

## Lampiran 1. Kuisisioner



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### KUESIONER PENELITIAN

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Kepada Yth.

Bpk/Ibu/Sdr. Responden

di Surakarta

Saya Akan Melakukan Penelitian Dengan Judul: Analisis Pengaruh Penerapan Unsur-Unsur Manajemen Kualitas Mutu Pada Kinerja Operasional. Untuk itu saya mohon ketersediaan Bpk/Ibu/Sdr mengisi kuisisioner dengan apa adanya. Jawaban akan dirahasiakan oleh peneliti.

Atas perhatian dan kerjasamanya saya ucapkan terima kasih.

Hormat Saya,

Andhika Wahyu Pratama

NIM. 15170426L

**BIODATA RESPONDEN**

Mohon memberikan tanda (✓) pada pilihan di bawah ini.

Nama (Opsional) :

Jenis Kelamin :  Perempuan  Laki-Laki

Usia :  20 s/d 30 tahun  41 s/d 50 tahun  
 31 s/d 40 tahun  >50 tahun

Pendidikan :  SMA/SMK  Diploma  Sarjana  
 Profesi  Magister

**PETUNJUK MENJAWAB**

Mohon memberikan tanda (✓) pada pilihan di bawah ini. Keterangan:

SS = Sangat Setuju      CS = Cukup Setuju      STS = Sangat  
Tidak Setuju  
S = Setuju      TS = Tidak Setuju

## KUESIONER PENELITIAN

No.	Pernyataan	SS	S	CS	TS	STS
FP1	Perusahaan anda mengumpulkan keluhan pelanggan sebagai dasar untuk melakukan perbaikan.					
FP2	Perusahaan anda memperhatikan keluhan terkait dengan kualitas.					
FP3	Perusahaan anda melakukan survey kepuasan pelanggan terhadap perusahaan.					
FP4	Perusahaan anda menerapkan fokus pelanggan dalam jangka panjang.					
OK1	Perusahaan anda selalu tepat waktu dalam memenuhi pesanan pelanggan.					
OK2	Perusahaan anda melakukan evaluasi pelayanan setiap periode					
OK3	Perusahaan anda bersifat responsif jika terdapat ketidaksesuaian produk yang dihasilkan					
PB1	Perusahaan anda mempertimbangkan masukan pelanggan sebagai masukan untuk perbaikan sistem.					
PB2	Perusahaan anda melakukan pemantauan terhadap perubahan masalah yang terjadi di perusahaan					
PB3	Manajer anda melakukan evaluasi ulang untuk mencegah kesalahan yang berdampak pada sistem.					

PB4	Perusahaan anda melakukan perbaikan baik pada sistem maupun operasional di perusahaan.					
PP1	Perusahaan anda memperhatikan jenis pendidikan dan latihan yang diberikan pada karyawan.					
PP2	Perusahaan anda memberikan motivasi kerja sebagai bekal semangat dalam bekerja.					
PP3	Perusahaan anda memberikan pelatihan dan pengembangan keterampilan kepada semua karyawan.					
PP4	Perusahaan anda memberikan disiplin kerja dengan tujuan untuk mempertahankan kegiatan operasional di perusahaan.					
KK1	Perusahaan anda melibatkan karyawan dalam pengambilan keputusan					
KK2	Perusahaan anda sering melakukan komunikasi antar karyawan.					
KK3	Perusahaan anda melibatkan semua karyawan dalam proses peningkatan aspek kualitas					
KK4	Perusahaan anda memberikan penghargaan dan pengakuan kerja pada karyawan yang bekerja keras.					
KT1	Adanya kerjasama antar divisi kerja di perusahaan					
KT2	Adanya keakraban antar karyawan di perusahaan					

KT3	Adanya komunikasi antar karyawan di perusahaan					
KT4	Adanya motivasi kerja karyawan di perusahaan					
KO1	Perusahaan Kami mampu mencapai pangsa pasar ( <i>market share</i> ) yang telah ditargetkan.					
KO2	Perusahaan kami meningkatkan produkifitas ketika naiknya permintaan					
KO3	Perusahaan kami mampu menawarkan kualitasbproduk/jasa yang sesuai dengan persepsi pelanggan.					
KO4	Perusahaan kami mengalami perubahan pada aset tak berwujud untuk meningkatkan nilai perusahaan					
KO5	Perusahaan kami mampu memenuhi kebutuhan pelanggan.					





N o	FP 1	FP 2	FP 3	FP 4	O K 1	O K 2	O K 3	P B1	P B2	P B3	P B4	PP 1	PP 2	PP 3	PP 4	K K 1	K K 2	K K 3	K K 4	K T1	K T2	K T3	K T4	K O 1	K O 2	K O 3	K O 4	K O 5	
27	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	4	4	5	5	5	5	4	4	4	4	4
28	4	5	5	5	4	5	5	4	4	4	4	5	5	5	5	4	4	4	5	4	4	4	4	5	4	4	4	5	
29	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	4	4	
30	4	4	5	5	4	4	4	5	5	5	5	4	4	4	4	3	3	3	3	5	5	5	5	4	4	4	4	4	
31	4	5	4	4	5	4	5	5	5	5	5	4	5	4	5	4	4	4	4	5	4	4	5	5	4	5	5	5	
32	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	5	4	4	4	4	4	
33	3	4	3	3	4	4	4	4	3	3	4	5	5	5	5	5	5	5	5	4	5	5	4	4	4	4	4	5	
34	5	5	5	5	5	5	5	4	4	4	4	4	4	4	4	5	4	5	4	4	4	4	4	4	4	4	5	5	
35	4	4	4	4	4	4	4	4	4	4	4	5	5	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4	
36	4	4	4	4	4	4	4	4	4	4	4	5	4	4	5	4	4	4	4	4	5	4	4	4	4	4	4	4	
37	3	3	3	3	3	4	3	4	4	4	4	5	5	5	5	5	4	5	4	4	4	4	4	5	4	5	4	4	
38	5	4	4	5	5	4	3	3	3	3	3	4	3	3	3	4	4	4	4	3	3	3	3	3	3	3	3	4	4
39	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	4	4	5	4	4	5	4	4	4	4	4	



N <sub>0</sub>	FP 1	FP 2	FP 3	FP 4	O K1	O K2	O K3	PB 1	PB 2	PB 3	PB 4	PP 1	PP 2	PP 3	PP 4	K K1	K K2	K K3	K K4	K T1	K T2	K T3	K T4	K O1	K O2	K O3	K O4	K O5	
40	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	4	5	4	5	5	4	5	5	5	5	5	5
41	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	4	4	4	4	3	3	3	3	4	4	4	4	4	4
42	5	5	5	5	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
43	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	5	5	5	5	5	5	4	5	4	4	4	4	4	4

### Lampiran 3. Analisa deskriptif responden

Jenis Kelamin	Jumlah	Presentase
Laki-laki	33	76.7%
Perempuan	10	23.3%
Total	43	100%

Usia (Tahun)	Jumlah	Presentase
<20 <sup>th</sup>	2	4.7%
21 <sup>th</sup> -30 <sup>th</sup>	23	53.5%
31 <sup>th</sup> -40 <sup>th</sup>	18	41.8%
Total	43	100%

No	Pendidikan Terakhir	Jumlah	Persentase
1	SMA / SMK	2	4.7%
2	Profesi	0	0%
3	Diploma	29	67.4%
4	Magister	0	0%
5	Sarjana	12	27.9%
Total		43	100%

## Lampiran 4. Uji Validitas

		Correlations				
		FP1	FP2	FP3	FP4	EXFP
FP1	Pearson Correlation	1	.634**	.596**	.818**	.884**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	43	43	43	43	43
FP2	Pearson Correlation	.634**	1	.661**	.566**	.812**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	43	43	43	43	43
FP3	Pearson Correlation	.596**	.661**	1	.812**	.870**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	43	43	43	43	43
FP4	Pearson Correlation	.818**	.566**	.812**	1	.922**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	43	43	43	43	43
EXFP	Pearson Correlation	.884**	.812**	.870**	.922**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	43	43	43	43	43

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

		Correlations			
		OK1	OK2	OK3	EXOK
OK1	Pearson Correlation	1	.684**	.853**	.920**
	Sig. (2-tailed)		.000	.000	.000
	N	43	43	43	43
OK2	Pearson Correlation	.684**	1	.748**	.884**
	Sig. (2-tailed)	.000		.000	.000
	N	43	43	43	43
OK3	Pearson Correlation	.853**	.748**	1	.947**
	Sig. (2-tailed)	.000	.000		.000
	N	43	43	43	43
EXOK	Pearson Correlation	.920**	.884**	.947**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	43	43	43	43

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

## Correlations

		PB1	PB2	PB3	PB4	EXPB
PB1	Pearson Correlation	1	.896**	.688**	.770**	.908**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	43	43	43	43	43
PB2	Pearson Correlation	.896**	1	.810**	.691**	.925**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	43	43	43	43	43
PB3	Pearson Correlation	.688**	.810**	1	.901**	.929**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	43	43	43	43	43
PB4	Pearson Correlation	.770**	.691**	.901**	1	.914**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	43	43	43	43	43
EXPB	Pearson Correlation	.908**	.925**	.929**	.914**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	43	43	43	43	43

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

## Correlations

		PP1	PP2	PP3	PP4	EXPP
PP1	Pearson Correlation	1	.735**	.642**	.770**	.862**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	43	43	43	43	43
PP2	Pearson Correlation	.735**	1	.831**	.785**	.931**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	43	43	43	43	43
PP3	Pearson Correlation	.642**	.831**	1	.770**	.902**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	43	43	43	43	43
PP4	Pearson Correlation	.770**	.785**	.770**	1	.919**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	43	43	43	43	43
EXPP	Pearson Correlation	.862**	.931**	.902**	.919**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	43	43	43	43	43

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

		<b>Correlations</b>				
		KK1	KK2	KK3	KK4	EXKK
KK1	Pearson Correlation	1	.689**	.507**	.746**	.873**
	Sig. (2-tailed)		.000	.001	.000	.000
	N	43	43	43	43	43
KK2	Pearson Correlation	.689**	1	.711**	.595**	.877**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	43	43	43	43	43
KK3	Pearson Correlation	.507**	.711**	1	.540**	.801**
	Sig. (2-tailed)	.001	.000		.000	.000
	N	43	43	43	43	43
KK4	Pearson Correlation	.746**	.595**	.540**	1	.850**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	43	43	43	43	43
EXKK	Pearson Correlation	.873**	.877**	.801**	.850**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	43	43	43	43	43

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

		Correlations				
		KT1	KT2	KT3	KT4	EXKT
KT1	Pearson Correlation	1	.608**	.687**	.846**	.888**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	43	43	43	43	43
KT2	Pearson Correlation	.608**	1	.847**	.617**	.873**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	43	43	43	43	43
KT3	Pearson Correlation	.687**	.847**	1	.617**	.894**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	43	43	43	43	43
KT4	Pearson Correlation	.846**	.617**	.617**	1	.873**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	43	43	43	43	43
EXKT	Pearson Correlation	.888**	.873**	.894**	.873**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	43	43	43	43	43

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

		<b>Correlations</b>					
		KO1	KO2	KO3	KO4	KO5	EXKO
KO1	Pearson Correlation	1	.561**	.671**	.526**	.505**	.834**
	Sig. (2-tailed)		.000	.000	.000	.001	.000
	N	43	43	43	43	43	43
KO2	Pearson Correlation	.561**	1	.561**	.426**	.505**	.778**
	Sig. (2-tailed)	.000		.000	.004	.001	.000
	N	43	43	43	43	43	43
KO3	Pearson Correlation	.671**	.561**	1	.526**	.280	.778**
	Sig. (2-tailed)	.000	.000		.000	.069	.000
	N	43	43	43	43	43	43
KO4	Pearson Correlation	.526**	.426**	.526**	1	.549**	.786**
	Sig. (2-tailed)	.000	.004	.000		.000	.000
	N	43	43	43	43	43	43
KO5	Pearson Correlation	.505**	.505**	.280	.549**	1	.724**
	Sig. (2-tailed)	.001	.001	.069	.000		.000
	N	43	43	43	43	43	43
EXKO	Pearson Correlation	.834**	.778**	.778**	.786**	.724**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	43	43	43	43	43	43

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



## Lampiran 5. Uji Reliabilitas

### Case Processing Summary

		N	%
Cases	Valid	43	100.0
	Excluded <sup>a</sup>	0	.0
	Total	43	100.0

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

### Reliability Statistics

Cronbach's Alpha	N of Items
.894	4

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
FP1	12.49	2.303	.778	.860
FP2	12.47	2.636	.677	.895
FP3	12.58	2.583	.779	.862
FP4	12.49	2.208	.846	.833

### Case Processing Summary

		N	%
Cases	Valid	43	100.0
	Excluded <sup>a</sup>	0	.0
	Total	43	100.0

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

### Reliability Statistics

Cronbach's Alpha	N of Items
.905	3

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OK1	8.40	1.388	.823	.856
OK2	8.35	1.423	.745	.920
OK3	8.47	1.255	.871	.812

**Case Processing Summary**

		N	%
Cases	Valid	43	100.0
	Excluded <sup>a</sup>	0	.0
	Total	43	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.938	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PB1	12.51	2.732	.842	.923
PB2	12.49	2.542	.861	.916
PB3	12.53	2.493	.865	.916
PB4	12.56	2.681	.848	.921

**Case Processing Summary**

		N	%
Cases	Valid	43	100.0
	Excluded <sup>a</sup>	0	.0
	Total	43	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.925	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PP1	12.74	3.195	.770	.921
PP2	12.67	2.701	.868	.888
PP3	12.67	2.891	.821	.904
PP4	12.77	2.849	.852	.893

**Case Processing Summary**

		N	%
Cases	Valid	43	100.0
	Excluded <sup>a</sup>	0	.0
	Total	43	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.873	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KK1	12.86	2.218	.753	.827
KK2	12.77	2.326	.775	.818
KK3	12.93	2.543	.658	.863
KK4	12.86	2.361	.726	.837

**Case Processing Summary**

		N	%
Cases	Valid	43	100.0
	Excluded <sup>a</sup>	0	.0
	Total	43	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.905	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KT1	12.91	2.229	.800	.872
KT2	12.86	2.218	.768	.883
KT3	12.86	2.171	.806	.869
KT4	12.86	2.218	.768	.883

**Case Processing Summary**

		N	%
Cases	Valid	43	100.0
	Excluded <sup>a</sup>	0	.0
	Total	43	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.839	5

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KO1	17.00	2.190	.725	.783
KO2	17.00	2.286	.642	.806
KO3	17.00	2.286	.642	.806
KO4	16.91	2.182	.635	.809
KO5	16.93	2.400	.570	.825

## Lampiran 6. Uji Regresi Linear Berganda

Model	Variables Entered	Variables Removed	Method
1	EXKT, EXFP, EXKK, EXPB, EXPP, EXOK <sup>b</sup>	.	Enter

a. Dependent Variable: EXKO

b. All requested variables entered.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 <sup>a</sup>	.750	.708	.997

a. Predictors: (Constant), EXKT, EXFP, EXKK, EXPB, EXPP, EXOK

b. Dependent Variable: EXKO

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	107.317	6	17.886	17.987	.000 <sup>b</sup>
	Residual	35.799	36	.994		
	Total	143.116	42			

a. Dependent Variable: EXKO

b. Predictors: (Constant), EXKT, EXFP, EXKK, EXPB, EXPP, EXOK

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.294	2.104		2.041	.049
	EXFP	.270	.117	.299	2.313	.027
	EXOK	-.184	.151	-.170	-1.223	.229
	EXPB	.572	.081	.661	7.081	.000
	EXPP	.232	.104	.283	2.231	.032
	EXKK	.250	.106	.272	2.369	.023
	EXKT	-.177	.097	-.187	-1.812	.078

a. Dependent Variable: EXKO