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Lampiran 1

**KUISIONER PENGARUH STRATEGI BERSAING, PENERAPAN INOVASI
TERHADAP KINERJA OPERASIONAL**

Kepada Yth.

Rekan-rekan Manager & Supervisor

Di PT Semen Tonasa

Dengan hormat,

Dalam rangka menyelesaikan penelitian yang sedang kami lakukan untuk mengetahui pengaruh strategi bersaing dan penerapan inovasi terhadap kinerja operasional, maka kami meminta partisipasi rekan-rekan untuk mengisi kuisisioner terlampir.

Jawaban kuisisioner berada dalam rentang skala 10 sampai dengan 1 (Tinggi sampai dengan Rendah). Silahkan untuk memilih salah satu nilai dalam rentang skala 10 sampai dengan 1 yang menggambarkan kondisi saat ini.

Demikian kami sampaikan atas perhatian dan partisipasi rekan-rekan kami ucapkan terima kasih.

Asriyanto Nasir, ST

IDENTITAS RESPONDEN

1. Nama Unit Kerja:
2. Level Jabatan:
 - Eselon 3
 - Eselon 4
3. Tingkat Pendidikan:
 - SMA/ SMK
 - D3/ S1
 - S2
4. Lama Bekerja:
 - Sampai dengan 10 Tahun
 - 10 tahun sampai dengan 20 tahun
 - Lebih dari 20 tahun

(berikan tanda checklist \surd pada kolom terkait)

https://docs.google.com/forms/d/10SMctQuyongm7qInIN8hdjKQyxV9KSTJPhng1GZztxk/edit#response=ACYDBNgO_hbE3JnQhr843-a_fXoWHMMqHPf6QRn0vaizd586BYYXq5pZuaCs_g-PB_1CLhg

Strategi Bersaing		Tinggi										Rendah									
		10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1
1	Strategi efisiensi biaya produksi/ biaya pemeliharaan di unit kerja kami																				
2	Strategi pengoptimalan kapasitas peralatan/ pabrik di unit kerja kami																				
3	Strategi pemanfaatan teknologi terbaru di unit kerja kami																				
4	Strategi learning & share di unit kerja kami																				
5	Pemanfaatan Manajemen Resiko																				
Inovasi		Aktif										Pasif									
		10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1
1	Aktifitas inovasi dengan memperbaiki metode atau proses produksi/ pemeliharaan di unit kerja kami																				
2	Aktifitas inovasi dengan memodifikasi metode atau proses produksi/ pemeliharaan di unit kerja kami																				
3	Aktifitas inovasi dengan menemukan metode atau proses produksi/ pemeliharaan di unit kerja kami																				
4	Aktifitas inovasi dengan mengoptimalkan sumber internal dalam unit kerja di unit kerja kami																				
5	Aktifitas inovasi dengan memanfaatkan penggunaan teknologi baru di unit kerja kami																				
Kinerja Operasional Unit Kerja		Tinggi										Rendah									
		10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1
1	Pencapaian target biaya produksi/ biaya pemeliharaan di unit kerja kami																				
2	Pencapaian target jumlah produksi/ maksimal durasi gangguan peralatan di unit kerja kami																				
3	Pencapaian target Kualitas Produk/ Availability Peralatan di unit kerja kami																				
4	Pencapaian Nilai HKR/ 5R di unit kerja kami																				
5	Pencapaian target KM (Knowledge Management) di unit kerja kami																				

(berikan tanda checklist ✓ pada kolom terkait)

Lampiran 2

HASIL OUTPUT IBM SPSS

Analisis Uji Validitas dan Uji Realibilitas pada IBM SPSS

		Correlations					
		X1	X2	X3	X4	X5	Total
X1	Pearson Correlation	1	.912**	.861**	.834**	.901**	.982**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	25	25	25	25	25	25
X2	Pearson Correlation	.912**	1	.769**	.688**	.844**	.921**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	25	25	25	25	25	25
X3	Pearson Correlation	.861**	.769**	1	.654**	.810**	.896**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	25	25	25	25	25	25
X4	Pearson Correlation	.834**	.688**	.654**	1	.728**	.843**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	25	25	25	25	25	25
X5	Pearson Correlation	.901**	.844**	.810**	.728**	1	.939**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	25	25	25	25	25	25
Total	Pearson Correlation	.982**	.921**	.896**	.843**	.939**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	25	25	25	25	25	25

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

Reliability Statistics

Cronbach's Alpha	N of Items
.951	5

		Correlations					
		Y1	Y2	Y3	Y4	Y5	Total
Y1	Pearson Correlation	1	.738**	.847**	.849**	.894**	.944**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	25	25	25	25	25	25
Y2	Pearson Correlation	.738**	1	.671**	.660**	.686**	.840**

	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	25	25	25	25	25	25
Y3	Pearson Correlation	.847**	.671**	1	.924**	.856**	.934**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	25	25	25	25	25	25
Y4	Pearson Correlation	.849**	.660**	.924**	1	.811**	.922**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	25	25	25	25	25	25
Y5	Pearson Correlation	.894**	.686**	.856**	.811**	1	.927**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	25	25	25	25	25	25
Total	Pearson Correlation	.944**	.840**	.934**	.922**	.927**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	25	25	25	25	25	25

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

Reliability Statistics

Cronbach's Alpha	N of Items
.944	5

Correlations

	Z1	Z2	Z3	Z4	Z5	Total	
Z1	Pearson Correlation	1	.773**	.580**	.906**	.723**	.937**
	Sig. (2-tailed)		.000	.002	.000	.000	.000
	N	25	25	25	25	25	25
Z2	Pearson Correlation	.773**	1	.419*	.685**	.468*	.764**
	Sig. (2-tailed)	.000		.037	.000	.018	.000
	N	25	25	25	25	25	25
Z3	Pearson Correlation	.580**	.419*	1	.695**	.765**	.791**
	Sig. (2-tailed)	.002	.037		.000	.000	.000
	N	25	25	25	25	25	25
Z4	Pearson Correlation	.906**	.685**	.695**	1	.791**	.956**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	25	25	25	25	25	25
Z5	Pearson Correlation	.723**	.468*	.765**	.791**	1	.859**
	Sig. (2-tailed)	.000	.018	.000	.000		.000

N		25	25	25	25	25	25
Total	Pearson Correlation	.937**	.764**	.791**	.956**	.859**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
N		25	25	25	25	25	25

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

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

Reliability Statistics

Cronbach's Alpha	N of Items
.905	5

Lampiran 3

HASIL OUTPUT AMOS

Variable Summary (Group number 1)

Your model contains the following variables (Group number 1)

Observed, endogenous variables

Y1

Y3

Y4

Y5

X1

X2

X3

X4

X5

Z1

Z2

Z3

Z4

Y2

Z5

Unobserved, endogenous variables

I

KO

Unobserved, exogenous variables

e1

e3

e4

e5

SB

e6

e7

e8

e9

e10

e11

e12

e13

e14

e16

e17
e2
e18

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
Z5	7,000	10,000	-,436	-1,941	,472	1,050
Y2	7,000	10,000	,400	1,781	-,485	-1,080
Z4	7,000	9,000	-,01	-,095	-,394	-,878

Variable	min	max	skew	c.r.	kurtosis	c.r.
Z3	7,000	9,000	,082	,366	,073	,163
Z2	8,000	9,000	,503	2,238	-1,747	-3,891
Z1	7,000	10,000	,350	1,559	-1,027	-2,287
X5	6,000	9,000	-,558	-2,487	,009	,020
X4	6,000	9,000	-,524	-2,335	,243	,542
X3	6,000	9,000	-,485	-2,159	-,129	-,288
X2	6,000	9,000	-,434	-1,931	-,595	-1,324
X1	7,000	9,000	-,433	-1,929	-1,216	-2,707
Y5	6,000	9,000	-,441	-1,966	-,375	-,836
Y4	6,000	9,000	-,376	-1,676	-,243	-,541
Y3	6,000	9,000	-,531	-2,367	-,110	-,246
Y1	7,000	9,000	-,352	-1,567	-1,282	-2,856
Multivariate					-,431	-,104

Observations farthest from the centroid (Mahalanobis distance) (Group number 1)

Observation number	Mahalanobis d-squared	p1	p2
30	27,241	,027	,961
118	26,627	,032	,896
91	26,114	,037	,818
116	25,957	,038	,676
115	25,538	,043	,588
48	25,283	,046	,474
26	24,556	,056	,506
47	24,532	,057	,361
72	23,511	,074	,521
62	22,745	,090	,632
8	22,155	,104	,702
17	21,503	,122	,794
90	21,201	,131	,792
112	21,108	,133	,733
86	20,740	,145	,762
28	20,735	,146	,673
71	20,731	,146	,574
105	20,350	,159	,628
49	19,784	,180	,756
6	19,548	,190	,763
65	19,332	,199	,765
119	19,108	,209	,773
89	18,732	,226	,833
10	18,728	,226	,771
113	18,693	,228	,713
84	18,587	,233	,681
88	18,559	,234	,612
16	18,529	,236	,541
4	18,307	,247	,567
54	18,087	,258	,594

Observation number	Mahalanobis d-squared	p1	p2
117	18,029	,261	,541
101	17,918	,267	,516
69	17,856	,270	,466
114	17,481	,291	,584
58	17,445	,293	,524
11	17,379	,297	,479
27	17,225	,306	,484
55	17,065	,315	,494
46	17,030	,317	,435
110	17,008	,318	,371
111	17,008	,318	,301
53	16,890	,325	,291
9	16,646	,340	,348
78	16,545	,347	,331
87	16,535	,347	,270
40	16,338	,360	,303
44	16,281	,364	,267
67	16,223	,367	,235
57	16,156	,372	,209
81	16,151	,372	,161
70	15,808	,395	,254
35	15,721	,401	,238
99	15,683	,403	,200
107	15,514	,415	,222
102	15,442	,420	,201
68	15,372	,425	,180
37	14,860	,462	,385
80	14,846	,463	,325
52	14,810	,465	,281
15	14,636	,478	,315
94	14,507	,487	,324
50	14,476	,490	,278
98	14,468	,490	,224
74	14,432	,493	,188
83	14,019	,524	,348
96	14,008	,525	,289
60	13,981	,527	,244
77	13,956	,529	,201
63	13,923	,531	,167
1	13,915	,532	,127
103	13,816	,540	,123
106	13,760	,544	,105
43	13,669	,551	,099
22	13,417	,570	,147
109	13,390	,572	,117
92	13,250	,583	,127
42	13,086	,596	,147
100	13,028	,600	,127
20	12,985	,603	,104

Observation number	Mahalanobis d-squared	p1	p2
12	12,718	,624	,161
93	12,632	,631	,150
21	12,590	,634	,124
32	12,467	,643	,127
19	12,391	,649	,114
36	12,224	,662	,133
3	11,962	,682	,197
2	11,939	,684	,155
79	11,912	,686	,121
14	11,593	,710	,207
76	11,559	,712	,168
85	11,520	,715	,135
18	11,381	,725	,142
64	11,191	,739	,170
29	10,719	,772	,370
45	10,519	,786	,421
5	10,453	,790	,379
23	10,453	,790	,296
33	10,360	,797	,273
7	10,206	,807	,285
25	10,005	,819	,325

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
I <--- SB	1,054	,068	15,448	***	par_12
KO <--- I	,565	,162	3,484	***	par_11
KO <--- SB	,472	,163	2,895	,004	par_14
Y1 <--- I	1,000				
Y3 <--- I	,872	,061	14,359	***	par_1
Y4 <--- I	,922	,068	13,562	***	par_2
Y5 <--- I	,944	,073	13,009	***	par_3
X1 <--- SB	1,000				
X2 <--- SB	1,030	,081	12,789	***	par_4
X3 <--- SB	,957	,075	12,682	***	par_5
X4 <--- SB	,841	,077	10,887	***	par_6
X5 <--- SB	,936	,073	12,750	***	par_7
Z1 <--- KO	1,000				
Z2 <--- KO	,469	,053	8,882	***	par_8
Z3 <--- KO	,534	,060	8,950	***	par_9
Z4 <--- KO	,575	,060	9,516	***	par_10
Y2 <--- I	,998	,087	11,424	***	par_13

	Estimate	S.E.	C.R.	P	Label
Z5 <--- KO	,588	,062	9,431	***	par_15

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
I <--- SB	1,045
KO <--- I	,532
KO <--- SB	,441
Y1 <--- I	,882
Y3 <--- I	,879
Y4 <--- I	,856
Y5 <--- I	,840
X1 <--- SB	,882
X2 <--- SB	,832
X3 <--- SB	,830
X4 <--- SB	,762
X5 <--- SB	,831
Z1 <--- KO	,837
Z2 <--- KO	,708
Z3 <--- KO	,717
Z4 <--- KO	,745
Y2 <--- I	,784
Z5 <--- KO	,743

Total Effects (Group number 1 - Default model)

	SB	I	KO
I	1,054	,000	,000
KO	1,069	,565	,000
Z5	,629	,333	,588
Y2	1,052	,998	,000
Z4	,614	,325	,575
Z3	,570	,302	,534
Z2	,501	,265	,469
Z1	1,069	,565	1,000
X5	,936	,000	,000
X4	,841	,000	,000
X3	,957	,000	,000
X2	1,030	,000	,000
X1	1,000	,000	,000
Y5	,996	,944	,000
Y4	,972	,922	,000
Y3	,919	,872	,000
Y1	1,054	1,000	,000

Standardized Total Effects (Group number 1 - Default model)

	SB	I	KO
I	1,045	,000	,000
KO	,998	,532	,000
Z5	,742	,396	,743
Y2	,820	,784	,000
Z4	,743	,397	,745
Z3	,716	,382	,717
Z2	,706	,377	,708
Z1	,835	,446	,837
X5	,831	,000	,000
X4	,762	,000	,000
X3	,830	,000	,000
X2	,832	,000	,000
X1	,882	,000	,000
Y5	,878	,840	,000
Y4	,895	,856	,000
Y3	,919	,879	,000
Y1	,923	,882	,000

Direct Effects (Group number 1 - Default model)

	SB	I	KO
I	1,054	,000	,000
KO	,472	,565	,000
Z5	,000	,000	,588
Y2	,000	,998	,000
Z4	,000	,000	,575
Z3	,000	,000	,534
Z2	,000	,000	,469
Z1	,000	,000	1,000
X5	,936	,000	,000
X4	,841	,000	,000
X3	,957	,000	,000
X2	1,030	,000	,000
X1	1,000	,000	,000
Y5	,000	,944	,000
Y4	,000	,922	,000
Y3	,000	,872	,000
Y1	,000	1,000	,000

Standardized Direct Effects (Group number 1 - Default model)

	SB	I	KO
I	1,045	,000	,000
KO	,441	,532	,000
Z5	,000	,000	,743
Y2	,000	,784	,000
Z4	,000	,000	,745
Z3	,000	,000	,717

	SB	I	KO
Z2	,000	,000	,708
Z1	,000	,000	,837
X5	,831	,000	,000
X4	,762	,000	,000
X3	,830	,000	,000
X2	,832	,000	,000
X1	,882	,000	,000
Y5	,000	,840	,000
Y4	,000	,856	,000
Y3	,000	,879	,000
Y1	,000	,882	,000

Indirect Effects (Group number 1 - Default model)

	SB	I	KO
I	,000	,000	,000
KO	,596	,000	,000
Z5	,629	,333	,000
Y2	1,052	,000	,000
Z4	,614	,325	,000
Z3	,570	,302	,000
Z2	,501	,265	,000
Z1	1,069	,565	,000
X5	,000	,000	,000
X4	,000	,000	,000
X3	,000	,000	,000
X2	,000	,000	,000
X1	,000	,000	,000
Y5	,996	,000	,000
Y4	,972	,000	,000
Y3	,919	,000	,000
Y1	1,054	,000	,000

Standardized Indirect Effects (Group number 1 - Default model)

	SB	I	KO
I	,000	,000	,000
KO	,557	,000	,000
Z5	,742	,396	,000
Y2	,820	,000	,000
Z4	,743	,397	,000
Z3	,716	,382	,000
Z2	,706	,377	,000
Z1	,835	,446	,000
X5	,000	,000	,000
X4	,000	,000	,000
X3	,000	,000	,000
X2	,000	,000	,000

	SB	I	KO
X1	,000	,000	,000
Y5	,878	,000	,000
Y4	,895	,000	,000
Y3	,919	,000	,000
Y1	,923	,000	,000

Modification Indices (Group number 1 - Default model)

Covariances: (Group number 1 - Default model)

	M.I.	Par Change
e12 <--> e2	7,472	,048
e11 <--> e12	4,782	,036
e10 <--> e12	8,133	-,039
e9 <--> e18	4,173	,036
e9 <--> e2	4,171	-,048
e7 <--> e8	4,101	-,037
e3 <--> e14	4,928	,022

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	34	107,725	86	,057	1,253
Saturated model	120	,000	0		
Independence model	15	1763,396	105	,000	16,794

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	,015	,893	,851	,640
Saturated model	,000	1,000		
Independence model	,342	,139	,016	,121

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	,939	,925	,987	,984	,987
Saturated model	1,000		1,000		1,000
Independence model	,000	,000	,000	,000	,000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
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Model	PRATIO	PNFI	PCFI
Default model	,819	,769	,808
Saturated model	,000	,000	,000
Independence model	1,000	,000	,000

NCP

Model	NCP	LO 90	HI 90
Default model	21,725	,000	52,332
Saturated model	,000	,000	,000
Independence model	1658,396	1525,971	1798,206

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	,913	,184	,000	,443
Saturated model	,000	,000	,000	,000
Independence model	14,944	14,054	12,932	15,239

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	,046	,000	,072	,569
Independence model	,366	,351	,381	,000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	175,725	186,392	270,216	304,216
Saturated model	240,000	277,647	573,495	693,495
Independence model	1793,396	1798,102	1835,083	1850,083

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1,489	1,305	1,749	1,580
Saturated model	2,034	2,034	2,034	2,353
Independence model	15,198	14,076	16,383	15,238

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	120	131
Independence model	9	10

Lampiran 4

STRUKTURAL MODEL (MODIFIKASI)