



## Lampiran 1

### Kuisisioner Penelitian

Yogyakarta ,

#### Hal: Pengisian Kuisisioner

Kepada Yth.

Bapak/Ibu

Pemilik / pengurus UKM Tenun Di Desa Gamplong Sumberrahayu Moyudan Sleman, Yogyakarta.

*Assalamu'alaikum Wr. Wb.*

Dalam rangka menyelesaikan tugas akhir guna memenuhi persyaratan memperoleh gelar Sarjana Strata 1 (S1) di Fakultas Ekonomi Universitas Islam Indonesia, kami bermaksud mengadakan penelitian dalam menyusun Skripsi mengenai “Pengaruh Supply Chain Management Terhadap Kinerja Perusahaan Dan Keunggulan Bersaing Sebagai Variabel Mediasi (Studi Pada UKM Tenun Di Desa Gamplong Sumberrahayu Moyudan Sleman, Yogyakarta)”

Berkenaan maksud diatas, maka saya selaku penyusun sangat mengharapkan bantuan partisipasi dari Bapak/Ibu/Saudara/Saudari untuk bersedia meluangkan waktu guna menjawab pernyataan-pernyataan dalam lembar kuisisioner yang terlampir pada halaman berikut ini. Pernyataan-pernyataan tersebut di maksudkan hanya untuk keperluan memperoleh data yang sangat saya perlukan dalam penyusunan skripsi yang sedang saya buat dan data yang saya peroleh tersebut tidak akan di pergunakan untuk keperluan lain serta kerahasiaannya terjamin.

Akhir kata, atas bantuan dan partisipasi Bapak/Ibu Saudara/Saudari sekalian, kami ucapkan banyak terima kasih.

*Wassalamu'alaikum Wr. Wb*

Hormat saya,  
Peneliti

**a. DATA RESPONDEN**

Saya mohon untuk bapak/ibu/saudara/i untuk mengisi data yang telah disediakan sebagai berikut:

1. Nama : ..... (boleh tidak diisi)
2. Jenis kelamin :  Laki-laki  
 Wanita
3. Usia :  < 20 tahun  
 21-30 tahun  
 31-40 tahun  
 Lebih dari 40 tahun
4. Posisi/jabatan :  Pemilik  
 Karyawan

**b. PETUNJUK PENGISIAN KUESIONER**

Isilah dengan menandai tanda (√) atas pilihan Bapak/ibu/saudara/i pada lembar pernyataan yang telah disediakan.

Keterangan:

- SS : Sangat setuju
- S : Setuju
- N : Netral
- TS : Tidak setuju
- STS : Sangat tidak setuju

## ITEM PERTANYAAN

### 1. *Supply Chain Management*

| No | Pertanyaan   | STS | TS | N | S | SS |
|----|--|-----|----|---|---|----|
| 1. | Usaha kami selalu mengutamakan kualitas sebagai kriteria utama dalam memilih pemasok           |     |    |   |   |    |
| 2. | Usaha kami selalu menyelesaikan masalah bersama-sama dengan pemasok                            |     |    |   |   |    |
| 3. | Usaha kami selalu membantu (memberi masukan) kepada pemasok dalam meningkatkan kualitas produk |     |    |   |   |    |
| 4. | Usaha kami memiliki program perbaikan terus-menerus yang melibatkan pemasok                    |     |    |   |   |    |
| 5. | Usaha kami selalu mengikutsertakan pemasok dalam membuat sebuah perencanaan strategi           |     |    |   |   |    |

#### *A. Strategy Supplier Partnership*

#### *B. Customer Relationship*

| No | Pertanyaan  | STS | TS | N | S | SS |
|----|---|-----|----|---|---|----|
| 1. | Usaha kami selalu berinteraksi dengan pelanggan untuk menetapkan standar (standar pengiriman, standar dalam merespon pelanggan) |     |    |   |   |    |
| 2. | Usaha kami selalu mengukur dan mengevaluasi kepuasan pelanggan  |     |    |   |   |    |
| 3. | Usaha kami selalu mencari tahu keinginan pasar dimasa depan   |     |    |   |   |    |
| 4. | Usaha kami selalu memfasilitasi   |     |    |   |   |    |

|    |   |  |  |  |  |  |
|----|---|--|--|--|--|--|
|    | pelanggan yang membutuhkan bantuan /<br>mengadukan complain                         |  |  |  |  |  |
| 5. | Usah kami selalu menginformasikan<br>isu-isu yang dapat mempengaruhi bisnis<br>kami |  |  |  |  |  |

### C. Information Sharing

| No |   | STS | TS | N | S | SS |
|----|---|-----|----|---|---|----|
| 1. | Usah kami selalu menginformasikan<br>isu-isu yang dapat mempengaruhi bisnis<br>kami   |     |    |   |   |    |
| 2. | Perusahaan kami selalu melakukan<br>pertukaran informasi dengan mitra<br>usaha dalam membuat perencanaan<br>bisnis.                               |     |    |   |   |    |
| 3. | Usaha kami selalu bekerjasama dengan<br>mitra usaha dalam menginformasikan<br>keadaan/perubahan yang mungkin akan<br>mempengaruhi bisnis keduanya |     |    |   |   |    |

## 2. Keunggulan Bersaing

### A. Harga

| No | Pertanyaan  | STS | TS | N | S | SS |
|----|---|-----|----|---|---|----|
| 1. | Usaha kami menawarkan harga yang<br>lebih rendah dibanding dengan pesaing                 |     |    |   |   |    |
| 2. | Usaha kami menawarkan harga yang<br>sama rendahnya atau lebih rendah<br>dibanding pesaing |     |    |   |   |    |

### B. Kualitas

| No | Pertanyaan   | STS | TS | N | S | SS |
|----|--|-----|----|---|---|----|
| 1. | Usaha kami menawarkan produk berkualitas tinggi dibanding dengan pesaing       |     |    |   |   |    |
| 2. | Usaha kami menawarkan produk yang memiliki satandar tertentu dibanding pesaing |     |    |   |   |    |

### **C. Delevery Dependability**

| No | Pertanyaan   | STS | TS | N | S | SS |
|----|--|-----|----|---|---|----|
| 1. | Usaha kami melakukan pengiriman barang atau produk kepada konsumen tepat waktu dibanding dengan pesaing                      |     |    |   |   |    |
| 2. | Usaha kami melakukan pengiriman barang atau produk kepada konsumen sesuai dengan jumlah dan pesanan dibanding dengan pesaing |     |    |   |   |    |

### **D. Inovasi Produk**

| No | Pertanyaan   | STS | TS | N | S | SS |
|----|--|-----|----|---|---|----|
| 1. | Usaha kami menyediakan produk-produk dengan keunggulan (fitur baru) dibanding dengan pesaing                         |     |    |   |   |    |
| 2. | Usaha kami selalu melakukan inovasi produk seiring dengan perubahan kebutuhan pelanggan dibandingkan dengan pesaing. |     |    |   |   |    |

### **E. Time to Market**

| No |  | STS | TS | N | S | SS |
|----|--|-----|----|---|---|----|
| 1. | Usaha kami merupakan pioneer dalam memperkenalkan produk baru dibanding dengan pesaing |     |    |   |   |    |
| 2. | Usaha kami bergerak cepat dalam mengembangkan produk baru dibanding dengan pesaing     |     |    |   |   |    |

### 3. Kinerja Perusahaan

#### A. Kinerja Keuangan

| No | Pertanyaan   | STS | ST | N | S | SS |
|----|--|-----|----|---|---|----|
| 1. | Usaha kami mampu mencapai pangsa pasar (market share) yang ditargetkan                 |     |    |   |   |    |
| 2. | Usaha kami mampu memperkenalkan produk baru disaat yang tepat                          |     |    |   |   |    |
| 3. | Usaha kami menawarkan produk sesuai dengan kebutuhan dan persepsi pelanggan            |     |    |   |   |    |
| 4. | Usaha kami mampu mencakup seluruh lingkup pasar dengan menggunakan sumber daya minimum |     |    |   |   |    |
| 5. | Usaha kami mampu memenuhi kebutuhan pelanggan  |     |    |   |   |    |

#### B. Kinerja Operasional

| No. | Pertanyaan                | STS | TS | N | S | SS |
|-----|---------------------------|-----|----|---|---|----|
| 1.  | Usaha kami mampu mencapai |     |    |   |   |    |

|    |   |  |  |  |  |  |
|----|---|--|--|--|--|--|
|    | tingkat pengembalian dari penjualan yang telah ditargetkan                        |  |  |  |  |  |
| 2. | Usaha kami mampu mencapai keuntungan (profit) yang telah ditargetkan              |  |  |  |  |  |
| 3. | Usaha kami mampu mencapai tingkat pertumbuhan penjualan yang telah ditargetkan    |  |  |  |  |  |
| 4. | Usaha kami mampu mencapai tingkat produktivitas yang telah ditargetkan            |  |  |  |  |  |
| 5. | Usaha kami mampu mencapai biaya produksi yang telah ditargetkan atau lebih rendah |  |  |  |  |  |







## Lampiran 2 Uji Validitas dan Reabilitas

### Correlations

|           |                     | SCM 1  | SCM 2  | SCM 3  | SCM 4  | SCM 5  | SCM 6  | SCM 7  | SCM 8  | SCM 9  | SCM 10 | SCM 11 | SCM 12 | SCM 13 | Total_SCM |
|-----------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------|
| SCM1      | Pearson Correlation | 1      | .373** | .147   | .150   | .390** | .325** | .219   | .210   | .238   | .259** | .451** | .029   | .311** | .617**    |
|           | Sig. (2-tailed)     |        | .000   | .119   | .110   | .000   | .000   | .019   | .025   | .011   | .005   | .000   | .763   | .001   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| SCM2      | Pearson Correlation | .373** | 1      | .195   | .213   | .239** | .555** | .282** | .524** | .315** | -.052  | .292** | .145   | .138   | .614**    |
|           | Sig. (2-tailed)     | .000   |        | .038   | .023   | .010   | .000   | .002   | .000   | .001   | .579   | .002   | .124   | .143   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| SCM3      | Pearson Correlation | .147   | .195** | 1      | -.163  | .116   | .267** | .207   | .145   | .219   | .120   | .201   | .150   | .155   | .401**    |
|           | Sig. (2-tailed)     | .119   | .038   |        | .084   | .219   | .004   | .027   | .123   | .019   | .202   | .032   | .112   | .100   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| SCM4      | Pearson Correlation | .150   | .213** | -.163  | 1      | .266** | -.109  | .126   | .186*  | .330** | .060   | .193*  | .192   | .038   | .376**    |
|           | Sig. (2-tailed)     | .110   | .023   | .084   |        | .004   | .249   | .182   | .047   | .000   | .528   | .040   | .040   | .687   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| SCM5      | Pearson Correlation | .390** | .239*  | .116   | .266** | 1      | .322** | .260** | .228*  | .299** | .200   | .524** | .110   | -.120  | .530**    |
|           | Sig. (2-tailed)     | .000   | .010   | .219   | .004   |        | .000   | .005   | .015   | .001   | .033   | .000   | .244   | .203   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| SCM6      | Pearson Correlation | .325** | .555** | .267** | -.109  | .322** | 1      | .186*  | .309** | .470** | .012   | .361** | -.026  | -.019  | .535**    |
|           | Sig. (2-tailed)     | .000   | .000   | .004   | .249   | .000   |        | .048   | .001   | .000   | .897   | .000   | .780   | .844   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| SCM7      | Pearson Correlation | .219*  | .282** | .207*  | .126   | .260** | .186*  | 1      | .015   | .195*  | .046   | .154   | .152   | .340** | .381**    |
|           | Sig. (2-tailed)     | .019   | .002   | .027   | .182   | .005   | .048   |        | .870   | .038   | .626   | .103   | .106   | .000   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| SCM8      | Pearson Correlation | .210   | .524** | .145   | .186*  | .228** | .309** | .015   | 1      | .196*  | -.170  | .292** | .202   | .370** | .526**    |
|           | Sig. (2-tailed)     | .025   | .000   | .123   | .047   | .015   | .001   | .870   |        | .037   | .071   | .002   | .031   | .000   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| SCM9      | Pearson Correlation | .238   | .315** | .219*  | .330** | .299** | .470** | .195*  | .196*  | 1      | .051   | .446** | .256** | -.017  | .593**    |
|           | Sig. (2-tailed)     | .011   | .001   | .019   | .000   | .001   | .000   | .038   | .037   |        | .593   | .000   | .006   | .859   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| SCM10     | Pearson Correlation | .259** | -.052  | .120   | .060   | .200   | .012   | .046   | -.170  | .051   | 1      | .490** | -.202  | .068   | .339**    |
|           | Sig. (2-tailed)     | .005   | .579   | .202   | .528   | .033   | .897   | .626   | .071   | .593   |        | .000   | .031   | .475   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| SCM11     | Pearson Correlation | .451** | .292** | .201   | .193*  | .524** | .361** | .154   | .292** | .446** | .490** | 1      | .170   | .236*  | .766**    |
|           | Sig. (2-tailed)     | .000   | .002   | .032   | .040   | .000   | .000   | .103   | .002   | .000   | .000   |        | .070   | .012   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| SCM12     | Pearson Correlation | .029   | .145   | .150   | .192   | .110   | -.026  | .152   | .202*  | .256** | -.202  | .170   | 1      | .488** | .409**    |
|           | Sig. (2-tailed)     | .763   | .124   | .112   | .040   | .244   | .780   | .106   | .031   | .006   | .031   | .070   |        | .000   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| SCM13     | Pearson Correlation | .311** | .138   | .155   | .038   | -.120  | -.019  | .340** | .370** | -.017  | .068   | .236*  | .488** | 1      | .455**    |
|           | Sig. (2-tailed)     | .001   | .143   | .100   | .687   | .203   | .844   | .000   | .000   | .859   | .475   | .012   | .000   |        | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| Total_SCM | Pearson Correlation | .617** | .614** | .401** | .376** | .530** | .535** | .381** | .526** | .593** | .339** | .766** | .409** | .455** | 1         |
|           | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |           |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |

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

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

## Reabilitas

### Case Processing Summary

|       |                       | N   | %     |
|-------|-----------------------|-----|-------|
| Cases | Valid                 | 114 | 100.0 |
|       | Excluded <sup>a</sup> | 0   | .0    |
|       | Total                 | 114 | 100.0 |

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

**Correlations**

|           |                     | KB1    | KB2    | KB3    | KB4    | KB5    | KB6    | KB7    | KB8    | KB9    | KB10   | Total_K B |
|-----------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------|
| KB1       | Pearson Correlation | 1      | .545** | .023   | .339** | .106   | .121   | -.051  | .036   | .522** | .066   | .474**    |
|           | Sig. (2-tailed)     |        | .000   | .805   | .000   | .262   | .201   | .591   | .701   | .000   | .483   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| KB2       | Pearson Correlation | .545** | 1      | -.028  | .287** | .186   | .049   | .191   | -.003  | .428** | .132   | .499**    |
|           | Sig. (2-tailed)     | .000   |        | .767   | .002   | .048   | .606   | .042   | .971   | .000   | .163   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| KB3       | Pearson Correlation | .023   | -.028  | 1      | .324** | .478** | .353** | .314** | .508** | .169   | .161   | .548**    |
|           | Sig. (2-tailed)     | .805   | .767   |        | .000   | .000   | .000   | .001   | .000   | .073   | .087   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| KB4       | Pearson Correlation | .339** | .287** | .324** | 1      | .295** | .316** | .400** | .441** | .223   | .249** | .683**    |
|           | Sig. (2-tailed)     | .000   | .002   | .000   |        | .001   | .001   | .000   | .000   | .017   | .007   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| KB5       | Pearson Correlation | .106   | .186   | .478** | .295** | 1      | .447** | .377** | .375** | .226   | .278** | .632**    |
|           | Sig. (2-tailed)     | .262   | .048   | .000   | .001   |        | .000   | .000   | .000   | .016   | .003   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| KB6       | Pearson Correlation | .121   | .049   | .353** | .316** | .447** | 1      | .218   | .478** | .060   | .237   | .554**    |
|           | Sig. (2-tailed)     | .201   | .606   | .000   | .001   | .000   |        | .020   | .000   | .529   | .011   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| KB7       | Pearson Correlation | -.051  | .191   | .314** | .400** | .377** | .218   | 1      | .467** | .308** | .441** | .643**    |
|           | Sig. (2-tailed)     | .591   | .042   | .001   | .000   | .000   | .020   |        | .000   | .001   | .000   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| KB8       | Pearson Correlation | .036   | -.003  | .508** | .441** | .375** | .478** | .467** | 1      | .113   | .231   | .628**    |
|           | Sig. (2-tailed)     | .701   | .971   | .000   | .000   | .000   | .000   | .000   |        | .230   | .014   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| KB9       | Pearson Correlation | .522** | .428** | .169   | .223   | .226   | .060   | .308** | .113   | 1      | .248** | .578**    |
|           | Sig. (2-tailed)     | .000   | .000   | .073   | .017   | .016   | .529   | .001   | .230   |        | .008   | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| KB10      | Pearson Correlation | .066   | .132   | .161   | .249** | .278** | .237   | .441** | .231   | .248** | 1      | .533**    |
|           | Sig. (2-tailed)     | .483   | .163   | .087   | .007   | .003   | .011   | .000   | .014   | .008   |        | .000      |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |
| Total_K B | Pearson Correlation | .474** | .499** | .548** | .683** | .632** | .554** | .643** | .628** | .578** | .533** | 1         |
|           | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |           |
|           | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114       |

\*\* . 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 |
|------------------|------------|
| .743             | 13         |

**Reabilitas**

**Case Processing Summary**

|       |                       | N   | %     |
|-------|-----------------------|-----|-------|
| Cases | Valid                 | 114 | 100.0 |
|       | Excluded <sup>a</sup> | 0   | .0    |
|       | Total                 | 114 | 100.0 |

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

**Correlations**

|          |                     | KP1    | KP2    | KP3    | KP4    | KP5    | KP6    | KP7    | KP8    | KP9    | KP10   | Total_KP |
|----------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------|
| KP1      | Pearson Correlation | 1      | .328** | .018   | .107   | .119   | .101   | -.066  | .261** | .087   | .180   | .417**   |
|          | Sig. (2-tailed)     |        | .000   | .852   | .256   | .206   | .283   | .486   | .005   | .359   | .056   | .000     |
|          | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114      |
| KP2      | Pearson Correlation | .328** | 1      | .109   | .326** | .194*  | .614** | .274** | .534** | .045   | .248** | .672**   |
|          | Sig. (2-tailed)     | .000   |        | .247   | .000   | .039   | .000   | .003   | .000   | .636   | .008   | .000     |
|          | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114      |
| KP3      | Pearson Correlation | .018   | .109   | 1      | .152   | .260** | .288** | .153   | .217*  | .171   | -.002  | .457**   |
|          | Sig. (2-tailed)     | .852   | .247   |        | .106   | .005   | .002   | .105   | .020   | .069   | .985   | .000     |
|          | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114      |
| KP4      | Pearson Correlation | .107   | .326** | .152   | 1      | .099   | .487** | .226*  | .382** | -.068  | -.009  | .563**   |
|          | Sig. (2-tailed)     | .256   | .000   | .106   |        | .295   | .000   | .016   | .000   | .475   | .925   | .000     |
|          | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114      |
| KP5      | Pearson Correlation | .119   | .194*  | .260** | .099   | 1      | .136   | .354** | .136   | .444** | .180   | .510**   |
|          | Sig. (2-tailed)     | .206   | .039   | .005   | .295   |        | .151   | .000   | .149   | .000   | .055   | .000     |
|          | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114      |
| KP6      | Pearson Correlation | .101   | .614** | .288** | .487** | .136   | 1      | .300** | .544** | .072   | .234*  | .710**   |
|          | Sig. (2-tailed)     | .283   | .000   | .002   | .000   | .151   |        | .001   | .000   | .447   | .012   | .000     |
|          | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114      |
| KP7      | Pearson Correlation | -.066  | .274** | .153   | .226*  | .354** | .300** | 1      | .103   | .101   | .254** | .484**   |
|          | Sig. (2-tailed)     | .486   | .003   | .105   | .016   | .000   | .001   |        | .274   | .285   | .006   | .000     |
|          | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114      |
| KP8      | Pearson Correlation | .261** | .534** | .217*  | .382** | .136   | .544** | .103   | 1      | .079   | .265** | .677**   |
|          | Sig. (2-tailed)     | .005   | .000   | .020   | .000   | .149   | .000   | .274   |        | .405   | .004   | .000     |
|          | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114      |
| KP9      | Pearson Correlation | .087   | .045   | .171   | -.068  | .444** | .072   | .101   | .079   | 1      | .176   | .365**   |
|          | Sig. (2-tailed)     | .359   | .636   | .069   | .475   | .000   | .447   | .285   | .405   |        | .061   | .000     |
|          | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114      |
| KP10     | Pearson Correlation | .180   | .248** | -.002  | -.009  | .180   | .234*  | .254** | .265** | .176   | 1      | .456**   |
|          | Sig. (2-tailed)     | .056   | .008   | .985   | .925   | .055   | .012   | .006   | .004   | .061   |        | .000     |
|          | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114      |
| Total_KP | Pearson Correlation | .417** | .672** | .457** | .563** | .510** | .710** | .484** | .677** | .365** | .456** | 1        |
|          | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   |          |
|          | N                   | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114    | 114      |

\*\* . 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 |
|------------------|------------|
| .777             | 10         |

## Reabilitas

**Case Processing Summary**

|       |                       | N   | %     |
|-------|-----------------------|-----|-------|
| Cases | Valid                 | 114 | 100.0 |
|       | Excluded <sup>a</sup> | 0   | .0    |
|       | Total                 | 114 | 100.0 |

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

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .703             | 10         |

**Lampiran 3**  
**Analisis Deskriptif Responden**

**Jenis Kelamin**

|       |           | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|-----------|---------|---------------|--------------------|
| Valid | Laki-laki | 47        | 41.2    | 41.2          | 41.2               |
|       | Wanita    | 67        | 58.8    | 58.8          | 100.0              |
|       | Total     | 114       | 100.0   | 100.0         |                    |

**Usia**

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | < 20 tahun          | 7         | 6.1     | 6.1           | 6.1                |
|       | 21 - 30 tahun       | 24        | 21.1    | 21.1          | 27.2               |
|       | 31 - 40 tahun       | 45        | 39.5    | 39.5          | 66.7               |
|       | lebih dari 40 tahun | 38        | 33.3    | 33.3          | 100.0              |
|       | Total               | 114       | 100.0   | 100.0         |                    |

**Jabatan**

|       |          | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Pemilik  | 22        | 19.3    | 19.3          | 19.3               |
|       | Karyawan | 92        | 80.7    | 80.7          | 100.0              |
|       | Total    | 114       | 100.0   | 100.0         |                    |

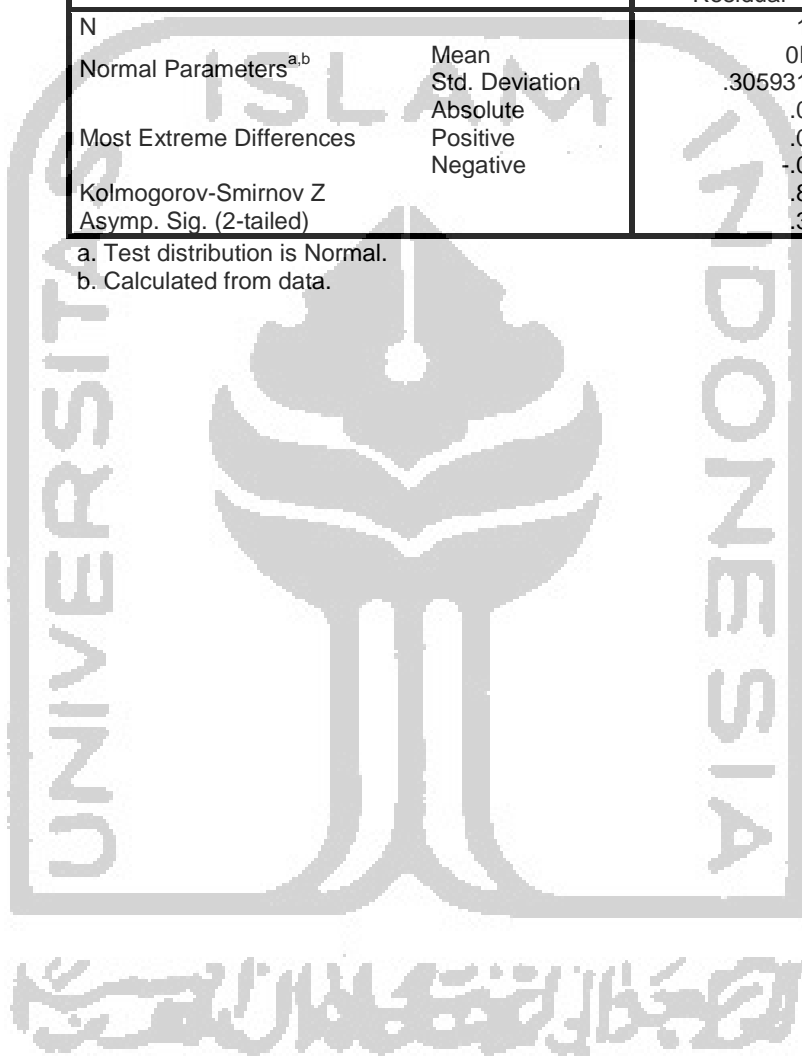
**Lampiran 4**  
**Uji Normalitas**

**One-Sample Kolmogorov-Smirnov Test**

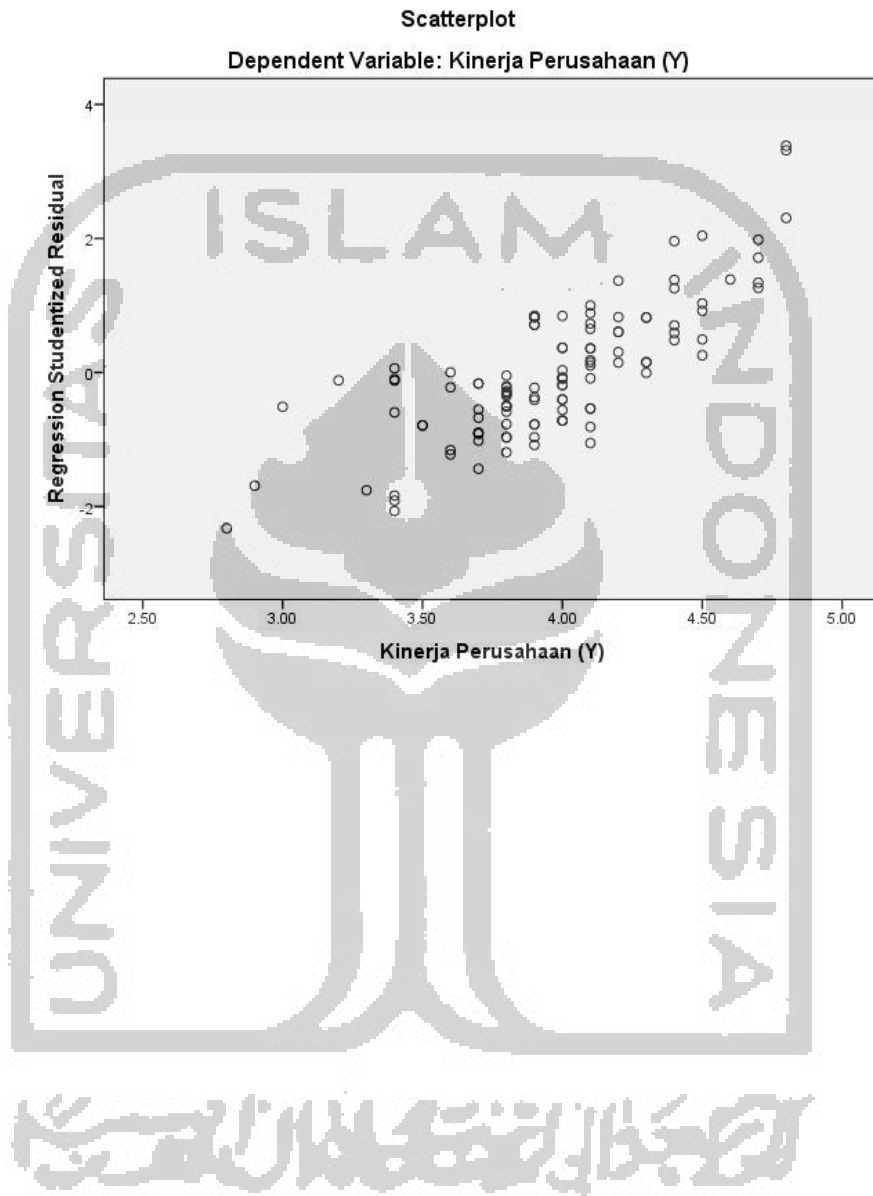
|                                  |                | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N                                |                | 114                     |
| Normal Parameters <sup>a,b</sup> | Mean           | 0E-7                    |
|                                  | Std. Deviation | .30593197               |
| Most Extreme Differences         | Absolute       | .084                    |
|                                  | Positive       | .084                    |
|                                  | Negative       | -.053                   |
| Kolmogorov-Smirnov Z             |                | .897                    |
| Asymp. Sig. (2-tailed)           |                | .396                    |

a. Test distribution is Normal.

b. Calculated from data.



**Lampiran 5**  
**Uji Heteroskedastisita**





**Lampiran 6**  
**Uji Multikolinieritas**

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

| Model | Unstandardized Coefficients |            | Standardized Coefficients | t    | Sig.  | Collinearity Statistics |           |       |
|-------|-----------------------------|------------|---------------------------|------|-------|-------------------------|-----------|-------|
|       | B                           | Std. Error |                           |      |       | Beta                    | Tolerance | VIF   |
| 1     | (Constant)                  | 1.278      | .326                      |      |       |                         |           |       |
|       | SCM (X)                     | .445       | .083                      | .450 | 5.332 | .000                    | .781      | 1.280 |
|       | Keunggulan Kompetitif (Z)   | .242       | .077                      | .265 | 3.141 | .002                    | .781      | 1.280 |

a. Dependent Variable: Kinerja Perusahaan (Y)



**Lampiran 7**  
**Uji pengaruh Mediasi (Sobel Test)**

**Calculate interactive Mediation Tests**

Association between IV & mediator Coefficient ( A )

Association between mediator & DV ( B )

Standard error of A (  $S_a$  )

Standard error of B (  $S_b$  )

**Calculate** **Reset**

| Test Name   | Test statistic | P value |
|-------------|----------------|---------|
| Sobel Test  | 2.86993        | 0.00411 |
| Aroian Test | 2.83372        | 0.0046  |

## Lampiran 8 Uji Hepotesis

### Uji Regresi Model Berganda

**Variables Entered/Removed<sup>a</sup>**

| Model | Variables Entered                                  | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1     | Keunggulan Kompetitif (Z),<br>SCM (X) <sup>b</sup> |                   | Enter  |

- a. Dependent Variable: Kinerja Perusahaan (Y)  
b. All requested variables entered.

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | .619 <sup>a</sup> | .384     | .372              | .30868                     | 1.550         |

- a. Predictors: (Constant), Keunggulan Kompetitif (Z), SCM (X)  
b. Dependent Variable: Kinerja Perusahaan (Y)

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 6.580          | 2   | 3.290       | 34.532 | .000 <sup>b</sup> |
|       | Residual   | 10.576         | 111 | .095        |        |                   |
|       | Total      | 17.157         | 113 |             |        |                   |

- a. Dependent Variable: Kinerja Perusahaan (Y)  
b. Predictors: (Constant), Keunggulan Kompetitif (Z), SCM (X)

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

| Model |                           | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |       |
|-------|---------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
|       |                           | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF   |
| 1     | (Constant)                | 1.278                       | .326       |                           | 3.919 | .000 |                         |       |
|       | SCM (X)                   | .445                        | .083       | .450                      | 5.332 | .000 | .781                    | 1.280 |
|       | Keunggulan Kompetitif (Z) | .242                        | .077       | .265                      | 3.141 | .002 | .781                    | 1.280 |

- a. Dependent Variable: Kinerja Perusahaan (Y)

## Uji Regresi Model Sederhana

**Variables Entered/Removed<sup>a</sup>**

| Model | Variables Entered    | Variables Removed | Method |
|-------|----------------------|-------------------|--------|
| 1     | SCM (X) <sup>b</sup> | .                 | Enter  |

a. Dependent Variable: Keunggulan Kompetitif (Z)

b. All requested variables entered.

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .468 <sup>a</sup> | .219     | .212              | .37870                     |

a. Predictors: (Constant), SCM (X)

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 4.498          | 1   | 4.498       | 31.366 | .000 <sup>b</sup> |
|       | Residual   | 16.063         | 112 | .143        |        |                   |
|       | Total      | 20.561         | 113 |             |        |                   |

a. Dependent Variable: Keunggulan Kompetitif (Z)

b. Predictors: (Constant), SCM (X)

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

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | 1.946                       | .355       |                           | 5.478 | .000 |
|       | SCM (X)    | .507                        | .090       | .468                      | 5.601 | .000 |

a. Dependent Variable: Keunggulan Kompetitif (Z)

**Variables Entered/Removed<sup>a</sup>**

| Model | Variables Entered                      | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1     | Keunggulan Kompetitif (Z) <sup>b</sup> |                   | Enter  |

a. Dependent Variable: Kinerja Perusahaan (Y)

b. All requested variables entered.

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .475 <sup>a</sup> | .226     | .219              | .34440                     |

a. Predictors: (Constant), Keunggulan Kompetitif (Z)

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 3.872          | 1   | 3.872       | 32.645 | .000 <sup>b</sup> |
|       | Residual   | 13.285         | 112 | .119        |        |                   |
|       | Total      | 17.157         | 113 |             |        |                   |

a. Dependent Variable: Kinerja Perusahaan (Y)

b. Predictors: (Constant), Keunggulan Kompetitif (Z)

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

| Model |                           | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|---------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                           | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)                | 2.262                       | .300       |                           | 7.541 | .000 |
|       | Keunggulan Kompetitif (Z) | .434                        | .076       | .475                      | 5.714 | .000 |

a. Dependent Variable: Kinerja Perusahaan (Y)