

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1. Conclusion

According to the data analysis and discussion in the chapter IV, finally the research objectives in the first chapter can be answered:

1. The first research objectives is to identify the external and internal environment of construction industry in Yogyakarta. From the data analysis and discussion for external environment, it can be concluded that respondents agree that there are many new competitors in construction industry in Yogyakarta, followed with the high level of rivalry among existing contractors in Yogyakarta and high level of client's bargain power. Also, it can be concluded that respondents have a good relationship with design and consulting firms, suppliers, and clients. Meanwhile, in the data analysis and discussion for internal environment, it can be concluded that contractors have a high degree of advantage in the site progress management along with a good reputation in their business.
2. The second research objectives is to identify the competitive strategy that have been applied by contractors in Yogyakarta. From the data analysis and discussion, it can be concluded that contractors are emphasized more in cost leadership strategy and differentiation strategy rather than focus strategy and growth strategy. The most competitive strategies that contractors have been

applied are offering higher quality of product and emphasize in building company's reputation.

3. The last research objectives is to examine the relationship between competitive strategy and contractors' performance. From the data analysis and discussion, in overall the competitive strategy have positively related to the contractors' performance but only give a little contribution, with the correlation coefficient is 0,111. The data analysis also shows that building company's reputation and conducting an incentive program for productivity improvement or resource savings as the most effective strategy behaviors which able to helps contractors to achieve growth in contract awards, gain higher profit, achieve a better cost performance and quality performance in works, and also gain a better relationship with external parties such as subcontractors, clients, and suppliers. By choosing appropriate competitive strategy behavior, contractors are able to gain a superior performance in their work.

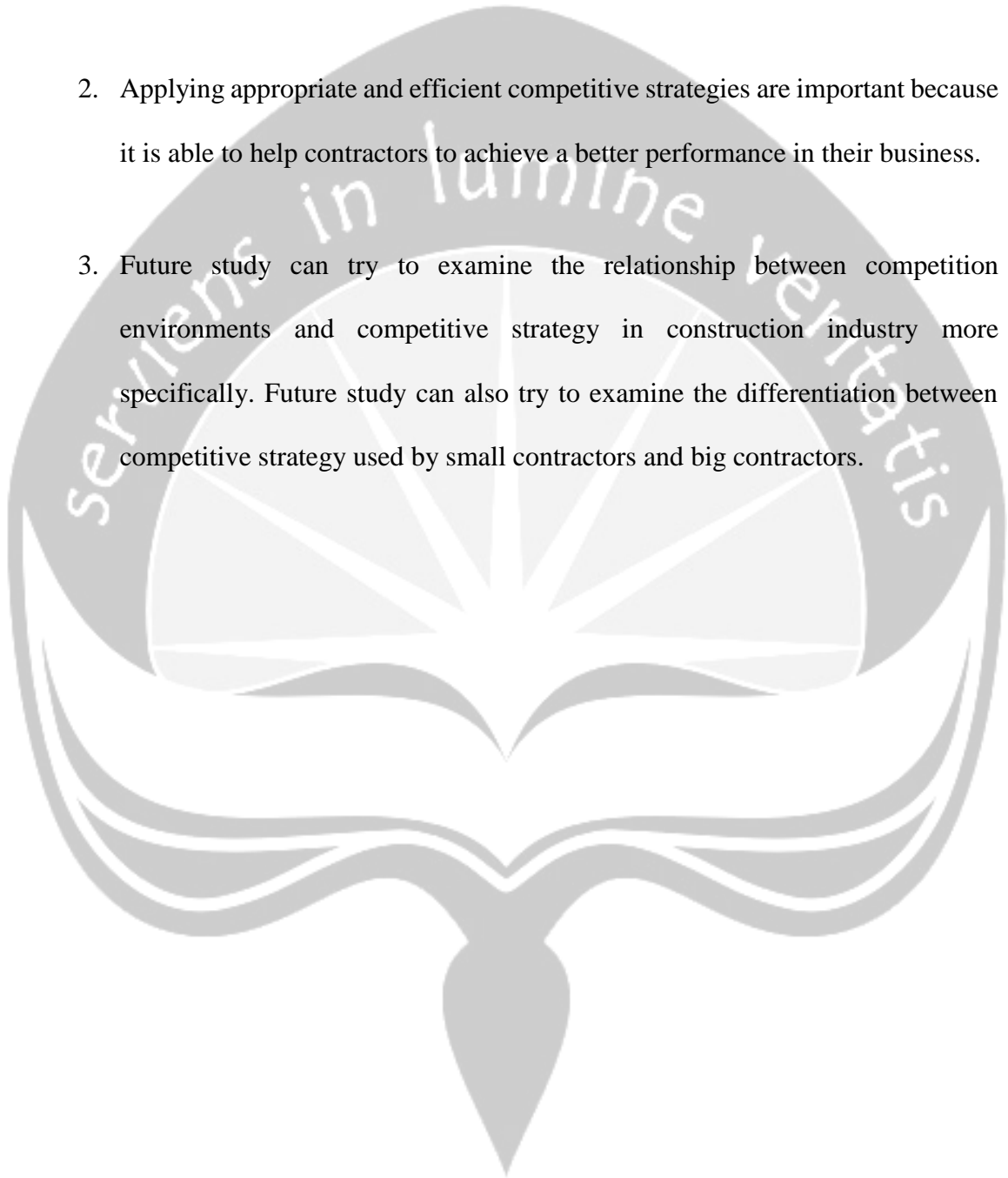
5.2. Recommendation

According to the result of the research and the conclusion above, several recommendations can be obtained:

1. A better understanding of external environments and internal environments of construction industry in Yogyakarta are important for contractors because it can help contractors to understand about construction industry environment in

Yogyakarta and also about their company's resources and capabilities. Thus, contractors are able to perform better in their business.

2. Applying appropriate and efficient competitive strategies are important because it is able to help contractors to achieve a better performance in their business.
3. Future study can try to examine the relationship between competition environments and competitive strategy in construction industry more specifically. Future study can also try to examine the differentiation between competitive strategy used by small contractors and big contractors.



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UNIVERSITAS ATMA JAYA YOGYAKARTA
Fakultas Teknik

Nomor : 3577/XI/U/2017
Hal : Ijin Penyebaran Kuesioner

Yogyakarta, 9 November 2017

Kepada
Yth.

Dengan hormat,

Dalam rangka menyelesaikan Pendidikan Tingkat Sarjana pada Program Studi Teknik Sipil Kelas Internasional, Fakultas Teknik, Universitas Atma Jaya Yogyakarta, setiap mahasiswa yang menempuh mata kuliah Final Project sangat membutuhkan data pendukung secara nyata dan lengkap.

Untuk itu kami mohon Bapak/Ibu berkenan memberikan ijin penyebaran kuesioner di instansi yang Bapak/Ibu pimpin, dengan judul "A Study Of The Relationship Between Competitive Strategy And Performance Of Contractors In Indonesia" kepada :

Nama : Venny Vivianda
NPM : 141315168
Program Studi : Teknik Sipil Kelas Internasional
Semester : Gasal T.A. 2017/2018

Atas perhatian dan kerjasamanya, kami ucapkan terima kasih.



a.n. Dekan

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(Wakil Dekan I)



35772017

KUISIONER PILOT STUDY
STUDI HUBUNGAN ANTARA STRATEGI KOMPETITIF DAN KINERJA KONTRAKTOR DI INDONESIA

1. Tipe responden:
 - a. Profesional (Kontraktor, Konsultan)
 - b. Akademisi (Dosen, Pengajar)
 - c. Lainnya,
2. Berapa lama anda terlibat / mengajar di dalam bidang industri konstruksi?
 - a. 1 – 5 tahun
 - b. 5 – 10 tahun
 - c. > 10 tahun

A. FAKTOR YANG MEMPENGARUHI KOMPETITIF STRATEGI PADA KONTRAKTOR

Silahkan berikan pendapat Anda mengenai pernyataan – pernyataan di bawah ini, apakah: RELEVAN (R) atau TIDAK RELEVAN (TR) terhadap faktor yang mempengaruhi kompetitif strategi pada kontraktor di Indonesia.

a. Lingkungan Eksternal terhadap Pasar Konstruksi

FAKTOR – FAKTOR LINGKUNGAN EKSTERNAL	R	TR	Keterangan
Ada banyak pendatang baru (<i>There are many new entrants</i>)			
Pemasok memiliki daya tawar yang tinggi (<i>Suppliers have high bargaining power</i>)			
Klien memiliki daya tawar yang tinggi (<i>Clients have high bargaining power</i>)			
Adanya produk layanan pengganti (<i>There are substitute services</i>)			
Tingginya persaingan dengan perusahaan lain (<i>The rivalry among competitors is high</i>)			
Hubungan dengan klien (<i>Relationship with client</i>)			
Hubungan dengan departemen Pemerintahan (<i>Relationship with Government departments</i>)			
Hubungan dengan perusahaan konsultasi/design (<i>Relationship with design & consulting firms</i>)			
Hubungan dengan kreditor (<i>Relationship with creditors</i>)			
Hubungan dengan pemasok (<i>Relationship with suppliers</i>)			

b. Sumber Daya & Kapabilitas Perusahaan (Lingkungan Internal Perusahaan Konstruksi)

FAKTOR – FAKTOR LINGKUNGAN INTERNAL	R	TR	Keterangan
Reputasi Perusahaan			
Kredibilitas organisasi (<i>Organization's credibility</i>)			
Kualifikasi perusahaan (<i>Qualification of the company</i>)			
Riwayat / catatan kinerja proyek (<i>Project performance record</i>)			
Teknologi dan Inovasi			
Mengerti cara menggunakan teknologi yang ada (<i>Technology know-how</i>)			
Kemajuan teknologi dalam perusahaan (<i>Technology advancement</i>)			
Investasi dalam penelitian dan pengembangan (<i>Investment on R&D</i>)			
Mahir dengan praktek lokal (<i>Conversant with local practice</i>)			
Kemampuan Pemasaran			
Cakupan pasar (<i>Market coverage</i>)			
Kemampuan pengadaan (<i>Procurement ability</i>)			
Kemampuan untuk memperkirakan perubahan pasar (<i>Ability to forecast market changes</i>)			
Hubungan antara klien dan konsultan (<i>Relationship with clients and consultants</i>)			
Kemampuan keuangan			
Status keuangan (<i>Financial status</i>)			
Tingkat kredibilitas (<i>Credibility grade</i>)			
Pembayaran kepada subkontraktor atau supplier (<i>Payment to subcontractors or suppliers</i>)			
Pembayaran pinjaman (<i>Loan repayment</i>)			
Kemampuan manajemen proyek			
Kemampuan manajemen proyek di lapangan (<i>Site progress management</i>)			
Kualitas kontrol (<i>Quality control</i>)			
Koordinasi dengan subkontraktor (<i>Coordination with subcontractors</i>)			
Kontrak dan manajemen risiko (<i>Contract and risk management</i>)			
Manajemen lingkungan dan keselamatan (<i>Environmental and safety management</i>)			

Pengetahuan tentang hukum pembangunan daerah (<i>Knowledge about local construction law</i>)			
Organisasi & SDM			
Struktur organisasi dan budaya (<i>Organizational structure & culture</i>)			
Kualitas SDM (<i>Quality of personnel</i>)			
Efektivitas program pelatihan (<i>Effectiveness of training program</i>)			
Efektivitas kerja sama internal (<i>Effectiveness of internal cooperation</i>)			

Silahkan berikan saran / pernyataan tambahan yang menurut anda merupakan faktor yang mempengaruhi kompetitif strategi pada kontraktor di Indonesia:

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B. KOMPETITIF STRATEGI

Silahkan berikan pendapat Anda mengenai pernyataan – pernyataan di bawah ini, apakah: RELEVAN (R) atau TIDAK RELEVAN (TR) terhadap strategi berkompetisi pada perusahaan kontraktor di Indonesia.

KOMPETITIF STRATEGI	R	TR	Keterangan
Cost Leadership			
Standardisasi produk atau servis (<i>Standardization of products or services</i>)			
Training kepada karyawan (<i>Superior training of personnel</i>)			
Pengendalian tenaga kerja dan material yang efektif (<i>Effective control of labor and material</i>)			
Memilih subkontraktor/supplier dengan cermat (<i>Careful selection of subcontractors/ suppliers</i>)			
Kemajuan teknologi (<i>Technological advance</i>)			
Mengadakan program insentif untuk meningkatkan produktivitas atau menghemat sumber daya (<i>Incentive programs for productivity improvement or resource saving</i>)			
Diferensiasi			
Membangun reputasi perusahaan (<i>Building company's reputation</i>)			
Menawarkan kualitas produk / servis yang lebih tinggi (<i>Offering higher quality of product</i>)			
Penyelesaian proyek lebih cepat (<i>Faster project completion</i>)			

Metode pembiayaan yang inovatif (<i>Innovative financing methods</i>)			
Metode manajemen proyek yang inovatif (<i>Innovative project management methods</i>)			
Hubungan sosial yang berkelanjutan & tanggung jawab sosial (<i>Sustainable practice & social responsibility</i>)			
Menawarkan servis / layanan tambahan kepada klien (<i>Offering additional services to clients</i>)			
Fokus			
Menawarkan jenis proyek tertentu (<i>Offering a certain type of projects</i>)			
Beroperasi di wilayah tertentu (<i>Operating in a particular region</i>)			
Mengerjakan proyek dari klien tertentu (<i>Serving a certain type of clients</i>)			
Strategi untuk mengembangkan perusahaan			
Masuk ke lokasi atau wilayah baru (<i>Entry into new locations or regions</i>)			
Masuk ke jenis proyek konstruksi baru (jalan raya, bendungan, dll) (<i>Entry into new types of construction projects</i>)			
Terlibat dalam bisnis baru (design, operasi, maintenance, dll) (<i>Engaging in new business</i>)			
Ekspansi dengan akuisisi atau merger (<i>Expanding by acquisition or merger</i>)			

Silahkan berikan saran / pernyataan tambahan yang menurut anda termasuk dalam kompetitif strategi pada kontraktor di Indonesia:

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KUISIONER PENELITIAN
STUDI HUBUNGAN ANTARA STRATEGI KOMPETITIF DAN KINERJA
KONTRAKTOR DI INDONESIA

1. Lama perusahaan Anda berbisnis di dalam industri konstruksi di Indonesia?
 - a. < 3 tahun
 - b. 3 - 5 tahun
 - c. 6 - 10 tahun
 - d. 11 – 20 tahun
 - e. > 20 tahun

2. Jumlah karyawan tetap di dalam perusahaan Anda?
 - a. < 30 orang
 - b. 30 – 50 orang
 - c. 51 – 100 orang
 - d. 101 – 200 orang
 - e. > 200 orang

3. Perusahaan Anda merupakan?
 - a. Perseroan Terbatas (Privat)
 - b. Perseroan Terbuka (Publik terdaftar di Bursa Efek)

4. Jenis – jenis proyek konstruksi yang biasa ditangani (bisa lebih dari 1 item):
 - Teknik Sipil
 - Bangunan
 - Pemeliharaan (*Maintenance*)

A. Lingkungan Eksternal terhadap Pasar Konstruksi

5. Silahkan tunjukkan sejauh mana Anda setuju dengan pernyataan berikut:

No.	Deskripsi	Sangat Tidak Setuju → Ragu - ragu → Sangat Setuju				
		1	2	3	4	5
5.1	Ada banyak pendatang baru (<i>There are many new entrants</i>)	1	2	3	4	5
5.2	Pemasok memiliki daya tawar yang tinggi (<i>Suppliers have high bargaining power</i>)	1	2	3	4	5
5.3	Klien memiliki daya tawar yang tinggi (<i>Clients have high bargaining power</i>)	1	2	3	4	5
5.4	Adanya produk layanan pengganti (<i>There are substitute services</i>)	1	2	3	4	5
5.5	Tingginya persaingan dengan perusahaan lain (<i>The rivalry among competitors is high</i>)	1	2	3	4	5

6. Silahkan tunjukkan hubungan Perusahaan Anda dengan pihak – pihak berikut:

No.	Deskripsi	Sangat Buruk → Netral → Sangat Baik				
		1	2	3	4	5
6.1	Hubungan dengan klien (<i>Relationship with client</i>)	1	2	3	4	5
6.2	Hubungan dengan departemen Pemerintahan (<i>Relationship with Government departments</i>)	1	2	3	4	5

6.3	Hubungan dengan perusahaan konsultasi (<i>Relationship with consulting firms</i>)	1	2	3	4	5
6.4	Hubungan dengan kreditor (<i>Relationship with creditors</i>)	1	2	3	4	5
6.5	Hubungan dengan pemasok (<i>Relationship with suppliers</i>)	1	2	3	4	5

B. Sumber Daya & Kapabilitas Perusahaan (Lingkungan Internal Perusahaan Konstruksi)

7. Silahkan tunjukkan kelebihan yang Perusahaan Anda miliki dibandingkan dengan kompetitor Anda di area yang tercantum berikut ini:

No.	Deskripsi	Sangat Tidak Setuju	→	Ragu - ragu	→	Sangat Setuju
Reputasi Perusahaan						
7.1	Kredibilitas organisasi (<i>Organization's credibility</i>)	1	2	3	4	5
7.2	Kualifikasi perusahaan (<i>Qualification of the company</i>)	1	2	3	4	5
7.3	Riwayat / catatan kinerja proyek (<i>Project performance record</i>)	1	2	3	4	5
Teknologi dan Inovasi						
7.4	Mengerti cara menggunakan teknologi yang ada (<i>Technology know-how</i>)	1	2	3	4	5
7.5	Kemajuan teknologi dalam perusahaan (<i>Technology advancement</i>)	1	2	3	4	5
7.6	Investasi dalam penelitian dan pengembangan (<i>Investment on R&D</i>)	1	2	3	4	5
7.7	Mahir dengan praktek lokal (<i>Conversant with local practice</i>)	1	2	3	4	5
Kemampuan Pemasaran						
7.8	Cakupan pasar (<i>Market coverage</i>)	1	2	3	4	5
7.9	Kemampuan pengadaan (<i>Procurement ability</i>)	1	2	3	4	5
7.10	Kemampuan untuk memperkirakan perubahan pasar (<i>Ability to forecast market changes</i>)	1	2	3	4	5
7.11	Hubungan antara klien dan konsultan (<i>Relationship with clients and consultants</i>)	1	2	3	4	5
Kemampuan keuangan						
7.12	Status keuangan (<i>Financial status</i>)	1	2	3	4	5
7.13	Tingkat kredibilitas (<i>Credibility grade</i>)	1	2	3	4	5
7.14	Pembayaran kepada subkontraktor atau supplier (<i>Payment to subcontractors or suppliers</i>)	1	2	3	4	5
7.15	Pembayaran pinjaman (<i>Loan repayment</i>)	1	2	3	4	5
Kemampuan manajemen proyek						
7.16	Kemampuan manajemen proyek di lapangan (<i>Site progress management</i>)	1	2	3	4	5

7.17	Kualitas kontrol (<i>Quality control</i>)	1	2	3	4	5
7.18	Koordinasi dengan subkontraktor (<i>Coordination with subcontractors</i>)	1	2	3	4	5
7.19	Kontrak dan manajemen risiko (<i>Contract and risk management</i>)	1	2	3	4	5
7.20	Manajemen lingkungan dan keselamatan (<i>Environmental and safety management</i>)	1	2	3	4	5
7.21	Pengetahuan tentang hukum pembangunan daerah (<i>Knowledge about local construction law</i>)	1	2	3	4	5
Organisasi & SDM						
7.22	Struktur organisasi dan budaya (<i>Organizational structure & culture</i>)	1	2	3	4	5
7.23	Kualitas SDM (<i>Quality of personnel</i>)	1	2	3	4	5
7.24	Efektivitas program pelatihan (<i>Effectiveness of training program</i>)	1	2	3	4	5
7.25	Efektivitas kerja sama internal (<i>Effectiveness of internal cooperation</i>)	1	2	3	4	5

C. KOMPETITIF STRATEGI

8. Silahkan tunjukkan metode kompetitif strategi yang telah diterapkan di Perusahaan Anda:

No.	Deskripsi	Sangat Tidak Setuju	→	Ragu - ragu	←	Sangat Setuju
Cost Leadership						
8.1	Standardisasi produk atau servis (<i>Standardization of products or services</i>)	1	2	3	4	5
8.2	Training kepada karyawan (<i>Superior training of personnel</i>)	1	2	3	4	5
8.3	Pengendalian tenaga kerja dan material yang efektif (<i>Effective control of labor and material</i>)	1	2	3	4	5
8.4	Memilih subkontraktor/supplier dengan cermat (<i>Careful selection of subcontractors/ suppliers</i>)	1	2	3	4	5
8.5	Kemajuan teknologi (<i>Technological advance</i>)	1	2	3	4	5
8.6	Mengadakan program insentif untuk meningkatkan produktivitas atau menghemat sumber daya (<i>Incentive programs for productivity improvement or resource saving</i>)	1	2	3	4	5
Diferensiasi						
8.7	Membangun reputasi perusahaan (<i>Building company's reputation</i>)	1	2	3	4	5
8.8	Menawarkan kualitas produk / servis yang lebih tinggi (<i>Offering higher quality of product</i>)	1	2	3	4	5
8.9	Penyelesaian proyek lebih cepat (<i>Faster project completion</i>)	1	2	3	4	5
8.10	Metode pembiayaan yang inovatif (<i>Innovative financing methods</i>)	1	2	3	4	5
8.11	Metode manajemen proyek yang inovatif (<i>Innovative project management methods</i>)	1	2	3	4	5
8.12	Hubungan sosial yang berkelanjutan & tanggung jawab sosial (<i>Sustainable practice & social responsibility</i>)	1	2	3	4	5

8.13	Menawarkan servis / layanan tambahan kepada klien (<i>Offering additional services to clients</i>)	1	2	3	4	5
Fokus						
8.14	Menawarkan jenis projek tertentu (<i>Offering a certain type of projects</i>)	1	2	3	4	5
8.15	Beroperasi di wilayah tertentu (<i>Operating in a particular region</i>)	1	2	3	4	5
8.16	Mengerjakan projek dari klien tertentu (<i>Serving a certain type of clients</i>)	1	2	3	4	5
Strategi untuk mengembangkan perusahaan						
8.17	Masuk ke lokasi atau wilayah baru (<i>Entry into new locations or regions</i>)	1	2	3	4	5
8.18	Masuk ke jenis projek konstruksi baru (jalan raya, bendungan, dll) (<i>Entry into new types of construction projects</i>)	1	2	3	4	5
8.19	Terlibat dalam bisnis baru (design, operasi, maintenance, dll) (<i>Engaging in new business</i>)	1	2	3	4	5
8.20	Ekspansi dengan akuisisi atau merger (<i>Expanding by acquisition or merger</i>)	1	2	3	4	5

D. KINERJA BISNIS

9. Silahkan tunjukkan kinerja bisnis Perusahaan Anda terkait dengan faktor – faktor dibawah ini yang telah di alami oleh Perusahaan Anda dalam 3 tahun terakhir:

No.	Deskripsi	Sangat Tidak Baik	→	Netral	←	Sangat Baik
9.1	Pertumbuhan kontrak (<i>Growth of contract awards</i>)	1	2	3	4	5
9.2	Keuntungan (<i>Profit</i>)	1	2	3	4	5
9.3	Kinerja jadwal (<i>Schedule Performance</i>)	1	2	3	4	5
9.4	Kinerja biaya (<i>Cost Performance</i>)	1	2	3	4	5
9.5	Kinerja kualitas (<i>Quality Performance</i>)	1	2	3	4	5
9.6	Hubungan dengan pihak eksternal (subkontraktor, supplier, dll) (<i>Relationship with external parties</i>)	1	2	3	4	5

	Resp. 1	Resp. 2	Resp. 3	Resp. 4	Resp. 5	Resp. 6	Resp. 7	Resp. 8	Resp. 9	Resp. 10	% of R	Conclusion
8.10	R	R	R	R	R	R	R	R	TR	R	90	R
8.11	R	R	R	R	R	R	R	R	R	R	100	R
8.12	R	R	R	R	R	R	R	R	R	R	100	R
8.13	R	R	R	R	R	R	R	R	TR	R	90	R
8.14	TR	R	R	R	R	R	R	R	TR	R	80	R
8.15	TR	TR	R	R	R	TR	R	R	R	R	70	R
8.16	TR	TR	R	R	R	TR	R	R	R	R	70	R
8.17	R	R	R	R	R	R	R	R	R	R	100	R
8.18	R	R	TR	R	R	R	R	R	TR	R	80	R
8.19	R	R	TR	R	R	R	R	R	R	R	90	R
8.20	R	R	R	R	R	R	R	R	TR	R	90	R

RESPONDENT PROFILE

No	Company Name	Address	Age of Company (years)	Number of Employee	Type of Company	Work Types	Number of Questionnaire
1	Mbangun Rumah (Konsetiti Studio Design)	Jl. Sadewo No. 51, Banguntapan, Yogyakarta	3 - 5	< 30	Private	Building	1
2	EMKA Konstruksi	Jl. Ki Mangun Sarkoro No.40B, Gunungketur, Pakualaman, Kota Yogyakarta, Daerah Istimewa Yogyakarta	11 - 20	< 30	Private	Building	5
3	PT. Adhi Karya	Jl. Ring Road Utara No.98, Maguwoharjo, Kec. Depok, Kabupaten Sleman, Daerah Istimewa Yogyakarta	> 20	> 200	Public	Civil, Building	2
4	PT. Muara Mitra Mandiri	Jalan Raya Tajem, Pokoh, Wedomartani, Ngemplak, Wedomartani, Sleman, Kabupaten Sleman, Daerah Istimewa Yogyakarta	11 - 20	< 30	Private	Civil, Building, Maintenance	3
5	HAKA Konstruksi	L. Pengok Lor, AA/5, Baciro, Gondokusuman, Kota Yogyakarta, Daerah Istimewa Yogyakarta	> 20	< 30	Private	Civil, Building	3

No	Company Name	Address	Age of Company (years)	Number of Employee	Type of Company	Work Types	Number of Questionnaire
6	PT. Perwita Karya	Jl. P. Diponegoro, Gowongan, Jetis, Kota Yogyakarta, Daerah Istimewa Yogyakarta	> 20	51 – 100	Private	Civil	3
7	CV. Prakarsa	Jl. Gondosuli No.8, Semaki, Umbulharjo, Kota Yogyakarta, Daerah Istimewa Yogyakarta	6 – 10	< 30	Private	Civil, Building, Maintenance	1
8	PT. Waskita Karya Precast	Jalan Ringroad Utara, Mancasan, Depok, Sleman.	> 20	> 200	Public	Civil, Building, Maintenance	3
9	CV. Bayu Manunggal	Jalan Krapyak, Wedomartani, Ngeplak, Kabupaten Sleman, Daerah Istimewa Yogyakarta	11 - 20	< 30	Private	Building	1
10	PT. Bhinneka Citra Prima	Jl. Urip Sumoharjo No.5, Klitren, Gondokusuman, Kota Yogyakarta, Daerah Istimewa Yogyakarta	> 20	51 - 100	Private	Civil, Building	5

IDENTIFICATION OF EXTERNAL ENVIRONMENT IN YOGYAKARTA CONSTRUCTION INDUSTRY

Respondent number	5.1	5.2	5.3	5.4	5.5	6.1	6.2	6.3	6.4	6.5
1	3	3	2	2	4	3	3	5	5	5
2	4	4	3	3	3	4	4	5	4	4
3	5	4	3	3	5	5	5	4	4	5
4	4	4	3	3	4	4	4	4	4	4
5	4	4	3	3	4	4	4	4	4	4
6	4	4	3	3	4	4	4	4	4	4
7	4	3	3	3	4	4	4	4	4	4
8	5	5	4	4	4	4	4	4	4	4
9	4	4	5	4	5	4	4	4	4	4
10	4	3	4	4	4	3	3	3	3	3
11	4	4	4	5	4	4	4	4	4	4
12	4	3	3	4	4	5	5	5	5	5

Respondent number	5.1	5.2	5.3	5.4	5.5	6.1	6.2	6.3	6.4	6.5
13	3	4	5	3	4	4	5	5	4	4
14	3	3	4	4	5	3	3	4	3	3
15	4	4	4	4	5	5	4	5	5	5
16	5	4	4	4	5	3	4	3	3	3
17	4	4	4	4	3	4	3	3	3	4
18	4	3	3	3	4	3	3	4	3	4
19	4	4	4	4	4	4	3	4	4	4
20	4	3	4	4	3	4	3	3	3	4
21	4	3	4	4	4	4	4	5	4	4
22	4	3	3	3	4	4	5	4	4	4
23	4	4	4	3	4	5	4	4	4	4
24	5	2	5	4	3	5	5	5	5	5
25	4	3	3	4	4	3	3	3	3	3
26	4	4	5	4	5	5	5	4	3	4

Respondent number	5.1	5.2	5.3	5.4	5.5	6.1	6.2	6.3	6.4	6.5
27	3	3	3	3	3	5	4	4	4	5
28	5	5	3	5	5	3	3	3	3	3
29	3	3	5	3	5	3	3	3	3	3
Mean	4,1	3,5	3,8	3,6	4,0	4,0	3,9	4,1	3,9	4,1
SD	0,48	0,64	0,72	0,54	0,50	0,45	0,55	0,58	0,57	0,40
Ranking	1	5	3	4	2	3	5	1	4	2

IDENTIFICATION OF INTERNAL ENVIRONMENT IN YOGYAKARTA CONSTRUCTION INDUSTRY

Resp. number	7.1	7.2	7.3	7.4	7.5	7.6	7.7	7.8	7.9	7.10	7.11	7.12	7.13	7.14	7.15	7.16	7.17	7.18	7.19	7.20	7.21	7.22	7.23	7.24	7.25
1	5	4	5	5	5	5	5	4	4	4	5	4	4	4	4	5	5	3	5	5	5	5	5	4	4
2	4	4	4	4	3	3	5	4	4	3	5	4	4	4	4	3	4	4	3	4	5	4	4	4	4
3	4	4	4	5	5	4	5	5	5	5	4	5	4	5	4	4	5	5	4	4	4	4	5	4	4
4	4	4	4	4	4	3	4	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4
5	4	4	4	4	4	3	4	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4
6	4	4	4	4	4	3	4	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4
7	4	4	4	4	4	3	4	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4
8	5	5	5	4	4	4	4	4	4	4	5	4	5	5	4	5	4	4	4	5	5	5	5	5	5
9	4	4	4	4	4	4	4	4	4	5	4	4	5	5	4	4	5	5	4	5	5	5	4	5	4
10	5	5	4	5	5	5	5	4	4	4	4	4	4	4	4	5	4	4	4	4	4	5	4	4	4
11	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
12	5	4	4	4	4	4	3	3	4	3	4	3	3	4	4	4	4	4	4	4	3	4	3	3	3
13	4	5	5	5	4	4	5	4	4	5	5	5	4	4	4	5	4	5	4	4	4	4	5	4	5

Resp. number	7.1	7.2	7.3	7.4	7.5	7.6	7.7	7.8	7.9	7.10	7.11	7.12	7.13	7.14	7.15	7.16	7.17	7.18	7.19	7.20	7.21	7.22	7.23	7.24	7.25	
14	4	5	5	5	4	3	5	4	5	5	5	5	4	5	4	5	4	5	5	4	4	4	4	4	5	
15	4	4	5	4	4	4	4	4	4	4	4	4	4	5	4	5	5	5	4	4	4	4	4	4	4	4
16	4	4	4	4	3	3	4	3	3	3	3	4	4	3	3	5	4	3	4	4	5	5	4	4	4	4
17	5	5	4	3	3	2	4	4	3	3	3	3	3	3	4	4	3	4	4	3	4	4	4	3	3	3
18	5	4	4	4	3	3	3	4	3	4	4	5	4	3	3	4	5	4	4	5	5	4	4	4	4	4
19	4	4	4	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	3	3	3
20	4	4	4	4	3	4	4	4	3	4	4	4	3	3	4	5	3	4	3	3	4	4	4	3	3	3
21	5	5	4	4	4	5	4	5	4	2	3	5	5	4	5	4	4	5	4	3	4	4	4	3	5	5
22	4	4	5	5	5	4	4	4	4	4	4	4	4	4	4	5	5	4	4	4	5	5	5	4	4	4
23	4	4	4	3	4	4	3	4	4	3	4	5	4	5	4	5	4	4	4	4	4	4	4	4	4	3
24	5	5	5	5	5	3	5	5	5	4	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5
25	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	3	4	4	4	4
26	4	4	4	4	5	4	4	4	4	4	4	4	5	5	4	5	5	5	5	5	4	4	4	4	4	4
27	4	5	5	5	5	5	4	5	5	5	5	4	4	4	4	5	5	4	4	4	4	4	5	4	4	4

Resp. number	7.1	7.2	7.3	7.4	7.5	7.6	7.7	7.8	7.9	7.10	7.11	7.12	7.13	7.14	7.15	7.16	7.17	7.18	7.19	7.20	7.21	7.22	7.23	7.24	7.25
28	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
29	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4

Mean	4,3	4,3	4,3	4,1	4,0	3,6	4,2	4,2	4,1	4,0	4,2	4,1	4,1	4,2	4,0	4,4	4,3	4,2	4,1	4,2	4,3	4,3	4,2	3,9	4,0
SD	0,39	0,34	0,41	0,55	0,59	0,60	0,50	0,47	0,58	0,58	0,55	0,30	0,48	0,59	0,43	0,39	0,32	0,50	0,34	0,48	0,65	0,46	0,38	0,65	0,58
Ranking	2	4	3	15	23	25	11	14	17	22	8	19	16	13	20	1	5	10	17	12	6	7	8	24	21

IDENTIFICATION OF COMPETITIVE STRATEGY IN YOGYAKARTA CONSTRUCTION INDUSTRY

Resp. number	8.1	8.2	8.3	8.4	8.5	8.6	8.7	8.8	8.9	8.10	8.11	8.12	8.13	8.14	8.15	8.16	8.17	8.18	8.19	8.20	
1	5	4	4	4	4	4	4	4	4	4	4	5	4	5	4	3	3	2	4	2	
2	4	4	5	4	3	3	4	5	4	3	4	3	5	4	3	4	3	2	2	2	
3	4	4	4	5	5	4	5	5	4	4	4	4	5	4	5	5	5	3	3	3	
4	4	3	4	4	4	3	4	4	3	3	3	4	4	4	4	4	4	4	3	3	
5	4	3	4	4	4	3	4	4	3	3	3	4	4	4	4	4	4	4	3	3	
6	4	3	4	4	4	3	4	4	3	3	3	4	4	4	4	4	4	4	3	3	
7	4	3	4	4	4	3	4	4	3	3	3	4	4	4	4	4	4	4	3	3	
8	4	4	4	5	5	4	4	5	5	4	4	5	4	4	4	3	4	5	5	4	
9	4	5	4	4	5	4	5	5	4	4	4	5	3	3	4	3	4	4	4	4	
10	5	5	5	5	5	4	5	5	5	5	5	4	4	4	4	4	5	3	4	4	
11	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	4	3	4	4	
12	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5	4	3	4	3

Resp. number	8.1	8.2	8.3	8.4	8.5	8.6	8.7	8.8	8.9	8.10	8.11	8.12	8.13	8.14	8.15	8.16	8.17	8.18	8.19	8.20
13	4	4	5	5	5	4	5	5	5	4	4	5	3	3	4	4	4	3	3	3
14	4	4	5	5	5	4	5	5	5	5	5	5	4	3	3	3	5	4	4	4
15	4	4	5	5	5	5	5	5	5	5	4	4	4	4	3	3	4	5	5	5
16	4	3	3	3	4	3	5	4	3	4	4	3	2	3	4	3	3	2	2	2
17	3	4	4	3	3	3	4	3	4	3	3	3	3	3	3	3	3	3	3	3
18	4	4	3	4	3	4	4	5	5	4	4	4	3	3	5	3	3	3	3	3
19	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3
20	3	4	4	4	4	4	4	3	3	4	3	4	4	3	4	4	4	3	3	4
21	5	5	4	4	5	5	4	5	5	4	4	4	5	4	4	4	4	3	3	4
22	4	4	5	4	5	4	4	4	5	4	4	4	4	4	4	4	5	4	4	5
23	4	4	4	5	4	4	5	4	4	3	4	4	4	4	3	3	3	3	3	3
24	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4	4	3	3	3	3
25	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
26	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4

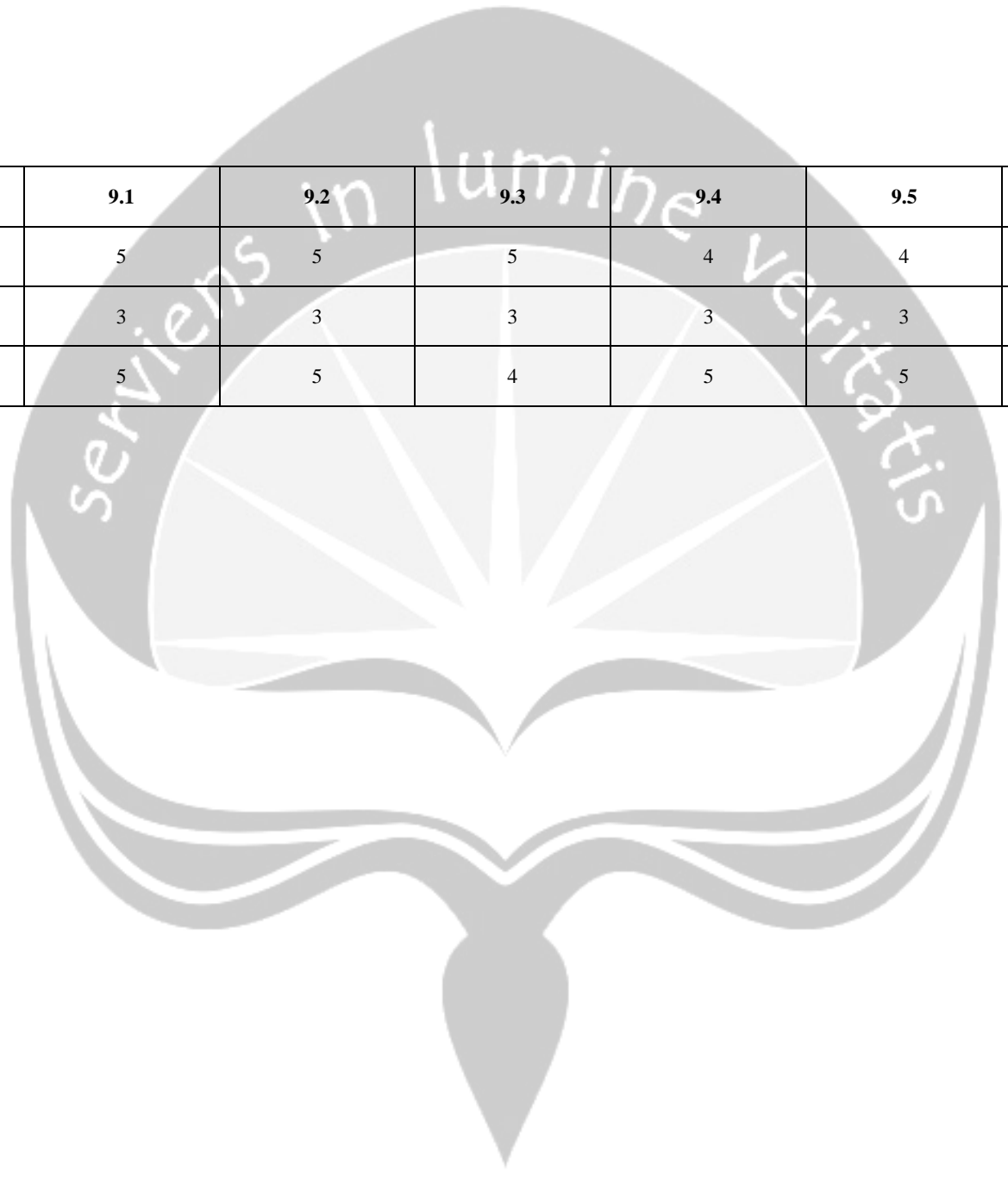
Resp. number	8.1	8.2	8.3	8.4	8.5	8.6	8.7	8.8	8.9	8.10	8.11	8.12	8.13	8.14	8.15	8.16	8.17	8.18	8.19	8.20
27	5	4	5	5	5	5	5	4	5	4	4	5	4	4	4	3	5	4	5	5
28	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
29	4	5	4	4	5	4	5	5	5	5	5	5	4	5	3	3	5	4	4	4

Mean	4,2	4,1	4,2	4,3	4,3	4,0	4,4	4,4	4,3	4,0	4,1	4,3	3,9	3,7	3,7	3,5	3,7	3,3	3,4	3,3
SD	0,37	0,48	0,50	0,50	0,60	0,53	0,36	0,44	0,54	0,57	0,51	0,52	0,53	0,49	0,38	0,45	0,62	0,73	0,62	0,70
Ranking	8	9	7	5	3	12	2	1	4	11	10	6	13	15	14	17	16	20	18	19

IDENTIFICATION OF BUSINESS PERFORMANCE IN YOGYAKARTA CONSTRUCTION INDUSTRY

Resp. number	9.1	9.2	9.3	9.4	9.5	9.6
1	4	4	4	4	4	4
2	4	4	4	3	4	3
3	4	4	4	5	5	5
4	4	4	4	4	4	4
5	4	4	4	4	4	4
6	4	4	4	4	4	4
7	4	4	4	4	4	4
8	4	4	4	4	4	4
9	4	4	4	4	4	4
10	4	4	4	5	4	4
11	4	4	4	4	4	4
12	4	4	4	4	4	4

Resp. number	9.1	9.2	9.3	9.4	9.5	9.6
13	5	5	4	4	5	5
14	4	4	4	4	4	5
15	5	4	4	5	4	5
16	4	4	5	4	3	3
17	4	5	5	4	5	3
18	4	3	4	4	5	4
19	4	4	4	4	4	3
20	3	4	4	4	4	3
21	4	3	3	4	3	4
22	4	4	4	4	5	4
23	3	3	3	3	4	3
24	5	5	5	5	5	5
25	4	4	4	4	4	4
26	5	5	5	5	5	5



Resp. number	9.1	9.2	9.3	9.4	9.5	9.6
27	5	5	5	4	4	5
28	3	3	3	3	3	3
29	5	5	4	5	5	4