

BAB V

PENUTUP

5.1. KESIMPULAN

Berdasarkan pembahasan yang telah dilakukan, dapat ditarik kesimpulan sebagai berikut:

1. Alasan terbesar perusahaan konstruksi di Yogyakarta dan perusahaan konstruksi lainnya yang sedang melaksanakan proyek konstruksi di Yogyakarta adalah perbaikan mutu pelayanan serta mempertahankan perusahaan dalam persaingan bisnis. Berdasarkan hasil analisis data tersebut secara umum menjelaskan bahwa dengan penerapan ISO 9001:2008 dipercaya mampu meningkatkan kualitas manajemen mutu pada perusahaan.
2. Hambatan terbesar perusahaan konstruksi di Yogyakarta dan perusahaan konstruksi lainnya yang sedang melaksanakan proyek konstruksi di Yogyakarta dalam menerapkan ISO 9001:2008 yaitu waktu yang ditentukan untuk melengkapi penerapan dengan nilai rata-rata total sebesar 5,47 yang artinya hambatan tersebut termasuk besar. Waktu yang terlalu singkat untuk melengkapi penerapan tersebut dinilai kurang efisien dalam mencapai tujuan mutu pada perusahaan.

3. Dari hasil analisis uji-T dan analisis *gap* yang telah dilakukan, menjelaskan bahwa penerapan kedelapan prinsip sistem manajemen mutu pada perusahaan konstruksi tersebut belum dapat memberikan kepuasan kepada pengguna ISO 9001:2008. Nilai *gap* yang tertinggi yaitu pembuatan keputusan berdasarkan fakta (prinsip 7). Ada perbedaan yang cukup tinggi antara harapan dan realita dari prinsip ke 7 tersebut. Realita yang terjadi tidak sesuai dengan harapan yang diinginkan, dengan kata lain pengguna ISO 9001:2008 merasa kurang puas terhadap pembuatan keputusan berdasarkan fakta pada perusahaannya.

5.2. SARAN

Berdasarkan kesimpulan yang telah diambil dan analisis yang telah dilakukan, beberapa hal yang disarankan antar lain:

1. Bagi perusahaan konstruksi yang telah menerapkan sistem manajemen mutu ISO 9001:2008, disarankan untuk meningkatkan kinerja kedelapan prinsip manajemen mutu agar harapan yang diinginkan sesuai dengan realita yang terjadi.
2. Bagi perusahaan konstruksi yang belum dan ingin menerapkan sistem manajemen mutu ISO 9001:2008, disarankan agar lebih memperhatikan dan melaksanakan tuntutan-tuntutan dari ISO 9001:2008 secara baik dan sehingga kekurangan dalam perusahaan dapat dibenahi.

3. Bagi peneliti lain yang berminat untuk mengembangkan penelitian in, disarankan agar memperbanyak responden untuk pengisian kuesioner dari perusahaan yang telah menerapkan ISO serta menambahkan komponen-komponen lain yang perlu untuk diteliti yang berkaitan dengan ISO 9001:2008.



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LAMPIRAN**Profil Perusahaan**

Tahun Pendirian Perusahaan :

Tahun Perolehan Sertifikasi ISO 9001 :

Data Personil Pengisian Kuisiонер

(Beri tanda silang pada jawaban Anda)

Jabatan : Direktur Utama Project Manager
 Quality Control Manager Lainnya,.....

Masa Kerja di Perusahaan : < 5 Tahun
 5 – 10 Tahun
 10 – 15 Tahun
 15 – 20 Tahun
 > 20 Tahun

Pendidikan Terakhir : SD
 SMP
 SMA
 Sarjana (Strata 1)
 Sarjana (Strata 2)
 Sarjana (Strata 3)

Tabel 1. Alasan Perusahaan dalam Menerapkan ISO 9001 (A)

Arti skala penilaian:

- | | | | |
|---|----------------------|---|----------------|
| 1 | Sangat tidak penting | 4 | Agak penting |
| 2 | Tidak penting | 5 | Penting |
| 3 | Agak tidak penting | 6 | Sangat penting |

| No | Alasan perusahaan dalam menerapkan ISO 9001 | Skala Penilaian | | | | | |
|----|---|-----------------|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 |
| 1 | Mengantisipasi permintaan pelanggan akan Iso 9001 | | | | | | |
| 2 | Meningkatkan konsistensi dalam pelaksanaan | | | | | | |
| 3 | Memperbaiki mutu pelayanan | | | | | | |
| 4 | ISO 9001 sebagai alat promosi yang baik | | | | | | |
| 5 | Membuat pelaksanaan lebih efisien | | | | | | |
| 6 | Memperbaiki mutu produk | | | | | | |
| 7 | Mengurangi biaya | | | | | | |
| 8 | Mempertahankan perusahaan dalam persaingan bisnis | | | | | | |
| 9 | Memperbaiki pangsa pasar | | | | | | |
| 10 | Alat untuk mencapai sistem manajemen mutu | | | | | | |

| Harapan | | | | | | Realita | | | | | | |
|---------|---|---|---|---|---|---|---|---|---|---|---|--|
| 1 | 2 | 3 | 4 | 5 | 6 | 1 | 2 | 3 | 4 | 5 | 6 | |
| | | | | | | 4 Pendekatan Proses | | | | | | |
| | | | | | | a Biaya lebih rendah dari anggaran | | | | | | |
| | | | | | | b Memperbaiki perencanaan mutu | | | | | | |
| | | | | | | c Meningkatkan efisiensi dan efektivitas sumber daya | | | | | | |
| | | | | | | d Mengurangi tingkat kesalahan dalam proses (rework) | | | | | | |
| | | | | | | e Meningkatkan mutu produk | | | | | | |
| | | | | | | f Menghasilkan produk yang tepat waktu | | | | | | |
| | | | | | | g Meningkatkan produktivitas sumber daya | | | | | | |
| | | | | | | h Merencanakan proses sesuai dengan tujuan perusahaan | | | | | | |
| | | | | | | 5 Pendekatan Sistem Terhadap Manajemen | | | | | | |
| | | | | | | a Sistem penjadwalan yang lebih jelas dan terencana | | | | | | |
| | | | | | | b Memperbaiki perencanaan sistem manajemen perusahaan | | | | | | |
| | | | | | | c Menghasilkan sistem yang sesuai kebutuhan pelanggan | | | | | | |
| | | | | | | d Meningkatkan kepercayaan dalam sistem produksi | | | | | | |
| | | | | | | e Meningkatkan sistem yang efektif, efisien, dan mudah dilaksanakan oleh perusahaan | | | | | | |
| | | | | | | f Memperbaiki sistem informasi manajemen | | | | | | |
| | | | | | | g Meningkatkan integrasi proses untuk mencapai hasil terbaik | | | | | | |
| | | | | | | h Mengidentifikasi, melaksanakan, dan mengatur sistem tiap proses | | | | | | |
| | | | | | | 6 Peningkatan berkesinambungan | | | | | | |
| | | | | | | a Meningkatkan mutu peralatan | | | | | | |
| | | | | | | b Meningkatkan kesadaran dan pengetahuan tentang mutu | | | | | | |
| | | | | | | c Meningkatkan mutu sumber daya | | | | | | |
| | | | | | | d Meningkatkan mutu produksi dan jasa | | | | | | |
| | | | | | | e Meningkatkan prestasi kerja | | | | | | |
| | | | | | | f Meningkatkan kesadaran lingkungan | | | | | | |
| | | | | | | g Meningkatkan keselamatan kerja | | | | | | |
| | | | | | | h Meningkatkan keunggulan organisasi dalam persaingan | | | | | | |
| | | | | | | 7 Pembuatan keputusan berdasarkan fakta | | | | | | |
| | | | | | | a Meningkatkan pengukuran mutu produk dan jasa | | | | | | |
| | | | | | | b Meningkatkan pemahaman teknik statistik | | | | | | |
| | | | | | | c Meningkatkan analisis biaya berdasarkan data dan teknis | | | | | | |
| | | | | | | d Meningkatkan analisis pasar yang potensial | | | | | | |
| | | | | | | e Memperbaiki metode analisis data | | | | | | |
| | | | | | | f Memperbaiki keakuratan data dan informasi | | | | | | |
| | | | | | | g Meninjau proses perubahan pesanan | | | | | | |
| | | | | | | h Meningkatkan strategi pengambilan keputusan | | | | | | |

| Harapan | | | | | | Realita | | | | | | | | | | | |
|---------|---|---|---|---|---|----------|---|---|---|---|---|--|--|--|--|--|--|
| 1 | 2 | 3 | 4 | 5 | 6 | 1 | 2 | 3 | 4 | 5 | 6 | | | | | | |
| | | | | | | 8 | Hubungan pemasok yang saling menguntungkan | | | | | | | | | | |
| | | | | | | a | Memperbaiki hubungan dengan pemasok | | | | | | | | | | |
| | | | | | | b | Memperbaiki sarana dan prasarana komunikasi dengan pemasok | | | | | | | | | | |
| | | | | | | c | Memperbaiki perjanjian antara perusahaan dan pemasok | | | | | | | | | | |
| | | | | | | d | Meningkatkan fleksibilitas dan kecepatan bersama dalam menanggapi perubahan pasar | | | | | | | | | | |
| | | | | | | e | Meningkatkan dan menjamin mutu pemasok | | | | | | | | | | |
| | | | | | | f | Meningkatkan kelancaran dalam penyediaan material | | | | | | | | | | |
| | | | | | | g | Mengoptimalkan penggunaan sumber daya | | | | | | | | | | |
| | | | | | | h | Meningkatkan kepercayaan dan komitmen untuk mencapai kepuasan pelanggan | | | | | | | | | | |

Tabel 3. Hambatan perusahaan dalam menerapkan ISO 9001 (C)

Arti skala penilaian:

- | | | | |
|---|--------------|---|--------------|
| 1 | Sangat kecil | 4 | Agak besar |
| 2 | Kecil | 5 | Besar |
| 3 | Agak kecil | 6 | Sangat besar |

| No | Hambatan perusahaan dalam menerapkan ISO 9001 | Skala Penilaian | | | | | |
|----|--|-----------------|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 |
| 1 | Terlalu banyak pekerjaan tulis-menulis | | | | | | |
| 2 | Waktu yang ditentukan untuk melengkapi penerapan | | | | | | |
| 3 | Waktu yang diperlukan untuk menulis manual | | | | | | |
| 4 | Waktu yang diperlukan untuk tulis-menulis | | | | | | |
| 5 | Waktu yang digunakan dalam memeriksa pekerjaan sesuai sistem audit | | | | | | |
| 6 | Biaya yang tinggi untuk penerapan | | | | | | |
| 7 | Biaya yang tinggi dalam mempertahankan sistem sesuai persyaratan | | | | | | |
| 8 | Kurangnya sumber informasi | | | | | | |
| 9 | Kurangnya kerjasama dengan auditor | | | | | | |
| 10 | Standar yang kurang jelas | | | | | | |
| 11 | Kesulitan menafsirkan standar | | | | | | |
| 12 | Komitmen pimpinan yang belum sampai keseluruh personel | | | | | | |
| 13 | komitmen pimpinan belum ditindaklanjuti dengan program kerja | | | | | | |
| 14 | Pengawasan program kerja yang tidak konsisten | | | | | | |
| 15 | Evaluasi terhadap pengawasan belum ditindaklanjuti | | | | | | |

Data Hasil Penyebaran Kuesioner

| Nama Perusahaan | Jabatan | A.1 | A.2 | A.3 | A.4 | A.5 | A.6 | A.7 | A.8 | A.9 | A.10 |
|---------------------------|---------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|
| PT. Suradi Sejahtera Raya | Staff Produksi | 5 | 5 | 5 | 6 | 5 | 6 | 4 | 6 | 6 | 6 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 |
| | Kepala Bagian Operasional | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 |
| | Staff Engineer | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 |
| PT. Aneka Dharma Persada | Staff Akuntansi | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 |
| | Staff Quality Control | 5 | 5 | 6 | 5 | 5 | 6 | 2 | 6 | 5 | 6 |
| | Pelaksana | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 6 | 6 | 6 | 6 | 2 | 6 | 2 | 6 | 6 | 6 |
| PT. Wijaya Karya | Management Representative | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 6 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 6 | 5 | 5 |
| | Project Manager | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 5 |
| | Kepala Bagian Pemasaran | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 6 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 6 | 4 | 6 | 5 | 5 |
| PT. Adhi Karya | Staff Engineer | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 6 |
| | Process Control Inspector | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Finace Staff | 5 | 5 | 6 | 5 | 5 | 6 | 4 | 6 | 6 | 5 |
| | Staff Logistic | 5 | 5 | 6 | 5 | 5 | 5 | 4 | 4 | 5 | 4 |
| | Project Manager | 6 | 6 | 6 | 6 | 5 | 6 | 4 | 6 | 6 | 5 |
| PT. Waskita Karya | Kepala Bagian SDM | 5 | 5 | 6 | 6 | 5 | 6 | 4 | 5 | 5 | 5 |
| | Project Manager | 6 | 5 | 6 | 6 | 6 | 6 | 5 | 6 | 6 | 6 |
| | HRD | 6 | 6 | 6 | 6 | 5 | 6 | 4 | 6 | 6 | 6 |
| | Staff Engineer | 5 | 6 | 6 | 5 | 5 | 6 | 5 | 5 | 6 | 5 |
| | Quality Control Manager | 6 | 6 | 6 | 5 | 5 | 6 | 5 | 6 | 5 | 6 |
| PT. Nusa Raya Cipta | Staff Marketing | 3 | 4 | 4 | 3 | 3 | 4 | 2 | 4 | 3 | 4 |
| | Account Excecutive | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 6 |
| | Quality Control Manager | 5 | 5 | 6 | 5 | 5 | 5 | 4 | 6 | 5 | 6 |
| | Project Manager | 5 | 5 | 6 | 5 | 5 | 6 | 2 | 5 | 5 | 5 |
| | Project Manager | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 |

| Nama Perusahaan | Jabatan | B.1.1 | | B.1.2 | | B.1.3 | | B.1.4 | | B.1.5 | | B.1.6 | | B.1.7 | |
|---------------------------|---------------------------|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|
| | | H | R | H | R | H | R | H | R | H | R | H | R | H | R |
| PT. Suradi Sejahtera Raya | Staff Produksi | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 |
| | Kepala Bagian Operasional | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 |
| | Staff Engineer | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| PT. Aneka Dharma Persada | Staff Akuntansi | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 |
| | Staff Quality Control | 6 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 6 |
| | Pelaksana | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 |
| | Project Manager | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 |
| PT. Wijaya Karya | Management Representative | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 6 | 5 | 6 | 6 | 5 |
| | Kepala Bagian Pemasaran | 5 | 6 | 5 | 6 | 5 | 6 | 6 | 6 | 5 | 6 | 5 | 6 | 5 | 6 |
| | Project Manager | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| PT. Adhi Karya | Staff Engineer | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 6 | 5 | 5 |
| | Process Control Inspector | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Finace Staff | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Staff Logistic | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 6 | 5 | 6 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 4 | 4 | 5 | 5 | 5 |
| PT. Waskita Karya | Kepala Bagian SDM | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| | HRD | 6 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 |
| | Staff Engineer | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| | Quality Control Manager | 4 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 5 | 6 |
| PT. Nusa Raya Cipta | Staff Marketing | 3 | 4 | 5 | 3 | 4 | 3 | 5 | 4 | 3 | 4 | 5 | 3 | 4 | 4 |
| | Account Excecutive | 5 | 5 | 6 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 6 | 6 | 6 | 6 |
| | Quality Control Manager | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 6 |
| | Project Manager | 5 | 3 | 5 | 3 | 6 | 4 | 3 | 3 | 5 | 4 | 6 | 3 | 5 | 4 |
| | Project Manager | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 6 |

| Nama Perusahaan | Jabatan | B.2.1 | | B.2.2 | | B.2.3 | | B.2.4 | | B.2.5 | | B.2.6 | | B.2.7 | |
|---------------------------|---------------------------|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|
| | | H | R | H | R | H | R | H | R | H | R | H | R | H | R |
| PT. Suradi Sejahtera Raya | Staff Produksi | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 |
| | Kepala Bagian Operasional | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Staff Engineer | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| PT. Aneka Dharma Persada | Staff Akuntansi | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 |
| | Staff Quality Control | 6 | 6 | 6 | 5 | 6 | 6 | 6 | 4 | 6 | 4 | 6 | 2 | 5 | 2 |
| | Pelaksana | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 |
| PT. Wijaya Karya | Management Representative | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 5 |
| | Kepala Bagian Pemasaran | 5 | 6 | 6 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 |
| | Project Manager | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| PT. Adhi Karya | Staff Engineer | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 |
| | Process Control Inspector | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Finace Staff | 4 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 4 | 5 | 6 | 5 | 6 | 5 |
| | Staff Logistic | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 6 | 5 | 6 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| PT. Waskita Karya | Kepala Bagian SDM | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 4 |
| | Project Manager | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 |
| | HRD | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 |
| | Staff Engineer | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 6 | 6 | 6 | 6 | 5 |
| | Quality Control Manager | 3 | 5 | 3 | 5 | 4 | 5 | 3 | 5 | 3 | 5 | 5 | 5 | 5 | 5 |
| PT. Nusa Raya Cipta | Staff Marketing | 5 | 3 | 5 | 3 | 5 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 5 | 4 |
| | Account Excecutive | 6 | 4 | 5 | 5 | 6 | 5 | 6 | 5 | 6 | 4 | 5 | 4 | 5 | 5 |
| | Quality Control Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 6 | 3 | 6 | 5 | 6 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 5 |

| Nama Perusahaan | Jabatan | B.5.1 | | B.5.2 | | B.5.3 | | B.5.4 | | B.5.5 | | B.5.6 | | B.5.7 | | B.5.8 | |
|---------------------------|---------------------------|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|
| | | H | R | H | R | H | R | H | R | H | R | H | R | H | R | H | R |
| PT. Suradi Sejahtera Raya | Staff Produksi | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 | 6 | 6 | 5 | 5 |
| | Kepala Bagian Operasional | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Staff Engineer | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| PT. Aneka Dharma Persada | Staff Akuntansi | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 |
| | Staff Quality Control | 6 | 4 | 6 | 3 | 5 | 4 | 5 | 5 | 6 | 5 | 5 | 4 | 6 | 4 | 5 | 4 |
| | Pelaksana | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 |
| PT. Wijaya Karya | Management Representative | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 6 |
| | Kepala Bagian Pemasaran | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| PT. Adhi Karya | Staff Engineer | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| | Process Control Inspector | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Finance Staff | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| | Staff Logistic | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 6 | 6 | 6 |
| | Project Manager | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| PT. Waskita Karya | Kepala Bagian SDM | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 5 | 6 | 6 | 6 | 6 |
| | Project Manager | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 6 | 6 |
| | HRD | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 6 | 5 |
| | Staff Engineer | 6 | 6 | 6 | 6 | 5 | 6 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| | Quality Control Manager | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 6 | 5 | 5 | 6 | 6 | 6 | 5 | 6 |
| PT. Nusa Raya Cipta | Staff Marketing | 4 | 3 | 5 | 3 | 5 | 3 | 5 | 3 | 6 | 4 | 5 | 3 | 5 | 3 | 5 | 4 |
| | Account Executive | 6 | 4 | 6 | 5 | 5 | 5 | 6 | 4 | 6 | 5 | 5 | 5 | 6 | 5 | 6 | 5 |
| | Quality Control Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 5 |
| | Project Manager | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 3 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 4 |
| | Project Manager | 5 | 5 | 6 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 6 |

| Nama Perusahaan | Jabatan | B.6.1 | | B.6.2 | | B.6.3 | | B.6.4 | | B.6.5 | | B.6.6 | | B.6.7 | | B.6.8 | |
|---------------------------|---------------------------|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|
| | | H | R | H | R | H | R | H | R | H | R | H | R | H | R | H | R |
| PT. Suradi Sejahtera Raya | Staff Produksi | 6 | 6 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 5 | 6 | 6 | 6 | 6 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 6 | 6 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 5 | 6 | 6 | 6 | 6 |
| | Kepala Bagian Operasional | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Staff Engineer | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| PT. Aneka Dharma Persada | Staff Akuntansi | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Staff Quality Control | 6 | 3 | 6 | 5 | 6 | 3 | 6 | 4 | 6 | 4 | 6 | 3 | 6 | 5 | 5 | 4 |
| | Pelaksana | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 |
| PT. Wijaya Karya | Management Representative | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Kepala Bagian Pemasaran | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 |
| PT. Adhi Karya | Staff Engineer | 6 | 6 | 5 | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| | Process Control Inspector | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Finace Staff | 5 | 6 | 5 | 6 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 |
| | Staff Logistic | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| PT. Waskita Karya | Kepala Bagian SDM | 4 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 |
| | HRD | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 5 | 5 | 6 | 6 | 6 | 6 |
| | Staff Engineer | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Quality Control Manager | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| PT. Nusa Raya Cipta | Staff Marketing | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 |
| | Account Excecutive | 6 | 5 | 5 | 4 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 3 | 6 | 3 | 6 | 5 |
| | Quality Control Manager | 4 | 5 | 4 | 5 | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 6 |
| | Project Manager | 5 | 3 | 5 | 3 | 5 | 4 | 5 | 3 | 5 | 3 | 5 | 3 | 5 | 3 | 5 | 4 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 |

| Nama Perusahaan | Jabatan | B.7.1 | | B.7.2 | | B.7.3 | | B.7.4 | | B.7.5 | | B.7.6 | | B.7.7 | | B.7.8 | |
|---------------------------|---------------------------|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|
| | | H | R | H | R | H | R | H | R | H | R | H | R | H | R | H | R |
| PT. Suradi Sejahtera Raya | Staff Produksi | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 6 | 6 | 6 | 5 | 6 | 6 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 6 |
| | Kepala Bagian Operasional | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Staff Engineer | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| PT. Aneka Dharma Persada | Staff Akuntansi | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 |
| | Staff Quality Control | 6 | 3 | 5 | 4 | 5 | 3 | 5 | 4 | 5 | 3 | 6 | 3 | 5 | 4 | 6 | 3 |
| | Pelaksana | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 | 6 | 2 |
| PT. Wijaya Karya | Management Representative | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | 6 | 6 |
| | Kepala Bagian Pemasaran | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 |
| PT. Adhi Karya | Staff Engineer | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 5 |
| | Process Control Inspector | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Finace Staff | 6 | 5 | 6 | 5 | 5 | 6 | 6 | 5 | 6 | 5 | 5 | 6 | 6 | 5 | 6 | 5 |
| | Staff Logistic | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| | Project Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| PT. Waskita Karya | Kepala Bagian SDM | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| | Project Manager | 5 | 5 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 |
| | HRD | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Staff Engineer | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| | Quality Control Manager | 6 | 5 | 6 | 6 | 6 | 6 | 5 | 6 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| PT. Nusa Raya Cipta | Staff Marketing | 5 | 4 | 6 | 2 | 5 | 2 | 4 | 3 | 5 | 2 | 5 | 4 | 5 | 4 | 5 | 4 |
| | Account Excecutive | 6 | 5 | 6 | 4 | 5 | 4 | 5 | 4 | 6 | 5 | 6 | 4 | 5 | 4 | 6 | 5 |
| | Quality Control Manager | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 |
| | Project Manager | 5 | 3 | 5 | 4 | 5 | 4 | 5 | 4 | 5 | 3 | 5 | 3 | 5 | 3 | 5 | 4 |
| | Project Manager | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |

Data Nilai Mean Harapan dan Realita

| Descriptive Statistics (H 1) | | |
|---------------------------------------|----|------|
| | N | Mean |
| meningkatkan kepuasan pelanggan | 30 | 5,30 |
| meningkatkan loyalitas pelanggan | 30 | 5,23 |
| meningkatkan pangsa pasar | 30 | 5,27 |
| menghasilkan produk sesuai permintaan | 30 | 5,30 |
| antisipasi kebutuhan pelanggan | 30 | 5,10 |
| mengurangi komplain | 30 | 5,27 |
| meningkatkan jaminan mutu | 30 | 5,20 |
| Valid N (listwise) | 30 | 5,24 |

| Descriptive Statistics (H 2) | | |
|--------------------------------|----|------|
| | N | Mean |
| memperbaiki tanggung jawab | 30 | 5,17 |
| meningkatkan disiplin | 30 | 5,27 |
| sistem perusahaan konsisten | 30 | 5,30 |
| sistem kerja sistematis | 30 | 5,17 |
| memperbaiki gaya kepemimpinan | 30 | 4,80 |
| meningkatkan motivasi personel | 30 | 5,10 |
| tugas sesuai tanggung jawab | 30 | 5,00 |
| Valid N (listwise) | 30 | 5,11 |

| Descriptive Statistics (H 3) | | |
|--------------------------------------|----|------|
| | N | Mean |
| meningkatkan kontrol personel | 30 | 5,17 |
| meningkatkan kesadaran personel | 30 | 5,27 |
| memperbaiki mutu tenaga ahli | 30 | 5,13 |
| meningkatkan tanggung jawab personel | 30 | 5,13 |
| meningkatkan partisipasi personel | 30 | 5,00 |
| meningkatkan dedikasi personel | 30 | 4,93 |
| meningkatkan keyakinan personel | 30 | 4,83 |
| meningkatkan kreatifitas personel | 30 | 5,00 |
| Valid N (listwise) | 30 | 4,43 |

| Descriptive Statistics (H 4) | | |
|------------------------------------|----|------|
| | N | Mean |
| biaya lebih rendah | 30 | 4,87 |
| memperbaiki perencanaan mutu | 30 | 5,23 |
| meningkatkan efisiensi sumber daya | 30 | 5,27 |
| mengurangi kesalahan rework | 30 | 5,27 |
| meningkatkan mutu produk | 30 | 5,37 |
| menghasilkan produk tepat waktu | 30 | 5,27 |
| meningkatkan produktivitas | 30 | 5,17 |
| merencanakan proses | 30 | 5,33 |
| Valid N (listwise) | 30 | 5,22 |

| Descriptive Statistics (H 5) | | |
|---|----|------|
| | N | Mean |
| sistem penjadwalan terencana | 30 | 5,27 |
| memperbaiki SM perusahaan | 30 | 5,43 |
| menghasilkan sistem kebutuhan pelanggan | 30 | 5,30 |
| meningkatkan kepercayaan dalam produksi | 30 | 5,20 |
| meningkatkan sistem yang efektif | 30 | 5,40 |
| memperbaiki sistem informasi manajemen | 30 | 5,27 |
| meningkatkan integritas | 30 | 5,37 |
| mengidentifikasi,melaksanakan,mengatur proses | 30 | 5,30 |
| Valid N (listwise) | 30 | 5,32 |

| Descriptive Statistics (H 6) | | |
|-------------------------------------|----|------|
| | N | Mean |
| meningkatkan mutu peralatan | 30 | 5,13 |
| meningkatkan kesadaran tentang mutu | 30 | 5,10 |
| meningkatkan mutu sumber daya | 30 | 5,20 |
| meningkatkan mutu produksi dan jasa | 30 | 5,30 |
| meningkatkan prestasi kerja | 30 | 5,20 |
| meningkatkan kesadaran lingkungan | 30 | 5,27 |
| meningkatkan keselamatan kerja | 30 | 5,27 |
| meningkatkan keunggulan organisasi | 30 | 5,37 |
| Valid N (listwise) | 30 | 5,23 |

| Descriptive Statistics (H 7) | | |
|-----------------------------------|----|------|
| | N | Mean |
| meningkatkan pengukuran mutu | 30 | 5,13 |
| meningkatkan pemahaman statistik | 30 | 5,30 |
| meningkatkan analisis biaya | 30 | 5,20 |
| meningkatkan analisis pasar | 30 | 5,17 |
| memperbaiki metode analisis data | 30 | 5,30 |
| memperbaiki keakuratan data | 30 | 5,30 |
| meninjau proses perubahan pesanan | 30 | 5,20 |
| meningkatkan strategi | 30 | 5,33 |
| Valid N (listwise) | 30 | 5,24 |

| Descriptive Statistics (H 8) | | |
|---|----|------|
| | N | Mean |
| memperbaiki hubungan dengan pemasok | 30 | 5,17 |
| memperbaiki sarana prasarana dengan pemasok | 30 | 4,97 |
| memperbaiki perjanjian | 30 | 5,10 |
| meningkatkan fleksibilitas | 30 | 5,17 |
| meningkatkan dan menjamin mutu pemasok | 30 | 5,30 |
| meningkatkan kelancaran penyediaan material | 30 | 5,20 |
| mengoptimumkan penggunaan sumber daya | 30 | 5,23 |
| meningkatkan pencapaian kepuasan pelanggan | 30 | 5,27 |
| Valid N (listwise) | 30 | 5,18 |

| Descriptive Statistics (R 1) | | |
|---------------------------------------|----|------|
| | N | Mean |
| meningkatkan kepuasan pelanggan | 30 | 5,13 |
| meningkatkan loyalitas pelanggan | 30 | 5,03 |
| meningkatkan pangsa pasar | 30 | 4,97 |
| menghasilkan produk sesuai permintaan | 30 | 5,10 |
| antisipasi kebutuhan pelanggan | 30 | 5,03 |
| mengurangi komplain | 30 | 5,20 |
| meningkatkan jaminan mutu | 30 | 5,20 |
| Valid N (listwise) | 30 | 5,10 |

| Descriptive Statistics (R 2) | | |
|--------------------------------|----|------|
| | N | Mean |
| memperbaiki tanggung jawab | 30 | 4,87 |
| meningkatkan disiplin | 30 | 4,97 |
| sistem perusahaan konsisten | 30 | 5,03 |
| sistem kerja sistematis | 30 | 4,90 |
| memperbaiki gaya kepemimpinan | 30 | 4,73 |
| meningkatkan motivasi personel | 30 | 4,80 |
| tugas sesuai tanggung jawab | 30 | 4,73 |
| Valid N (listwise) | 30 | 4,86 |

| Descriptive Statistics (R 5) | | |
|---|----|------|
| | N | Mean |
| sistem penjadwalan terencana | 30 | 5,00 |
| memperbaiki SM perusahaan | 30 | 5,10 |
| menghasilkan sistem kebutuhan pelanggan | 30 | 5,07 |
| meningkatkan kepercayaan dalam produksi | 30 | 4,93 |
| meningkatkan sistem yang efektif | 30 | 5,13 |
| memperbaiki sistem informasi manajemen | 30 | 5,00 |
| meningkatkan integritas | 30 | 5,07 |
| mengidentifikasi,melaksanakan,mengatur proses | 30 | 5,10 |
| Valid N (listwise) | 30 | 5,05 |

| Descriptive Statistics (R 6) | | |
|-------------------------------------|----|------|
| | N | Mean |
| meningkatkan mutu peralatan | 30 | 4,87 |
| meningkatkan kesadaran tentang mutu | 30 | 4,90 |
| meningkatkan mutu sumber daya | 30 | 4,93 |
| meningkatkan mutu produksi dan jasa | 30 | 4,97 |
| meningkatkan prestasi kerja | 30 | 4,87 |
| meningkatkan kesadaran lingkungan | 30 | 4,77 |
| meningkatkan keselamatan kerja | 30 | 4,97 |
| meningkatkan keunggulan organisasi | 30 | 5,10 |
| Valid N (listwise) | 30 | 4,92 |

| Descriptive Statistics (R 3) | | |
|--------------------------------------|----|------|
| | N | Mean |
| meningkatkan kontrol personel | 30 | 4,77 |
| meningkatkan kesadaran personel | 30 | 4,67 |
| memperbaiki mutu tenaga ahli | 30 | 4,80 |
| meningkatkan tanggung jawab personel | 30 | 4,77 |
| meningkatkan partisipasi personel | 30 | 4,80 |
| meningkatkan dedikasi personel | 30 | 4,70 |
| meningkatkan keyakinan personel | 30 | 4,60 |
| meningkatkan kreatifitas personel | 30 | 4,57 |
| Valid N (listwise) | 30 | 4,71 |

| Descriptive Statistics (R 7) | | |
|-----------------------------------|----|------|
| | N | Mean |
| meningkatkan pengukuran mutu | 30 | 4,80 |
| meningkatkan pemahaman statistik | 30 | 4,90 |
| meningkatkan analisis biaya | 30 | 4,93 |
| meningkatkan analisis pasar | 30 | 4,97 |
| memperbaiki metode analisis data | 30 | 4,87 |
| memperbaiki keakuratan data | 30 | 4,90 |
| meninjau proses perubahan pesanan | 30 | 4,77 |
| meningkatkan strategi | 30 | 4,90 |
| Valid N (listwise) | 30 | 4,88 |

| Descriptive Statistics (R 4) | | |
|------------------------------------|----|------|
| | N | Mean |
| biaya lebih rendah | 30 | 4,30 |
| memperbaiki perencanaan mutu | 30 | 4,90 |
| meningkatkan efisiensi sumber daya | 30 | 5,00 |
| mengurangi kesalahan rework | 30 | 4,97 |
| meningkatkan mutu produk | 30 | 5,13 |
| menghasilkan produk tepat waktu | 30 | 5,10 |
| meningkatkan produktivitas | 30 | 4,97 |
| merencanakan proses | 30 | 5,00 |
| Valid N (listwise) | 30 | 4,92 |

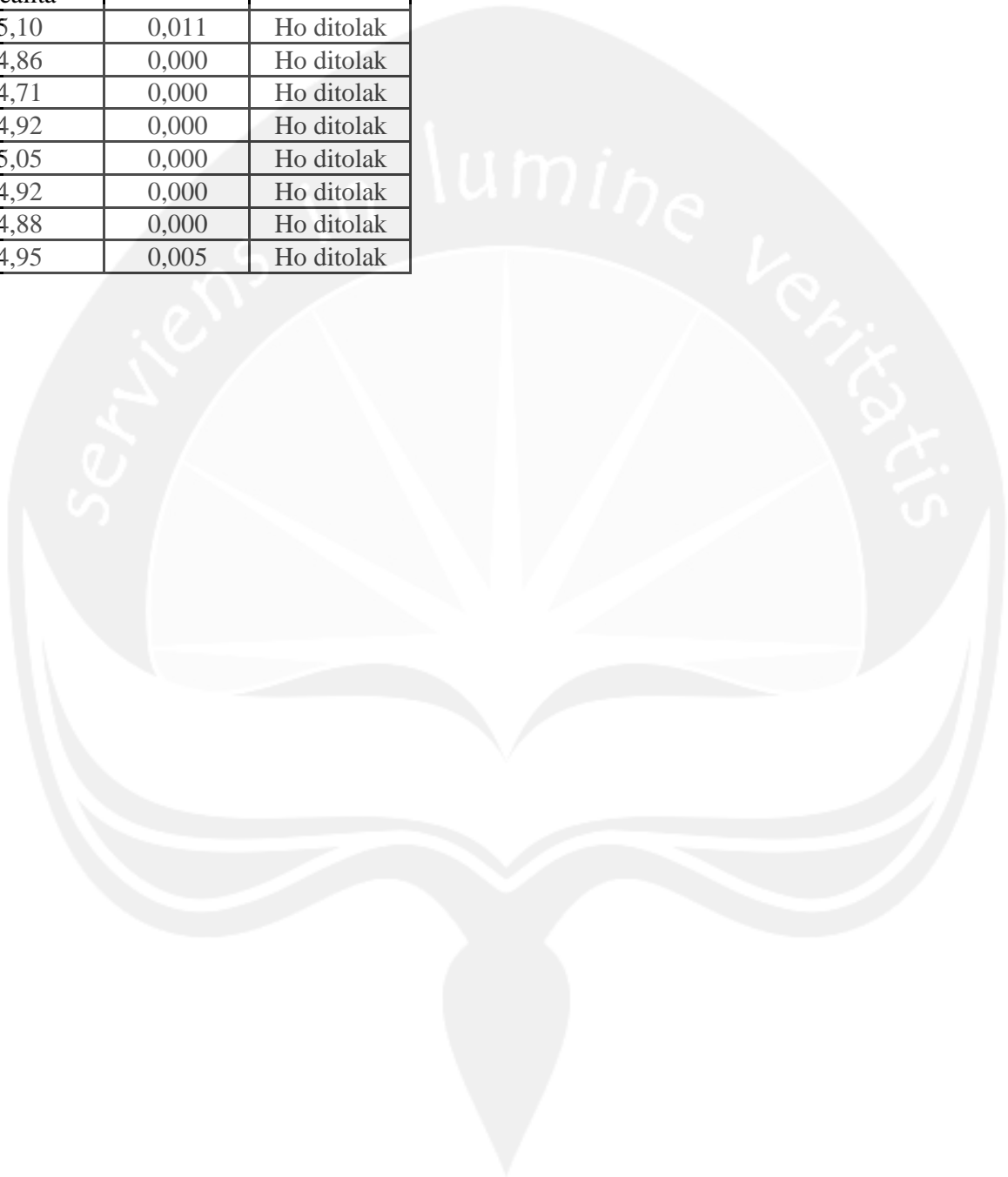
| Descriptive Statistics (R 8) | | |
|---|----|------|
| | N | Mean |
| memperbaiki hubungan dengan pemasok | 30 | 5,00 |
| memperbaiki sarana prasarana dengan pemasok | 30 | 5,00 |
| memperbaiki perjanjian | 30 | 4,90 |
| meningkatkan fleksibilitas | 30 | 5,03 |
| meningkatkan dan menjamin mutu pemasok | 30 | 4,80 |
| meningkatkan kelancaran penyediaan material | 30 | 4,87 |
| mengoptimumkan penggunaan sumber daya | 30 | 4,93 |
| meningkatkan pencapaian kepuasan pelanggan | 30 | 5,07 |
| Valid N (listwise) | 30 | 4,95 |

Tabel Mean dan Gab dari 8 Prinsip Sistem Manajemen Mutu (B)

| Prinsip | Harapan | Realita | Selisih (gab) |
|--|---------|---------|---------------|
| Prinsip 1 Fokus Pelanggan | 5,24 | 5,10 | 0,14 |
| Prinsip 2 Kepemimpinan | 5,11 | 4,86 | 0,25 |
| Prinsip 3 Keterlibatan Personel | 4,43 | 4,71 | -0,28 |
| Prinsip 4 Pendekatan Proses | 5,22 | 4,92 | 0,30 |
| Prinsip 5 Pendekatan Sistem Terhadap Manajemen | 5,32 | 5,05 | 0,27 |
| Prinsip 6 Pendekatan Berkesinambungan | 5,23 | 4,92 | 0,31 |
| Prinsip 7 Pembuatan Keputusan Berdasarkan fakta | 5,24 | 4,88 | 0,36 |
| Prinsip 8 Hubungan Pemasok yang Saling Menguntungkan | 5,18 | 4,95 | 0,22 |
| Rata-Rata | 5,12 | 4,92 | |

| Prinsip | Mean Harapan | Realita | <i>Sig.2-tailed</i> |
|--|--------------|---------|---------------------|
| Prinsip 1 Fokus Pelanggan | 5,24 | 5,10 | 0,011 |
| Prinsip 2 Kepemimpinan | 5,11 | 4,86 | 0,000 |
| Prinsip 3 Keterlibatan Personel | 4,43 | 4,71 | 0,000 |
| Prinsip 4 Pendekatan Proses | 5,22 | 4,92 | 0,000 |
| Prinsip 5 Pendekatan Sistem Terhadap Manajemen | 5,32 | 5,05 | 0,000 |
| Prinsip 6 Pendekatan Berkesinambungan | 5,23 | 4,92 | 0,000 |
| Prinsip 7 Pembuatan Keputusan Berdasarkan fakta | 5,24 | 4,88 | 0,000 |
| Prinsip 8 Hubungan Pemasok yang Saling Menguntungkan | 5,18 | 4,95 | 0,005 |

| Nilai Mean Realita | <i>Sig.2-tailed</i> | Kesimpulan |
|--------------------|---------------------|------------|
| 5,10 | 0,011 | Ho ditolak |
| 4,86 | 0,000 | Ho ditolak |
| 4,71 | 0,000 | Ho ditolak |
| 4,92 | 0,000 | Ho ditolak |
| 5,05 | 0,000 | Ho ditolak |
| 4,92 | 0,000 | Ho ditolak |
| 4,88 | 0,000 | Ho ditolak |
| 4,95 | 0,005 | Ho ditolak |



ES
 ES=jabatan masakerja pendidikan no.1.1 no.1.2 no.1.3 no.1.4 no.1.5
 no.1.7 no.1.8 no.1.9 no.1.10
 TICS=MEAN
 ANALYSIS .

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Statistics

| | jabatan responden | masa kerja perusahaan | pendidikan terakhir | 9001:2008 | peningkatan konsistensi pelaksanaa | memperbaiki mutu pelayanan | ISO 2008 sebagai alat promosi | pelaksanaan lebih efisien | pe mut |
|------|-------------------|-----------------------|---------------------|-----------|------------------------------------|----------------------------|-------------------------------|---------------------------|-----------|
| lid | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | |
| sing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | 3.53 | 1.73 | 2.50 | 5.13 | 5.13 | 5.47 | 5.13 | 4.80 | |

cy Table

jabatan responden

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| lity control manager | 1 | 3.3 | 3.3 | 3.3 |
| ject manager | 12 | 40.0 | 40.0 | 43.3 |
| nya | 17 | 56.7 | 56.7 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

masa kerja perusahaan

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------|-----------|---------|---------------|--------------------|
| tahun | 14 | 46.7 | 46.7 | 46.7 |
| 0 tahun | 10 | 33.3 | 33.3 | 80.0 |
| 15 tahun | 6 | 20.0 | 20.0 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

pendidikan terakhir

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------|-----------|---------|---------------|--------------------|
| A | 1 | 3.3 | 3.3 | 3.3 |
| rjana (Strata 1) | 16 | 53.3 | 53.3 | 56.7 |
| rjana (Strata 2) | 10 | 33.3 | 33.3 | 90.0 |
| rjana (strata 3) | 3 | 10.0 | 10.0 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

9001:2008

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------|-----------|---------|---------------|--------------------|
| k tidak penting | 1 | 3.3 | 3.3 | 3.3 |
| ting | 23 | 76.7 | 76.7 | 80.0 |
| gat penting | 6 | 20.0 | 20.0 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

peningkatan konsistensi pelaksanaa

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| k penting | 2 | 6.7 | 6.7 | 6.7 |
| ting | 22 | 73.3 | 73.3 | 80.0 |

| | | | | |
|-------------|----|-------|-------|-------|
| gat penting | 6 | 20.0 | 20.0 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

memperbaiki mutu pelayanan

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| k penting | 1 | 3.3 | 3.3 | 3.3 |
| ting | 14 | 46.7 | 46.7 | 50.0 |
| gat penting | 15 | 50.0 | 50.0 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

ISO 2008 sebagai alat promosi

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------|-----------|---------|---------------|--------------------|
| k tidak penting | 1 | 3.3 | 3.3 | 3.3 |
| k penting | 1 | 3.3 | 3.3 | 6.7 |
| ting | 21 | 70.0 | 70.0 | 76.7 |
| gat penting | 7 | 23.3 | 23.3 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

pelaksanaan lebih efisien

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------|-----------|---------|---------------|--------------------|
| k penting | 1 | 3.3 | 3.3 | 3.3 |
| k tidak penting | 1 | 3.3 | 3.3 | 6.7 |
| k penting | 2 | 6.7 | 6.7 | 13.3 |
| ting | 25 | 83.3 | 83.3 | 96.7 |
| gat penting | 1 | 3.3 | 3.3 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

perbaikan mutu produk

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| k penting | 1 | 3.3 | 3.3 | 3.3 |
| ting | 15 | 50.0 | 50.0 | 53.3 |
| gat penting | 14 | 46.7 | 46.7 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

mengurangi biaya

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| k penting | 4 | 13.3 | 13.3 | 13.3 |
| k penting | 14 | 46.7 | 46.7 | 60.0 |
| ting | 11 | 36.7 | 36.7 | 96.7 |
| gat penting | 1 | 3.3 | 3.3 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

pertahanan persaingan bisnis

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| k penting | 2 | 6.7 | 6.7 | 6.7 |
| ting | 12 | 40.0 | 40.0 | 46.7 |
| gat penting | 16 | 53.3 | 53.3 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

perbaikan pangsa pasar

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------|-----------|---------|---------------|--------------------|
| k tidak penting | 1 | 3.3 | 3.3 | 3.3 |
| ting | 21 | 70.0 | 70.0 | 73.3 |
| gat penting | 8 | 26.7 | 26.7 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

alat mencapai SMM

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| k penting | 2 | 6.7 | 6.7 | 6.7 |
| ting | 19 | 63.3 | 63.3 | 70.0 |
| gat penting | 9 | 30.0 | 30.0 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

VES
 ES=jabatan masakerja pendidikan no.1.1 no.1.2 no.1.3 no.1.4 no.1.5
 no.1.7 no.1.8 no.1.9 no.1.10
 TICS=MEAN STDDEV .

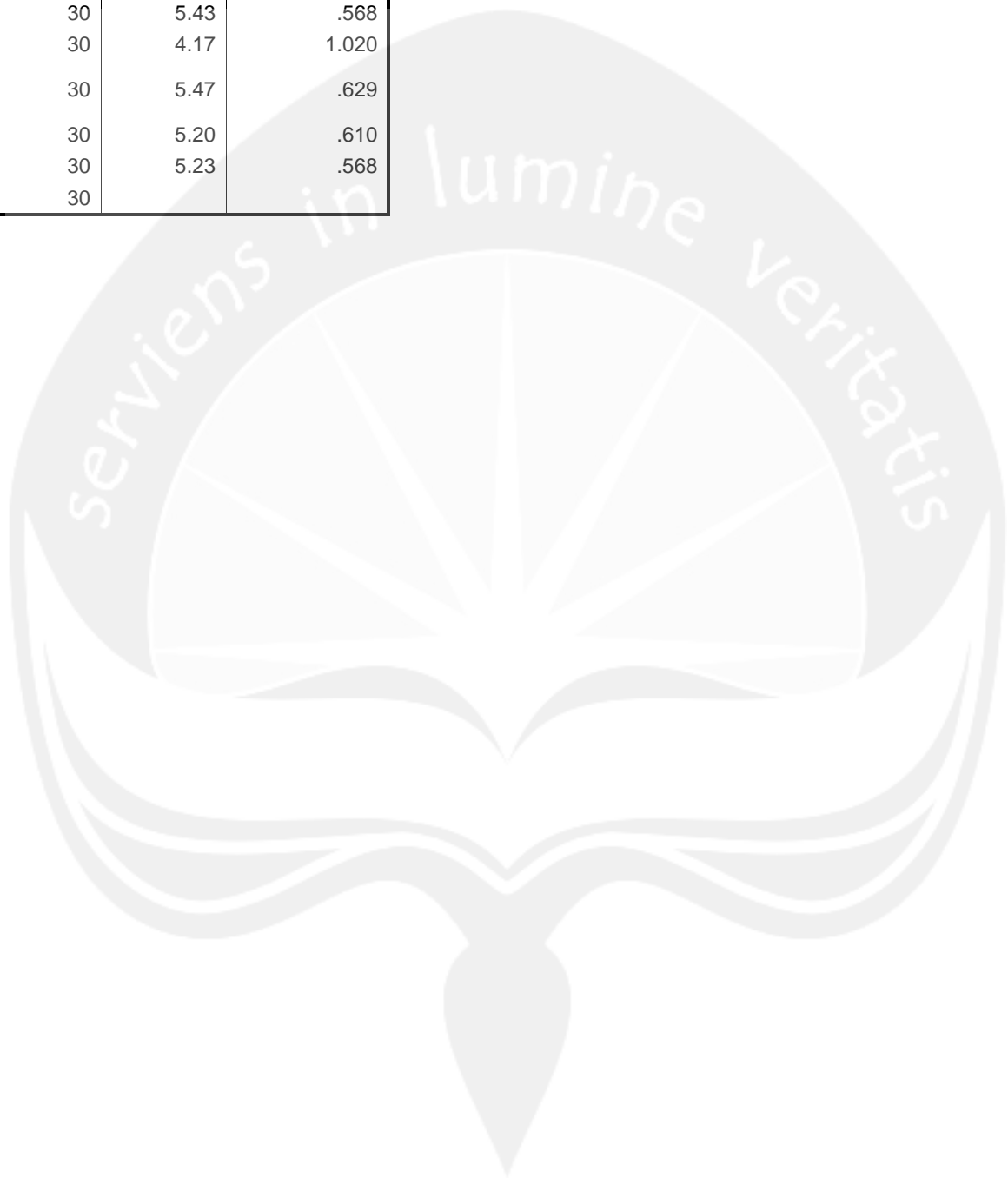
tive:

] H:\SKRIPSI\SPSS alasan.sav

Descriptive Statistics

| | N | Mean | Std. Deviation |
|-----------|----|------|----------------|
| onden | 30 | 3.53 | .571 |
| erusahaan | 30 | 1.73 | .785 |
| erakhir | 30 | 2.50 | .731 |
| | 30 | 5.13 | .571 |

| | | | |
|---------------|----|------|-------|
| konsistensi | 30 | 5.13 | .507 |
| i mutu | 30 | 5.47 | .571 |
| bagai alat | 30 | 5.13 | .629 |
| lebih efisien | 30 | 4.80 | .714 |
| utu produk | 30 | 5.43 | .568 |
| biaya | 30 | 4.17 | 1.020 |
| persaingan | 30 | 5.47 | .629 |
| angsa pasar | 30 | 5.20 | .610 |
| ai SMM | 30 | 5.23 | .568 |
| ise) | 30 | | |



Output SPSS uji-T

Harapan dan Realita 1 (Fokus Pelanggan)

Paired Samples Statistics

| | | Mean | N | Std. Deviation | Std. Error Mean |
|--------|-----------|--------|---|----------------|-----------------|
| Pair 1 | Harapan 1 | 5.2381 | 7 | .07052 | .02666 |
| | Realita 1 | 5.0952 | 7 | .08909 | .03367 |

Paired Samples Correlations

| | | N | Correlation | Sig. |
|--------|-----------------------|---|-------------|------|
| Pair 1 | Harapan 1 & Realita 1 | 7 | .181 | .698 |

Paired Samples Test

| | | Paired Differences | | | | | t | df | Sig. (2-tailed) |
|--------|-----------------------|--------------------|----------------|-----------------|---|--------|-------|----------------|-----------------|
| | | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | Mean | Std. Deviation | Std. Error Mean |
| | | Lower | Upper | Lower | Upper | Lower | Upper | Lower | Upper |
| Pair 1 | Harapan 1 - Realita 1 | .14286 | .10313 | .03898 | .04748 | .23823 | 3.665 | 6 | .011 |

Harapan dan Realita 2 (Kepemimpinan)

Paired Samples Statistics

| | | Mean | N | Std. Deviation | Std. Error Mean |
|--------|-----------|--------|---|----------------|-----------------|
| Pair 1 | Harapan 2 | 5.1143 | 7 | .17090 | .06459 |
| | Realita 2 | 4.8619 | 7 | .11455 | .04330 |

Paired Samples Correlations

| | | N | Correlation | Sig. |
|--------|-----------------------|---|-------------|------|
| Pair 1 | Harapan 2 & Realita 2 | 7 | .903 | .005 |

Paired Samples Test

| | | Paired Differences | | | | t | df | Sig. (2-tailed) | |
|--------|-----------------------|--------------------|----------------|-----------------|---|--------|-------|-----------------|-----------------|
| | | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | Mean | Std. Deviation | Std. Error Mean |
| | | Lower | Upper | Lower | Upper | Lower | Upper | Lower | Upper |
| Pair 1 | Harapan 2 - Realita 2 | .25238 | .08357 | .03159 | .17509 | .32967 | 7.990 | 6 | .000 |

Harapan dan Realita 3 (Keterlibatan Personel)

Paired Samples Statistics

| | | Mean | N | Std. Deviation | Std. Error Mean |
|--------|-----------|--------|---|----------------|-----------------|
| Pair 1 | Harapan 3 | 5.0583 | 8 | .14114 | .04990 |
| | Realita 3 | 4.7083 | 8 | .09041 | .03197 |

Paired Samples Correlations

| | | N | Correlation | Sig. |
|--------|-----------------------|---|-------------|------|
| Pair 1 | Harapan 3 & Realita 3 | 8 | .417 | .304 |

Paired Samples Test

| | | Paired Differences | | | | t | df | Sig. (2-tailed) | |
|--------|-----------------------|--------------------|----------------|-----------------|---|--------|-------|-----------------|-----------------|
| | | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | Mean | Std. Deviation | Std. Error Mean |
| | | Lower | Upper | Lower | Upper | Lower | Upper | Lower | Upper |
| Pair 1 | Harapan 3 - Realita 3 | .35000 | .13214 | .04672 | .23953 | .46047 | 7.492 | 7 | .000 |

Harapan dan Realita 4 (Pendekatan Proses)

Paired Samples Statistics

| | | Mean | N | Std. Deviation | Std. Error Mean |
|--------|-----------|--------|---|----------------|-----------------|
| Pair 1 | Harapan.4 | 5.2208 | 8 | .15526 | .05489 |
| | Realita.4 | 4.9208 | 8 | .26182 | .09257 |

Paired Samples Correlations

| | | N | Correlation | Sig. |
|--------|-----------------------|---|-------------|------|
| Pair 1 | Harapan.4 & Realita.4 | 8 | .952 | .000 |

Paired Samples Test

| | | Paired Differences | | | | | | t | df | Sig. (2-tailed) |
|--------|-----------------------|--------------------|----------------|-----------------|---|--------|-------|----------------|-----------------|-----------------|
| | | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | Mean | Std. Deviation | Std. Error Mean | |
| | | Lower | Upper | Lower | Upper | Lower | Upper | Lower | Upper | |
| Pair 1 | Harapan.4 - Realita.4 | .30000 | .12344 | .04364 | .19680 | .40320 | 6.874 | | 7 | .000 |

Harapan dan Realita 5 (Pendekatan Sistem Terhadap Manajemen)

Paired Samples Statistics

| | | Mean | N | Std. Deviation | Std. Error Mean |
|--------|-----------|--------|---|----------------|-----------------|
| Pair 1 | Harapan 5 | 5.3167 | 8 | .07766 | .02746 |
| | Realita 5 | 5.0500 | 8 | .06667 | .02357 |

Paired Samples Correlations

| | | N | Correlation | Sig. |
|--------|-----------------------|---|-------------|------|
| Pair 1 | Harapan 5 & Realita 5 | 8 | .858 | .006 |

Paired Samples Test

| | | Paired Differences | | | | | | t | df | Sig. (2-tailed) |
|--------|-----------------------|--------------------|----------------|-----------------|---|--------|--------|----------------|-----------------|-----------------|
| | | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | Mean | Std. Deviation | Std. Error Mean | |
| | | Lower | Upper | Lower | Upper | Lower | Upper | Lower | Upper | |
| Pair 1 | Harapan 5 - Realita 5 | .26667 | .03984 | .01409 | .23336 | .29997 | 18.931 | | 7 | .000 |

Harapan dan Realita 6 (Peningkatan Berkesinambungan)

Paired Samples Statistics

| | | Mean | N | Std. Deviation | Std. Error Mean |
|--------|-----------|--------|---|----------------|-----------------|
| Pair 1 | Harapan 6 | 5.2292 | 8 | .08808 | .03114 |
| | Realita 6 | 4.9208 | 8 | .09749 | .03447 |

Paired Samples Correlations

| | | N | Correlation | Sig. |
|--------|-----------------------|---|-------------|------|
| Pair 1 | Harapan 6 & Realita 6 | 8 | .548 | .160 |

Paired Samples Test

| | | Paired Differences | | | | | | t | df | Sig. (2-tailed) |
|--------|-----------------------|--------------------|----------------|-----------------|---|--------|-------|----------------|-----------------|-----------------|
| | | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | Mean | Std. Deviation | Std. Error Mean | |
| | | Lower | Upper | Lower | Upper | Lower | Upper | Lower | Upper | |
| Pair 1 | Harapan 6 - Realita 6 | .30833 | .08864 | .03134 | .23423 | .38244 | 9.839 | 7 | .000 | |

Harapan dan Realita 7 (Pembuatan Keputusan Berdasarkan Fakta)

Paired Samples Statistics

| | | Mean | N | Std. Deviation | Std. Error Mean |
|--------|-----------|--------|---|----------------|-----------------|
| Pair 1 | Harapan 7 | 5.2417 | 8 | .07507 | .02654 |
| | Realita 7 | 4.8792 | 8 | .06652 | .02352 |

Paired Samples Correlations

| | | N | Correlation | Sig. |
|--------|-----------------------|---|-------------|------|
| Pair 1 | Harapan 7 & Realita 7 | 8 | .230 | .583 |

Paired Samples Test

| | | Paired Differences | | | | | t | df | Sig. (2-tailed) |
|--------|-----------------------|--------------------|----------------|-----------------|---|--------|--------|----------------|-----------------|
| | | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | Mean | Std. Deviation | Std. Error Mean |
| | | Lower | Upper | Lower | Upper | Lower | Upper | Lower | Upper |
| Pair 1 | Harapan 7 - Realita 7 | .36250 | .08808 | .03114 | .28886 | .43614 | 11.641 | 7 | .000 |

Harapan dan Realita 8 (Hambatan Pemasok yang Saling Menguntungkan)

Paired Samples Statistics

| | | Mean | N | Std. Deviation | Std. Error Mean |
|--------|-----------|--------|---|----------------|-----------------|
| Pair 1 | Harapan 8 | 5.1750 | 8 | .10503 | .03713 |
| | Realita 8 | 4.9500 | 8 | .09085 | .03212 |

Paired Samples Correlations

| | | N | Correlation | Sig. |
|--------|-----------------------|---|-------------|------|
| Pair 1 | Harapan 8 & Realita 8 | 8 | -.283 | .497 |

Paired Samples Test

| | | Paired Differences | | | | | t | df | Sig. (2-tailed) |
|--------|-----------------------|--------------------|----------------|-----------------|---|--------|-------|----------------|-----------------|
| | | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | Mean | Std. Deviation | Std. Error Mean |
| | | Lower | Upper | Lower | Upper | Lower | Upper | Lower | Upper |
| Pair 1 | Harapan 8 - Realita 8 | .22500 | .15711 | .05555 | .09366 | .35634 | 4.051 | 7 | .005 |

```

ES
ES=no.3.1 no.3.2 no.3.3 no.3.4 no.3.5 no.3.6 no.3.7 no.3.8 no.3.9
no.3.11 no.3.12 no.3.13 no.3.14 no.3.15
TICS=MEAN
ANALYSIS .

```

cie:

Notes

| | |
|--------------------------------|---|
| ted | 21-SEP-2011 23:56:16 |
| Data | H:\SKRIPSI\hambatan perusahaan.sav |
| Active Dataset | DataSet2 |
| Filter | <none> |
| Weight | <none> |
| Split File | <none> |
| N of Rows in Working Data File | 30 |
| e Definition of Missing | User-defined missing values are treated as missing. |
| Cases Used | Statistics are based on all cases with valid data. FREQUENCIES VARIABLES=no.3.1 no.3.2 no.3.3 no.3.4 no.3.5 no.3.6 no.3.7 no.3.8 no.3.9 no.3.10 no.3.11 no.3.12 no.3.13 no.3.14 no.3.15 /STATISTICS=MEAN /ORDER= ANALYSIS . |

Elapsed Time

0:00:00.01

Processor Time

0:00:00.00

H:\SKRIPSI\hambatan perusahaan.sav

Statistics

| | banyak pekerjaan tulis-menulis | waktu untuk melengkapi penerapan | waktu untuk menulis manual | waktu untuk tulis-menulis | waktu memeriksa pekerjaan sesuai audit | biaya tinggi untuk penerapan | biaya tinggi dalam memprtahankan sistem | kurangnya sumber informasi | ku |
|------|--------------------------------|----------------------------------|----------------------------|---------------------------|--|------------------------------|---|----------------------------|----|
| lid | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | |
| sing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | 4.63 | 4.77 | 4.53 | 4.60 | 4.50 | 4.63 | 4.60 | 3.87 | |

cy Table

banyak pekerjaan tulis-menulis

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| k kecil | 2 | 6.7 | 6.7 | 6.7 |
| k besar | 9 | 30.0 | 30.0 | 36.7 |
| ar | 17 | 56.7 | 56.7 | 93.3 |
| gat besar | 2 | 6.7 | 6.7 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

waktu untuk melengkapi penerapan

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| k kecil | 1 | 3.3 | 3.3 | 3.3 |
| k besar | 9 | 30.0 | 30.0 | 33.3 |
| ar | 16 | 53.3 | 53.3 | 86.7 |
| gat besar | 4 | 13.3 | 13.3 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

waktu untuk menulis manual

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| k kecil | 3 | 10.0 | 10.0 | 10.0 |
| k besar | 10 | 33.3 | 33.3 | 43.3 |
| ar | 15 | 50.0 | 50.0 | 93.3 |
| gat besar | 2 | 6.7 | 6.7 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

waktu untuk tulis-menulis

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| k kecil | 2 | 6.7 | 6.7 | 6.7 |
| k besar | 10 | 33.3 | 33.3 | 40.0 |
| ar | 16 | 53.3 | 53.3 | 93.3 |
| gat besar | 2 | 6.7 | 6.7 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

waktu memeriksa pekerjaan sesuai audit

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| k kecil | 1 | 3.3 | 3.3 | 3.3 |
| k besar | 14 | 46.7 | 46.7 | 50.0 |
| ar | 14 | 46.7 | 46.7 | 96.7 |
| gat besar | 1 | 3.3 | 3.3 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

biaya tinggi untuk penerapan

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| k besar | 13 | 43.3 | 43.3 | 43.3 |
| ar | 15 | 50.0 | 50.0 | 93.3 |
| gat besar | 2 | 6.7 | 6.7 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

biaya tinggi dalam memprtahankan sistem

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| k besar | 15 | 50.0 | 50.0 | 50.0 |
| ar | 12 | 40.0 | 40.0 | 90.0 |
| gat besar | 3 | 10.0 | 10.0 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

kurangnya sumber informasi

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----|-----------|---------|---------------|--------------------|
| il | 2 | 6.7 | 6.7 | 6.7 |

| | | | | |
|-----------|----|-------|-------|-------|
| k kecil | 8 | 26.7 | 26.7 | 33.3 |
| k besar | 13 | 43.3 | 43.3 | 76.7 |
| ar | 6 | 20.0 | 20.0 | 96.7 |
| gat besar | 1 | 3.3 | 3.3 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

kurangnya kerjasama dengan auditor

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| gat kecil | 1 | 3.3 | 3.3 | 3.3 |
| il | 4 | 13.3 | 13.3 | 16.7 |
| k kecil | 7 | 23.3 | 23.3 | 40.0 |
| k besar | 13 | 43.3 | 43.3 | 83.3 |
| ar | 4 | 13.3 | 13.3 | 96.7 |
| gat besar | 1 | 3.3 | 3.3 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

standar yang kurang jelas

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| gat kecil | 2 | 6.7 | 6.7 | 6.7 |
| il | 5 | 16.7 | 16.7 | 23.3 |
| k kecil | 12 | 40.0 | 40.0 | 63.3 |
| k besar | 6 | 20.0 | 20.0 | 83.3 |
| ar | 4 | 13.3 | 13.3 | 96.7 |
| gat besar | 1 | 3.3 | 3.3 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

kesulitan menafsirkan standar

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| gat kecil | 5 | 16.7 | 16.7 | 16.7 |
| il | 1 | 3.3 | 3.3 | 20.0 |
| k kecil | 8 | 26.7 | 26.7 | 46.7 |
| k besar | 9 | 30.0 | 30.0 | 76.7 |
| ar | 5 | 16.7 | 16.7 | 93.3 |
| gat besar | 2 | 6.7 | 6.7 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

komitmen pimpinan belum sampai keseluruhan personel

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| gat kecil | 2 | 6.7 | 6.7 | 6.7 |
| il | 5 | 16.7 | 16.7 | 23.3 |
| k kecil | 9 | 30.0 | 30.0 | 53.3 |
| k besar | 7 | 23.3 | 23.3 | 76.7 |
| ar | 6 | 20.0 | 20.0 | 96.7 |
| gat besar | 1 | 3.3 | 3.3 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

komitmen pimpinan belum ditindaklanjuti

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| gat kecil | 1 | 3.3 | 3.3 | 3.3 |
| il | 8 | 26.7 | 26.7 | 30.0 |
| k kecil | 5 | 16.7 | 16.7 | 46.7 |
| k besar | 8 | 26.7 | 26.7 | 73.3 |
| ar | 7 | 23.3 | 23.3 | 96.7 |
| gat besar | 1 | 3.3 | 3.3 | 100.0 |

| | | | |
|----|----|-------|-------|
| al | 30 | 100.0 | 100.0 |
|----|----|-------|-------|

pengawasan program kerja yang tidak konsisten

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| gat kecil | 2 | 6.7 | 6.7 | 6.7 |
| il | 5 | 16.7 | 16.7 | 23.3 |
| k kecil | 7 | 23.3 | 23.3 | 46.7 |
| k besar | 7 | 23.3 | 23.3 | 70.0 |
| ar | 7 | 23.3 | 23.3 | 93.3 |
| gat besar | 2 | 6.7 | 6.7 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

evaluasi terhadap pengawasan belum ditidakanjuti

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| gat kecil | 3 | 10.0 | 10.0 | 10.0 |
| il | 4 | 13.3 | 13.3 | 23.3 |
| k kecil | 8 | 26.7 | 26.7 | 50.0 |
| k besar | 8 | 26.7 | 26.7 | 76.7 |
| ar | 5 | 16.7 | 16.7 | 93.3 |
| gat besar | 2 | 6.7 | 6.7 | 100.0 |
| al | 30 | 100.0 | 100.0 | |

VES

ES=no.3.1 no.3.2 no.3.3 no.3.4 no.3.5 no.3.6 no.3.7 no.3.8 no.3.9
no.3.11 no.3.12 no.3.13 no.3.14 no.3.15

TICS=MEAN STDDEV MIN MAX .

tive:

Notes

| | |
|--------------------------------|--|
| ted | 21-SEP-2011 23:56:30 |
| Data | H:\SKRIPSI\hambatan perusahaan.sav |
| Active Dataset | DataSet2 |
| Filter | <none> |
| Weight | <none> |
| Split File | <none> |
| N of Rows in Working Data File | 30 |
| e Definition of Missing | User defined missing values are treated as missing. |
| Cases Used | All non-missing data are used. DESCRIPTIVES VARIABLES=no.3.1 no.3.2 no.3.3 no.3.4 no.3.5 no.3.6 no.3.7 no.3.8 no.3.9 no.3.10 no.3.11 no.3.12 no.3.13 no.3.14 no.3.15 /STATISTICS=MEAN STDDEV MIN MAX . |
| Elapsed Time | 0:00:00.01 |
| Processor Time | 0:00:00.02 |

] H:\SKRIPSI\hambatan perusahaan.sav

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------------------|----|---------|---------|------|----------------|
| rjaan | 30 | 3 | 6 | 4.63 | .718 |
| melengkapi | 30 | 3 | 6 | 4.77 | .728 |
| menulis | 30 | 3 | 6 | 4.53 | .776 |
| tulis-menulis | 30 | 3 | 6 | 4.60 | .724 |
| riksa suai audit | 30 | 3 | 6 | 4.50 | .630 |
| untuk | 30 | 4 | 6 | 4.63 | .615 |
| dalam kan sistem | 30 | 4 | 6 | 4.60 | .675 |
| umber | 30 | 2 | 6 | 3.87 | .937 |
| erjasama itor | 30 | 1 | 6 | 3.60 | 1.102 |
| g kurang jelas nafsirkan | 30 | 1 | 6 | 3.27 | 1.202 |
| mpinan belum luruh personel | 30 | 1 | 6 | 3.43 | 1.278 |
| mpinan belum ti | 30 | 1 | 6 | 3.50 | 1.306 |
| program kerja onsisten | 30 | 1 | 6 | 3.60 | 1.380 |
| adap belum i | 30 | 1 | 6 | 3.47 | 1.383 |
| ise) | 30 | | | | |