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ENTREPRENEURIAL ORIENTATION, SOLIDARITY, BUSINESS STRATEGY
AND FIRM PERFORMANCE OF SMES IN MUARA ENIM, INDONESIA



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AND FIRM PERFORMANCE OF SMEs IN MUARA ENIM, INDONESIA

By

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DECLARATION

This declaration is to clarify that all of the submitted contents of this thesis are original in its stature, excluding those, which have been, acknowledge specifically in the references. All the work process involved is from from my own idea and work. However, it is recognized that there are quotes, literature, explanations and some other information related to the study are taken and referred to by the authors of previous studies. All of the content of this thesis has been submitted as part of, partial fulfillment of Master of Science in Management Program. I hereby declare that this thesis project is the work of my own excluded for the references document and summaries that have been acknowledged.



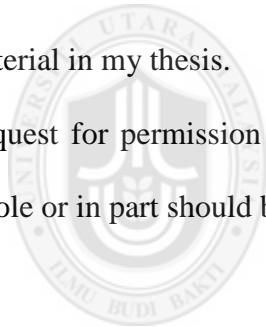
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ABSTRACT

The purpose of this study was to examine the relationship of entrepreneurial orientation, solidarity, business strategy and firm performance in SMEs Muara Enim, Indonesia. The respondents of this study were SMEs owners that operating in Muara Enim, Indonesia. The factors investigated in this study were entrepreneurial orientation, solidarity and business strategy. Thus, the objectives of this research were: (a) to examine the relationship between entrepreneurial orientation and firm performance of SMEs in Muara Enim, Indonesia (b) to examine the relationship between solidarity and firm performance of SMEs in Muara Enim, Indonesia. (c) to examine the relationship between business strategy and firm performance of SMEs in Muara Enim, Indonesia. In this study, the quantitative method was implemented. 50 SMEs operating in Muara Enim and 44 SMEs used as the sample size. In assessing the relationship between variables, a total of 44 questionnaires were distributed and analyzed using SPSS 24.0 to produce accurate findings. Correlation and regression analysis was used to answer the research hypothesis. The finding of this research showed that entrepreneurial orientation and business strategy are significantly related to firm performance. The study clearly showed that the SMEs owners need entrepreneurial orientation and business strategy to strengthen and enhance the business performance that could lead the continuity of business. This study also contributes to new scope of research in the business field. This study also opens a new sight to SMEs owners to have further understanding on the influence of entrepreneurial orientation, solidarity and business strategy toward firm performance. This study also discusses the implications, recommendations for future research and summary of the study as well.

Keywords: entrepreneurial orientation, solidarity, business strategy, firm performance, small and medium-sized enterprises.

ABSTRAK

Tujuan kajian ini adalah untuk menyelidik hubungan antara orientasi keusahawanan, solidarity, strategi perniagaan dan prestasi firma dalam kalangan pemilik PKS di Muara Enim, Indonesia. Faktor yang diselidiki dalam kajian adalah orientasi keusahawanan, orientasi pasaran dan jaringan keusahawanan. Oleh itu, objektif penyelidikan adalah: (a) untuk mengkaji hubungan antara orientasi keusahawanan dan prestasi firma PKS di Muara Enim, Indonesia (b) untuk menentukan hubungan antara solidariti dan prestasi firma PKS di Muara Enim, Indonesia. (c) untuk mengkaji hubungan antara strategi perniagaan dan prestasi firma PKS di Muara Enim, Indonesia. Kajian ini dijalankan melalui kaedah kuantitatif. Sebanyak 50 PKS beroperasi di Muara Enim dan 44 PKS menjadi saiz sampel kajian. Sejumlah 44 soal selidik diedarkan dan terima kembali untuk dianalisis. Ujian korelasi dan regrasi telah digunakan untuk menjawab hipotesis kajian. Penemuan kajian ini menunjukkan bahawa orientasi keusahawanan, dan strategi perniagaan berkait secara signifikan dengan prestasi firma. Kajian ini secara jelas menunjukkan bahawa pemilik PKS memerlukan orientasi keusahawanan, dan strategi firma bagi memperkuat dan memperkembang prestasi perniagaan yang membawa kecenderungan terhadap keberterusan perniagaan. Kajian ini juga menyumbang kepada skop kajian yang baharu dalam industri perniagaan. Selain itu, penyelidikan ini juga memberikan pandangan yang baharu kepada pemilik PKS dan penyelidik sendiri untuk memahami lebih lanjut mengenai pengaruh orientasi keusahawanan, solidariti dan strategi bisnis terhadap prestasi firma. Perkara berkaitan dengan implikasi, cadangan kajian untuk masa hadapan dan rumusan turut dibincangkan dalam kajian ini.

Kata kunci: orientasi keusahawanan, solidariti, strategi perniagaan, prestasi firma, pemilik PKS.

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TABLE OF CONTENT

	Page
DECLARATION	iii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENT	vii
TABLE OF CONTENTS	viii
LIST OF TABLES	xi
LIST OF FIGURES	xii
ABBREVIATIONS	xiii
CHAPTER 1: LITERATURE REVIEW	
1.1 Background of the Study	1
1.2 Problem Statement	2
1.3 Research Questions	5
1.4 Objective of the Study	6
1.5 Significant of the Study	6
1.5.1 Theoretical Contribution	7
1.5.2 Practical Contribution	7
1.6 Scope of the Study	8
1.7 Definition of Key Terms	8
1.8 Organization of the Study	10
CHAPTER 2: LITERATURE REVIEW	
2.1 Introduction	11
2.2 Small and Medium-sized Enterprises (SMEs)	11
2.3 Firm Performance	13
2.3.1 The Importance of Firm Performance	14
2.3.2 Measurement of Firm Performance	14
2.4 Entrepreneurial Orientation	16
2.4.1 The Importance of Entrepreneurial Orientation toward Firm Performance	17

2.4.2 Measurement of Entrepreneurial Orientation	18
2.5 Solidarity	19
2.5.1 The Importance of Solidarity toward Firm Performance	19
2.5.2 Measurement of Solidarity	20
2.6 Business Strategy	21
2.6.1 The Importance of Business Strategy toward Firm Performance	21
2.6.2 Measurement of Business Strategy	21
2.7 Theoretical Framework	23
2.7.1 Underpinning Theory	24
2.7.2 Research Hypothesis	26
2.8 Conclusion	27
CHAPTER 3: METHODOLOGY	
3.1 Introduction	28
3.2 Research Design	28
3.3 Population and Sampling Technique	29
3.3.1 Population	29
3.3.2 Sampling Technique	29
3.4 Measurement of Variables	30
3.4.1 Instruments of Firm Performance	30
3.4.2 Instruments of Entrepreneurial Orientation.	31
3.4.3 Instruments of Solidarity	31
3.4.4 Instruments of Business Strategy	32
3.5 Scale of Measurement	33
3.6 Data Collection Method	33
3.7 Reliability and Validity of Measurement	34
3.7.1 Reliability	34
3.7.2 Validity	34
3.8 Pilot Test	35
3.9 Statistical Analysis	35
3.10 Conclusion	36

CHAPTER 4: THE FINDINGS	
4.1 Introduction	37
4.2 Response Rate	37
4.3 Data Screening and Cleaning	38
4.4 Profile of Respondent	38
4.5 Descriptive Analysis	41
4.5.1 Table Descriptive of The Study Variables	41
4.5.2 Outliers	42
4.5.3 Normality Test	42
4.5.4 Linearity Test	43
4.5.5 Multicollinearity	43
4.5.6 Homoscedasticity	45
4.6 Hypothesis Testing	46
4.6.1 Pearson Correlation Analysis	46
4.6.2 Regression Analysis	49
4.7 Conclusion	51
CHAPTER 5: DISCUSSION, IMPLICATIONS, LIMITATIONS, RECOMMENDATION AND CONCLUSION	
5.1 Introduction	52
5.2 Summary of Findings	52
5.2.1 Entrepreneurial Orientation and Firm Performance	53
5.2.2 Solidarity and Firm Performance	54
5.2.3 Business Strategy and Firm Performance	55
5.3 Implication of Study	57
5.3.1 Theoretical Implication of the Study	57
5.3.2 Practical Implication	57
5.4 Limitation of the Research	58
5.5 Recommendation for Future Research	59
5.6 Conclusion	60
REFERENCES	61
APPENDICES	73

LIST OF TABLES

	Page
Table 2.1 Definitions of SMEs from International sources	13
Table 3.1 Determining Simple Size of a Known Population	30
Table 3.2 Instruments of Firm Performance	31
Table 3.3 Instruments of Entrepreneurial Orientation	31
Table 3.4 Instruments of Solidarity	32
Table 3.5 Instruments of Business Strategy	32
Table 3.6 Result of Reliability for Pilot Test	35
Table 3.7 Analysis to Answer the Research Questions	36
Table 4.1 Summary of Distributed Questionnaires	38
Table 4.2 Owner's Background	40
Table 4.3 Descriptive Result of the Study Variables	41
Table 4.4 Normality Test	43
Table 4.5 Tolerance and VIF Values	44
Table 4.6 Correlation Value and the Strength of Relationship	47
Table 4.7 The Result of Pearson Correlation Analysis	48
Table 4.8 The Result of Hypothesis Testing for Correlational Test	49
Table 4.9 The Result of the Regression Analysis on the Relationship Between Entrepreneurial Orientation and Firm Performance	50
Table 4.10 The Result of the Regression Analysis on the Relationship Between Business Strategy and Firm Performance	51

LIST OF FIGURES

	Page
Figure 2.1 Framework	23
Figure 4.1 Residual Plots- EO, SY, BS and FP	45



LIST OF ABBREVIATIONS

SMEs	Small and Medium-sized Enterprises
GDP	Gross Domestic Product
RP	Rupiah
APEC	Asia-Pacific Economic Cooperation
EC	European Commission
MIGA	Multilateral Investment Guarantee Agency
UKM	Usaha Kecil Menengah
UNIDO	United Nations Industrial Development Organization
FP	Firm Performance
EO	Entrepreneurial Orientation
SY	Solidarity
BS	Business Strategy
RBV	Resource-Based View
PKS	Perusahaan Kecil dan Sederhana
SPSS	Statistical Procedure for Social Science

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

During 1997 – 1998, Indonesia experienced a crisis that caused many economic to collapse. Amazingly, SMEs are among the sectors that able to survive. Moreover, this sector tends to increase from this crisis (Department of Cooperatives, 2008). During 1999, Gross Domestic Profit (GDP) started to increase around 0.8%. In this period, the big companies were not well function because some companies had problems. Foreign investor refused to penetrate to Indonesia since this country assumed too risky to be invested (Kompas, 2003). Thus, the SMEs are the only sector that could enhance the economy growth.

The cash flow of the SMEs in Indonesia has nothing do to with the foreign exchange. This can be proved when Indonesian SMEs had not received any investment from foreign countries. All this while, even though SMEs are being neglected by the Indonesian Government and financial institutions, in fact this sector able to give a huge contribution to the human capital and adapt to the crisis (Gee, 2003). This means that SMEs not only provide the income and job opportunities to the poverty in the country, but also provide the securities from the social problems. It can be imagined that without the role plays by the SMEs to provide all of these opportunities, the rate of crime will be keep increasing.

SMEs have an important role to economic development in Indonesia. SMEs provide about 99% of the contributions to a number of business entities in Indonesia and

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APPENDIX 1



Sir / Madam

I am a student who is currently pursuing a Master of Science (Management) program at the Universiti Utara Malaysia (UUM), Kedah, Malaysia. To meet the requirements of the Master of Science research project, I am conducting research investigating Entrepreneurial Orientation, Solidarity, Business Strategy and Performance Among Small and Medium Businesses in Muara Enim, Indonesia.

To accomplish this I attached a questionnaire that I will use in data collection for research. I'm very grateful if you can complete the questionnaire and return it to me.

If you are interested in this research, please contact me via my email at ardio.sagita07@gmail.com or call me at +6285758111471 or +60174391941.

Thank you for your cooperation.

Sincerely,

Ardio Sagita

Student Master of Science (Management)

Universiti Utara Malaysia (UUM)

Section One: Background of Owner

Please circle the number that represents your response for each of the following items.

1. My gender is: 1. Male 2. Female
2. My age is _____ years old.
3. My marital status is:
1. Married 2. Single 3. Widowed 4. Divorced
4. My highest completed level of education is:
1. Primary school
2. Institute
3. Secondary School
4. University
5. How did you become the owner of the firm?
1. Founder
2. Co-founder
3. Inherited from family
4. Purchased business (not from family)
5. Hired or promoted by the company
6. I have _____ the firm/business.
7. My position in the business is
1. Owner and CEO (Manager Director)
2. Owner and a manager
3. Owner but not a manager

Section Two: Background of Company

8. My type of business is
1. Culinary
2. Fashion
3. Education
4. Agribusiness
5. Other (specify)_____

9. How many shops do you currently have?

1. 1 shop
2. 2 shops
3. 3 shops or more than

10. How many employees do you have?

1. 1 Employees
2. 2 – 3 employees
3. 6 – 9 employees
4. 10 employees and above

11. How long have you involved in business?

1. One year and below
2. 2 – 5 years
3. 6 – 9 years
4. 10 years and above

12. My products market is

1. South Sumatera area
2. Sumatera area
3. National
4. International



Section Three: Entrepreneurial Orientation

The statements in this section are related entrepreneurial orientation in your organization. Please provide the answer to each statement by using the following numerical scale 1 (strongly disagree), 2 (neither agree nor disagree), 3 (neutral), 4 (agree) and 5 (strongly agree).

No	Statement	Numerical Scale				
		1	2	3	4	5
	Innovativeness					
12	Our company always introduces new service / product / process					
13	Our company puts a strong emphasis on new and innovative products / services					
14	Our company has increased the number of services / products offered over the past two years					
15	Our company continues to pursue new opportunities					
16	Over the past few years, changes in our business processes, services and product lines have been dramatic					
17	There is a strong relationship between the number of new ideas generated and the number of new ideas successfully implemented					

18	Our company places a strong emphasis on continuous improvement in products / services					
19	Our company holds the belief that innovation is an absolute necessity for the future of business					
	Pro-activeness					
20	Our company is very often the first in introducing new products					
21	Our company usually performs actions that are responsive to competitors					
22	Our company is constantly looking for new products / services that competitors create					
23	Our company continues to monitor market trends and identify future customer needs					
	Risk taking					
24	When faced with uncertain decisions, our company usually uses boldness to maximize the possibility of exploiting opportunities					
25	In general, our company has a strong tendency towards high-risk projects					
26	Due to the environment, our business believes that bold and extensive actions are needed to achieve business goals					
27	Employees are often encouraged to take calculated risks regarding new ideas					
28	The term "risk-taker" is considered a positive attribute for employees					
	Autonomy					
29	Our employees have enough autonomy in their work to do their job unattended constantly					
30	The company allows our employees to be creative and try different methods to do the work					
31	Our employees are allowed to make decisions without going through complicated justification and approval procedures as long as they are beneficial to the business					
32	Our employees are encouraged to manage their own work and have the flexibility to solve problems					
	Competitive aggressiveness					
33	The company is very aggressive and very competitive					
34	The company effectively assume aggressive approaches to combat trends that may threaten our survival or competitive position					
35	The company knows when in danger of acting too aggressively (this can lead to erosion of business reputation or retaliation by competitors)					

Section Four: Solidarity

The statements in this section are related solidarity in your organization. Please provide the answer to each statement by using the following numerical scale 1 (strongly disagree), 2 (disagree), 3 (neither agree nor disagree), 4 (agree) and 5 (strongly agree).

No	Statement	Numerical Scale				
		1	2	3	4	5
Association Solidarity						
36	Our company often travels with all employees					
37	Our corporate leaders visit each division just looking at employee performance					
38	Our company often holds meetings between employees					
39	Often hold important conversations between fellow employees as well leaders with employees					
40	The Company conducts activities aimed to bring together the leader with employees					
Affection Solidarity						
41	Leaders are very respectful of employees					
42	Employees respect leader					
43	Employees feel close to the leader					
44	Company leader is very trusting employees					
45	Company leaders are very close to employees					
Functional Solidarity						
46	It should be a successful employee, employee must support the progress of other employees in a division					
47	It should be an employee to pay attention to other employees if the employee is having problems					
48	If the company is experiencing financial problems then morally employees dare to help the company					
49	Employees always try to stay close to the company, the goal in order to pay attention to the development of the company					
50	Every employee looks at the development of other division staff members and is on hand to help if the division needs help					
51	If the company is in an emergency, every employee feels obligated to assist the company even by cutting the salaries of employees					
Normative Solidarity						
52	The company deliberates important business decisions with other employee members					
53	Keeping a company's good name is important					
54	Companies need to pay attention to considerations in employee prosperity					
55	In the activities of advancing the company, employees may participate in decision making					
Structure Solidarity						

56	The company always held a ceremony to bring together the elements that exist in the company					
57	Generally members of company employees are in a prosperous condition					
58	The number of company employees is overwhelming					
Consensus Solidarity						
59	Companies are insulted so employees will feel more					
60	An employee is more concerned with corporate interests than his personal interests					
61	If a company has one particular decision then the employee should not be influenced by another company					
62	If employees have a habit that is contrary to corporate culture habits then the employee must leave his culture					
63	An employee who wants to do something for his or her own interests should be discussed with other company members					

Section Five: Business Strategy

The statements in this section are related business strategy in your organization. Please provide the answer to each statement by using the following numerical scale 1 (strongly disagree), 2 (disagree), 3 (neither agree nor disagree), 4 (agree) and 5 (strongly agree).

No	Statement	Numerical Scale				
		1	2	3	4	5
Niche Strategy						
64	Our company focus on specialty products					
65	Our company focus on a particular product range					
66	Our company focus on specific foreign markets					
67	Our company focus on a specific foreign markets					
68	Our company focus on new products					
Product differentiation strategy						
69	Our company concentrates on product quality					
70	Our company concentrates on its packaging					
71	Our company concentrates on design and style					
72	Our company concentrates on the uniqueness of the product					
73	Our company concentrates on maximizing perceived product value					
Marketing differentiation strategy						
74	Concentration of our company to adopt a competitive price					
75	Concentration of our company to create a new distribution channel					
76	Our company concentration on increasing advertising and promotion					
77	Our company concentrates on brand building					
78	Our company concentrates on updating product line					
Service differentiation strategy						
79	Our company provides fast product delivery					
80	Our company prompts response to customer orders					

81	Offer extensive customer service					
82	Personal contacts with overseas distributors					
83	Our company provides quality services					
	Innovation strategy					
84	Technological superiority of product					
85	Company always focus on new innovative products					
86	Company uses cutting-edge communication technology					
87	Company improves products process					
88	Company improves the existing products					
	Low cost					
89	Company buys materials in large volume					
90	Producing large quantities of production					
91	Limited range of products					
92	Company maximizes economies of scale					
93	Company sells products at budget prices					

Section Six: Firm performance

The statements in this section are related firm performance in your organization. Please provide the answer to each statement by using the following numerical scale 1 (strongly disagree), 2 (disagree), 3 (neither agree nor disagree), 4 (agree) and 5 (strongly agree).

No	Statement	Numerical Scale				
		1	2	3	4	5
	Based on the last year (or since its establishment), you business					
94	Sales growth rate					
95	Employment growth					
96	Gross profit growth					
97	Return on asset					
98	Return on investment					

Questionnaire in Bahasa Indonesia



LAMPIRAN 1

Salam,

Saya adalah seorang mahasiswa yang saat ini sedang menempuh program Master of Science (Manajemen) di Universiti Utara Malaysia (UUM), Kedah, Malaysia. Untuk memenuhi persyaratan projek penelitian Master of Science, saya melakukan penelitian yang menyelidiki Orientasi Wirausaha, Solidaritas, Strategi Bisnis dan Kinerja Usaha Kecil dan Menengah (UKM) di Muara Enim, Indonesia.

Untuk melakukan penelitian ini saya melampirkan kuesioner yang akan saya gunakan dalam pengumpulan data. Saya sangat bersyukur jika Bapak/Ibu berkenan untuk melengkapi kuesioner dan mengembalikannya kepada saya.

Jika anda tertarik dengan penelitian ini, silakan hubungi saya melalui email saya di ardio.sagita07@gmail.com atau hubungi saya di +6285758111471 atau +60174391941.

Terima kasih atas kerja sama anda. Hormat saya,

Ardio Sagita

Mahasiswa Magister Manajemen

School of Business Management (SBM)

Universiti Utara Malaysia (UUM).

Bagian Satu: Latar Belakang Pemilik

Silahkan lingkari nomor yang mewakili tanggapan Anda untuk setiap item berikut.

1. Jenis kelamin saya adalah: 1. Pria 2. Wanita
2. Usia saya _____ tahun.
3. Status perkawinan saya adalah:
 1. Menikah 2. Belum Menikah 3. Janda/Duda 4. Bercerai
4. Tingkat pendidikan tertinggi saya adalah:
 1. Sekolah dasar
 2. Institut
 3. Sekolah Menengah
 4. Universitas
5. Bagaimana Anda menjadi pemilik perusahaan?
 1. Pendiri
 2. Milik bersama
 3. Diwarisi dari keluarga
 4. Usaha yang dibeli (bukan dari keluarga)
 5. Dipekerjakan atau dipromosikan oleh perusahaan
6. Saya memiliki _____ perusahaan / bisnis.
7. Posisi saya dalam bisnis ini adalah
 1. Pemilik dan CEO (Direktur Manajer)
 2. Pemilik dan manajer
 3. Pemilik tapi bukan manajer

Bagian Kedua: Latar Belakang Perusahaan

8. Jenis bisnis saya adalah
 1. Kuliner
 2. Fashion
 3. Pendidikan
 4. Agribisnis
 5. Lainnya (sebutkan) _____
9. Berapa banyak toko yang saat ini Anda miliki?
 1. 1 toko
 2. 2 toko

3. 3 toko atau lebih
10. Berapa banyak karyawan yang Anda miliki?
1. 1 Karyawan
 2. 2 - 3 karyawan
 3. 6 - 9 karyawan
 4. 10 karyawan dan di atasnya
11. Sudah berapa lama Anda terlibat dalam bisnis?
1. Satu tahun ke bawah
 2. 2 - 5 tahun
 3. 6 - 9 tahun
 4. 10 tahun ke atas
12. Pasar produk saya adalah:
1. Wilayah Sumatera Selatan
 2. Wilayah Sumatera
 3. Nasional
 4. Internasional

Bagian Ketiga: Orientasi Wirausaha

Pernyataan di bagian ini terkait dengan orientasi kewirausahaan di usaha Anda. Silahkan berikan jawaban untuk setiap pernyataan dengan menggunakan skala numerik berikut 1 (sangat tidak setuju), 2 (tidak setuju), 3 (netral), 4 (setuju) dan 5 (sangat setuju).

No	Pernyataan	Skala Numerik				
		1	2	3	4	5
12	Perusahaan kami selalu memperkenalkan layanan / produk / proses baru					
13	Perusahaan kami memberikan penekanan kuat pada produk / layanan baru dan inovatif					
14	Perusahaan kami telah meningkatkan jumlah layanan / produk yang ditawarkan selama dua tahun terakhir					
15	Perusahaan kami terus mengejar peluang baru					
16	Selama beberapa tahun terakhir, perubahan dalam proses bisnis, layanan dan lini produk kami sangat dramatis					
17	Ada hubungan yang kuat antara jumlah ide baru yang dihasilkan dan jumlah ide baru berhasil diimplementasikan					
18	Perusahaan kami menempatkan penekanan kuat pada perbaikan produk / layanan secara berkesinambungan					
19	Perusahaan kami percaya bahwa inovasi merupakan kebutuhan mutlak bagi masa depan bisnis					
20	Perusahaan kami sangat sering menjadi yang pertama dalam memperkenalkan produk baru					
21	Perusahaan kami biasanya melakukan tindakan yang responsif terhadap competitor					

22	Perusahaan kami terus mencari produk / layanan baru yang dibuat pesaing					
23	Perusahaan kami terus memantau tren pasar dan mengidentifikasi kebutuhan pelanggan masa depan					
24	Bila dihadapkan pada keputusan yang tidak pasti, perusahaan kami biasanya menggunakan keberanian untuk memaksimalkan kemungkinan memanfaatkan peluang					
25	Secara umum, perusahaan kami memiliki kecenderungan kuat terhadap proyek berisiko tinggi					
26	Karena lingkungan, bisnis kami percaya bahwa tindakan berani dan ekstensif diperlukan untuk mencapai tujuan bisnis					
27	Karyawan sering didorong untuk mengambil risiko yang diperhitungkan terkait gagasan baru					
28	Istilah "risk-taker" dianggap sebagai atribut positif bagi karyawan					
29	Karyawan kami memiliki cukup otonomi dalam pekerjaan mereka untuk melakukan pekerjaan mereka tanpa pengawasan terus-menerus					
30	Perusahaan memungkinkan karyawan kami untuk menjadi kreatif dan mencoba metode yang berbeda untuk melakukan pekerjaan					
31	Karyawan kami diperbolehkan membuat keputusan tanpa melalui prosedur pembenaran dan persetujuan yang rumit asalkan bermanfaat bagi bisnis					
32	Karyawan kami didorong untuk mengelola pekerjaan mereka sendiri dan memiliki fleksibilitas untuk menyelesaikan masalah					
33	Perusahaan sangat agresif dan sangat kompetitif					
34	Perusahaan secara efektif mengasumsikan pendekatan agresif untuk memerangi tren yang dapat mengancam kelangsungan hidup atau posisi kompetitif kita					
35	Perusahaan tahu ketika berada dalam bahaya bertindak terlalu agresif (ini bisa menyebabkan erosi reputasi bisnis atau membalas dendam oleh pesaing)					

Bagian Keempat: Solidaritas

Pernyataan di bagian ini terkait dengan solidaritas di usaha Anda. Silahkan berikan jawaban untuk setiap pernyataan dengan menggunakan skala numerik berikut 1 (sangat tidak setuju), 2 (tidak setuju), 3 (netral), 4 (setuju) dan 5 (sangat setuju).

No	Pernyataan	Skala Numerik				
		1	2	3	4	5
36	Perusahaan kami sering bepergian dengan seluruh karyawan					

37	Pemimpin perusahaan kami mengunjungi masing-masing divisi hanya melihat kinerja karyawan					
38	Perusahaan kami sering mengadakan pertemuan antar karyawan					
39	Sering mengadakan percakapan penting antara sesama karyawan sekaligus pemimpin dengan karyawan					
40	Perusahaan melakukan kegiatan yang bertujuan untuk mempertemukan pemimpin dengan karyawan					
41	Pimpinan sangat menghormati karyawan					
42	Karyawan menghormati pemimpin					
43	Karyawan merasa dekat dengan pemimpin					
44	Pimpinan perusahaan sangat mempercayai karyawan					
45	Pimpinan perusahaan sangat dekat dengan karyawan					
46	Sudah semestinya karyawan yang telah berjaya, dia harus mendukung kemajuan karyawan yang lainnya dalam suatu divisi					
47	Sudah semestinya seorang karyawan memperhatikan karyawan yang lain jika karyawan tersebut mengalami masalah					
48	Jika perusahaan mengalami masalah keuangan maka secara moral karyawan berani membantu perusahaan					
49	Karyawan selalu berusaha untuk tinggal berdekatan dengan perusahaan, tujuannya agar bisa memperhatikan perkembangan perusahaan					
50	Setiap karyawan memperhatikan perkembangan anggota karyawan divisi lainnya dan siap membantu jika divisi tersebut membutuhkan bantuan					
51	Jika perusahaan dalam keadaan darurat, setiap karyawan merasa berkewajiban membantu perusahaan tersebut walaupun dengan memotong gaji karyawan					
52	Perusahaan memusyawarahkan keputusan-keputusan bisnis yang penting dengan anggota karyawan yang lainnya					
53	Menjaga nama baik perusahaan adalah hal yang penting					
54	Perusahaan perlu memperhatikan pertimbangan-pertimbangan dalam mensejahterakan karyawan					
55	Dalam kegiatan memajukan perusahaan dimungkinkan karyawan ikut serta dalam pengambilan keputusan					
56	Perusahaan selalu mengadakan upacara untuk mempertemukan elemen yang ada di perusahaan					
57	Pada umumnya anggota karyawan perusahaan dalam keadaan sejahtera					
58	Jumlah karyawan perusahaan sangat banyak					
59	Perusahaan dihina maka karyawan akan lebih ikut merasakannya					

60	Seorang karyawan lebih mementingkan kepentingan perusahaan diatas kepentingan pribadinya					
61	Jika sebuah perusahaan memiliki satu keputusan tertentu maka karyawan tidak boleh dipengaruhi perusahaan yang lain					
62	Jika karyawan mempunyai suatu kebiasaan yang bertentangan dengan kebiasaan kebudayaan perusahaan maka karyawan harus meninggalkan kebudayaan dirinya					
63	Seorang karyawan yang ingin melakukan sesuatu untuk kepentingan dirinya harus dibicarakan kepada anggota perusahaan lainnya					

Bagian Kelima: Strategi Bisnis

Pernyataan di bagian ini terkait dengan strategi bisnis di usaha Anda. Silahkan berikan jawaban untuk setiap pernyataan dengan menggunakan skala numerik berikut 1 (sangat tidak setuju), 2 (tidak setuju), 3 (netral), 4 (setuju) dan 5 (sangat setuju).

No	Pernyataan	Skala Numerik				
		1	2	3	4	5
64	Perusahaan kami fokus pada produk khusus					
65	Perusahaan kami fokus pada rangkaian produk tertentu					
66	Perusahaan kami fokus pada pasar luar negeri yang spesifik					
67	Perusahaan kami fokus pada pelanggan asing yang spesifik					
68	Perusahaan kami fokus pada produk baru					
69	Perusahaan kami konsentrasi pada kualitas produk					
70	Perusahaan kami konsentrasi pada kemasannya					
71	Perusahaan kami konsentrasi pada desain dan gaya.					
72	Perusahaan kami konsentrasi pada keunikan produk					
73	Perusahaan kami konsentrasi pada memaksimalkan nilai produk yang dirasakan					
74	Perusahaan kami konsentrasi untuk mengadopsi harga yang kompetitif					
75	Perusahaan kami konsentrasi untuk menciptakan saluran distribusi baru					
76	Perusahaan kami konsentrasi pada peningkatan periklanan dan promosi					
77	Perusahaan kami konsentrasi pada pembangunan nama perusahaan					
78	Perusahaan kami konsentrasi mengupdate barisan produk					
79	Perusahaan kami menyediakan pengiriman produk cepat					
80	Perusahaan kami memberikan respon yang cepat terhadap pesanan pelanggan					

81	Tawarkan layanan pelanggan yang luas					
82	Kontak pribadi dengan distributor luar negeri					
83	Perusahaan menyediakan layanan yang berkualitas					
84	Keunggulan teknologi baru					
85	Perusahaan selalu fokus pada produk inovatif baru					
86	Perusahaan menggunakan teknologi komunikasi mutakhir					
87	Perusahaan memperbaiki proses produk					
88	Perusahaan memperbaiki produk yang ada					
89	Perusahaan membeli bahan dalam volume besar					
90	Menghasilkan produksi dalam jumlah besar					
91	Terbatasnya berbagai produk					
92	Perusahaan memaksimalkan skala ekonomi					
93	Perusahaan menjual produk dengan harga anggaran					

Bagian Keenam: Kinerja Perusahaan

Pernyataan di bagian ini terkait dengan kinerja perusahaan di usaha Anda. Silahkan berikan jawaban untuk setiap pernyataan dengan menggunakan skala numerik berikut 1 (sangat tidak setuju), 2 (tidak setuju), 3 (netral), 4 (setuju) dan 5 (sangat setuju).

No	Pernyataan	Skala Numerik				
		1	2	3	4	5
Berdasarkan tahun terakhir (atau sejak pendiriannya), bisnis Anda						
94	Tingkat pertumbuhan penjualan					
95	Pertumbuhan lapangan kerja					
96	Pertumbuhan laba kotor					
97	Pengembalian aset					
98	Laba atas investasi					

Terima kasih banyak
Atas partisipasi dan kerja sama anda

APPENDIX 2

The Standardization Data of Outliers

ZTotalFP	ZTotalEO	ZTotalSY	ZTotalBS
-0.67068	-0.44897	0.00658	0.10065
-0.17051	-2.26426	-0.76582	-1.93782
-1.17084	0.2985	-0.37962	-0.03994
0.32965	0.83241	0.19968	-0.32111
-1.17084	0.08494	0.48933	0.10065
-0.17051	-0.02184	0.87553	0.4521
-0.17051	0.51207	-0.18652	-0.18052
-0.67068	0.2985	-0.37962	-0.03994
0.82982	-0.23541	-1.05547	-0.60227
0.32965	0.93919	0.68243	-0.11023
-0.17051	-1.30322	-0.57272	0.17094
-0.67068	0.83241	0.19968	-0.32111
1.32998	-0.02184	-2.02097	-1.09432
-0.17051	0.51207	1.06863	1.15502
1.83015	1.04598	1.35828	0.87386
-0.17051	-2.26426	-0.76582	-1.93782
0.82982	-0.23541	-1.05547	-0.60227
-2.17117	-0.34219	0.10313	-0.53198
0.32965	0.83241	1.16518	0.87386
-1.17084	0.08494	0.48933	0.10065
-0.17051	-0.76931	-0.08997	-0.53198
0.82982	2.32736	1.64793	1.85794
0.32965	-0.44897	-1.53822	-0.60227
-0.67068	-1.30322	-0.37962	-0.53198
-0.17051	-0.55575	-0.28307	0.17094
-0.17051	1.15276	1.16518	0.5224
1.32998	-0.12862	-2.02097	-1.09432
-0.67068	-1.73035	-0.57272	-1.44578
-0.17051	0.40529	1.35828	1.01444
-1.17084	-0.02184	0.87553	0.4521
-1.17084	-1.73035	-0.57272	-1.44578
1.32998	-0.12862	-2.02097	-1.09432
0.32965	0.93919	0.68243	-0.11023
-0.67068	-0.76931	-0.08997	-0.60227
0.82982	-0.44897	-1.53822	-0.60227
0.82982	2.32736	1.64793	1.85794

Continuation ...

-0.67068	-0.76931	-0.08997	-0.53198
-0.67068	0.51207	-0.18652	-0.18052
1.83015	-0.02184	-0.57272	2.2094
0.32965	0.83241	1.16518	0.87386
-2.17117	-0.34219	0.10313	-0.53198
1.83015	1.04598	1.35828	0.87386
-0.17051	0.51207	1.06863	1.15502
1.83015	-0.02184	-0.57272	2.2094



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APPENDIX 3

Normality Test

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Total Firm Performance	44	100.0%	0	0.0%	44	100.0%
Total Business Strategy	44	100.0%	0	0.0%	44	100.0%
Total Entrepreneurial Orientation	44	100.0%	0	0.0%	44	100.0%
Total Solidarity	44	100.0%	0	0.0%	44	100.0%

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Total Firm Performance	.159	44	.007	.955	44	.082
Total Business Strategy	.114	44	.178	.966	44	.216
Total Entrepreneurial Orientation	.099	44	.200*	.965	44	.205
Total Solidarity	.085	44	.200*	.961	44	.142

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Descriptives

		Statistic	Std. Error	
Total Firm Performance	Mean	16.3409	.30141	
	95% Confidence Interval for Mean	Lower Bound	15.7331	
		Upper Bound	16.9488	
	5% Trimmed Mean	16.3687		
	Median	16.0000		
	Variance	3.997		
	Std. Deviation	1.99934		
	Minimum	12.00		
	Maximum	20.00		
	Range	8.00		
	Interquartile Range	3.00		
	Skewness	.090	.357	
	Kurtosis	-.222	.702	
Total Entrepreneurial Orientation	Mean	83.2045	1.41181	
	95% Confidence Interval for Mean	Lower Bound	80.3574	
		Upper Bound	86.0517	
	5% Trimmed Mean	83.2020		
	Median	83.0000		
	Variance	87.701		
	Std. Deviation	9.36490		
	Minimum	62.00		
	Maximum	105.00		
	Range	43.00		
	Interquartile Range	11.25		
	Skewness	-.153	.357	
	Kurtosis	.635	.702	
Total Solidarity	Mean	99.9318	1.56143	
	95% Confidence Interval for Mean	Lower Bound	96.7829	
		Upper Bound	103.0807	
	5% Trimmed Mean	100.1616		
	Median	99.0000		
	Variance	107.274		
	Std. Deviation	10.35733		
	Minimum	79.00		
	Maximum	117.00		
	Range	38.00		
	Interquartile Range	15.00		

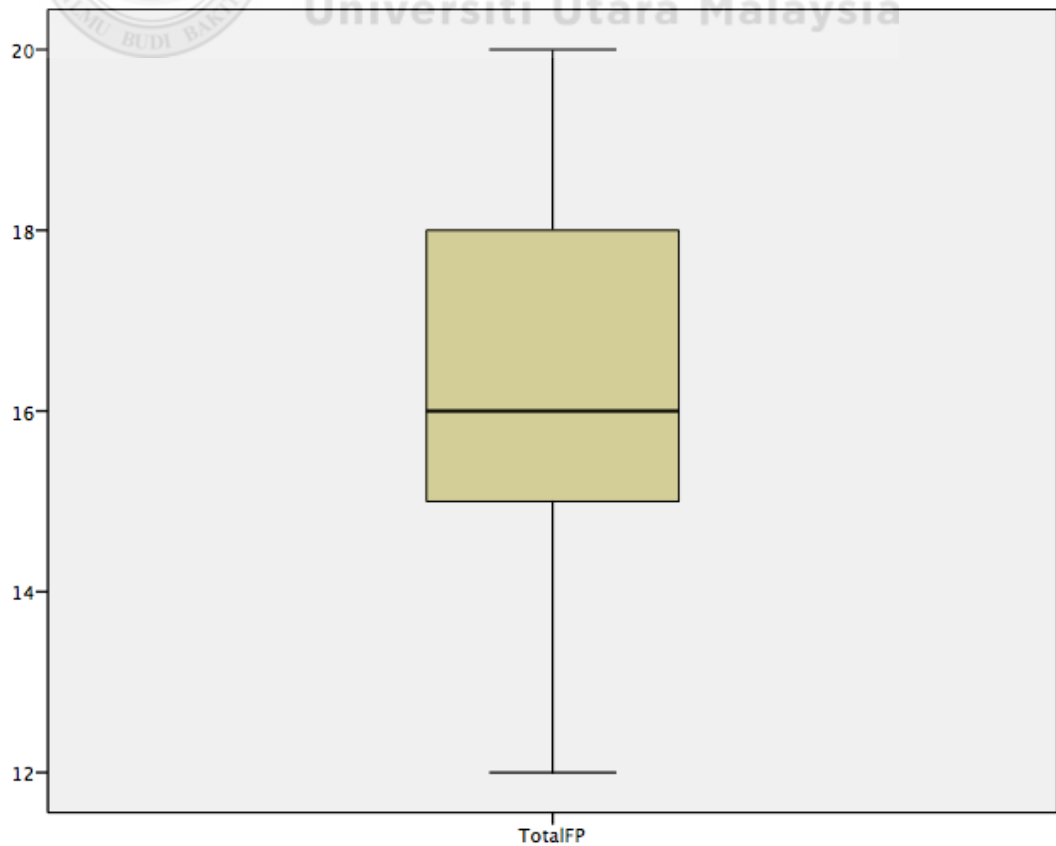
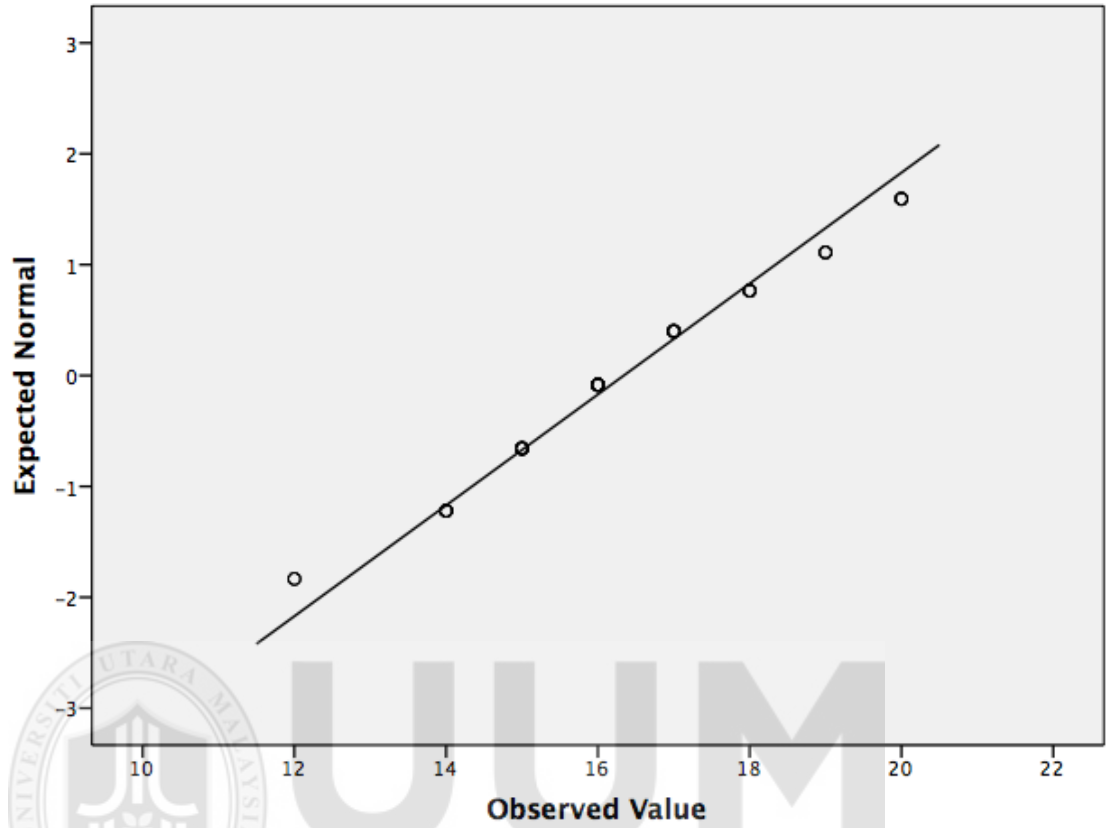
	Skewness		-0.257	.357
	Kurtosis		-0.551	.702
Total Business Strategy	Mean		105.5682	2.14471
	95% Confidence Interval for Mean	Lower Bound	101.2430	
		Upper Bound	109.8934	
	5% Trimmed Mean		105.3434	
	Median		104.0000	
	Variance		202.391	
	Std. Deviation		14.22640	
	Minimum		78.00	
	Maximum		137.00	
	Range		59.00	
	Interquartile Range		19.75	
	Skewness		.367	.357
	Kurtosis		.012	.702



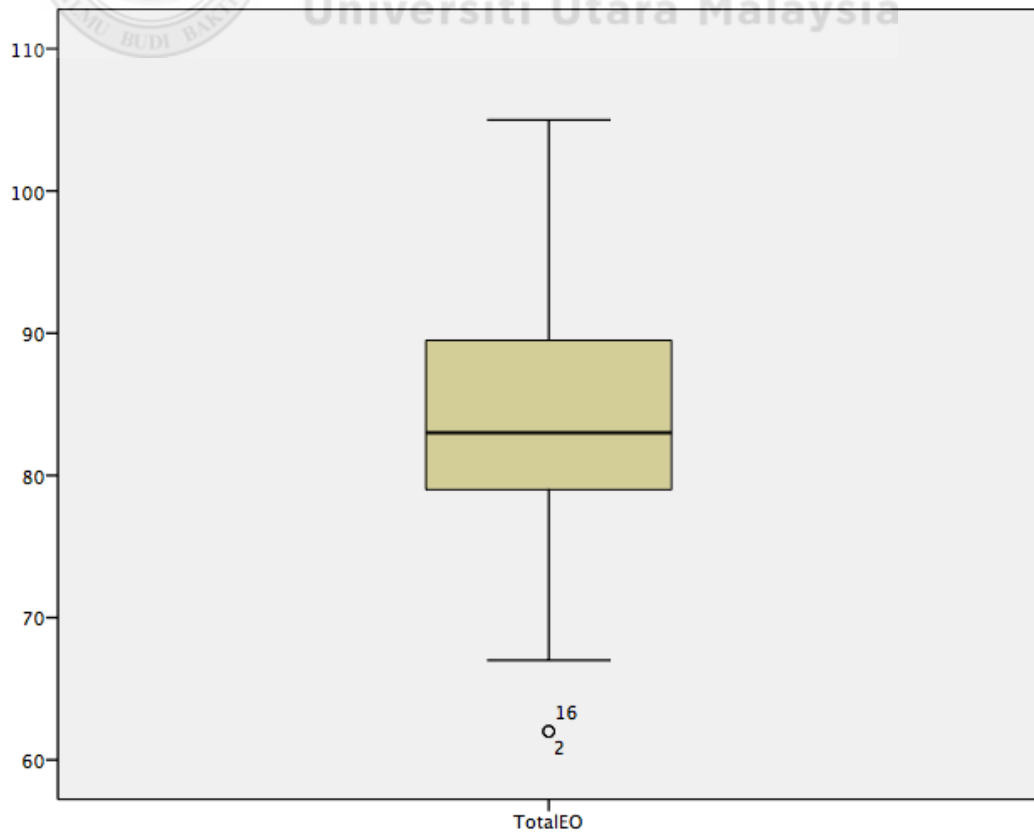
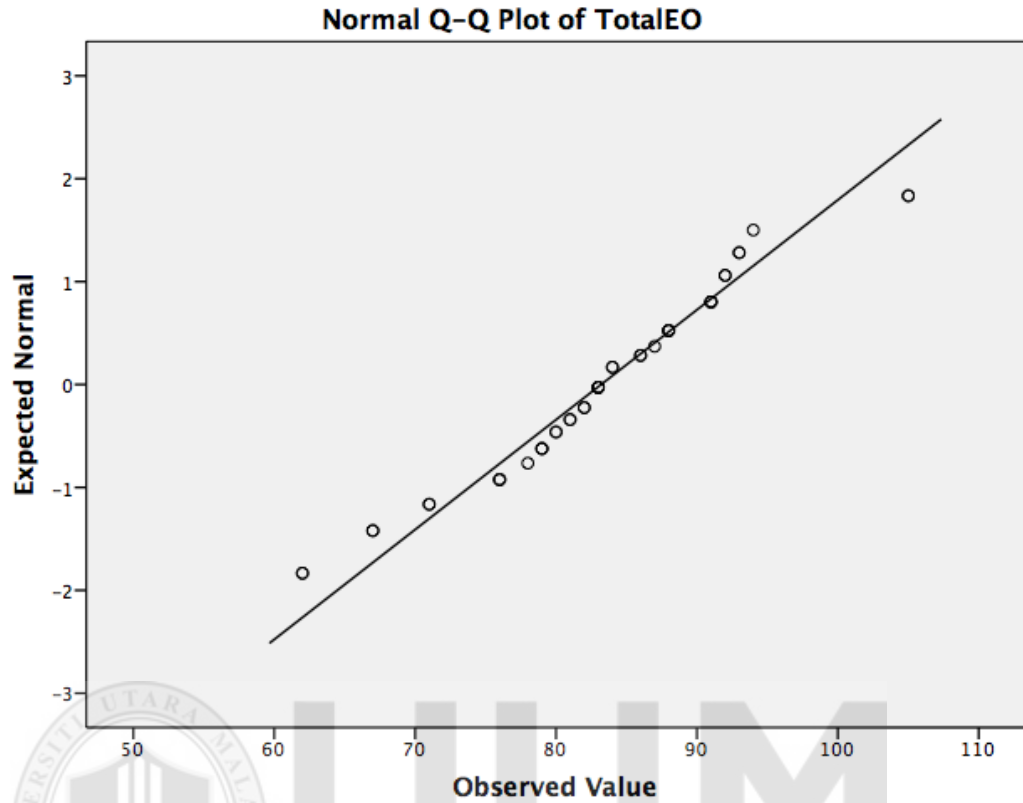
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Firm Performance

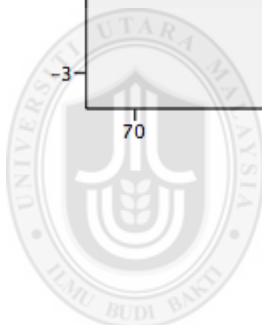
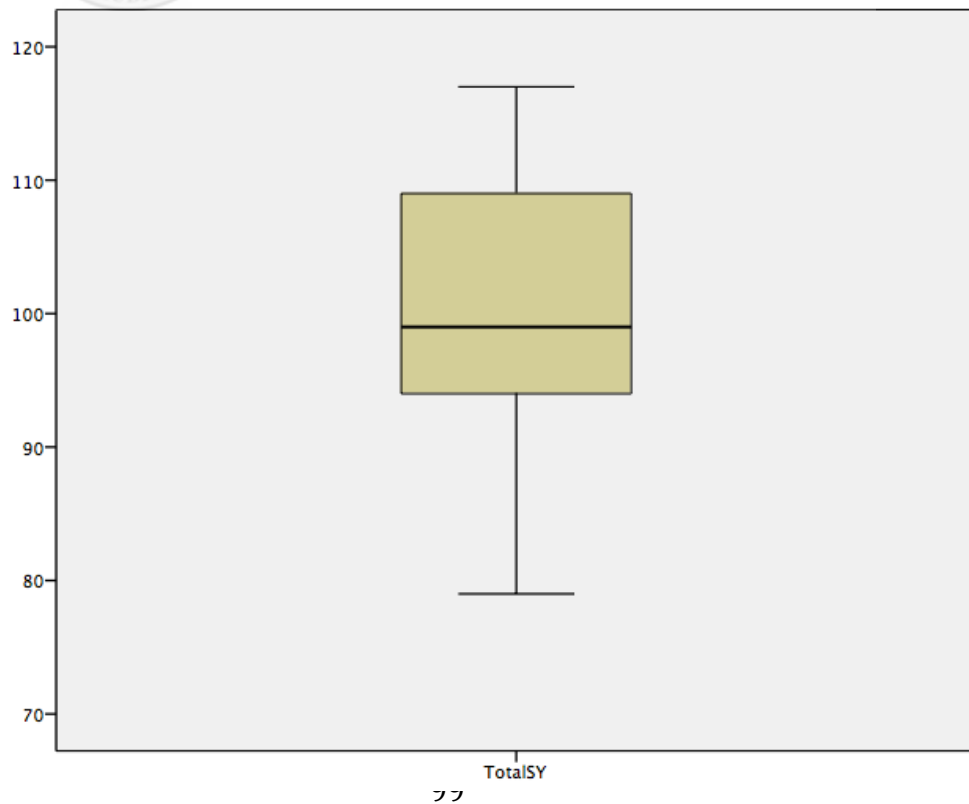
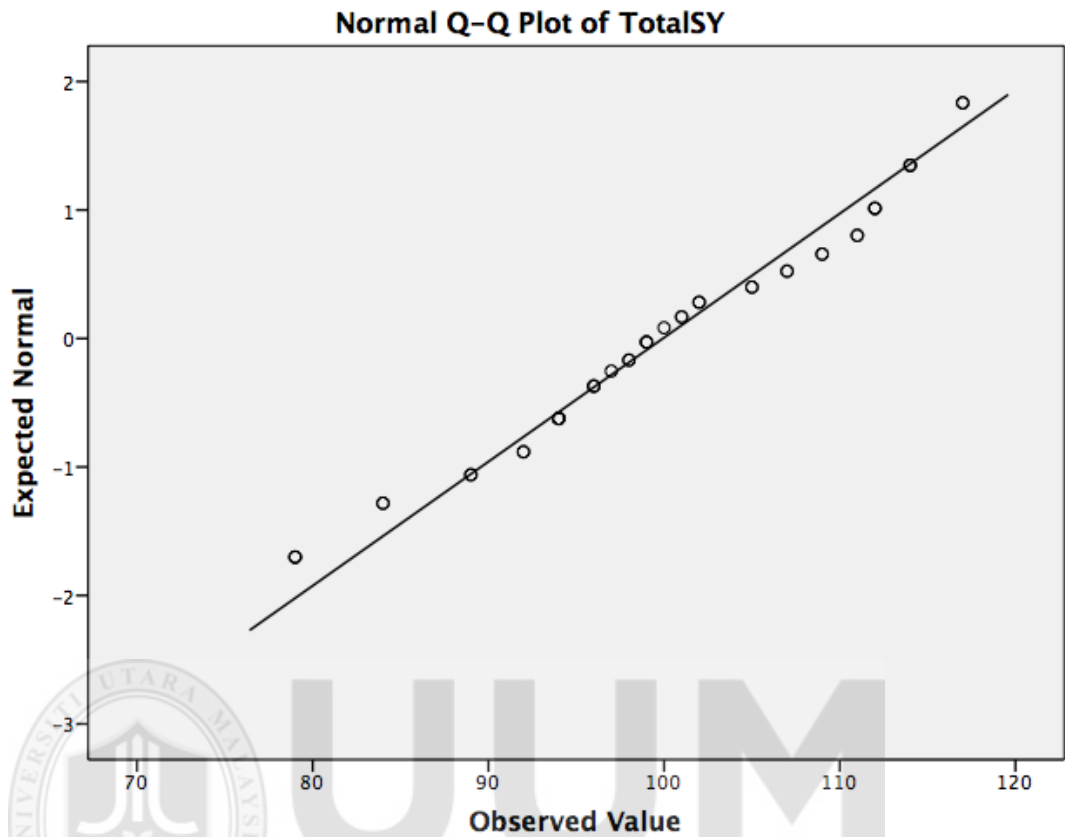
Normal Q-Q Plot of TotalFP



Entrepreneurial Orientation

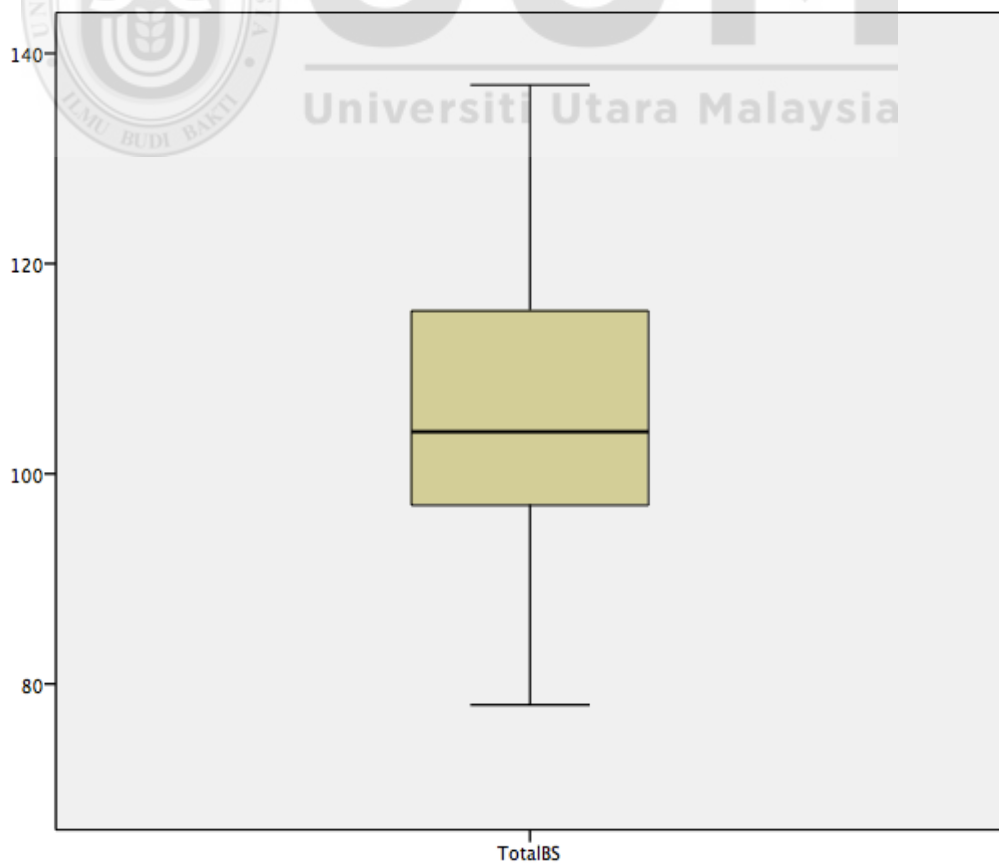
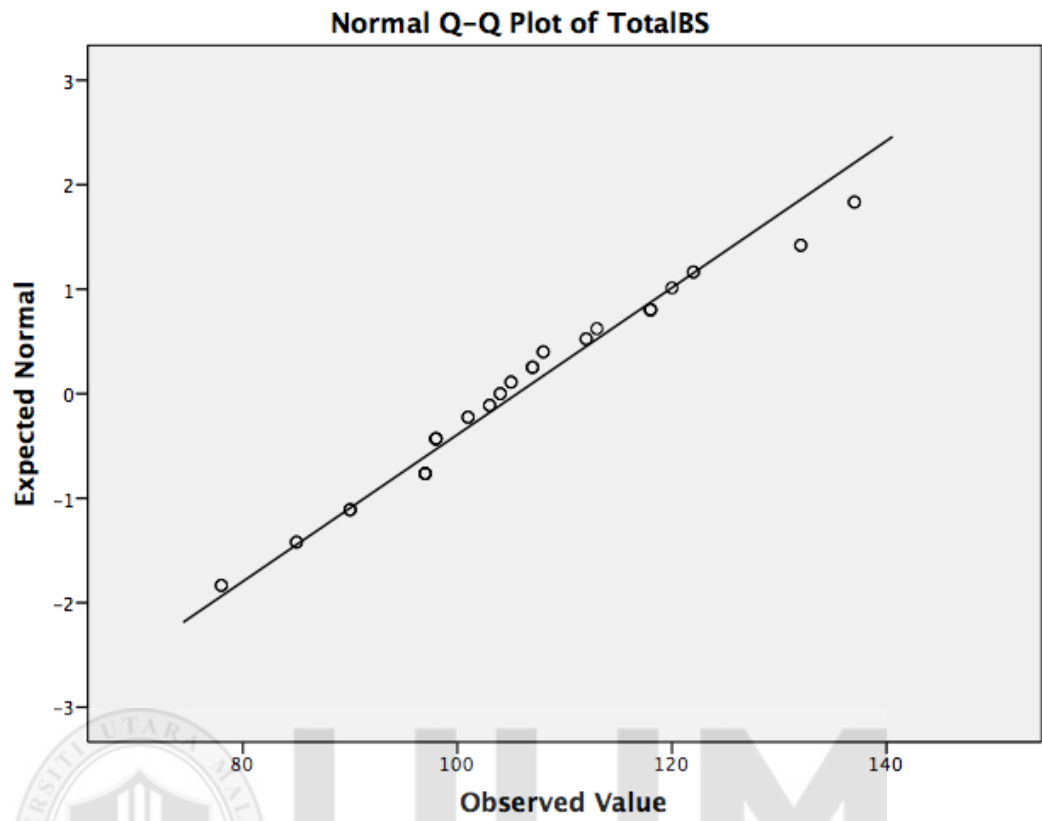


Solidarity



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Business Strategy



APPENDIX 4

Linearity Test

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	66.447	3	22.149	8.403	.000 ^b
Residual	105.440	40	2.636		
Total	171.886	43			

a. Dependent Variable: Total Firm Performance (TotalFP)

b. Predictors: (Constant), Total Business Strategy (TotalBS), Total Solidarity (TotalSY), Total Entrepreneurial Orientation (TotalEO)

APPENDIX 5

Correlation Analysis

Correlations

		TotalFP	TotalEO	TotalSY	TotalBS
Total FP	Pearson Correlation	1	.319*	-.132	.334*
	Sig. (1-tailed)		.017	.196	.013
	N	44	44	44	44
Total EO	Pearson Correlation	.319*	1	.608**	.697**
	Sig. (1-tailed)	.017		.000	.000
	N	44	44	44	44
Total SY	Pearson Correlation	-.132	.608**	1	.643**
	Sig. (1-tailed)	.196	.000		.000
	N	44	44	44	44
Total BS	Pearson Correlation	.334*	.697**	.643**	1
	Sig. (1-tailed)	.013	.000	.000	
	N	44	44	44	44

*. Correlation is significant at the 0.05 level (1-tailed).

** . Correlation is significant at the 0.01 level (1-tailed).

APPENDIX 6

Regression Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.622 ^a	.387	.341	1.62357	2.547

a. Predictors: (Constant), TotalBS, TotalSY, TotalEO

b. Dependent Variable: TotalFP

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	66.447	3	22.149	8.403	.000 ^b
Residual	105.440	40	2.636		
Total	171.886	43			

a. Dependent Variable: Total Firm Performance (TotalFP)

b. Predictors: (Constant), Total Business Strategy (TotalBS), Total Solidarity (TotalSY), Total Entrepreneurial Orientation (TotalEO)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	15.325	2.581		5.937	.000		
	TotalEO	.082	.039	.384	2.129	.039	.471	2.123
	TotalSY	-.134	.033	-.696	-4.122	.000	.537	1.862
	TotalBS	.072	.026	.514	2.748	.009	.438	2.283

a. Dependent Variable: TotalFP