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**STRATEGIC PLANNING AND MEDIUM SIZED ENTERPRISES
PERFORMANCE: MEDIATING EFFECT OF INNOVATIVENESS
IN IMPLEMENTING STRATEGIES AND MODERATING
EFFECT OF ENVIRONMENTAL UNCERTAINTY IN ACEH,
INDONESIA**



IDA SOSIAWANI

UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
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ENVIRONMENTAL UNCERTAINTY IN ACEH, INDONESIA**

By

IDA SOSIAWANI



UUM
Universiti Utara Malaysia

**Thesis Submitted to
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Kolej Perniagaan
(College of Business)

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: **Assoc. Prof. Dr. Azizi Abu Bakar**

Tandatangan
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Pemeriksa Luar
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: **Assoc. Prof. Dr. Mohd. Rafi Yaacob (UMK)**

Tandatangan
(Signature)

Pemeriksa Dalam
(Internal Examiner)

: **Dr. Abdul Shukor Shamsudin**

Tandatangan
(Signature)

Tarikh: **01 February 2017**
(Date)

Nama Nama Pelajar
(Name of Student) : Ida Sosiawani

Tajuk Tesis / Disertasi
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Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors) : **Dr. Azahari Ramli**

Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors) : **Dr. Munauwar Mustafa**

Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors) : **Prof. Dr. Rushami Zien Yusoff**



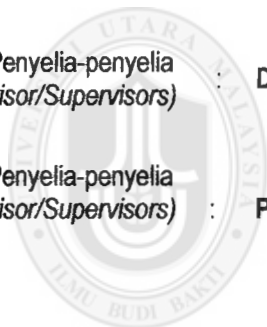
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ABSTRACT

The main objective of this study was to investigate the relationship between strategic planning and medium-sized enterprises' (MEs) performance in Aceh, Indonesia. This study also investigated the mediating effect of innovativeness in implementing strategies and the moderating effect of environmental uncertainty on the relationship between strategic planning and MEs' performance. The motivation for conducting this study was due to the inconsistent findings in the literature concerning the relationship between strategic planning and performance. This study was underpinned by the contingency theory and the system theory in order to explain the proposed conceptual framework. Questionnaires were randomly distributed to 127 owners or managers of MEs, and 91 questionnaires were used for the analysis. The Pearson correlation analysis was used to analyze the direct relationship between formality, tools of strategic planning, employee participation, time horizon and control, and MEs' performance. To examine the mediating effect of innovativeness in implementing strategies on the relationship between strategic planning and MEs' performance, hierarchical regression analysis, Medgraph, the Sobel test, and the Kock Mediation test were used. Meanwhile, hierarchical regression analysis was used in order to investigate the moderating effect of environmental uncertainty on the relationship between strategic planning and MEs' performance. The results of this study revealed that formality, tools of strategic planning, employee participation, time horizon and control have positive and significant relationships with MEs' performance. In addition, by incorporating all the mentioned dimensions of strategic planning, strategic planning itself has a positive and significant relationship with MEs' performance. More importantly, the result of this study confirmed the mediating effect of innovativeness in implementing strategies on the relationship between strategic planning and MEs' performance. Furthermore, this study showed that environmental uncertainty did not moderate the relationship between strategic planning and MEs' performance. Finally, this study discussed the implications of the findings, limitations, and directions for future research.

Keywords: strategic planning, innovativeness, environmental uncertainty, organizational performance, medium-sized enterprises

ABSTRAK

Objektif utama kajian ini adalah untuk mengkaji hubungan antara perancangan strategik dan prestasi organisasi perusahaan bersaiz sederhana di Aceh, Indonesia. Kajian ini juga menyelidik kesan pengantara inovasi dalam melaksanakan strategi dan mengkaji kesan penyederhanaan ketidakpastian alam sekitar terhadap hubungan antara perancangan strategik dan prestasi perusahaan bersaiz sederhana. Motivasi untuk menjalankan kajian ini adalah disebabkan oleh hasil penemuan yang tidak konsisten dalam literatur tentang hubungan antara perancangan strategik dan prestasi organisasi. Kajian ini disokong oleh teori kontingensi dan teori sistem untuk menerangkan tentang kerangka konsep kajian ini. Borang soal selidik telah diedarkan secara rawak kepada 127 pemilik atau pengurus perusahaan bersaiz sederhana di Aceh dan 91 soal selidik telah digunakan dalam proses menganalisis data. Analisis korelasi Pearson digunakan untuk menganalisis hubungan langsung antara formaliti, alatan perancangan strategik (*tools of strategic planning*), penglibatan pekerja, tempoh masa dan kawalan serta prestasi perusahaan bersaiz sederhana. Walau bagaimanapun, untuk mengkaji kesan pengantara bagi inovasi dalam melaksanakan strategi ke atas hubungan antara perancangan strategik dan prestasi perusahaan bersaiz sederhana, analisis regresi berganda bertingkat, *Medgraph*, *Sobel test*, dan ujian *Kock Mediation* telah digunakan. Sementara itu, analisis regresi berganda berhierarki pula digunakan untuk mengkaji kesan penyederhana persekitaran yang tidak menentu ke atas hubungan antara perancangan strategik dan prestasi perusahaan bersaiz sederhana. Keputusan kajian ini menunjukkan bahawa formaliti, alatan perancangan strategik (*tools of strategic planning*), penglibatan pekerja, tempoh masa dan kawalan mempunyai hubungan yang positif dan signifikan dengan prestasi perusahaan bersaiz sederhana. Di samping itu, dengan menggabungkan semua dimensi perancangan strategik (yang telah disebut), perancangan strategik itu sendiri mempunyai hubungan yang positif dan signifikan dengan prestasi perusahaan bersaiz sederhana. Hasil daripada kajian ini mengesahkan kesan pengantara bagi inovasi dalam melaksanakan strategi ke atas hubungan antara perancangan strategik dan prestasi perusahaan bersaiz sederhana. Tambahan pula, hasil kajian menunjukkan bahawa ketidakpastian alam sekitar tidak berperanan sebagai pemboleh ubah penyederhana ke atas hubungan antara perancangan strategik dan prestasi perusahaan bersaiz sederhana. Akhir sekali, kajian ini turut membincangkan implikasi dapatan kajian, batasan kajian serta cadangan bagi kajian pada masa hadapan.

Kata Kunci: perancangan strategik, inovasi, ketidakpastian alam sekitar, prestasi organisasi, perusahaan bersaiz sederhana

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LIST OF ABBREVIATIONS

EP	Employee Participation
KMO	Kaiser Meyer Olkin
MEs	Medium Enterprises
SMEs	Small Medium Enterprises
SP	Strategic Planning
SPSS	Statistical Package for Social Science
TH	Time Horizon
VIF	Variance Inflation Factor



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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Small and medium sized enterprises (SMEs) provide a significant contribution to economic development have well documented in economic development, either in the developed or developing countries. SMEs significantly contribute to the economy, through their products and services (Tambunan, 2008). Furthermore Pandya (2012) added that in developing countries, the role of SMEs become more important as they have the potential for enhancement of income distribution, employment creation, poverty alleviation and growth in exports. It also leads to the development of entrepreneurship, industry and the rural economy. SMEs in Indonesia accounts for 99 percent from the total businesses, which enables them to provide job opportunities for more than 90 percent of the workforce (Iqbal & Rahman, 2015). Most of the SMEs are also considered as significant sector in the rural areas since they can be seen as primary or secondary source of income for many rural poor households (Tambunan, 2008).

The role of SMEs is not deniable. However, SMEs face some difficulties, such as insufficiency of knowledge, inadequate of financial resources and a lack of business expertise (Mboniyane & Ladzani, 2011). In addition, Chaston (1992) noted that the lack of awareness in understanding the importance of business plans among start-up SMEs is believed as one of the problems they face. Further study, which was done by

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UUM

APPENDIXES

Universiti Utara Malaysia

Appendix 1 Questionnaire in English



QUESTIONNAIRE

Dear Owners/Managers of **Medium Sized Enterprises**

First of all, I would like to thank you for your willingness to get involve in this research. I am really grateful for your willingness to spend approximately 10-15 minutes of your time to answer a list of enclosed questions. Your answers are very important to the success of this study.

I am a PhD student of Universiti Utara Malaysia (UUM) and I am doing this research in order to fulfill the PhD requirement of the university. The purpose of this study is to investigate the **“Strategic Planning and Medium Sized Enterprises Performance: Mediating Effect of Innovativeness in Implementing Strategies and Moderating Effect of Environmental Uncertainty.**

All the information gathered from your responses will be treated confidentially and all the data will be used for academic purposes alone.

Thanks you for your assistance and cooperation.

Sincerely,

Ida Sosiawani
PhD Candidate
School of Business Management
College of Business-Universiti Utara Malaysia
Email: idasosiawani@yahoo.com
Hp. 085270444284

SECTION A: STRATEGIC PLANNING

Instruction: Using the scale of 1 – 6, please circle the appropriate number that best describe the level of formality of strategic planning in your organization

Very Low 1-----2-----3-----4-----5-----6 Very High

Level of emphasis on formality of strategic planning

FORMALITY							
1	Our firm has a short-range profit plan	1	2	3	4	5	6
2	Our firm has such a planning process that the final plans are acceptable by those responsible for their attainment.	1	2	3	4	5	6
3	There is a person or group whose prime responsibility is to coordinate a firm-wide strategy effort	1	2	3	4	5	6
4	The firm owner/manager has developed a climate in the firm, which supports the planning effort.	1	2	3	4	5	6
5	The firm owner/manager has developed a formal statement of what business the firm is in or wants to be in	1	2	3	4	5	6
6	The firm's plans are used to judge managerial performance	1	2	3	4	5	6

Instruction: Using the scale of 1 – 6, please circle the appropriate number that best describe the level of usage tools of strategic planning in your organization

Very Low 1-----2-----3-----4-----5-----6 Very High

Level of usage tools of strategic planning

TOOLS of STRATEGIC PLANNING							
1	SWOT analysis	1	2	3	4	5	6
2	Financial ratios	1	2	3	4	5	6
3	Competitor analysis	1	2	3	4	5	6
4	PEST	1	2	3	4	5	6
5	Budgeting	1	2	3	4	5	6
6	Benchmarking	1	2	3	4	5	6
7	Cost-benefit analysis	1	2	3	4	5	6
8	Focus group	1	2	3	4	5	6
9	Forecasting	1	2	3	4	5	6

Instruction: Using the scale of 1 – 6, please circle the appropriate number that best describe the level of employee participation in the strategic planning in your organization

Very low 1-----2-----3-----4-----5-----6 Very high

Level of employee participation in the strategic planning

EMPLOYEE PARTICIPATION							
1	Use of knowledge from different functions within the firms	1	2	3	4	5	6
2	Use of experience from different functions within the firms	1	2	3	4	5	6
3	Use of knowledge from different levels of staff	1	2	3	4	5	6
4	Use of experience from different levels of staff	1	2	3	4	5	6
5	Use of variety of motivational factors to encourage good planning	1	2	3	4	5	6
6	Assigning implementation responsibilities to specified individuals/groups	1	2	3	4	5	6
7	Seeking commitment to the long-range plan	1	2	3	4	5	6

Instruction: Using the scale of 1 – 6, please circle the appropriate number that best describe the **emphasis of time horizon** of strategic planning in your organization

Very Low 1-----2-----3-----4-----5-----6 Very High

Emphasis of time horizon

TIME HORIZON							
1	Less than 1 year	1	2	3	4	5	6
2	1 to 3 years	1	2	3	4	5	6
3	3 to 5 years	1	2	3	4	5	6
4	More than 5 years	1	2	3	4	5	6

Instruction: Using the scale of 1 – 6, please circle the appropriate number that best describe the level of your agreement on control of strategic planning in your organization

Very Low 1-----2-----3-----4-----5-----6 Very High

The level of your agreement on control of strategic planning

CONTROL							
1	Review and evaluation are important in our strategic planning process	1	2	3	4	5	6
2	There is continuous review and evaluation of the strategic plan	1	2	3	4	5	6
3	The long-term impacts of organizational strength and weakness are evaluated	1	2	3	4	5	6
4	There is wide participation by management in the review and evaluation of strategic plans.	1	2	3	4	5	6
5	Budgets for strategic plans are developed	1	2	3	4	5	6
6	Our organization has formal procedures for reviewing and evaluating strategies.	1	2	3	4	5	6

SECTION B: ENVIRONMENTAL UNCERTAINTY

Instruction: Using the scale of 1 – 6, please circle the appropriate number that best describe the level of environmental uncertainty in your organization

Very Low 1-----2-----3-----4-----5-----6 Very High

Level of environmental uncertainty

ENVIRONMENTAL UNCERTAINTY							
1	Actual users of our product	1	2	3	4	5	6
2	Competitors for our supply of raw materials and parts	1	2	3	4	5	6
3	Competitors for our customers	1	2	3	4	5	6
4	Government regulations controlling our industry	1	2	3	4	5	6
5	The public's political views and attitudes towards our industry	1	2	3	4	5	6
6	Our relation with trade unions	1	2	3	4	5	6

SECTION C: INNOVATIVENESS in IMPLEMENTING STRATEGIES

Instruction: Using the scale of 1 – 6, please circle the appropriate number that best describe the level of innovativeness in implementing strategies in your organization

Very Low 1-----2-----3-----4-----5-----6 Very high

The level of innovativeness

INNOVATIVENESS in IMPLEMENTING STRATEGIES							
1	In our firm, creatively in implementing strategic is encouraged	1	2	3	4	5	6
2	In our firm, managers are encouraged to use original approaches when dealing with implementation of strategies in the workplace.	1	2	3	4	5	6
3	In our firm is open and responsive to changes in the implementation of strategies	1	2	3	4	5	6
4	In our firm, managers are always searching for fresh and new ways of looking at implementation of strategies	1	2	3	4	5	6
5	Our firm, establishes a realistic set of future goals to be implemented for itself.	1	2	3	4	5	6
6	Our firm effectively ensures that all managers and employees share the same vision to be implemented in the future.	1	2	3	4	5	6
7	Our firm conveys a clear sense of future direction to employees	1	2	3	4	5	6
8	Our firm has a realistic vision of the future to be implemented for all departments and employees	1	2	3	4	5	6
9	Our firm believes that higher risk is worth taking in implementation of strategies for high payoff	1	2	3	4	5	6
10	Our firm encourages innovation in the implementation of strategies, knowing well that some will fail	1	2	3	4	5	6
11	Our firm like to take big risk in implementation of strategies	1	2	3	4	5	6
12	In our firm, managers are constantly seeking new opportunities in implementation of strategies for the firm.	1	2	3	4	5	6
13	In our firm, managers take the initiative in an effort to find ways to successfully implement strategies.	1	2	3	4	5	6

SECTION D: ORGANIZATIONAL PERFORMANCE

Instruction: Using the scale of 1 – 6, please circle the appropriate number that best describe the level of performance of your organization during last three years.

Very low 1-----2-----3-----4-----5-----6 Very high

Level of performance for last three years

PERFORMANCE							
1	Sales growth rate	1	2	3	4	5	6
2	Return on investment (ROI)	1	2	3	4	5	6
3	Return on asset (ROA)	1	2	3	4	5	6
4	Market share	1	2	3	4	5	6
5	Employee satisfaction	1	2	3	4	5	6
6	Customer satisfaction	1	2	3	4	5	6
7	Improvement image	1	2	3	4	5	6

SECTION E: DEMOGRAPHIC INFORMATION

Gender Male Female

Your Education Level S3/S2 S1 SMA

SMP SD

Age Below 30 31-40 41-50

51-60 Above 60

Age of your business Less than 5 Years 5-10 years

11-15 years More than 16 years

THANK YOU FOR YOR PARTICIPATION

Appendix 2 Questionnaire in Bahasa Indonesia



KUESIONER

Yang Terhormat Pemilik/Manajer Pengusaha Menengah

Pertama sekali saya mengucapkan terima kasih atas keikutsertaan Bapak/Ibu dalam penelitian ini. Saya sangat berterima kasih atas kesediaannya untuk meluangkan waktu 10-15 menit dalam menjawab sejumlah pertanyaan yang diajukan. Jawaban Bapak/Ibu sangat penting untuk menyukkseskan penelitian ini.

Saya adalah seorang mahasiswi program S-3 di Universiti Utara Malaysia (UUM) yang sedang melakukan riset yang merupakan syarat untuk kelulusan dari universitas tersebut. Tujuan dari penelitian ini adalah untuk mengkaji **“Perencanaan Strategi dan Kinerja Perusahaan Skala Menengah: Pengaruh Mediasi Inovasi dalam Melaksanakan Strategi dan Pengaruh Moderasi Ketidakpastian Lingkungan”**.

Semua informasi yang dihimpun dari respon Bapak/Ibu akan dijaga kerahasiannya dan semua data akan digunakan untuk kepentingan akademik semata.

Terima kasih untuk bantuan dan kerjasamanya.

Hormat Saya,

Ida Sosiawani
PhD Candidate
School of Business Management
College of Business-Universiti Utara Malaysia
Email: idasosiawani@yahoo.com
Hp. 085270444284

BAGIAN A: PERENCANAAN STRATEGIS

Petunjuk: Dengan skala 1 – 6, silahkan lingkari nomor yang paling sesuai dalam menggambarkan tingkat penekanan formalitas dari perencanaan strategis pada perusahaan Anda.

Sangat Rendah 1-----2-----3-----4-----5-----6 Sangat Tinggi

Tingkat penekanan formalitas dari perencanaan strategis

FORMALITAS (<i>FORMALITY</i>)							
1	Perusahaan kami memiliki perencanaan laba jangka pendek	1	2	3	4	5	6
2	Perusahaan kami memiliki proses perencanaan dimana rencana terakhir bisa diterima oleh yang bertanggung jawab dalam pelaksanaannya.	1	2	3	4	5	6
3	Terdapat seseorang atau kelompok yang memiliki tanggung jawab utama dalam mengkoordinasikan kebijakan strategis perusahaan	1	2	3	4	5	6
4	Pemilik/manajer perusahaan telah membentuk iklim dalam perusahaan yang membantu kegiatan perencanaan.	1	2	3	4	5	6
5	Pemilik/manajer telah membentuk pernyataan formal tentang jenis usaha yang menjadi dan akan menjadi domainnya.	1	2	3	4	5	6
6	Perencanaan perusahaan digunakan untuk menilai kinerja manajerial.	1	2	3	4	5	6

Petunjuk: Dengan skala 1 – 6, silahkan lingkari nomor yang paling sesuai dalam hal tingkat penggunaan instrument-instrumen dalam perencanaan strategis pada perusahaan Anda.

Sangat Rendah 1-----2-----3-----4-----5-----6 Sangat Tinggi

Tingkat penggunaan instrument-instrumen dalam perencanaan strategis

INSTRUMEN PERENCANAAN STRATEGIS (TOOLS of STRATEGIC PLANNING)							
1	Analisis SWOT (SWOT analysis)	1	2	3	4	5	6
2	Rasio keuangan (Financial ratios)	1	2	3	4	5	6
3	Analisis persaingan (Competitor analysis)	1	2	3	4	5	6
4	PEST analsis (political, economic, social, technological analysis)	1	2	3	4	5	6
5	Sistem penganggaran (Budgeting)	1	2	3	4	5	6
6	Standarisasi (Benchmarking)	1	2	3	4	5	6
7	Analisis kegunaan biaya (Cost-benefit analysis)	1	2	3	4	5	6
8	Focus group	1	2	3	4	5	6
9	Prediksi/Prakiraan (Forcasting)	1	2	3	4	5	6

Petunjuk: Dengan skala 1 – 6, silahkan lingkari nomor yang paling sesuai dalam hal tingkat partisipasi karyawan dalam perencanaan strategis pada perusahaan Anda.

Sangat Rendah 1-----2-----3-----4-----5-----6 Sangat Tinggi

Tingkat partisipasi karyawan dalam perencanaan strategis

PARTISIPASI KARYAWAN (EMPLOYEE PARTICIPATION)							
1	Melibatkan pengetahuan dari fungsi-fungsi yang berbeda dalam perusahaan.	1	2	3	4	5	6
2	Melibatkan pengalaman dari fungsi-fungsi yang berbeda dalam perusahaan	1	2	3	4	5	6
3	Melibatkan pengetahuan dari berbagai tingkatan staf	1	2	3	4	5	6

4	Melibatkan pengalaman dari berbagai tingkatan staf	1	2	3	4	5	6
5	Menggunakan berbagai factor motivasi untuk melahirkan perencanaan yang baik	1	2	3	4	5	6
6	Memberikan tanggung jawab pelaksanaan kepada seseorang atau kelompok tertentu.	1	2	3	4	5	6
7	Meminta komitmen dalam perencanaan jangka panjang.	1	2	3	4	5	6

Petunjuk: Dengan skala 1 – 6, silahkan lingkari nomor yang paling sesuai dalam hal penekanan jangka waktu dari perencanaan pada perusahaan Anda.

Sangat Rendah 1-----2-----3-----4-----5-----6 Sangat Tinggi

Penekanan jangka waktu

JANGKA WAKTU (<i>TIME HORIZON</i>)							
1	Kurang dari 1 tahun	1	2	3	4	5	6
2	1-3 Tahun	1	2	3	4	5	6
3	3 – 5 years	1	2	3	4	5	6
4	Lebih dari 5 tahun	1	2	3	4	5	6

Petunjuk: Dengan skala 1 – 6, silahkan lingkari nomor yang paling sesuai dalam hal tingkat kesetujuan anda terhadap kontrol dalam perencanaan strategis pada perusahaan Anda.

Sangat Rendah 1-----2-----3-----4-----5-----6 Sangat Tinggi

Tingkat kesetujuan anda terhadap kontrol dalam perencanaan strategis

KONTROL (CONTROL)							
1	Peninjauan kembali (review) dan evaluasi merupakan bagian penting dari proses perencanaan strategis	1	2	3	4	5	6
2	Terdapat review dan evaluasi yang berkelanjutan dari rencana strategis	1	2	3	4	5	6
3	Mengevaluasi dampak jangka panjang dari kekuatan dan kelemahan organisasi	1	2	3	4	5	6
4	Terdapat partisipasi yang luas oleh manajemen dalam melakukan review dan evaluasi rencana strategis	1	2	3	4	5	6
5	Dikembangkannya sistem penganggaran untuk rencana strategis	1	2	3	4	5	6
6	Organisasi kami memiliki prosedur formal dalam mereview dan mengevaluasi rencana-rencana.	1	2	3	4	5	6

BAGIAN B: KETIDAKPASTIAN LINGKUNGAN

Petunjuk: Dengan skala 1 – 6, silahkan lingkari nomor yang paling sesuai dalam hal tingkat ketidakpastian lingkungan di sekitar perusahaan Anda.

Sangat rendah 1-----2-----3-----4-----5-----6 Sangat tinggi

Tingkat ketidakpastian lingkungan

KETIDAKPASTIAN LINGKUNGAN (<i>ENVIRONMENTAL UNCERTAINTY</i>)							
1	Pengguna sebenarnya dari produk kami	1	2	3	4	5	6
2	Persaingan dalam pasokan bahan baku dan suku cadang	1	2	3	4	5	6
3	Persaingan untuk mendapatkan pelanggan	1	2	3	4	5	6
4	Peraturan pemerintah yang mengontrol industry kami	1	2	3	4	5	6
5	Sikap politik dan persepsi publik terhadap industry kami	1	2	3	4	5	6
6	Hubungan kami dengan serikat dagang	1	2	3	4	5	6

BAGIAN C: INOVASI dalam PELAKSANAAN STRATEGI

Petunjuk: Dengan skala 1 – 6, silahkan lingkari nomor yang paling sesuai dalam hal tingkat inovasi dalam pelaksanaan strategi pada perusahaan Anda.

Sangat Rendah 1-----2-----3-----4-----5-----6 Sangat Tinggi

Tingkat inovasi

INOVASI dalam PELAKSANAAN STRATEGI (<i>INNOVATIVENESS</i>)							
1	Di perusahaan kami, dianjurkan melaksanakan strategi secara kreatif	1	2	3	4	5	6
2	Di perusahaan kami, manager dianjurkan untuk menggunakan pendekatan-pendekatan baru dan menarik ketika menghadapi pelaksanaan strategi di tempat kerja	1	2	3	4	5	6
3	Perusahaan kami terbuka dan mau mendengarkan perubahan-perubahan dalam pelaksanaan berbagai strategi	1	2	3	4	5	6
4	Di perusahaan kami, manager selalu mencari cara yang berbeda dan cara-cara baru pada pelaksanaan berbagai strategi	1	2	3	4	5	6

5	Perusahaan kami membangun serangkaian tujuan masa depan yang nyata untuk dilaksanakan oleh perusahaan kami sendiri	1	2	3	4	5	6
6	Perusahaan kami meyakinkan secara efektif bahwa semua manager dan karyawan mempunyai visi yang sama untuk dilaksanakan di masa yang akan datang	1	2	3	4	5	6
7	Perusahaan kami menyampaikan pemikiran yang jelas tentang arah masa depan untuk karyawan-karyawannya	1	2	3	4	5	6
8	Perusahaan kami memiliki visi yang nyata tentang masa depan untuk dilaksanakan di semua bidang dan karyawan	1	2	3	4	5	6
9	Perusahaan kami percaya bahwa resiko yang lebih tinggi merupakan sesuatu yang bernilai dalam pelaksanaan strategi demi mencapai hasil yang tinggi	1	2	3	4	5	6
10	Perusahaan kami mendukung inovasi pada pelaksanaan berbagai strategi dan juga mengetahui dengan baik bahwa beberapa di antaranya akan gagal	1	2	3	4	5	6
11	Perusahaan kami mampu mengambil resiko yang besar dalam pelaksanaan strategi	1	2	3	4	5	6
12	Di perusahaan kami, manajer selalu mencari peluang baru dalam pelaksanaan strategi bagi perusahaan	1	2	3	4	5	6
13	Di perusahaan kami, manajer mengambil inisiatif dalam upaya untuk menemukan cara menerapkan strategi dengan baik	1	2	3	4	5	6

BAGIAN D: KINERJA ORGANISASI

Petunjuk: Dengan skala 1 – 6, silahkan lingkari nomor yang paling sesuai dalam hal tingkat kinerja pada perusahaan Anda selama tiga tahun terakhir.

Sangat rendah 1-----2-----3-----4-----5-----6 Sangat tinggi

Tingkat kinerja selama tiga tahun terakhir

KINERJA (<i>PERFORMANCE</i>)							
1	Rata-rata pertumbuhan penjualan (Sales growth rate)	1	2	3	4	5	6
2	Return on investment (ROI)	1	2	3	4	5	6
3	Return on asset (ROA)	1	2	3	4	5	6
4	Pangsa pasar (Market share)	1	2	3	4	5	6
5	Kepuasan karyawan	1	2	3	4	5	6
6	Kepuasan pelanggan	1	2	3	4	5	6
7	Mengembangkan image	1	2	3	4	5	6

BAGIAN E: INFORMASI DEMOGRAFI

Jenis Kelamin Laki-laki Perempuan

Tingkat Pendidikan S3/S2 S1 Diploma

SMA SMP SD

Umur Dibawah 30 Tahun 31-40 Tahun 41-50 tahun

51-60 tahun Diatas 60

Usia Perusahaan Kurang dari 5 tahun 5-10 tahun

11-15 tahun Lebih dari 15 tahun

TERIMA KASIH ATAS PARTISIPASI ANDA

Appendix 3 Demographic of Respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	67	73.6	73.6	73.6
	Female	24	26.4	26.4	100.0
	Total	91	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S3/S2	5	5.5	5.5	5.5
	S1	42	46.2	46.2	51.6
	Diploma	12	13.2	13.2	64.8
	SMA	29	31.9	31.9	96.7
	SMP	3	3.3	3.3	100.0
	Total	91	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 30	5	5.5	5.5	5.5
	31-40	29	31.9	31.9	37.4
	41-50	38	41.8	41.8	79.1
	51-60	16	17.6	17.6	96.7
	60 above	3	3.3	3.3	100.0
	Total	91	100.0	100.0	

Firm age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 5 Years	15	16.5	16.5	16.5
5-10 years	25	27.5	27.5	44.0
11-15 years	11	12.1	12.1	56.0
More than 15 years	40	44.0	44.0	100.0
Total	91	100.0	100.0	



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Appendix 4 Factor Analysis on Formality

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.763
Bartlett's Test of Sphericity	Approx. Chi-Square	225.711
	Df	15
	Sig.	.000

Communalities

	Initial	Extraction
Formality1	1.000	.394
Formality2	1.000	.712
Formality3	1.000	.600
Formality4	1.000	.537
Formality5	1.000	.589
Formality6	1.000	.538

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Formality1	.628
Formality2	.844
Formality3	.774
Formality4	.732
Formality5	.767
Formality6	.733

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.842	.842	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Formality1	22.9451	19.008	.498	.397	.838
Formality2	22.9011	15.912	.749	.637	.788
Formality3	22.8022	16.983	.640	.579	.812
Formality4	22.9341	18.396	.598	.399	.821
Formality5	23.0000	16.044	.647	.513	.812
Formality6	22.9451	18.097	.600	.479	.820



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Appendix 5 Factor Analysis on Tools of Strategic Planning

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.856
Bartlett's Test of Sphericity	Approx. Chi-Square
	341.911
	Df
	36
	Sig.
	.000

Communalities

	Initial	Extraction
Tools1	1.000	.703
Tools2	1.000	.484
Tools3	1.000	.610
Tools4	1.000	.387
Tools5	1.000	.541
Tools6	1.000	.727
Tools7	1.000	.627
Tools8	1.000	.756
Tools9	1.000	.686

Rotated Component Matrix^a

	Component	
	1	2
Tools1	.800	
Tools2	.612	
Tools3	.781	
Tools4		
Tools5	.694	
Tools6	.795	
Tools7	.630	
Tools8		.849
Tools9		.805

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.866	.867	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Tools1	31.6484	30.319	.707	.572	.838
Tools2	31.7692	33.868	.587	.419	.853
Tools3	31.6593	33.449	.523	.373	.859
Tools5	31.7253	32.535	.627	.468	.848
Tools6	31.4396	30.316	.769	.648	.832
Tools7	31.6264	30.103	.706	.549	.838
Tools8	32.1209	31.641	.518	.412	.863
Tools9	31.7033	33.900	.524	.411	.859

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Appendix 6 Factor Analysis on Employee Participation

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.777
Bartlett's Test of Sphericity	Approx. Chi-Square	291.492
	Df	21
	Sig.	.000

Communalities

	Initial	Extraction
Participation1	1.000	.589
Participation2	1.000	.721
Participation3	1.000	.630
Participation4	1.000	.614
Participation5	1.000	.442
Participation6	1.000	.347
Participation7	1.000	.394

Component Matrix^a

	Component
	1
Participation1	.768
Participation2	.849
Participation3	.794
Participation4	.783
Participation5	.664
Participation6	
Participation7	.628

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.833	.848	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Participation1	21.9011	17.579	.646	.607	.800
Participation2	21.8022	16.916	.773	.695	.778
Participation3	22.1978	16.049	.693	.630	.787
Participation4	21.9670	17.632	.672	.602	.797
Participation5	21.9451	18.030	.473	.274	.833
Participation7	22.2747	16.179	.494	.306	.842



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Appendix 7 Factor Analysis on Time Horizon

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.707
Bartlett's Test of Sphericity	Approx. Chi-Square
	172.235
	Df
	6
	Sig.
	.000

Communalities

	Initial	Extraction
Horizon1	1.000	.461
Horizon2	1.000	.832
Horizon3	1.000	.817
Horizon4	1.000	.535

Component Matrix^a

	Component
	1
Horizon1	.679
Horizon2	.912
Horizon3	.904
Horizon4	.732

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.822	.822	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Horizon1	11.5714	13.003	.474	.406	.846
Horizon2	11.6923	10.238	.804	.684	.704
Horizon3	11.8022	9.538	.795	.671	.701
Horizon4	11.8462	11.154	.545	.451	.826



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Appendix 8 Factor Analysis on Control

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.762
Bartlett's Test of Sphericity	Approx. Chi-Square	384.527
	Df	15
	Sig.	.000

Communalities

	Initial	Extraction
Control1	1.000	.592
Control2	1.000	.700
Control3	1.000	.630
Control4	1.000	.704
Control5	1.000	.756
Control6	1.000	.539

Component Matrix^a

	Component
	1
Control1	.769
Control2	.837
Control3	.794
Control4	.839
Control5	.870
Control6	.734

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.893	.893	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Control1	20.8462	31.554	.665	.803	.882
Control2	20.9890	30.255	.756	.827	.868
Control3	21.0440	32.198	.694	.574	.878
Control4	21.1099	30.343	.753	.606	.868
Control5	21.0440	29.665	.797	.723	.861
Control6	21.4505	32.428	.622	.580	.888



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Appendix 9 Factor Analysis on Environmental Uncertainty

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.741
Bartlett's Test of Sphericity	Approx. Chi-Square
	105.534
	Df
	15
	Sig.
	.000

Communalities

	Initial	Extraction
EU1	1.000	.120
EU2	1.000	.413
EU3	1.000	.527
EU4	1.000	.405
EU5	1.000	.671
EU6	1.000	.398

Component Matrix^a

	Component
	1
EU1	
EU2	.642
EU3	.726
EU4	.637
EU5	.819
EU6	.631

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.726	.736	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EU2	16.1319	14.094	.401	.207	.712
EU3	15.6264	15.303	.528	.308	.682
EU4	16.1648	12.873	.444	.270	.700
EU5	16.4505	11.228	.671	.455	.596
EU6	16.3297	13.490	.452	.238	.693



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Appendix 10 Factor Analysis on Innovativeness in Implementing Strategies

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.918
Bartlett's Test of Sphericity	Approx. Chi-Square
	761.866
	Df
	78
	Sig.
	.000

Communalities

	Initial	Extraction
Innovativeness1	1.000	.652
Innovativeness2	1.000	.685
Innovativeness3	1.000	.655
Innovativeness4	1.000	.677
Innovativeness5	1.000	.595
Innovativeness6	1.000	.694
Innovativeness7	1.000	.744
Innovativeness8	1.000	.796
Innovativeness9	1.000	.627
Innovativeness10	1.000	.419
Innovativeness11	1.000	.705
Innovativeness12	1.000	.685
Innovativeness13	1.000	.608

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.916	.918	10

Rotated Component Matrix^a

	Component	
	1	2
Innovativeness1	.749	
Innovativeness2		
Innovativeness3	.790	
Innovativeness4	.781	
Innovativeness5	.721	
Innovativeness6		.775
Innovativeness7		.812
Innovativeness8		.820
Innovativeness9		
Innovativeness10		
Innovativeness11		.806
Innovativeness12	.728	
Innovativeness13	.676	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.



Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Innovativeness1	38.7363	54.663	.692	.605	.908
Innovativeness3	38.7802	55.951	.640	.597	.911
Innovativeness4	39.1099	53.988	.687	.577	.908
Innovativeness5	38.9560	56.220	.655	.509	.910
Innovativeness6	38.9780	55.466	.696	.617	.908
Innovativeness7	39.2637	53.085	.711	.657	.907
Innovativeness8	39.0989	51.290	.748	.678	.904
Innovativeness11	39.3846	52.728	.648	.540	.911
Innovativeness12	38.7912	54.034	.754	.657	.904
Innovativeness13	38.7692	54.668	.699	.586	.907

Appendix 11 Factor Analysis on Performance

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.779
Bartlett's Test of Sphericity	Approx. Chi-Square	292.252
	Df	21
	Sig.	.000

Communalities

	Initial	Extraction
Performance1	1.000	.463
Performance2	1.000	.831
Performance3	1.000	.843
Performance4	1.000	.659
Performance5	1.000	.698
Performance6	1.000	.701
Performance7	1.000	.661

Rotated Component Matrix^a

	Component	
	1	2
Performance1	.666	
Performance2	.900	
Performance3	.892	
Performance4		
Performance5		.768
Performance6		.801
Performance7		.813

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.799	.801	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Performance1	23.1758	10.791	.482	.323	.785
Performance2	23.2198	10.107	.594	.640	.759
Performance3	23.1648	10.428	.652	.668	.748
Performance5	22.9451	10.030	.616	.532	.753
Performance6	22.8571	10.390	.616	.533	.754
Performance7	22.8791	11.374	.386	.254	.806



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Appendix 12 Pearson Correlation Analysis

		Correlations						
		Performance	Formality	Tools	Participation	Horizon	Control	SP
Performance	Pearson Correlation	1	.624**	.648**	.523**	.479**	.669**	.691**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	91	91	91	91	91	91	91
Formality	Pearson Correlation	.624**	1	.789**	.713**	.638**	.627**	.869**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	91	91	91	91	91	91	91
Tools	Pearson Correlation	.648**	.789**	1	.642**	.571**	.676**	.849**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	91	91	91	91	91	91	91
Participation	Pearson Correlation	.523**	.713**	.642**	1	.562**	.753**	.853**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	91	91	91	91	91	91	91
Horizon	Pearson Correlation	.479**	.638**	.571**	.562**	1	.606**	.811**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	91	91	91	91	91	91	91
Control	Pearson Correlation	.669**	.627**	.676**	.753**	.606**	1	.873**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	91	91	91	91	91	91	91
SP	Pearson Correlation	.691**	.869**	.849**	.853**	.811**	.873**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	91	91	91	91	91	91	91

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

Appendix 13 The Regression on the Relationship between Strategic Planning and MEs Performance

Correlations

		Performance	SP
Pearson Correlation	Performance	1.000	.697
	SP	.697	1.000
Sig. (1-tailed)	Performance	.	.000
	SP	.000	.
N	Performance	91	91
	SP	91	91

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.697 ^a	.486	.480	.45857	2.012

a. Predictors: (Constant), SP

b. Dependent Variable: Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.694	1	17.694	84.145	.000 ^b
	Residual	18.715	89	.210		
	Total	36.410	90			

a. Dependent Variable: Performance

b. Predictors: (Constant), SP

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.160	.271		7.968	.000
	SP	.565	.062	.697	9.173	.000

a. Dependent Variable: Performance

Appendix 14 The Regression on the Mediating Effect of Innovativeness in Implementing Strategies on the Relationship between Strategic Planning and MEs Performance

Correlations

		Innovativeness	SP
Pearson Correlation	Innovativeness	1.000	.763
	SP	.763	1.000
Sig. (1-tailed)	Innovativeness	.	.000
	SP	.000	.
N	Innovativeness	91	91
	SP	91	91

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.763 ^a	.582	.577	.52948	.582	123.866	1	89	.000	1.683

a. Predictors: (Constant), SP

b. Dependent Variable: Innovativeness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.726	1	34.726	123.866	.000 ^b
	Residual	24.951	89	.280		
	Total	59.678	90			

a. Dependent Variable: Innovativeness

b. Predictors: (Constant), SP

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.903	.313		2.884	.005
	SP	.792	.071	.763	11.130	.000

a. Dependent Variable: Innovativeness

Correlations

		Performance	Innovativeness
Pearson Correlation	Performance	1.000	.636
	Innovativeness	.636	1.000
Sig. (1-tailed)	Performance	.	.000
	Innovativeness	.000	.
N	Performance	91	91
	Innovativeness	91	91

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.636 ^a	.405	.398	.49350	.405	60.501	1	89	.000	2.126

a. Predictors: (Constant), Innovativeness

b. Dependent Variable: Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.734	1	14.734	60.501	.000 ^b
	Residual	21.675	89	.244		
	Total	36.410	90			

a. Dependent Variable: Performance

b. Predictors: (Constant), Innovativeness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.456	.282		8.722	.000
	Innovativeness	.497	.064	.636	7.778	.000

a. Dependent Variable: Performance

Correlations

		Performance	SP	Innovativeness
Pearson Correlation	Performance	1.000	.697	.636
	SP	.697	1.000	.763
	Innovativeness	.636	.763	1.000
Sig. (1-tailed)	Performance	.	.000	.000
	SP	.000	.	.000
	Innovativeness	.000	.000	.
N	Performance	91	91	91
	SP	91	91	91
	Innovativeness	91	91	91

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.716 ^a	.512	.501	.44933	.512	46.170	2	88	.000	2.045

a. Predictors: (Constant), Innovativeness, SP

b. Dependent Variable: Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.643	2	9.321	46.170	.000 ^b
	Residual	17.767	88	.202		
	Total	36.410	90			

a. Dependent Variable: Performance

b. Predictors: (Constant), Innovativeness, SP

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.984	.278		7.143	.000
	SP	.411	.093	.507	4.400	.000
	Innovativeness	.195	.090	.250	2.168	.033

a. Dependent Variable: Performance

Appendix 15 The Regression on the Moderating Effect of Environmental Uncertainty on the Relationship between Strategic Planning and MEs Performance

Correlations

		Zscore (Performance)	Zscore(SP)	Zscore (Environment)	ZSPXZEU
Pearson Correlation	Zscore(Performance)	1.000	.697	.108	.017
	Zscore(SP)	.697	1.000	.238	-.101
	Zscore(Environment)	.108	.238	1.000	.124
	ZSPXZEU	.017	-.101	.124	1.000
Sig. (1-tailed)	Zscore(Performance)	.	.000	.155	.437
	Zscore(SP)	.000	.	.011	.171
	Zscore(Environment)	.155	.011	.	.121
	ZSPXZEU	.437	.171	.121	.
N	Zscore(Performance)	91	91	91	91
	Zscore(SP)	91	91	91	91
	Zscore(Environment)	91	91	91	91
	ZSPXZEU	91	91	91	91

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.697 ^a	.486	.480	.72096802	.486	84.145	1	89	.000	
2	.700 ^b	.490	.478	.72248525	.004	.627	1	88	.431	
3	.707 ^c	.499	.482	.71978721	.010	1.661	1	87	.201	1.994

a. Predictors: (Constant), Zscore(SP)

b. Predictors: (Constant), Zscore(SP), Zscore(Environment)

c. Predictors: (Constant), Zscore(SP), Zscore(Environment), ZSPXZEU

d. Dependent Variable: Zscore(Performance)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.738	1	43.738	84.145	.000 ^b
	Residual	46.262	89	.520		
	Total	90.000	90			
2	Regression	44.065	2	22.033	42.209	.000 ^c
	Residual	45.935	88	.522		
	Total	90.000	90			
3	Regression	44.926	3	14.975	28.905	.000 ^d
	Residual	45.074	87	.518		
	Total	90.000	90			

a. Dependent Variable: Zscore(Performance)

b. Predictors: (Constant), Zscore(SP)

c. Predictors: (Constant), Zscore(SP), Zscore(Environment)

d. Predictors: (Constant), Zscore(SP), Zscore(Environment), ZSPXZEU

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.388E-15	.076		.000	1.000
	Zscore(SP)	.697	.076	.697	9.173	.000
2	(Constant)	2.189E-15	.076		.000	1.000
	Zscore(SP)	.712	.078	.712	9.079	.000
	Zscore(Environment)	-.062	.078	-.062	-.792	.431
3	(Constant)	-.023	.078		-.295	.768
	Zscore(SP)	.726	.079	.726	9.203	.000
	Zscore(Environment)	-.078	.079	-.078	-.982	.329
	ZSPXZEU	.097	.075	.099	1.289	.201

a. Dependent Variable: Zscore(Performance)