik pemasaran yang inovatif               |                      |               |       |         |                |
| 36 | Membandingkan jumlah produk baru dengan pesaing         |                      |               |       |         |                |
| 37 | Mengontrol biaya produksi usaha kecil                   |                      |               |       |         |                |
| 38 | Mengefisiensikan harga jual produk                      |                      |               |       |         |                |

**BAGIAN D: (Kinerja Perusahaan Kecil)**

**PENILAIAN KINERJA USAHA (3 TAHUN TERAKHIR)**

| No | Pernyataan   | Sangat Rendah | Rendah | Cukup | Tinggi | Sangat Tinggi |
|----|--|---------------|--------|-------|--------|---------------|
| 39 | Pertumbuhan penjualan usaha kami selama tiga tahun terakhir      |               |        |       |        |               |
| 40 | Keuntungan usaha kami selama tiga tahun terakhir                 |               |        |       |        |               |
| 41 | Kinerja secara keseluruhan usaha kami selama tiga tahun terakhir |               |        |       |        |               |

| Pernyataan  | Sangat Tidak Setuju | Tidak Setuju | Cukup | Setuju | Sangat Setuju |
|---|---------------------|--------------|-------|--------|---------------|
| Pinjaman Telkom membantu <b>peningkatan penjualan</b> kami  |                     |              |       |        |               |
| Pinjaman Telkom membantu <b>peningkatan keuntungan</b> kami |                     |              |       |        |               |

Bandung, .....

PEMILIK/PERWAKILAN USAHA

132 (.....)

Terima Kasih atas partisipasi Bapak/ Ibu dalam pengisian kuesioner ini.  
Semoga senantiasa diberi kelancaran dan kesuksesan dalam menjalankan usaha Bapak/Ibu.

Nomor : ~~284~~/UM.000/CDC-A1000000/2013

Bandung, 04 Juni 2013

Kepada Yth,  
Para MITRA BINAAN  
CD Area-3 Bandung  
di  
BANDUNG

Perihal : *Survey penelitian untuk Tesis*

Dengan hormat


Berdasarkan Surat Rektor Institut Manajemen Telkom (IMT) Nomor: 232/imtelkom-01.41/pd-38/2013 perihal permohonan ijin penelitian tesis, pada prinsipnya kami dapat memberi ijin kepada mahasiswa MM IMT Program Corporate Development – 6

Nama : **Imma Andiningtyas R.S.**  
NPM : **212100606**

Kepada para Mitra Binaan diharapkan dapat memberi bantuan dukungan berupa informasi serta data yang dibutuhkan Mahasiswa ybs, guna pengumpulan materi penyusunan Tesis, dengan catatan bahwa aktivitas yang dilakukan Mahasiswa ybs. bukan untuk kegiatan survey dalam kaitan dengan pemberian pinjaman, dari kepada mahasiswa ybs. agar 1 (satu) copy hasil Tesisnya diserahkan kepada Telkom CDC sebagai pertanggung jawaban.

Demikian atas perhatian dan partisipasi dukungannya, kami sampaikan ucapan terima kasih

Hormat kami,  
**PT. TELEKOMUNIKASI INDONESIA, Tbk**  
**COMMUNITY DEVELOPMENT CENTER**



**SUPARJIMAN**  
MANAGER DISTRIBUSI & PE

## Lampiran 2 Data Responden

### A. Karakteristik Responden dan variabel Orientasi Wirausaha

| No | Pendidikan | JK | Usia | Sektor      | Umur Usaha | Pinjaman    | Orientasi Wirausaha |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |   |   |
|----|------------|----|------|-------------|------------|-------------|---------------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|---|---|
|    |            |    |      |             |            |             | 1                   | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 |   |   |
| 1  | Diploma    | L  | 47   | Perdagangan | 15         | 65,000,000  | 4                   | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 3  | 4  | 4  | 3  | 4  | 4  | 4  | 4  | 4 | 4 |
| 2  | Diploma    | L  | 38   | JASA        | 5          | 34,500,000  | 5                   | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4  | 4  | 5  | 4  | 3  | 2  | 5  | 5  | 2  | 5 |   |
| 3  | Diploma    | P  | 51   | INDUSTRI    | 13         | 9,000,000   | 3                   | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 4 | 5  | 5  | 5  | 5  | 2  | 4  | 4  | 4  | 2  | 2 |   |
| 4  | SMA        | P  | 46   | PERDAGANGAN | 7          | 30,000,000  | 5                   | 3 | 3 | 3 | 5 | 5 | 4 | 5 | 4 | 3  | 5  | 5  | 5  | 2  | 3  | 4  | 2  | 3  | 3 |   |
| 5  | Diploma    | P  | 46   | Perdagangan | 3          | 13,000,000  | 5                   | 4 | 4 | 2 | 5 | 5 | 5 | 5 | 5 | 5  | 5  | 5  | 5  | 2  | 1  | 5  | 5  | 2  | 4 |   |
| 6  | SMA        | L  | 52   | Perdagangan | 10         | 50,000,000  | 3                   | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 4  | 2  | 4  | 3  | 3  | 3  | 3 |   |
| 7  | SMA        | P  | 39   | Perdagangan | 20         | 15,000,000  | 4                   | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4 |   |
| 8  | S1         | L  | 43   | Perdagangan | 20         | 30,000,000  | 5                   | 5 | 2 | 3 | 2 | 4 | 4 | 5 | 3 | 2  | 2  | 3  | 4  | 4  | 4  | 4  | 4  | 4  | 4 |   |
| 9  | S1         | L  | 41   | INDUSTRI    | 4          | 15,000,000  | 4                   | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3  | 3  | 3  | 5  | 5  | 4  | 4  | 5  | 5  |   |   |
| 10 | S1         | L  | 47   | Perdagangan | 7          | 12,000,000  | 2                   | 1 | 1 | 1 | 1 | 2 | 3 | 1 | 1 | 1  | 1  | 3  | 1  | 3  | 1  | 5  | 5  | 3  | 3 |   |
| 11 | S1         | L  | 39   | INDUSTRI    | 40         | 10,000,000  | 4                   | 3 | 2 | 3 | 3 | 4 | 4 | 4 | 3 | 3  | 3  | 3  | 4  | 4  | 5  | 4  | 4  | 4  |   |   |
| 12 | S1         | L  | 55   | Perdagangan | 3          | 50,000,000  | 4                   | 4 | 4 | 2 | 2 | 5 | 5 | 5 | 5 | 4  | 5  | 5  | 3  | 3  | 3  | 4  | 4  | 4  |   |   |
| 13 | SMA        | P  | 47   | Perdagangan | 3          | 50,000,000  | 4                   | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  |   |   |
| 14 | Diploma    | L  | 30   | Perdagangan | 3          | 9,600,000   | 4                   | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  |   |   |
| 15 | SD         | P  | 70   | Perdagangan | 7          | 5,000,000   | 4                   | 4 | 4 | 3 | 5 | 5 | 5 | 5 | 4 | 4  | 4  | 4  | 4  | 5  | 3  | 4  | 3  | 3  |   |   |
| 16 | SMP        | P  | 61   | Perdagangan | 25         | 10,000,000  | 4                   | 4 | 5 | 3 | 4 | 3 | 4 | 3 | 3 | 3  | 5  | 2  | 2  | 3  | 3  | 3  | 3  | 3  |   |   |
| 17 | Diploma    | P  | 56   | Perdagangan | 4          | 30,000,000  | 3                   | 3 | 2 | 1 | 3 | 2 | 4 | 4 | 3 | 2  | 3  | 3  | 3  | 3  | 3  | 3  | 3  | 2  | 2 |   |
| 18 | S1         | P  | 38   | Perdagangan | 27         | 100,000,000 | 5                   | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5  | 5  | 5  | 5  | 5  | 5  | 5  | 5  | 5  |   |   |
| 19 | S1         | P  | 57   | Perdagangan | 12         | 20,000,000  | 3                   | 2 | 4 | 3 | 5 | 5 | 5 | 5 | 4 | 4  | 4  | 4  | 5  | 5  | 4  | 4  | 4  | 4  |   |   |
| 20 | SMA        | P  | 59   | Perdagangan | 5          | 15,000,000  | 4                   | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  |   |   |
| 21 | S1         | L  | 25   | JASA        | 3          | 10,000,000  | 3                   | 3 | 3 | 3 | 2 | 3 | 3 | 4 | 4 | 4  | 4  | 4  | 3  | 3  | 4  | 4  | 4  | 4  |   |   |
| 22 | SD         | P  | 48   | Perdagangan | 22         | 30,000,000  | 3                   | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4  | 4  | 4  | 2  | 4  | 3  | 3  | 3  | 3  |   |   |

(Bersambung)

(Sambungan)

|    |         |   |    |             |    |             |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|----|---------|---|----|-------------|----|-------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 23 | SMP     | L | 43 | Perdagangan | 13 | 9,600,000   | 3 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 |   |
| 24 | S1      | P | 42 | INDUSTRI    | 6  | 6,000,000   | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 1 | 5 | 5 | 1 | 2 |
| 25 | SMA     | P | 33 | Perdagangan | 10 | 5,000,000   | 5 | 5 | 3 | 2 | 3 | 3 | 5 | 5 | 5 | 3 | 4 | 4 | 1 | 5 | 5 | 5 | 5 | 5 |
| 26 | Diploma | P | 40 | INDUSTRI    | 14 | 15,000,000  | 4 | 4 | 3 | 4 | 5 | 4 | 5 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 27 | SMA     | L | 52 | INDUSTRI    | 20 | 30,000,000  | 4 | 3 | 3 | 5 | 4 | 4 | 4 | 2 | 2 | 4 | 4 | 4 | 1 | 3 | 3 | 4 | 3 | 3 |
| 28 | SMA     | P | 60 | Perdagangan | 28 | 5,000,000   | 2 | 2 | 2 | 2 | 1 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 2 | 2 |
| 29 | SD      | L | 39 | Perdagangan | 13 | 50,000,000  | 4 | 4 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 30 | SD      | P | 30 | INDUSTRI    | 30 | 35,000,000  | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3 |
| 31 | SMA     | L | 44 | INDUSTRI    | 6  | 5,000,000   | 4 | 5 | 2 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 5 | 5 | 5 | 5 |
| 32 | S1      | P | 37 | INDUSTRI    | 5  | 15,000,000  | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 3 | 4 | 4 | 4 | 3 | 3 | 5 | 4 | 4 | 4 |
| 33 | SMA     | P | 60 | INDUSTRI    | 23 | 20,000,000  | 5 | 3 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 |
| 34 | S1      | P | 31 | Perdagangan | 3  | 10,000,000  | 5 | 4 | 3 | 3 | 4 | 3 | 5 | 4 | 4 | 2 | 4 | 4 | 3 | 3 | 5 | 5 | 3 | 4 |
| 35 | SMA     | L | 42 | JASA        | 6  | 10,000,000  | 3 | 3 | 2 | 2 | 2 | 3 | 2 | 3 | 3 | 2 | 2 | 2 | 4 | 2 | 3 | 3 | 3 | 3 |
| 36 | SMP     | L | 66 | JASA        | 43 | 30,000,000  | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 |
| 37 | SMA     | L | 51 | INDUSTRI    | 36 | 50,000,000  | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 38 | S1      | P | 44 | INDUSTRI    | 3  | 50,000,000  | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 5 | 3 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 |
| 39 | S1      | L | 48 | INDUSTRI    | 9  | 50,000,000  | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 40 | S1      | P | 46 | INDUSTRI    | 9  | 100,000,000 | 5 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 |
| 41 | Diploma | L | 50 | JASA        | 6  | 50,000,000  | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 1 | 1 | 4 | 5 | 5 | 5 |
| 42 | S1      | L | 73 | Perdagangan | 4  | 3,000,000   | 4 | 3 | 2 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 |
| 43 | S1      | L | 50 | INDUSTRI    | 3  | 10,000,000  | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 44 | SMA     | L | 57 | INDUSTRI    | 9  | 7,000,000   | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 45 | S1      | P | 46 | INDUSTRI    | 11 | 75,000,000  | 4 | 4 | 2 | 3 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 46 | S1      | P | 48 | INDUSTRI    | 9  | 10,000,000  | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 47 | S1      | L | 55 | INDUSTRI    | 3  | 10,000,000  | 4 | 3 | 3 | 2 | 4 | 3 | 3 | 3 | 2 | 2 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 |
| 48 | S1      | P | 36 | INDUSTRI    | 20 | 75,000,000  | 5 | 4 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 5 | 5 | 3 | 5 | 3 | 4 | 3 | 3 | 5 |
| 49 | Diploma | L | 56 | JASA        | 4  | 7,000,000   | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 50 | S1      | L | 58 | Perdagangan | 5  | 30,000,000  | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |

B. Variabel Lingkungan dan Variabel Strategi

| No | Lingkungan |    |    |    |    |    |    |    |    |    |    | Str. Diferensiasi Pemasaran |    |    | Str. Diferensiasi Inovatif |    | Str. Kepemimpinan Biaya |    | Kinerja |    |    |    |    |
|----|------------|----|----|----|----|----|----|----|----|----|----|-----------------------------|----|----|----------------------------|----|-------------------------|----|---------|----|----|----|----|
|    | 19         | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30                          | 31 | 32 | 33                         | 34 | 35                      | 36 | 37      | 38 | 39 | 40 | 41 |
| 1  | 2          | 4  | 2  | 2  | 2  | 4  | 2  | 4  | 4  | 4  | 4  | 4                           | 4  | 5  | 3                          | 3  | 4                       | 4  | 5       | 4  | 3  | 3  | 3  |
| 2  | 3          | 3  | 3  | 4  | 3  | 4  | 5  | 5  | 4  | 3  | 3  | 3                           | 3  | 5  | 4                          | 5  | 5                       | 3  | 4       | 4  | 3  | 3  | 3  |
| 3  | 3          | 3  | 3  | 3  | 3  | 3  | 4  | 4  | 3  | 3  | 3  | 2                           | 2  | 4  | 4                          | 4  | 5                       | 4  | 3       | 4  | 3  | 4  | 4  |
| 4  | 5          | 5  | 4  | 3  | 5  | 5  | 1  | 4  | 3  | 5  | 4  | 3                           | 1  | 5  | 5                          | 5  | 5                       | 5  | 5       | 5  | 5  | 5  | 5  |
| 5  | 5          | 5  | 5  | 5  | 5  | 5  | 2  | 3  | 3  | 5  | 5  | 2                           | 4  | 5  | 5                          | 5  | 5                       | 5  | 4       | 5  | 3  | 3  | 3  |
| 6  | 5          | 5  | 2  | 2  | 5  | 5  | 2  | 2  | 3  | 2  | 2  | 2                           | 4  | 2  | 2                          | 4  | 2                       | 4  | 4       | 4  | 3  | 3  | 3  |
| 7  | 5          | 5  | 5  | 5  | 5  | 5  | 4  | 4  | 4  | 4  | 4  | 4                           | 4  | 4  | 4                          | 4  | 4                       | 4  | 4       | 4  | 4  | 4  | 3  |
| 8  | 5          | 5  | 5  | 4  | 3  | 4  | 3  | 4  | 4  | 4  | 5  | 3                           | 4  | 4  | 4                          | 4  | 5                       | 3  | 4       | 5  | 4  | 3  | 4  |
| 9  | 4          | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 5                           | 5  | 5  | 5                          | 5  | 5                       | 4  | 5       | 5  | 3  | 3  | 3  |
| 10 | 3          | 3  | 3  | 3  | 1  | 3  | 3  | 1  | 3  | 3  | 3  | 3                           | 3  | 3  | 3                          | 3  | 3                       | 3  | 3       | 3  | 2  | 2  | 2  |
| 11 | 3          | 3  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4                           | 4  | 4  | 3                          | 3  | 3                       | 3  | 4       | 3  | 3  | 3  | 3  |
| 12 | 4          | 4  | 4  | 4  | 4  | 4  | 3  | 3  | 3  | 4  | 2  | 2                           | 2  | 5  | 2                          | 4  | 2                       | 4  | 4       | 4  | 4  | 4  | 4  |
| 13 | 4          | 4  | 2  | 2  | 4  | 4  | 4  | 4  | 2  | 4  | 4  | 4                           | 4  | 4  | 4                          | 4  | 4                       | 4  | 4       | 4  | 3  | 3  | 4  |
| 14 | 4          | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4                           | 4  | 5  | 4                          | 4  | 4                       | 4  | 4       | 5  | 3  | 3  | 3  |
| 15 | 4          | 4  | 4  | 4  | 4  | 4  | 3  | 4  | 3  | 3  | 3  | 3                           | 3  | 2  | 4                          | 4  | 3                       | 2  | 4       | 4  | 3  | 3  | 3  |
| 16 | 4          | 4  | 4  | 4  | 4  | 4  | 2  | 2  | 4  | 4  | 3  | 2                           | 4  | 3  | 2                          | 4  | 2                       | 3  | 3       | 4  | 3  | 3  | 3  |
| 17 | 3          | 3  | 3  | 3  | 2  | 2  | 2  | 2  | 2  | 2  | 2  | 2                           | 4  | 3  | 3                          | 3  | 3                       | 3  | 3       | 3  | 2  | 2  | 2  |
| 18 | 5          | 5  | 5  | 5  | 5  | 5  | 5  | 5  | 5  | 5  | 5  | 5                           | 5  | 5  | 5                          | 5  | 5                       | 5  | 5       | 5  | 5  | 5  | 5  |
| 19 | 5          | 2  | 2  | 2  | 3  | 2  | 2  | 4  | 4  | 2  | 2  | 4                           | 2  | 5  | 4                          | 4  | 3                       | 5  | 2       | 4  | 3  | 3  | 3  |
| 20 | 5          | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4                           | 4  | 4  | 4                          | 4  | 4                       | 4  | 4       | 4  | 2  | 2  | 2  |
| 21 | 4          | 4  | 3  | 3  | 4  | 4  | 3  | 4  | 3  | 4  | 4  | 4                           | 4  | 4  | 4                          | 4  | 3                       | 4  | 4       | 4  | 3  | 3  | 4  |
| 22 | 5          | 5  | 4  | 4  | 2  | 2  | 2  | 2  | 3  | 3  | 3  | 2                           | 5  | 3  | 3                          | 3  | 2                       | 2  | 4       | 3  | 4  | 4  | 4  |
| 23 | 5          | 5  | 3  | 3  | 3  | 3  | 2  | 2  | 4  | 4  | 3  | 3                           | 4  | 4  | 2                          | 4  | 3                       | 4  | 4       | 4  | 4  | 4  | 4  |
| 24 | 5          | 5  | 5  | 5  | 5  | 5  | 1  | 5  | 5  | 4  | 4  | 1                           | 1  | 4  | 4                          | 5  | 5                       | 4  | 3       | 5  | 4  | 4  | 4  |
| 25 | 5          | 5  | 4  | 4  | 5  | 5  | 5  | 5  | 4  | 4  | 4  | 4                           | 4  | 2  | 1                          | 1  | 4                       | 5  | 3       | 4  | 5  | 5  | 5  |



(Sambungan)

|    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 26 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 |
| 27 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 4 | 4 | 3 | 4 | 3 | 3 | 3 | 2 | 4 | 2 | 3 | 3 | 5 | 4 | 4 | 4 |
| 28 | 4 | 4 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 4 | 2 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 2 |
| 29 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 5 |
| 30 | 5 | 5 | 4 | 3 | 4 | 3 | 3 | 3 | 2 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |
| 31 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 3 | 3 | 3 |
| 32 | 4 | 4 | 3 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 3 | 4 | 4 | 4 | 4 |
| 33 | 5 | 5 | 5 | 5 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 |
| 34 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 3 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 35 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 2 | 3 | 3 | 3 | 2 | 4 | 2 | 2 | 3 |
| 36 | 5 | 4 | 4 | 4 | 4 | 4 | 2 | 3 | 3 | 4 | 4 | 3 | 2 | 4 | 3 | 4 | 3 | 4 | 2 | 2 | 4 | 4 | 4 |
| 37 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 3 | 3 | 4 |
| 38 | 5 | 5 | 5 | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 3 |
| 39 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 |
| 40 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 41 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 4 | 3 | 4 |
| 42 | 4 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 | 2 | 2 | 3 | 2 | 5 | 5 | 5 | 5 | 3 | 2 | 2 | 3 | 3 | 3 |
| 43 | 4 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| 44 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 3 | 3 |
| 45 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 46 | 5 | 5 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 4 |
| 47 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 3 |
| 48 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 3 | 3 | 3 | 4 | 4 | 5 | 5 | 3 | 3 | 3 |
| 49 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 50 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |

### Lampiran 3 Uji Validitas Menggunakan IBM SPSS 20

#### A. Uji Validitas Variabel Orientasi Wirausaha

| <b>Correlations</b> |                     | <b>Orientasi Wirausaha</b> |
|---------------------|---------------------|----------------------------|
| X_1                 | Pearson Correlation | .636                       |
|                     | Sig. (2-tailed)     | .000                       |
|                     | N                   | 50                         |
| X_2                 | Pearson Correlation | .609                       |
|                     | Sig. (2-tailed)     | .000                       |
|                     | N                   | 50                         |
| X_3                 | Pearson Correlation | .594                       |
|                     | Sig. (2-tailed)     | .000                       |
|                     | N                   | 50                         |
| X_4                 | Pearson Correlation | .615                       |
|                     | Sig. (2-tailed)     | .000                       |
|                     | N                   | 50                         |
| X_5                 | Pearson Correlation | .691                       |
|                     | Sig. (2-tailed)     | .000                       |
|                     | N                   | 50                         |
| X_6                 | Pearson Correlation | .708                       |
|                     | Sig. (2-tailed)     | .000                       |
|                     | N                   | 50                         |
| X_7                 | Pearson Correlation | .739                       |
|                     | Sig. (2-tailed)     | .000                       |
|                     | N                   | 50                         |
| X_8                 | Pearson Correlation | .708                       |
|                     | Sig. (2-tailed)     | .000                       |
|                     | N                   | 50                         |
| X_9                 | Pearson Correlation | .636                       |
|                     | Sig. (2-tailed)     | .000                       |
|                     | N                   | 50                         |
| X_10                | Pearson Correlation | .652                       |
|                     | Sig. (2-tailed)     | .000                       |
|                     | N                   | 50                         |
| X_11                | Pearson Correlation | .693                       |
|                     | Sig. (2-tailed)     | .000                       |
|                     | N                   | 50                         |
| X_12                | Pearson Correlation | .657                       |
|                     | Sig. (2-tailed)     | .000                       |
|                     | N                   | 50                         |
| X_13                | Pearson Correlation | .266                       |
|                     | Sig. (2-tailed)     | .062                       |
|                     | N                   | 50                         |
| X_14                | Pearson Correlation | .347                       |
|                     | Sig. (2-tailed)     | .014                       |
|                     | N                   | 50                         |
| X_15                | Pearson Correlation | .479                       |
|                     | Sig. (2-tailed)     | .000                       |
|                     | N                   | 50                         |
| X_16                | Pearson Correlation | .449                       |
|                     | Sig. (2-tailed)     | .001                       |

|                     |                     |      |
|---------------------|---------------------|------|
|                     | N                   | 50   |
| X_17                | Pearson Correlation | .371 |
|                     | Sig. (2-tailed)     | .008 |
|                     | N                   | 50   |
| X_18                | Pearson Correlation | .562 |
|                     | Sig. (2-tailed)     | .000 |
|                     | N                   | 50   |
| Orientasi Wirausaha | Pearson Correlation | 1    |
|                     | Sig. (2-tailed)     |      |
|                     | N                   | 50   |

## B. Uji Validitas Ulang Variabel Orientasi Kewirausahaan

| Correlations |                     | X_valid |
|--------------|---------------------|---------|
| X_1          | Pearson Correlation | .692**  |
|              | Sig. (2-tailed)     | .000    |
|              | N                   | 50      |
| X_2          | Pearson Correlation | .694**  |
|              | Sig. (2-tailed)     | .000    |
|              | N                   | 50      |
| X_3          | Pearson Correlation | .627**  |
|              | Sig. (2-tailed)     | .000    |
|              | N                   | 50      |
| X_4          | Pearson Correlation | .642**  |
|              | Sig. (2-tailed)     | .000    |
|              | N                   | 50      |
| X_5          | Pearson Correlation | .727**  |
|              | Sig. (2-tailed)     | .000    |
|              | N                   | 50      |
| X_6          | Pearson Correlation | .763**  |
|              | Sig. (2-tailed)     | .000    |
|              | N                   | 50      |
| X_7          | Pearson Correlation | .732**  |
|              | Sig. (2-tailed)     | .000    |
|              | N                   | 50      |
| X_8          | Pearson Correlation | .758**  |
|              | Sig. (2-tailed)     | .000    |
|              | N                   | 50      |
| X_9          | Pearson Correlation | .720**  |
|              | Sig. (2-tailed)     | .000    |
|              | N                   | 50      |
| X_10         | Pearson Correlation | .679**  |
|              | Sig. (2-tailed)     | .000    |
|              | N                   | 50      |
| X_11         | Pearson Correlation | .698**  |
|              | Sig. (2-tailed)     | .000    |
|              | N                   | 50      |
| X_12         | Pearson Correlation | .659**  |
|              | Sig. (2-tailed)     | .000    |
|              | N                   | 50      |
| X_14         | Pearson Correlation | .297    |
|              | Sig. (2-tailed)     | .036    |

|         |                     |        |
|---------|---------------------|--------|
|         | N                   | 50     |
| X_15    | Pearson Correlation | .468*  |
|         | Sig. (2-tailed)     | .001   |
|         | N                   | 50     |
| X_16    | Pearson Correlation | .456** |
|         | Sig. (2-tailed)     | .001   |
|         | N                   | 50     |
| X_17    | Pearson Correlation | .380** |
|         | Sig. (2-tailed)     | .006   |
|         | N                   | 50     |
| X_18    | Pearson Correlation | .592** |
|         | Sig. (2-tailed)     | .000   |
|         | N                   | 50     |
| X_valid | Pearson Correlation | 1      |
|         | Sig. (2-tailed)     |        |
|         | N                   | 68     |

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

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

### C. Uji Validitas Variabel Moderasi Lingkungan

|      |                     | Lingkungan |
|------|---------------------|------------|
| L_19 | Pearson Correlation | .499       |
|      | Sig. (2-tailed)     | .000       |
|      | N                   | 50         |
| L_20 | Pearson Correlation | .649       |
|      | Sig. (2-tailed)     | .000       |
|      | N                   | 50         |
| L_21 | Pearson Correlation | .782       |
|      | Sig. (2-tailed)     | .000       |
|      | N                   | 50         |
| L_22 | Pearson Correlation | .764       |
|      | Sig. (2-tailed)     | .000       |
|      | N                   | 50         |
| L_23 | Pearson Correlation | .661       |
|      | Sig. (2-tailed)     | .000       |
|      | N                   | 50         |
| L_24 | Pearson Correlation | .741       |
|      | Sig. (2-tailed)     | .000       |
|      | N                   | 50         |
| L_25 | Pearson Correlation | .629       |
|      | Sig. (2-tailed)     | .000       |
|      | N                   | 50         |
| L_26 | Pearson Correlation | .694       |
|      | Sig. (2-tailed)     | .000       |
|      | N                   | 50         |
| L_27 | Pearson Correlation | .671       |
|      | Sig. (2-tailed)     | .000       |
|      | N                   | 50         |
| L_28 | Pearson Correlation | .744       |
|      | Sig. (2-tailed)     | .000       |
|      | N                   | 50         |

|            |                     |      |
|------------|---------------------|------|
|            | N                   | 50   |
| L_29       | Pearson Correlation | .799 |
|            | Sig. (2-tailed)     | .000 |
|            | N                   | 50   |
| L_30       | Pearson Correlation | .606 |
|            | Sig. (2-tailed)     | .000 |
|            | N                   | 50   |
| L_31       | Pearson Correlation | .456 |
|            | Sig. (2-tailed)     | .001 |
|            | N                   | 50   |
| Lingkungan | Pearson Correlation | 1    |
|            | Sig. (2-tailed)     |      |
|            | N                   | 50   |

D. Uji Validitas Variabel Moderasi Strategi Diferensiasi Pemasaran

| Correlations       |                     | Strategi Pemasaran |
|--------------------|---------------------|--------------------|
| S1_32              | Pearson Correlation | .872**             |
|                    | Sig. (2-tailed)     | .000               |
|                    | N                   | 50                 |
| S1_33              | Pearson Correlation | .920**             |
|                    | Sig. (2-tailed)     | .000               |
|                    | N                   | 50                 |
| S1_34              | Pearson Correlation | .869               |
|                    | Sig. (2-tailed)     | .000               |
|                    | N                   | 50                 |
| Strategi Pemasaran | Pearson Correlation | 1                  |
|                    | Sig. (2-tailed)     |                    |
|                    | N                   | 50                 |

E. Uji Validitas Variabel Moderasi Strategi Diferensiasi Inovatif

| Correlations      |                     | Strategi Inovatif |
|-------------------|---------------------|-------------------|
| S2_35             | Pearson Correlation | .725**            |
|                   | Sig. (2-tailed)     | .000              |
|                   | N                   | 50                |
| S2_36             | Pearson Correlation | .762**            |
|                   | Sig. (2-tailed)     | .000              |
|                   | N                   | 50                |
| Strategi Inovatif | Pearson Correlation | 1                 |
|                   | Sig. (2-tailed)     |                   |
|                   | N                   | 50                |

F. Uji Validitas Variabel Moderasi Strategi Kepemimpinan Biaya

| Correlations |                     | Strategi Biaya |
|--------------|---------------------|----------------|
| S3_37        | Pearson Correlation | .881**         |

|                |                     |        |
|----------------|---------------------|--------|
|                | Sig. (2-tailed)     | .000   |
|                | N                   | 50     |
| S3_38          | Pearson Correlation | .878** |
|                | Sig. (2-tailed)     | .000   |
|                | N                   | 50     |
| Strategi Biaya | Pearson Correlation | 1      |
|                | Sig. (2-tailed)     |        |
|                | N                   | 50     |

### G. Uji Validitas Variabel Moderasi Kinerja Perusahaan Kecil

|         |                     | Kinerja |
|---------|---------------------|---------|
| K_39    | Pearson Correlation | .954**  |
|         | Sig. (2-tailed)     | .000    |
|         | N                   | 50      |
| K_40    | Pearson Correlation | .960**  |
|         | Sig. (2-tailed)     | .000    |
|         | N                   | 50      |
| K_41    | Pearson Correlation | .888**  |
|         | Sig. (2-tailed)     | .000    |
|         | N                   | 50      |
| Kinerja | Pearson Correlation | 1       |
|         | Sig. (2-tailed)     |         |
|         | N                   | 50      |

## Lampiran 4 Uji Reliabilitas Menggunakan IBM SPSS 20

### A. Uji Reliabilitas Variabel Orientasi Wirausaha

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .897             | 17         |

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X_1  | 59.9000                    | 71.235                         | .641                             | .889                             |
| X_2  | 60.3400                    | 70.351                         | .637                             | .889                             |
| X_3  | 60.4800                    | 70.663                         | .555                             | .892                             |
| X_4  | 60.5400                    | 70.702                         | .574                             | .891                             |
| X_5  | 60.0800                    | 68.157                         | .666                             | .888                             |
| X_6  | 59.8800                    | 70.353                         | .722                             | .886                             |
| X_7  | 59.7600                    | 71.819                         | .692                             | .888                             |
| X_8  | 59.7800                    | 70.012                         | .715                             | .886                             |
| X_9  | 60.2800                    | 70.247                         | .668                             | .888                             |
| X_10 | 60.3600                    | 70.358                         | .618                             | .889                             |
| X_11 | 59.8800                    | 71.006                         | .646                             | .889                             |
| X_12 | 59.8600                    | 71.960                         | .606                             | .890                             |
| X_14 | 60.3800                    | 76.036                         | .183                             | .907                             |
| X_15 | 59.8800                    | 75.332                         | .405                             | .896                             |
| X_16 | 59.9400                    | 75.404                         | .391                             | .896                             |

|      |         |        |      |      |
|------|---------|--------|------|------|
| X_17 | 60.3000 | 75.357 | .291 | .901 |
| X_18 | 60.1200 | 72.720 | .529 | .892 |

### B. Uji Reliabilitas Variabel Moderasi Lingkungan

#### Reliability Statistics

|                  |            |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .894             | 13         |

#### Item-Total Statistics

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| L_19 | 44.4200                    | 55.065                         | .415                             | .894                             |
| L_20 | 44.5000                    | 53.031                         | .581                             | .887                             |
| L_21 | 44.8000                    | 50.571                         | .731                             | .879                             |
| L_22 | 44.8400                    | 51.158                         | .711                             | .880                             |
| L_23 | 44.9400                    | 51.404                         | .579                             | .887                             |
| L_24 | 44.8200                    | 51.293                         | .683                             | .882                             |
| L_25 | 45.3000                    | 51.153                         | .532                             | .890                             |
| L_26 | 44.9200                    | 51.300                         | .621                             | .884                             |
| L_27 | 45.0000                    | 53.143                         | .610                             | .885                             |
| L_28 | 45.0000                    | 52.000                         | .692                             | .882                             |
| L_29 | 44.9600                    | 50.856                         | .754                             | .879                             |
| L_30 | 45.1400                    | 52.449                         | .517                             | .890                             |
| L_31 | 44.8000                    | 54.776                         | .350                             | .898                             |

### C. Uji Reliabilitas Variabel Moderasi Strategi Diferensiasi Pemasaran

#### Reliability Statistics

|                  |            |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .859             | 3          |

#### Item-Total Statistics

|       | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| S1_32 | 7.7200                     | 3.063                          | .718                             | .817                             |
| S1_33 | 8.0600                     | 2.425                          | .778                             | .773                             |
| S1_34 | 7.7000                     | 3.357                          | .740                             | .810                             |

### D. Uji Reliabilitas Variabel Moderasi Strategi Diferensiasi Inovatif

#### Reliability Statistics

|                  |            |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .607             | 2          |

#### Item-Total Statistics

|       | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| S2_35 | 3.8000                     | .612                           | .448                             | . <sup>a</sup>                   |
| S2_36 | 3.8000                     | .980                           | .448                             | . <sup>a</sup>                   |

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

E. Uji Reliabilitas Variabel Moderasi Strategi Kepemimpinan Biaya

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .707             | 2          |

**Item-Total Statistics**

|       | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| S3_37 | 4.0400                     | .570                           | .547                             | . <sup>a</sup>                   |
| S3_38 | 3.7800                     | .583                           | .547                             | . <sup>a</sup>                   |

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

F. Uji Reliabilitas Variabel Kinerja Perusahaan Kecil

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .927             | 3          |

**Item-Total Statistics**

|      | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| K_39 | 6.9800                     | 2.102                          | .895                             | .859                             |
| K_40 | 7.0200                     | 2.020                          | .905                             | .850                             |
| K_41 | 6.9200                     | 2.320                          | .759                             | .966                             |

Lampiran 5 Analisis Jalur Menggunakan IBM SPSS 20

A. Analisis Jalur Moderasi Lingkungan

**Model Summary**

| Model        | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|-------------------|----------|-------------------|----------------------------|
| dimension0 1 | .518 <sup>a</sup> | .268     | .220              | 2.31154                    |

a. Predictors: (Constant), Interaksi X & L, Orientasi Wirausaha, Lingkungan

**ANOVA<sup>b</sup>**

| Model        | Sum of Squares | df | Mean Square | F     | Sig.              |
|--------------|----------------|----|-------------|-------|-------------------|
| 1 Regression | 90.016         | 3  | 30.005      | 5.616 | .002 <sup>a</sup> |
| Residual     | 245.789        | 46 | 5.343       |       |                   |
| Total        | 335.805        | 49 |             |       |                   |

a. Predictors: (Constant), Interaksi X & L, Orientasi Wirausaha, Lingkungan

b. Dependent Variable: Kinerja



**Coefficients<sup>a</sup>**

| Model               | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|---------------------|-----------------------------|------------|---------------------------|-------|------|
|                     | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)        | -4.938                      | 6.523      |                           | -.757 | .453 |
| Orientasi Wirausaha | .199                        | .121       | .747                      | 1.644 | .107 |
| Lingkungan          | .202                        | .164       | .638                      | 1.232 | .224 |
| Interaksi X & L     | -.003                       | .003       | -.744                     | -8.96 | .375 |

a. Dependent Variable: Kinerja

## B. Analisis Jalur Moderasi Strategi Diferensiasi Pemasaran

**Model Summary**

| Model        | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|-------------------|----------|-------------------|----------------------------|
| dimension0 1 | .567 <sup>a</sup> | .322     | .278              | 2.22491                    |

a. Predictors: (Constant), Interaksi X & S1, Orientasi Wirausaha, Strategi Pemasaran

**ANOVA<sup>b</sup>**

| Model        | Sum of Squares | df | Mean Square | F     | Sig.              |
|--------------|----------------|----|-------------|-------|-------------------|
| 1 Regression | 108.094        | 3  | 36.031      | 7.279 | .000 <sup>a</sup> |
| Residual     | 227.710        | 46 | 4.950       |       |                   |
| Total        | 335.805        | 49 |             |       |                   |

a. Predictors: (Constant), Interaksi X & S1, Orientasi Wirausaha, Strategi Pemasaran

b. Dependent Variable: Kinerja

**Coefficients<sup>a</sup>**

| Model               | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|---------------------|-----------------------------|------------|---------------------------|--------|------|
|                     | B                           | Std. Error | Beta                      |        |      |
| 1 (Constant)        | -13.124                     | 6.129      |                           | -2.142 | .038 |
| Orientasi Wirausaha | .388                        | .110       | 1.453                     | 3.514  | .001 |
| Strategi Pemasaran  | 1.617                       | .673       | 1.544                     | 2.404  | .020 |
| Interaksi X & S1    | -.028                       | .011       | -2.255                    | -2.491 | .016 |

a. Dependent Variable: Kinerja

## C. Analisis Jalur Moderasi Strategi Diferensiasi Inovatif

**Model Summary**

| Model        | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|-------------------|----------|-------------------|----------------------------|
| dimension0 1 | .519 <sup>a</sup> | .270     | .222              | 2.30879                    |

a. Predictors: (Constant), Interaksi X & S2, Orientasi Wirausaha, Strategi

Inovatif

**ANOVA<sup>b</sup>**

| Model        | Sum of Squares | df | Mean Square | F     | Sig.              |
|--------------|----------------|----|-------------|-------|-------------------|
| 1 Regression | 90.602         | 3  | 30.201      | 5.666 | .002 <sup>a</sup> |
| Residual     | 245.203        | 46 | 5.330       |       |                   |
| Total        | 335.805        | 49 |             |       |                   |

a. Predictors: (Constant), Interaksi X & S2, Orientasi Wirausaha, Strategi Inovatif

### Model Summary

| Model        | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|-------------------|----------|-------------------|----------------------------|
| dimension0 1 | .519 <sup>a</sup> | .270     | .222              | 2.30879                    |

b. Dependent Variable: Kinerja

### Coefficients<sup>a</sup>

| Model |                     | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|---------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                     | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)          | -5.886                      | 6.583      |                           | -.894 | .376 |
|       | Orientasi Wirausaha | .231                        | .122       | .866                      | 1.891 | .065 |
|       | Strategi Inovatif   | 1.582                       | 1.178      | .958                      | 1.343 | .186 |
|       | Interaksi X & S2    | -.023                       | .020       | -1.151                    | -     | .264 |
|       |                     |                             |            |                           | 1.130 |      |

a. Dependent Variable: Kinerja

## D. Analisis Jalur Moderasi Strategi Kepemimpinan Biaya

### Model Summary

| Model        | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|-------------------|----------|-------------------|----------------------------|
| dimension0 1 | .531 <sup>a</sup> | .282     | .235              | 2.28990                    |

a. Predictors: (Constant), Interaksi X & S3, Orientasi Wirausaha, Strategi Biaya

### ANOVA<sup>b</sup>

| Model        | Sum of Squares | df | Mean Square | F     | Sig.              |
|--------------|----------------|----|-------------|-------|-------------------|
| 1 Regression | 94.597         | 3  | 31.532      | 6.013 | .002 <sup>a</sup> |
| Residual     | 241.208        | 46 | 5.244       |       |                   |
| Total        | 335.805        | 49 |             |       |                   |

a. Predictors: (Constant), Interaksi X & S3, Orientasi Wirausaha, Strategi Biaya

b. Dependent Variable: Kinerja

### Coefficients<sup>a</sup>

| Model |                     | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|---------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                     | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)          | -7.880                      | 5.842      |                           | -1.349 | .184 |
|       | Orientasi Wirausaha | .286                        | .113       | 1.072                     | 2.533  | .015 |
|       | Strategi Biaya      | 1.776                       | 1.006      | 1.082                     | 1.765  | .084 |
|       | Interaksi X & S3    | -.030                       | .018       | -1.406                    | -1.620 | .112 |

a. Dependent Variable: Kinerja

## Lampiran 6 Transformasi MSI menggunakan Microsoft Excel

### a. Variabel Orientasi Wirausaha

| Sucessive Interval |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |  |
|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--|
| 1                  | 2     | 3     | 4     | 5     | 6     | 7     | 8     | 9     | 10    | 11    | 12    | 14    | 15    | 16    | 17    | 18    |  |
| 3.454              | 3.963 | 2.130 | 3.832 | 3.214 | 3.127 | 3.254 | 3.228 | 3.884 | 2.870 | 3.336 | 3.336 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |  |
| 4.688              | 5.028 | 5.193 | 5.030 | 4.422 | 4.402 | 4.623 | 4.580 | 3.884 | 3.917 | 4.767 | 3.336 | 1.626 | 3.641 | 4.879 | 1.905 | 4.448 |  |
| 2.426              | 2.907 | 4.004 | 2.765 | 2.328 | 3.127 | 2.029 | 2.111 | 3.884 | 5.088 | 4.767 | 4.767 | 3.267 | 2.323 | 3.504 | 1.905 | 1.000 |  |
| 4.688              | 2.907 | 3.039 | 2.765 | 4.422 | 4.402 | 3.254 | 4.580 | 3.884 | 2.870 | 4.767 | 4.767 | 2.286 | 2.323 | 1.000 | 2.756 | 1.988 |  |
| 4.688              | 3.963 | 4.004 | 1.842 | 4.422 | 4.402 | 4.623 | 4.580 | 5.011 | 5.088 | 4.767 | 4.767 | 1.000 | 3.641 | 4.879 | 1.905 | 3.108 |  |
| 2.426              | 2.907 | 3.039 | 3.832 | 3.214 | 3.127 | 3.254 | 3.228 | 3.884 | 3.917 | 3.336 | 3.336 | 3.267 | 1.000 | 2.228 | 2.756 | 1.988 |  |
| 3.454              | 3.963 | 4.004 | 3.832 | 3.214 | 3.127 | 3.254 | 3.228 | 3.884 | 3.917 | 3.336 | 3.336 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |  |
| 4.688              | 5.028 | 2.130 | 2.765 | 1.728 | 3.127 | 3.254 | 4.580 | 2.756 | 1.905 | 1.653 | 2.111 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |  |
| 3.454              | 3.963 | 4.004 | 3.832 | 3.214 | 3.127 | 3.254 | 3.228 | 2.756 | 2.870 | 2.179 | 2.111 | 4.448 | 2.323 | 3.504 | 5.176 | 4.448 |  |
| 1.651              | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 2.029 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 3.641 | 4.879 | 2.756 | 1.988 |  |
| 3.454              | 2.907 | 2.130 | 2.765 | 2.328 | 3.127 | 3.254 | 3.228 | 2.756 | 2.870 | 2.179 | 2.111 | 3.267 | 3.641 | 3.504 | 3.843 | 3.108 |  |
| 3.454              | 3.963 | 4.004 | 1.842 | 1.728 | 4.402 | 4.623 | 4.580 | 5.011 | 3.917 | 4.767 | 4.767 | 2.286 | 1.000 | 3.504 | 3.843 | 3.108 |  |
| 3.454              | 3.963 | 4.004 | 3.832 | 3.214 | 3.127 | 3.254 | 3.228 | 3.884 | 2.870 | 3.336 | 3.336 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |  |
| 3.454              | 3.963 | 5.193 | 3.832 | 3.214 | 4.402 | 3.254 | 3.228 | 3.884 | 3.917 | 3.336 | 3.336 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |  |
| 3.454              | 3.963 | 4.004 | 2.765 | 4.422 | 4.402 | 4.623 | 4.580 | 5.011 | 3.917 | 3.336 | 3.336 | 4.448 | 1.000 | 3.504 | 2.756 | 1.988 |  |
| 3.454              | 3.963 | 5.193 | 2.765 | 3.214 | 2.031 | 3.254 | 2.111 | 2.756 | 2.870 | 2.179 | 4.767 | 1.626 | 1.000 | 2.228 | 2.756 | 1.988 |  |
| 2.426              | 2.907 | 2.130 | 1.000 | 2.328 | 1.000 | 3.254 | 3.228 | 2.756 | 1.905 | 2.179 | 2.111 | 2.286 | 1.000 | 2.228 | 1.905 | 1.000 |  |
| 4.688              | 5.028 | 5.193 | 5.030 | 4.422 | 4.402 | 4.623 | 4.580 | 5.011 | 5.088 | 4.767 | 4.767 | 4.448 | 3.641 | 4.879 | 5.176 | 4.448 |  |
| 2.426              | 1.830 | 4.004 | 2.765 | 4.422 | 4.402 | 4.623 | 4.580 | 3.884 | 3.917 | 3.336 | 3.336 | 4.448 | 2.323 | 3.504 | 3.843 | 3.108 |  |
| 3.454              | 3.963 | 4.004 | 3.832 | 3.214 | 3.127 | 3.254 | 3.228 | 3.884 | 3.917 | 3.336 | 3.336 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |  |
| 2.426              | 2.907 | 3.039 | 2.765 | 1.728 | 2.031 | 2.029 | 3.228 | 3.884 | 3.917 | 3.336 | 3.336 | 2.286 | 2.323 | 3.504 | 3.843 | 3.108 |  |
| 2.426              | 2.907 | 4.004 | 3.832 | 3.214 | 3.127 | 3.254 | 3.228 | 3.884 | 3.917 | 3.336 | 3.336 | 3.267 | 1.000 | 2.228 | 2.756 | 1.988 |  |
| 2.426              | 1.830 | 4.004 | 3.832 | 3.214 | 3.127 | 3.254 | 3.228 | 2.756 | 2.870 | 3.336 | 3.336 | 2.286 | 1.000 | 2.228 | 2.756 | 1.988 |  |
| 4.688              | 5.028 | 5.193 | 3.832 | 4.422 | 4.402 | 4.623 | 4.580 | 5.011 | 5.088 | 4.767 | 4.767 | 1.000 | 3.641 | 4.879 | 1.000 | 1.000 |  |
| 4.688              | 5.028 | 3.039 | 1.842 | 2.328 | 2.031 | 4.623 | 4.580 | 5.011 | 2.870 | 3.336 | 3.336 | 4.448 | 3.641 | 4.879 | 5.176 | 4.448 |  |

|       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |
|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 3.454 | 3.963 | 3.039 | 3.832 | 4.422 | 3.127 | 4.623 | 3.228 | 2.756 | 2.870 | 2.179 | 2.111 | 2.286 | 1.000 | 2.228 | 2.756 | 1.988 |
| 3.454 | 2.907 | 3.039 | 5.030 | 3.214 | 3.127 | 3.254 | 1.533 | 1.653 | 3.917 | 3.336 | 3.336 | 2.286 | 1.000 | 3.504 | 2.756 | 1.988 |
| 1.651 | 1.830 | 2.130 | 1.842 | 1.000 | 2.031 | 2.029 | 2.111 | 2.756 | 2.870 | 3.336 | 3.336 | 2.286 | 1.000 | 2.228 | 1.905 | 1.000 |
| 3.454 | 3.963 | 3.039 | 3.832 | 3.214 | 4.402 | 3.254 | 3.228 | 3.884 | 3.917 | 3.336 | 3.336 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |
| 3.454 | 2.907 | 4.004 | 2.765 | 3.214 | 3.127 | 3.254 | 3.228 | 2.756 | 3.917 | 3.336 | 3.336 | 3.267 | 2.323 | 3.504 | 2.756 | 1.988 |
| 3.454 | 5.028 | 2.130 | 5.030 | 4.422 | 4.402 | 4.623 | 4.580 | 5.011 | 5.088 | 4.767 | 4.767 | 2.286 | 3.641 | 4.879 | 5.176 | 4.448 |
| 4.688 | 3.963 | 4.004 | 3.832 | 4.422 | 4.402 | 4.623 | 4.580 | 2.756 | 3.917 | 3.336 | 3.336 | 2.286 | 3.641 | 3.504 | 3.843 | 3.108 |
| 4.688 | 2.907 | 4.004 | 3.832 | 4.422 | 3.127 | 4.623 | 4.580 | 3.884 | 3.917 | 4.767 | 4.767 | 4.448 | 3.641 | 3.504 | 3.843 | 3.108 |
| 4.688 | 3.963 | 3.039 | 2.765 | 3.214 | 2.031 | 4.623 | 3.228 | 3.884 | 1.905 | 3.336 | 3.336 | 2.286 | 3.641 | 4.879 | 2.756 | 3.108 |
| 2.426 | 2.907 | 2.130 | 1.842 | 1.728 | 2.031 | 1.000 | 2.111 | 2.756 | 1.905 | 1.653 | 1.533 | 1.626 | 1.000 | 2.228 | 2.756 | 1.988 |
| 3.454 | 2.907 | 4.004 | 3.832 | 3.214 | 3.127 | 3.254 | 3.228 | 3.884 | 2.870 | 3.336 | 3.336 | 2.286 | 2.323 | 2.228 | 3.843 | 3.108 |
| 3.454 | 3.963 | 4.004 | 2.765 | 2.328 | 2.031 | 3.254 | 3.228 | 3.884 | 3.917 | 4.767 | 4.767 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |
| 3.454 | 2.907 | 3.039 | 2.765 | 3.214 | 3.127 | 3.254 | 4.580 | 2.756 | 2.870 | 3.336 | 4.767 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |
| 2.426 | 2.907 | 3.039 | 2.765 | 3.214 | 3.127 | 3.254 | 3.228 | 2.756 | 2.870 | 3.336 | 3.336 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |
| 4.688 | 2.907 | 3.039 | 2.765 | 3.214 | 3.127 | 3.254 | 3.228 | 2.756 | 3.917 | 3.336 | 3.336 | 4.448 | 2.323 | 3.504 | 3.843 | 3.108 |
| 4.688 | 5.028 | 4.004 | 3.832 | 4.422 | 4.402 | 4.623 | 4.580 | 3.884 | 3.917 | 3.336 | 3.336 | 1.000 | 2.323 | 4.879 | 5.176 | 4.448 |
| 3.454 | 2.907 | 2.130 | 2.765 | 2.328 | 2.031 | 3.254 | 3.228 | 2.756 | 2.870 | 3.336 | 3.336 | 2.286 | 1.000 | 2.228 | 2.756 | 1.988 |
| 3.454 | 2.907 | 4.004 | 3.832 | 3.214 | 3.127 | 3.254 | 3.228 | 2.756 | 2.870 | 3.336 | 3.336 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |
| 2.426 | 2.907 | 3.039 | 2.765 | 2.328 | 2.031 | 2.029 | 3.228 | 2.756 | 3.917 | 3.336 | 3.336 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |
| 3.454 | 3.963 | 2.130 | 2.765 | 3.214 | 3.127 | 3.254 | 3.228 | 2.756 | 2.870 | 3.336 | 3.336 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |
| 3.454 | 2.907 | 4.004 | 3.832 | 3.214 | 3.127 | 3.254 | 3.228 | 2.756 | 2.870 | 3.336 | 3.336 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |
| 3.454 | 2.907 | 3.039 | 1.842 | 3.214 | 2.031 | 2.029 | 2.111 | 1.653 | 1.905 | 3.336 | 3.336 | 2.286 | 2.323 | 3.504 | 3.843 | 3.108 |
| 4.688 | 3.963 | 4.004 | 2.765 | 2.328 | 3.127 | 2.029 | 2.111 | 2.756 | 5.088 | 4.767 | 2.111 | 2.286 | 2.323 | 2.228 | 2.756 | 4.448 |
| 3.454 | 2.907 | 3.039 | 2.765 | 3.214 | 3.127 | 3.254 | 3.228 | 2.756 | 2.870 | 3.336 | 3.336 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |
| 2.426 | 2.907 | 3.039 | 2.765 | 2.328 | 3.127 | 3.254 | 3.228 | 3.884 | 3.917 | 3.336 | 3.336 | 3.267 | 2.323 | 3.504 | 3.843 | 3.108 |

## b. Variabel Lingkungan

| Successive Interval |       |       |       |       |       |       |       |       |       |       |       |       |  |
|---------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--|
| 19                  | 20    | 21    | 22    | 23    | 24    | 25    | 26    | 27    | 28    | 29    | 30    | 31    |  |
| 1.000               | 2.940 | 1.000 | 1.000 | 1.905 | 2.890 | 2.072 | 3.614 | 3.280 | 3.150 | 3.085 | 3.884 | 3.183 |  |
| 2.135               | 1.943 | 2.021 | 3.046 | 2.756 | 2.890 | 4.744 | 4.942 | 3.280 | 2.022 | 2.022 | 2.936 | 2.155 |  |
| 2.135               | 1.943 | 2.021 | 2.021 | 2.756 | 1.894 | 3.672 | 3.614 | 2.116 | 2.022 | 2.022 | 2.029 | 1.731 |  |

|       |       |       |       |       |       |       |       |       |       |       |       |       |
|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 4.352 | 4.194 | 2.991 | 2.021 | 4.767 | 4.155 | 1.000 | 3.614 | 2.116 | 4.510 | 3.085 | 2.936 | 1.000 |
| 4.352 | 4.194 | 4.154 | 4.258 | 4.767 | 4.155 | 2.072 | 2.639 | 2.116 | 4.510 | 4.345 | 2.029 | 3.183 |
| 4.352 | 4.194 | 1.000 | 1.000 | 4.767 | 4.155 | 2.072 | 1.970 | 2.116 | 1.000 | 1.000 | 2.029 | 3.183 |
| 4.352 | 4.194 | 4.154 | 4.258 | 4.767 | 4.155 | 3.672 | 3.614 | 3.280 | 3.150 | 3.085 | 3.884 | 3.183 |
| 4.352 | 4.194 | 4.154 | 3.046 | 2.756 | 2.890 | 2.869 | 3.614 | 3.280 | 3.150 | 4.345 | 2.936 | 3.183 |
| 3.129 | 2.940 | 2.991 | 3.046 | 3.658 | 2.890 | 3.672 | 3.614 | 3.280 | 3.150 | 3.085 | 5.011 | 4.612 |
| 2.135 | 1.943 | 2.021 | 2.021 | 1.000 | 1.894 | 2.869 | 1.000 | 2.116 | 2.022 | 2.022 | 2.936 | 2.155 |
| 2.135 | 1.943 | 2.991 | 3.046 | 3.658 | 2.890 | 3.672 | 3.614 | 3.280 | 3.150 | 3.085 | 3.884 | 3.183 |
| 3.129 | 2.940 | 2.991 | 3.046 | 3.658 | 1.894 | 2.869 | 2.639 | 3.280 | 1.000 | 1.000 | 2.029 | 4.612 |
| 3.129 | 2.940 | 1.000 | 1.000 | 3.658 | 2.890 | 3.672 | 3.614 | 1.000 | 3.150 | 3.085 | 3.884 | 3.183 |
| 3.129 | 2.940 | 2.991 | 3.046 | 3.658 | 2.890 | 3.672 | 3.614 | 3.280 | 3.150 | 3.085 | 3.884 | 3.183 |
| 3.129 | 2.940 | 2.991 | 3.046 | 3.658 | 2.890 | 2.869 | 3.614 | 2.116 | 2.022 | 2.022 | 2.936 | 2.155 |
| 3.129 | 2.940 | 2.991 | 3.046 | 3.658 | 2.890 | 2.072 | 1.970 | 3.280 | 3.150 | 2.022 | 2.029 | 3.183 |
| 2.135 | 1.943 | 2.021 | 2.021 | 1.905 | 1.000 | 2.072 | 1.970 | 1.000 | 1.000 | 1.000 | 2.029 | 3.183 |
| 4.352 | 4.194 | 4.154 | 4.258 | 4.767 | 4.155 | 4.744 | 4.942 | 4.613 | 4.510 | 4.345 | 5.011 | 4.612 |
| 4.352 | 1.000 | 1.000 | 1.000 | 2.756 | 1.000 | 2.072 | 3.614 | 3.280 | 1.000 | 1.000 | 3.884 | 1.731 |
| 4.352 | 2.940 | 2.991 | 3.046 | 3.658 | 2.890 | 3.672 | 3.614 | 3.280 | 3.150 | 3.085 | 3.884 | 3.183 |
| 3.129 | 2.940 | 2.021 | 2.021 | 3.658 | 2.890 | 2.869 | 3.614 | 2.116 | 3.150 | 3.085 | 3.884 | 3.183 |
| 4.352 | 4.194 | 2.991 | 3.046 | 1.905 | 1.000 | 2.072 | 1.970 | 2.116 | 2.022 | 2.022 | 2.029 | 4.612 |
| 4.352 | 4.194 | 2.021 | 2.021 | 2.756 | 1.894 | 2.072 | 1.970 | 3.280 | 3.150 | 2.022 | 2.936 | 3.183 |
| 4.352 | 4.194 | 4.154 | 4.258 | 4.767 | 4.155 | 1.000 | 4.942 | 4.613 | 3.150 | 3.085 | 1.000 | 1.000 |
| 4.352 | 4.194 | 2.991 | 3.046 | 4.767 | 4.155 | 4.744 | 4.942 | 3.280 | 3.150 | 3.085 | 3.884 | 3.183 |
| 4.352 | 4.194 | 4.154 | 4.258 | 4.767 | 2.890 | 3.672 | 3.614 | 3.280 | 3.150 | 4.345 | 5.011 | 4.612 |
| 3.129 | 2.940 | 2.991 | 3.046 | 3.658 | 2.890 | 2.072 | 3.614 | 3.280 | 2.022 | 3.085 | 2.936 | 2.155 |
| 3.129 | 2.940 | 2.021 | 2.021 | 1.905 | 1.000 | 2.072 | 1.970 | 1.000 | 2.022 | 2.022 | 2.936 | 3.183 |
| 2.135 | 2.940 | 2.021 | 3.046 | 2.756 | 1.894 | 3.672 | 3.614 | 3.280 | 3.150 | 3.085 | 2.936 | 3.183 |
| 4.352 | 4.194 | 2.991 | 2.021 | 3.658 | 1.894 | 2.869 | 2.639 | 1.000 | 2.022 | 3.085 | 2.936 | 3.183 |
| 4.352 | 4.194 | 4.154 | 4.258 | 4.767 | 4.155 | 4.744 | 4.942 | 4.613 | 3.150 | 3.085 | 3.884 | 4.612 |
| 3.129 | 2.940 | 2.021 | 2.021 | 3.658 | 2.890 | 2.869 | 3.614 | 2.116 | 3.150 | 3.085 | 3.884 | 3.183 |
| 4.352 | 4.194 | 4.154 | 4.258 | 2.756 | 4.155 | 4.744 | 4.942 | 4.613 | 4.510 | 4.345 | 5.011 | 4.612 |
| 4.352 | 4.194 | 4.154 | 3.046 | 3.658 | 2.890 | 4.744 | 4.942 | 3.280 | 4.510 | 4.345 | 3.884 | 3.183 |
| 3.129 | 2.940 | 4.154 | 4.258 | 4.767 | 2.890 | 3.672 | 3.614 | 3.280 | 3.150 | 4.345 | 5.011 | 4.612 |

|       |       |       |       |       |       |       |       |       |       |       |       |       |
|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 4.352 | 2.940 | 2.991 | 3.046 | 3.658 | 2.890 | 2.072 | 2.639 | 2.116 | 3.150 | 3.085 | 2.936 | 1.731 |
| 3.129 | 2.940 | 2.991 | 3.046 | 3.658 | 2.890 | 3.672 | 3.614 | 3.280 | 3.150 | 3.085 | 3.884 | 3.183 |
| 4.352 | 4.194 | 4.154 | 4.258 | 2.756 | 2.890 | 3.672 | 3.614 | 3.280 | 3.150 | 3.085 | 3.884 | 3.183 |
| 3.129 | 2.940 | 2.991 | 3.046 | 3.658 | 2.890 | 2.869 | 3.614 | 2.116 | 2.022 | 2.022 | 2.936 | 3.183 |
| 3.129 | 2.940 | 2.991 | 3.046 | 3.658 | 2.890 | 3.672 | 3.614 | 2.116 | 2.022 | 2.022 | 3.884 | 3.183 |
| 4.352 | 4.194 | 4.154 | 4.258 | 4.767 | 4.155 | 4.744 | 4.942 | 4.613 | 3.150 | 3.085 | 5.011 | 4.612 |
| 3.129 | 1.000 | 2.021 | 2.021 | 1.905 | 1.000 | 2.869 | 2.639 | 2.116 | 1.000 | 1.000 | 2.936 | 1.731 |
| 3.129 | 2.940 | 2.021 | 2.021 | 2.756 | 2.890 | 2.869 | 2.639 | 2.116 | 2.022 | 2.022 | 2.936 | 3.183 |
| 2.135 | 1.943 | 2.021 | 2.021 | 2.756 | 1.894 | 2.869 | 2.639 | 2.116 | 2.022 | 2.022 | 2.936 | 3.183 |
| 3.129 | 2.940 | 2.991 | 3.046 | 3.658 | 1.894 | 2.869 | 3.614 | 2.116 | 2.022 | 2.022 | 2.936 | 3.183 |
| 4.352 | 4.194 | 2.991 | 3.046 | 2.756 | 2.890 | 3.672 | 3.614 | 3.280 | 3.150 | 3.085 | 3.884 | 3.183 |
| 2.135 | 1.943 | 2.021 | 2.021 | 3.658 | 2.890 | 3.672 | 3.614 | 3.280 | 3.150 | 3.085 | 3.884 | 3.183 |
| 3.129 | 2.940 | 2.991 | 3.046 | 2.756 | 1.894 | 3.672 | 2.639 | 3.280 | 3.150 | 3.085 | 5.011 | 3.183 |
| 3.129 | 2.940 | 2.991 | 3.046 | 2.756 | 1.894 | 2.869 | 3.614 | 3.280 | 2.022 | 2.022 | 3.884 | 3.183 |
| 2.135 | 1.943 | 2.991 | 3.046 | 2.756 | 2.890 | 3.672 | 3.614 | 3.280 | 3.150 | 3.085 | 3.884 | 3.183 |

### c. Variabel Strategi

| Successive Interval |       |       |       |       |       |       |  |
|---------------------|-------|-------|-------|-------|-------|-------|--|
| 32                  | 33    | 34    | 35    | 36    | 37    | 38    |  |
| 3.936               | 2.800 | 2.135 | 2.771 | 3.371 | 4.525 | 3.044 |  |
| 3.936               | 3.579 | 4.623 | 3.869 | 2.220 | 3.059 | 3.044 |  |
| 2.726               | 3.579 | 3.312 | 3.869 | 3.371 | 1.882 | 3.044 |  |
| 3.936               | 4.716 | 4.623 | 3.869 | 4.612 | 4.525 | 4.402 |  |
| 3.936               | 4.716 | 4.623 | 3.869 | 4.612 | 3.059 | 4.402 |  |
| 1.000               | 2.084 | 3.312 | 1.000 | 3.371 | 3.059 | 3.044 |  |
| 2.726               | 3.579 | 3.312 | 2.771 | 3.371 | 3.059 | 3.044 |  |
| 2.726               | 3.579 | 3.312 | 3.869 | 2.220 | 3.059 | 4.402 |  |
| 3.936               | 4.716 | 4.623 | 3.869 | 3.371 | 4.525 | 4.402 |  |
| 1.845               | 2.800 | 2.135 | 1.942 | 2.220 | 1.882 | 1.896 |  |
| 2.726               | 2.800 | 2.135 | 1.942 | 2.220 | 3.059 | 1.896 |  |
| 3.936               | 2.084 | 3.312 | 1.000 | 3.371 | 3.059 | 3.044 |  |
| 2.726               | 3.579 | 3.312 | 2.771 | 3.371 | 3.059 | 3.044 |  |
| 3.936               | 3.579 | 3.312 | 2.771 | 3.371 | 3.059 | 4.402 |  |

|       |       |       |       |       |       |       |
|-------|-------|-------|-------|-------|-------|-------|
| 1.000 | 3.579 | 3.312 | 1.942 | 1.000 | 3.059 | 3.044 |
| 1.845 | 2.084 | 3.312 | 1.000 | 2.220 | 1.882 | 3.044 |
| 1.845 | 2.800 | 2.135 | 1.942 | 2.220 | 1.882 | 1.896 |
| 3.936 | 4.716 | 4.623 | 3.869 | 4.612 | 4.525 | 4.402 |
| 3.936 | 3.579 | 3.312 | 1.942 | 4.612 | 1.000 | 3.044 |
| 2.726 | 3.579 | 3.312 | 2.771 | 3.371 | 3.059 | 3.044 |
| 2.726 | 3.579 | 3.312 | 1.942 | 3.371 | 3.059 | 3.044 |
| 1.845 | 2.800 | 2.135 | 1.000 | 1.000 | 3.059 | 1.896 |
| 2.726 | 2.084 | 3.312 | 1.942 | 3.371 | 3.059 | 3.044 |
| 2.726 | 3.579 | 4.623 | 3.869 | 3.371 | 1.882 | 4.402 |
| 1.000 | 1.000 | 1.000 | 2.771 | 4.612 | 1.882 | 3.044 |
| 2.726 | 3.579 | 4.623 | 3.869 | 3.371 | 3.059 | 3.044 |

c. Variabel Kinerja

| <b>Successive Interval</b> |           |           |
|----------------------------|-----------|-----------|
| <b>39</b>                  | <b>40</b> | <b>41</b> |
| 2.291                      | 2.252     | 2.205     |
| 2.291                      | 2.252     | 2.205     |
| 2.291                      | 3.408     | 3.398     |
| 4.717                      | 4.613     | 4.717     |
| 2.291                      | 2.252     | 2.205     |
| 2.291                      | 2.252     | 2.205     |
| 3.483                      | 3.408     | 2.205     |
| 3.483                      | 2.252     | 3.398     |
| 2.291                      | 2.252     | 2.205     |
| 1.000                      | 1.000     | 1.000     |
| 2.291                      | 2.252     | 2.205     |
| 3.483                      | 3.408     | 3.398     |
| 2.291                      | 2.252     | 3.398     |
| 2.291                      | 2.252     | 2.205     |
| 2.291                      | 2.252     | 2.205     |
| 2.291                      | 2.252     | 2.205     |
| 1.000                      | 1.000     | 1.000     |
| 4.717                      | 4.613     | 4.717     |
| 2.291                      | 2.252     | 2.205     |
| 1.000                      | 1.000     | 1.000     |
| 2.291                      | 2.252     | 3.398     |
| 3.483                      | 3.408     | 3.398     |
| 3.483                      | 3.408     | 3.398     |
| 3.483                      | 3.408     | 3.398     |
| 4.717                      | 4.613     | 4.717     |
| 3.483                      | 3.408     | 3.398     |
| 3.483                      | 3.408     | 3.398     |
| 2.291                      | 1.000     | 1.000     |
| 3.483                      | 3.408     | 4.717     |
| 3.483                      | 3.408     | 3.398     |
| 2.291                      | 2.252     | 2.205     |
| 3.483                      | 3.408     | 3.398     |
| 3.483                      | 3.408     | 3.398     |
| 3.483                      | 3.408     | 3.398     |
| 1.000                      | 1.000     | 2.205     |
| 3.483                      | 3.408     | 3.398     |
| 2.291                      | 2.252     | 3.398     |
| 3.483                      | 3.408     | 2.205     |
| 2.291                      | 2.252     | 3.398     |
| 3.483                      | 3.408     | 3.398     |
| 3.483                      | 2.252     | 3.398     |
| 2.291                      | 2.252     | 2.205     |
| 2.291                      | 2.252     | 3.398     |
| 2.291                      | 2.252     | 2.205     |
| 2.291                      | 2.252     | 3.398     |
| 4.717                      | 4.613     | 3.398     |
| 3.483                      | 3.408     | 2.205     |
| 2.291                      | 2.252     | 2.205     |
| 3.483                      | 3.408     | 3.398     |
| 3.483                      | 3.408     | 2.205     |