

CHAPTER IV

DATA ANALYSIS AND DISSCUSSION

This research is using the primary data and quantitative study that use questionnaire as the data collection, and collect the data direction from the source (research objects). The aim of this study is to understand the impact of Human Resources Management Practices and Corporate Entrepreneurship on Firm Performance in case of Small Medium Enterprises in Yogyakarta. The questionnaire is processed by using software IBM SPSS Statistics 20. The result of the data is about validity and reliability data which is done by pre-test and the real test, the descriptive analysis, result of classic assumption test, result of regression analysis between each variable, and the result of bivariate correlation to see the relationship between each other.

4.1 Validity and Reliability Test

4.1.1 Validity Test

According to Sekaran and Bougie (2016), validity test is used to measure the degree of validity and to measure the measurement of the variable that tested on the item. The data that gathered from questionnaire will be processed through IBM SPSS Statistic 20.0 to confirm whether the data is valid or not. The questionnaire was distributed by using paper which is taken on 25 January 2020. The data which is collected in the test are 108 respondents.

The item will be considered as “valid” if the r-count is greater than r label. After doing the validity test its show that all r-count each item is greater than r-table for 108 which is 0.1891 the formula to find the real r-table is:

Number of Respondents for Pre-test (Degree of freedom): $108-2 = 106$

The result of the validity test of the Human Resources Management Practices variable and corporate entrepreneurship variable on Firm Performance variable below

Table 4.1-1: Validity test result of Human Resources Management Practices on Firm Performance

| Variable | Item | r-Statistic | r-Table | Validity |
|--|-------|-------------|---------|----------|
| Human Resources Management Practices on Firm Performance | BEH 1 | 0.716 | 0.1891 | VALID |
| | BEH 2 | 0.541 | 0.1891 | VALID |
| | EXT 1 | 0.566 | 0.1891 | VALID |

| | | | | |
|--|--------|-------|--------|-------|
| | EXT 2 | 0.585 | 0.1891 | VALID |
| | EXT 3 | 0.634 | 0.1891 | VALID |
| | WR 1 | 0.516 | 0.1891 | VALID |
| | INT 1 | 0.681 | 0.1891 | VALID |
| | INT 2 | 0.530 | 0.1891 | VALID |
| | TRA 1 | 0.327 | 0.1891 | VALID |
| | INC 1 | 0.439 | 0.1891 | VALID |
| | INC 2 | 0.501 | 0.1891 | VALID |
| | COM 1 | 0.647 | 0.1891 | VALID |
| | FED 1 | 0.487 | 0.1891 | VALID |
| | FED 2 | 0.442 | 0.1891 | VALID |
| | TM 1 | 0.417 | 0.1891 | VALID |
| | SKIL 1 | 0.537 | 0.1891 | VALID |

Source: data processed

Based on the table 4.1-1, the validity test of Human Resources Management Practices on Firm Performance variable shows that 16 items in this variable are more than r-table which is 0.1891. Therefore, all of 16 items in this variable are valid and it means all of the item can be used to analyze the hypothesis.

Table 4.1-2 : Validity Test result of Corporate Entrepreneurship on Firm Performance

| Variable | Item | r-Statistic | r-Table | Validity |
|--|-------------|--------------------|----------------|-----------------|
| Corporate Entrepreneurship on Firm Performance | RISK 1 | 0.612 | 0.1891 | VALID |
| | INV 1 | 0.727 | 0.1891 | VALID |

| | | | | |
|--|-------|-------|--------|-------|
| | INV 2 | 0.745 | 0.1891 | VALID |
| | PRO 1 | 0.779 | 0.1891 | VALID |

Source: data processed

Based on the table 4.1-2, the validity test of Corporate Entrepreneurship on Firm Performance variable shows that 4 items in this variable is more than r-table which is 0.1891. Therefore, all of the 4 items in this variable are valid and it means all of the item can be used to analyze the hypothesis.

Table 4.1-3 : Validity Test result of Firm Performance

| Variable | Item | r-Statistic | r-Table | Validity |
|---------------------|-------------|--------------------|----------------|-----------------|
| Firm Performance | SG | 0.727 | 0.1891 | VALID |
| | ROS | 0.791 | 0.1891 | VALID |
| | ROA | 0.658 | 0.1891 | VALID |
| | P/S Q | 0.770 | 0.1891 | VALID |
| | P/S DV | 0.756 | 0.1891 | VALID |
| | JS | 0.597 | 0.1891 | VALID |
| | CS | 0.679 | 0.1891 | VALID |

Source: data processed

Based on the table 4.1-3, the validity test of Firm Performance variable shows that 7 items in this variable is more than r-table which is 0.1891. Therefore, all of the 7 items in this variable are valid and it means all of the items can be used to analyze the hypothesis.

4.1.2 Reliability Test

Reliability test is a test that indicates the stability and consistency with which the instrument measures of the concept and help to assess the “goodness” of measure. From Sekaran and Bougie (2013) the questionnaire can be judge reliable or god if the result is consistent and stable from time to time. All of the items must be valid first before we do the reliability test. The variable considered as reliable if it gives an amount of Cronbach’s Alpha > 0.60 (greater than).

Table 4.1-4 : Reliability Test Result

| Variable | Cronbach’s Alpha Coefficient | Reliability level |
|--|-------------------------------------|--------------------------|
| Human Resources Management Practices on Firm Performance | 0.833 | Very reliable |
| Corporate Entrepreneurship on Firm Performance | 0.657 | Reliable |
| Firm Performance | 0.832 | Very reliable |

Source: data processed

Based on the result of reliability test on table 4.1-4, all of the variables (human resources management practices, corporate entrepreneurship and firm performance) have a cronbach’s alpha coefficient that more than 0.60, which means that all of the variables in this questionnaire is reliable. Therefore, all of the variables can be used in further analysis.

4.2 Descriptive Analysis

4.2.1 Respondent's Descriptive Analysis

Respondent's Descriptive Statistic Analysis conducted to investigate the respondent from their characteristics. This research will investigate the respondents according to their gender orientation, age, work experiences and education of the Bakpia 25's employees. The method that used in this descriptive analysis is percentage analysis. Therefore, below the result of the descriptive analysis from the employee of Bakpia:

Table 4.2-1: Respondent characteristic according to gender orientation

| Characteristic | Answers | Number of employees | Percentage |
|-----------------------|----------------|----------------------------|-------------------|
| Gender | Male | 36 | 33.3% |
| | Female | 72 | 66.7% |
| Total | | 108 | 100% |

Source: data processed

Based on the result in table 4.2-1, the total employees of this company are 108 which divided into two categories of gender, male and female. The number of male employees is 36 and the number of the female employees is 72. The male respondents contribute 33.3% (36 employees) and female respondents contribute 66.7% (72 employees).

The calculation shows that male has smallest percentage of the contribution because the number of the male employees is smaller rather than the woman employees. It can be said that the female employees is dominant in this research. The dominance of female employees is designed in this company because the company focused on empowering woman which is supported by the nature of women such as diligence, perseverance, patience also the deft that needed in this company. The characteristic of sex orientation is important on this research because the difference of gender can lead into different kind of perspectives of human resources management practices and corporate entrepreneurship on firm performance.

Table 4.2-2 : Respondent characteristic according to Work Experience

| Characteristic | | Number of employees | Percentage |
|-----------------------|--------------|----------------------------|-------------------|
| Work Experience | 3 - 6 months | 14 | 13.0% |
| | 1 - 3 years | 36 | 33.3% |
| | 3 - 5 years | 48 | 44.4% |
| | >5 years | 10 | 9.3% |
| Total | | 108 | 100% |

Source: data processed

Based on the result of table 4.2-2, the number of the work experience given in this company is divided into four sections which are 3 - 6 months, 1 - 3 years, 3 -5

years and more than 5 years of work experiences. The data shows that the majority of the respondent are come from the employees who is work in company for 3-5 years which is 48 employees or 44.4%, then the rest are employees who is work in company for 3-6 months which is 14 employees or 13.0%; employees who is work in company for 1- 3 years which is 36 employees or 33,3%, and the rest are employees who work is in company for more than 5 years which is only 10 employees or 9.3%.

The characteristic of work experience is considered as an important thing. The level of work experience can give the different perspective because they might have a different experience. Employees who work longer might have more experience rather than the others, they might have a different perspective on products, the regulations, the recruitment and they might experience the regulation that changed time by time for over 2 years, likewise with the new employees or those who work for 3-6 months it is still important to know because they also contribute to the company.

Table 4.2-3 : Respondent characteristic according to Ages

| Characteristic | | Number of employees | Percentage |
|-----------------------|-------------------|----------------------------|-------------------|
| Ages | 18 - 22 years old | 22 | 20.4% |
| | 22 - 27 years old | 56 | 51.9% |
| | 27 - 32 years old | 22 | 20.4% |

| | | | |
|--------------|---------------|------------|-------------|
| | >32 years old | 8 | 7.4% |
| Total | | 108 | 100% |

Source: data processed

Based on the result of table 4.2-3, the number of the work experience given in this company is divided into four sections which are 18 – 22 years old, 22 - 27 years old, 27 - 32 years old and more than 32 years old. The data shows the smallest number of the respondent are 8 employees or 7.4% and it is comes from employees who are over 32 years old. The other data are come from the employees who are 18 – 22 years old which is 20.4% or 22 employees and from the employees who are 27 – 32 years old which is 20.4% or 22 employees. The majority of this data are come from the employees who are 22-27 years old which is 51.9% or 56 employees.

The age orientation is important in this research because according to the age the researcher can get the different thinking of the individual perceptions. Employees who are 20 years old and the other one who has the same age probably have the different perspective, and employees who are 18 years old probably has the same perspective with another one who has the same ages.

Table 4.2-4 : Respondent characteristic according to Education

| Characteristic | Number of employees | Percentage |
|-----------------------|----------------------------|-------------------|
|-----------------------|----------------------------|-------------------|

| | | | |
|--------------|---------|------------|-------------|
| Education | SD | - | - |
| | SMP | 38 | 35.2% |
| | SMA/SMK | 70 | 64.8% |
| Total | | 108 | 100% |

Source: data processed

Based on the result of table 4.2-4 above, there are total 108 respondents and it is divided into three categories of Education which are SD, SMP and SMA/SMK. In this research the education based on primary school or SD has the contribution of 0 which mean no one comes from primary school. the other data is came from the employee based on SMP that have 35.2% or 38 employees, and the rest is the majority that came from SMA/SMK which is 64.8% or 70 employees. The majority of the education are from SMA/SMK because the company concerns on the government regulation *pasal 68 UU No.13 of 2003* states that employers are prohibited employing children. And from the UU, children are every person under the age of 18 years. It means that 18 years is the minimum age allowed by the government to work, therefore, company hire employees from the minimum age of 18 years or SMA.

4.2.2 Variable's Descriptive Statistic Analysis

Descriptive Analysis is needed to obtain the knowledge of the data that will be analyzed. In this research, the descriptive analysis uses the statistic for every item in the questionnaire. The descriptive statistic contains standard deviation, minimum, maximum, the average and the value of each items that according to the interval criteria (Scale).

Table 4.2-5 : Descriptive Statistic of Human Resources Management Practices on Firm Performance

| Descriptive Statistics | | | | | | | category |
|------------------------|-----|-----|-----|-----|------|----------------|-----------|
| Item | N | Min | Max | Sum | Mean | Std. Deviation | |
| HRMP 1 | 108 | 2 | 5 | 455 | 4.21 | .670 | Very High |
| HRMP 2 | 108 | 1 | 5 | 414 | 3.83 | .743 | High |
| HRMP 3 | 108 | 1 | 5 | 396 | 3.67 | .809 | High |
| HRMP 4 | 108 | 1 | 5 | 443 | 4.10 | .773 | High |
| HRMP 5 | 108 | 1 | 5 | 434 | 4.02 | .749 | High |
| HRMP 6 | 108 | 3 | 5 | 433 | 4.01 | .779 | High |
| HRMP 7 | 108 | 2 | 5 | 426 | 3.94 | .734 | High |
| HRMP 8 | 108 | 2 | 5 | 425 | 3.94 | .714 | High |

| | | | | | | | |
|---------------------|------------|-------------|-------------|------------|-------------|-------------|-------------|
| HRMP 9 | 108 | 1 | 5 | 403 | 3.73 | .744 | High |
| HRMP 10 | 108 | 2 | 5 | 457 | 4.23 | .621 | Very High |
| HRMP 11 | 108 | 3 | 5 | 480 | 4.44 | .535 | Very High |
| HRMP 12 | 108 | 2 | 5 | 445 | 4.12 | .666 | High |
| HRMP 13 | 108 | 1 | 5 | 429 | 3.97 | .662 | High |
| HRMP 14 | 108 | 1 | 5 | 430 | 3.98 | .710 | High |
| HRMP 15 | 108 | 1 | 5 | 429 | 3.97 | .676 | High |
| HRMP16 | 108 | 3 | 5 | 441 | 4.08 | .613 | High |
| AVG HRMP | 108 | 1.68 | 5.00 | 433 | 4.01 | .699 | High |
| Valid N | 108 | | | | | | |

Source: data processed

According to the table 4.2-5 below, the items in Human Resources Management Practices in Firm Performance variable has mean between 4.01 until 4.44 with the a total average of the variable is 4.01 and standard deviation is 0.69. The value of average mean which is 4.01 is categorized as “High” based on the interval scale. It means that the company held a high amount of human resources management practices on firm performance. It means the employees in the company understand enough how the company performing the practice of Human Resources. The employees understand that the company already gave the benefit whether it is

knowledge, information or even a new skill to them. It is proved by the number that has a high scale on the table.

There are three items that categorized as “very high”. Take a look from the questionnaire that already given to the employees, the highest level is from the question that stated “the incentive systems at this firm encourages employees to reach the firm goals” it means the majority of the employees agree that the bonuses given to them, make them feel happy and it is increasing the firm’s productivity to reach the goals. As well as the question above, the other two questions that relate one to each other which are stated “the incentive systems in this firm are given according to the employee’s job” and “attitude, behavior and work values are used by the firm as a criterion in employee selection” have the very high level of this research. It means that most of the employees agree that the incentive for the employees make them more productive and enterprises to the goal

Table 4.2-6 : Descriptive Statistic of Corporate Entrepreneurship on Firm Performance

| Descriptive Statistics | | | | | | | category |
|-------------------------------|----------|------------|------------|------------|-------------|-----------------------|-----------------|
| Item | N | Min | Max | Sum | Mean | Std. Deviation | |
| CE1 | 108 | 1 | 5 | 387 | 3.58 | .898 | High |

| | | | | | | | |
|-----------------------|------------|------------|-------------|------------|-------------|-------------|-------------|
| CE 2 | 108 | 2 | 5 | 439 | 4.06 | .631 | High |
| CE 3 | 108 | 1 | 5 | 443 | 4.10 | .696 | High |
| CE 4 | 108 | 2 | 5 | 447 | 4.14 | .703 | High |
| AVERAGE CE | 108 | 1.5 | 5.00 | 429 | 3.97 | .732 | High |
| VALID N | 108 | | | | | | |

Source: data processed

According to the table 4.2-6 which is the corporate entrepreneurship, has a mean between 3.58 until 4.14 with a total average of the variable is 3.97 and standard deviation 0.73. The value of average mean which is 3.97 categorized as “high” based on the interval scale. It means that the employees held a high amount of Corporate Entrepreneurship. It also means that the employees concern much about the company such as how the company gains a competitive advantages and success in the market, so it makes the employees feel engaged in the workplace. It is proved by the item number four which has the highest mean in his variable.

Table 4.2-7 : Descriptive Statistic of Firm Performance

| Descriptive Statistics | | | | | | | category |
|-------------------------------|----------|------------|------------|------------|-------------|---------------------------|-----------------|
| Item | N | Min | Max | Sum | Mean | Std. Deviation | |

| | | | | | | | |
|----------------|------------|-------------|-------------|------------|-------------|-------------|-------------|
| FP 1 | 108 | 2 | 5 | 419 | 3.88 | .652 | High |
| FP 2 | 108 | 2 | 5 | 415 | 3.84 | .658 | High |
| FP 3 | 108 | 2 | 5 | 410 | 3.80 | .694 | High |
| FP 4 | 108 | 2 | 5 | 423 | 3.92 | .643 | High |
| FP 5 | 108 | 2 | 5 | 423 | 3.92 | .699 | High |
| FP 6 | 108 | 1 | 5 | 448 | 4.15 | .807 | High |
| FP 7 | 108 | 2 | 5 | 460 | 4.26 | .661 | Very High |
| AVG FP | 108 | 1.85 | 5.00 | 428 | 3.96 | .687 | High |
| VALID N | 108 | | | | | | |

Source: data processed

The item in the table 4.2-7 which is the firm performance has a mean between 3.80 until 4.26 with a total average of the variable are 3.96 and standard deviation 0.68. The value of average mean which is 3.96 categorized as “high” according to the interval scale. It means that the employees held a high amount of Firm Performance. It also means that the employees conceive much about the company performance and have a strong intention as the employee. Furthermore, the employees have knowledge on emphasizing the company’s progress and plan so the company can gain the competitive market. It is proved by item number seven in this variable which has the highest mean.

By comparing the mean of human resources management practices, corporate entrepreneurship and firm performance, this research states that the human

resources management practices has the highest level/value at 4.01 rather than corporate entrepreneurship of 3.97 and firm performance of 3.96. This mean that among the three variables, human resources management practices plays an important role. The human resources management practices help the company to improve the organizations, and monitoring all the progress, therefore the company can achieve the goals.

4.3 Simple Linear Regression Analysis

Linear Regression analysis purposed to find out the impact or effect of each variable (human resources management practices and corporate entrepreneurship) on Y variable (firm performance). In this method, the results will answer whether the variables of human resources management practices and corporate entrepreneurship will impact to the firm performance or not.

4.3.1 The Impact of Human Resources Management Practices on Firm performance

Conduct a linear regression analysis below:

Table 4.3-1 : Linear regression Analysis of Human Resources Management Practices on Firm Performance: A Case of Small Business in Yogyakarta

| Variable | <i>Standardized Coefficients</i> | t | Sig |
|----------|----------------------------------|---|-----|
| | Beta | | |

| | | | |
|--------------------------------------|--------|-------|-------|
| (Constant) | 10.119 | | |
| Human Resources Management Practices | 0.274 | 5.740 | 0,000 |
| R-square | 0.237 | | |
| F-count | 32.948 | | |
| Probability | 0,000 | | |

The table 4.3-1 show the value of R-square is 0.237 means that 23.7% is the effect of Human Resources Management Practices on Firm performance (how big the human resources management practices on firm performance). It also can be seen that the Human Resources Management Practices has coefficient of 0.274 which means in every 1% increase in the value of Human Resources Management Practices, then the Firm Performance increases by 0.274. Therefore, the regression is positive, means if the Human Resources Management Practices items increase, the Firm Performance will increase as well, as an example of the items of selections, when the items of selection is increasing, so it also effect the firm performance.

Based on F-test, the impact of Human Resources Management Practices on Firm Performance is 32.948 with the significant level at 0.000 or lowers than 0.05. Moreover the result t-statistic test shows the probability of t-value is also 0.000 and it's lower than 0.05 which means that the Human Resources Management Practices influence significantly on the Firm Performance. It is significant because of the number of significant level is lower than 0.05 and it can be proved from the data shows above. Therefore, the Human Resources Management Practices influence positively and significantly on Firm performance.

H1: Human Resources Management Practices is positively related to firm performance (accepted)

4.3.2 The impact of Corporate Entrepreneurship on Firm Performance

Conduct a linear regression analysis of independent variable (Corporate Entrepreneurship) on dependent variable (Firm Performance).

Table 4.3-2 : Linear regression Analysis of Corporate Entrepreneurship on Firm performance: A Case of Small Business in Yogyakarta

| Variable | <i>Standardized Coefficients</i> | t | Sig |
|----------------------------|----------------------------------|-------|-------|
| | Beta | | |
| (Constant) | 12.959 | | |
| Corporate Entrepreneurship | 0.932 | 7.077 | 0,000 |
| R-Square | 0.321 | | |
| F-count | 50.081 | | |
| Probability | 0,000 | | |

Source: data processed by SPSS Statistic 20.0

The table 4.3-2 shows the value of R-square which is 0.321 means that 32.1% is the effect of Corporate Entrepreneurship on Firm performance (how big the

Corporate Entrepreneurship on firm performance). It also can be seen that the Corporate Entrepreneurship has a positive effect on Firm Performance with the coefficient is 0.932 means that in every 1% increase in the value of Corporate Entrepreneurship, then the Firm Performance increases by 0.932. It means if the Corporate Entrepreneurship item increase, the Firm Performance will increase as well. The example for the Corporate Entrepreneurship items is risk taking, so when the number risk tasking is increasing it will effect to the Firm Performance.

Based on F-test, the impact of Corporate Entrepreneurship on Firm Performance is 50.081 with the significant level at 0.000 or lowers than 0.05. Moreover the result t-statistic test shows the probability of t-value is also 0.000 and it's lower than 0.05 which means that the Corporate Entrepreneurship influence significantly on the Firm Performance It is significant because of the number of significant level is lower than 0.05 and It proved by the table above. Therefore, the Corporate Entrepreneurship influence positively and significantly on Firm Performance.

H2: Corporate Entrepreneurship is positively related to Firm Performance
(accepted)

4.4 Discussion

After doing the simple linear regression process and get the results, there will be discussion about the results that related to the previous research.

4.4.1 The Impact of Human Resources Management Practices on Firm performance

According to the result of regression analysis stages that introduce by Kaya (2007) who stated that there is significant relation between Human Resources Management Practices on Firm Performance. The result on the table 4.3-1 shows that hypothesis is supported (H1), and it is in-lined with the previous study.

It shows by the result of t-statistics test (individual test) for Human Resources Management Practices on Firm Performance, the probability t-value is 0.000 which is lower than 0.05 which means that the human resources management practices significantly impact the firm performance. Therefore, this analysis supports the first hypothesis.

The previous study design by Kaya (2007) is in-lined with this research that shows the Human Resources Management Practices enhancing the firm performance. Human Resources Management Practices means how the company evaluates their strategies, goals and objectives to create a value and the policy to gain the long-terms success of the firm. They enhance the value of organization's employees (Welbourne and Andrews, 1996), by responsible on keeping the Performance Management system by maintaining the employees to feel motivated in their work , then make them to

commitment to the job and the firm. So, it is ensure the organization to achieve success through people.

Human Resources Management Practices also support relations on the organizational department with emphasizing on behavior and attitude, extensive training, training on the job skills, written constructions and procedures, team activities, training in multiple functions, incentive to meet objectives, communication of strategy, interaction facilities, feedback on performance. Then, this element becomes the important category of Firm Performance. The result of Human Resources Management Practices is an effective design and implementation of HRM (Way and Johnson 2005).

4.4.2 The Impact of Corporate Entrepreneurship on Firm Performance

Based on the previous study of Kaya (2007) who found out that Corporate Entrepreneurship is significant and positively related to Firm Performance. The result of table 4.3-2 shows that the hypothesis (H2) is supported, and it is same with the previous study.

The data results of t-statistic test (individual test) for Corporate Entrepreneurship shows the probability of t-value is 0.000 which is lower than 0.05, and it means that the Corporate Entrepreneurship is significantly impact on Firm performance. Therefore, this analysis supports the second hypothesis.

This statement is in-lined with the previous study which designed by Kaya (2007) that the Corporate Entrepreneurship is significantly related to Firm Performance. Corporate Entrepreneurship encourages firm to maximize their abilities to increase the productivity and performance of employees. They use a series of strategies and combining the different bases to gain the competitive advantages. The series strategies are proactive, risk tasking and innovative firms. Those are provides a systems view of the processes and resources that will encourages them to perform better. They achieve higher levels of productivity, innovation, and employee engagement. By doing so, the company can build strong layers of advantages (Nielson and Bogner 1999).

CHAPTER V

CONCLUSION AND RECCOMENDATION

This Chapter draws the main summarize of findings the research that have been done in previous chapter. This chapter also provides the limitation about this research and the recommendation for further research.

5.1. Conclusion

According to the results that have been reported in chapter four, these are the following conclusions that can be interpreted

1. According to the respondent's descriptive analysis, it can be concluded that:
 - a. Based on the gender, the majority of the respondents from the company are female.
 - b. The majority of the respondents have 3-5 years of work experiences.
 - c. Based on the ages, the majority of respondents are from the employee with ages range between 22-27 years old.

- d. Based on the education, the majority of the respondents are from the High School background.

- 2. According to the analysis of the regression, it can be concluded that :
 - a. Hypothesis one is supported, which is the Human Resources Management Practices have positive impact on firm performance (**H1 accepted**)
 - b. Hypothesis two is supported, which is the Corporate Entrepreneurship have positive impact on firm performance (**H2 accepted**)

5.2. Managerial Implication

Based on the findings, this research analyzed the impact of Human Resources Management Practices and Corporate Entrepreneurship on Firm performance with evidence of SME in Yogyakarta. From this research, Human Resources Management Practices and Corporate Entrepreneurship are one of the many indicators for achieving success in the company. Human Resources Management Practices provides a set of the practices and systems that evaluates the behavior, attitude and performance of the employees, while Corporate Entrepreneurship is a firm orientation and systems that evaluates the company's behavior and help them to be more proactive, innovative and risk taking successfully enhance the Firm Performance.

The research shows that there is a positive relation among others. Human Resources Management Practices shows from the questionnaire of attitude selection, and incentives that stated “attitude, behavior and work values are used by the firm as a criterion in employee selection” and “the incentive systems at this firm encourages employees to reach the firm goals” that have a highest score. It means, the majority of the employees agree that the attitude, behavioral and work values are used by the firm as a criterion in employee selection work successfully and the incentives that given by company to the employee, successfully help the company to reach the goals.

Therefore, it will be beneficial for the company to maintain their criterion on attitudes, behavioral, work values and the incentive programs to keep the productivity or even improve these items with adding more training, education and even giving the some rewards (other than money), like family vacations, free vouchers of anything or present box. Corporate Entrepreneurship also works well in this company. The employees concern the company’s profile and their brand among others. They agree that company has higher ability to identify the opportunities and innovations and they know that the consumer are happy and satisfied with the products or the services, so its profitable for the company to maintain the ability in their services by providing fast service and try to implement the “3S” system (*senyum, sapa, salam*) so this will provides convenience in shopping place so that it will increase customer satisfaction. Company can also increase innovation either in

their products or packages, such as improving their services so that it will improve the company's brand name, their existences and the level of customer satisfaction.

Therefore, HRM Practices and Corporate Entrepreneurship on Firm Performance strategy are having a strong organizational engagement, high level of employee involvement, develops a good entrepreneurial culture and it is good to implement in the company to gain the competitive advantages.

5.3. Research Limitations

There are some limitations of this study, which are:

1. The questionnaire was send to a representative of a company. So researcher do not able to monitor all of the process of answering the questionnaire, so it has a big chance that there is randomly answers from the employees.
2. The data used in this study is from the Small Medium Enterprises, so the researcher try to adapt by simplifying documents, data, and adjusting the object's purpose and it might change some of data.
3. The data used in the previous study was collected from many firms and their respondent is the manager while this data was collected from only one company with employees as the respondent, so many data needed to be

simplified, to be fit and understand to the employees especially the questionnaires.

4. This study only took a small set of Human Resources Management Practice. Although the practices included in this researcher are related, but other HRM practices may be important.
5. Small parts of the questionnaire from the firm performance are modified because of the respondent of the company is different with the previous research. This study took the questionnaire from the perspective of employees which is adapted from the performance dimensions and indicators (Santos, 2012)
6. The hypothesis 3 & 4 are not using in this research, because the researcher only want to focus to the effect from the Human Resources Management Practices and Corporate Entrepreneurship on Firm Performance.

5.4. Suggestions

There are some suggestions, which are:

1. Further research may require more data from the respondents to maximize and improve the data from many studies so the data will be more accurate.
2. Further research may consider the object and the characteristics of the company before doing a research (not only from Small Medium Enterprises or probably require more company of SMEs)
3. Further Research perhaps can put more of Human Resources Management Practices' items and it is depend on the data that want to be observed.

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APPENDIX

Descriptive Statistic

GENDER

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------|---------|---------------|--------------------|
| Valid L | 36 | 33.3 | 33.3 | 33.3 |
| P | 72 | 66.7 | 66.7 | 100.0 |
| Total | 108 | 100.0 | 100.0 | |

Appendix 1. Frequency : Gender

WORKING EXPERIENCE

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------|-----------|---------|---------------|--------------------|
| Valid 3-6 BLN | 14 | 13.0 | 13.0 | 13.0 |
| 1-3 THN | 36 | 33.3 | 33.3 | 46.3 |
| 3-5 THN | 48 | 44.4 | 44.4 | 90.7 |
| >5 THN | 10 | 9.3 | 9.3 | 100.0 |
| Total | 108 | 100.0 | 100.0 | |

Appendix 2. Frequency : Working Experiences

AGE

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------|-----------|---------|---------------|--------------------|
| Valid 18-22 THN | 22 | 20.4 | 20.4 | 20.4 |

| | | | | |
|-----------|-----|-------|-------|-------|
| 22-27 THN | 56 | 51.9 | 51.9 | 72.2 |
| 27-32 THN | 22 | 20.4 | 20.4 | 92.6 |
| >32 THN | 8 | 7.4 | 7.4 | 100.0 |
| Total | 108 | 100.0 | 100.0 | |

Appendix 3. Frequency : Education

VALIDITY

Validity result of Human Resource Management Practice

| | | Correlations | | | | | | | | |
|------|---------------------|--------------|--------|--------|--------|--------|--------|--------|--------|-------|
| | | X1.1 | X1.2 | X1.3 | X1.4 | X1.5 | X1.6 | X1.7 | X1.8 | X1.9 |
| X1.1 | Pearson Correlation | 1 | .354** | .373** | .282** | .327** | .372** | .461** | .439** | .209* |
| | Sig. (2-tailed) | | .000 | .000 | .003 | .001 | .000 | .000 | .000 | .030 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| X1.2 | Pearson Correlation | .354** | 1 | .140 | .111 | .224* | .196* | .206* | .173 | .037 |
| | Sig. (2-tailed) | .000 | | .148 | .251 | .020 | .042 | .033 | .073 | .706 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| X1.3 | Pearson Correlation | .373** | .140 | 1 | .623** | .520** | .183 | .393** | .286** | .114 |
| | Sig. (2-tailed) | .000 | .148 | | .000 | .000 | .058 | .000 | .003 | .240 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| X1.4 | Pearson Correlation | .282** | .111 | .623** | 1 | .643** | .371** | .488** | .266** | -.017 |
| | Sig. (2-tailed) | .003 | .251 | .000 | | .000 | .000 | .000 | .005 | .861 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| X1.5 | Pearson Correlation | .327** | .224* | .520** | .643** | 1 | .448** | .512** | .334** | .059 |

| | | | | | | | | | | |
|-------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| X1.6 | Sig. (2-tailed) | .001 | .020 | .000 | .000 | | .000 | .000 | .000 | .542 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .372** | .196* | .183 | .371** | .448** | 1 | .573** | .169 | -.092 |
| X1.7 | Sig. (2-tailed) | .000 | .042 | .058 | .000 | .000 | | .000 | .080 | .342 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .461** | .206* | .393** | .488** | .512** | .573** | 1 | .403** | .178 |
| X1.8 | Sig. (2-tailed) | .000 | .033 | .000 | .000 | .000 | .000 | | .000 | .066 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .439** | .173 | .286** | .266** | .334** | .169 | .403** | 1 | .354** |
| X1.9 | Sig. (2-tailed) | .000 | .073 | .003 | .005 | .000 | .080 | .000 | | .000 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .209* | .037 | .114 | -.017 | .059 | -.092 | .178 | .354** | 1 |
| X1.10 | Sig. (2-tailed) | .030 | .706 | .240 | .861 | .542 | .342 | .066 | .000 | |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .217* | .186 | .192* | .184 | .272** | .305** | .152 | .224* | .095 |
| X1.11 | Sig. (2-tailed) | .024 | .054 | .046 | .056 | .004 | .001 | .117 | .020 | .326 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .333** | .259** | .237* | .274** | .352** | .304** | .254** | .101 | -.026 |
| X1.12 | Sig. (2-tailed) | .000 | .007 | .013 | .004 | .000 | .001 | .008 | .301 | .789 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .528** | .287** | .145 | .248** | .220* | .286** | .415** | .213* | .217* |
| | Sig. (2-tailed) | .000 | .003 | .135 | .010 | .022 | .003 | .000 | .027 | .024 |

| | | | | | | | | | | |
|----------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| X1.13 | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .245* | .504** | .017 | .042 | .095 | .073 | .112 | .075 | .231* |
| | Sig. (2-tailed) | .011 | .000 | .858 | .665 | .326 | .453 | .248 | .439 | .016 |
| X1.14 | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .303** | .349** | .266** | .106 | .247* | -.084 | .070 | .127 | .185 |
| | Sig. (2-tailed) | .001 | .000 | .005 | .276 | .010 | .387 | .473 | .192 | .055 |
| X1.15 | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .302** | .400** | -.017 | -.012 | .001 | -.070 | .129 | .151 | .189* |
| | Sig. (2-tailed) | .002 | .000 | .861 | .898 | .992 | .469 | .184 | .119 | .050 |
| X1.16 | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .411** | .236* | .132 | .199* | .098 | .409** | .426** | .141 | .029 |
| | Sig. (2-tailed) | .000 | .014 | .174 | .039 | .311 | .000 | .000 | .147 | .766 |
| TOTAL_X1 | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .716** | .541** | .566** | .585** | .634** | .516** | .681** | .530** | .327** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .001 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |

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

* . Correlation is significant at the 0.05 level (2-tailed).

| | X1.10 | X1.11 | X1.12 | X1.13 | X1.14 | X1.15 | X1.16 | TOTAL_X1 |
|--------------------------|-------|--------|--------|--------|--------|--------|--------|----------|
| X1.1 Pearson Correlation | .217* | .333** | .528** | .245* | .303** | .302** | .411** | .716** |
| Sig. (2-tailed) | .024 | .000 | .000 | .011 | .001 | .002 | .000 | .000 |
| N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | .186 | .259** | .287** | .504** | .349** | .400** | .236* | .541** |

| | | | | | | | | | |
|-------|-----------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| X1.2 | Pearson | .054 | .007 | .003 | .000 | .000 | .000 | .014 | .000 |
| | Correlation | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Sig. (2-tailed) | .192 [*] | .237 [*] | .145 | .017 | .266 ^{**} | -.017 | .132 | .566 ^{**} |
| | N | .046 | .013 | .135 | .858 | .005 | .861 | .174 | .000 |
| X1.3 | Pearson | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Correlation | .184 | .274 ^{**} | .248 ^{**} | .042 | .106 | -.012 | .199 [*] | .585 ^{**} |
| | Sig. (2-tailed) | .056 | .004 | .010 | .665 | .276 | .898 | .039 | .000 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| X1.4 | Pearson | .272 ^{**} | .352 ^{**} | .220 [*] | .095 | .247 [*] | .001 | .098 | .634 ^{**} |
| | Correlation | .004 | .000 | .022 | .326 | .010 | .992 | .311 | .000 |
| | Sig. (2-tailed) | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | N | .305 ^{**} | .304 ^{**} | .286 ^{**} | .073 | -.084 | -.070 | .409 ^{**} | .516 ^{**} |
| X1.5 | Pearson | .001 | .001 | .003 | .453 | .387 | .469 | .000 | .000 |
| | Correlation | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Sig. (2-tailed) | .152 | .254 ^{**} | .415 ^{**} | .112 | .070 | .129 | .426 ^{**} | .681 ^{**} |
| | N | .117 | .008 | .000 | .248 | .473 | .184 | .000 | .000 |
| X1.6 | Pearson | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Correlation | .224 [*] | .101 | .213 [*] | .075 | .127 | .151 | .141 | .530 ^{**} |
| | Sig. (2-tailed) | .020 | .301 | .027 | .439 | .192 | .119 | .147 | .000 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| X1.7 | Pearson | .095 | -.026 | .217 [*] | .231 [*] | .185 | .189 [*] | .029 | .327 ^{**} |
| | Correlation | .326 | .789 | .024 | .016 | .055 | .050 | .766 | .001 |
| | Sig. (2-tailed) | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | N | 1 | .391 ^{**} | .316 ^{**} | .130 | .031 | .015 | .145 | .439 ^{**} |
| X1.8 | Pearson | .000 | .000 | .001 | .182 | .750 | .874 | .134 | .000 |
| | Correlation | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Sig. (2-tailed) | .391 ^{**} | 1 | .373 ^{**} | .088 | .046 | .138 | .370 ^{**} | .501 ^{**} |
| | N | .000 | .000 | .000 | .366 | .633 | .155 | .000 | .000 |
| X1.9 | Pearson | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Correlation | .316 ^{**} | .373 ^{**} | 1 | .368 ^{**} | .222 [*] | .381 ^{**} | .479 ^{**} | .647 ^{**} |
| | Sig. (2-tailed) | .001 | .000 | | .000 | .021 | .000 | .000 | .000 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| X1.10 | Pearson | .130 | .088 | .368 ^{**} | 1 | .615 ^{**} | .457 ^{**} | .236 [*] | .487 ^{**} |
| | Correlation | .182 | .366 | .000 | | .000 | .000 | .014 | .000 |
| | Sig. (2-tailed) | | | | | | | | |
| | N | | | | | | | | |

| | | | | | | | | |
|----------|-----------------|--------|--------|--------|--------|--------|--------|--------|
| X1.11 | Pearson | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Correlation | .031 | .046 | .222* | .615** | 1 | .271** | .046 |
| | Sig. (2-tailed) | .750 | .633 | .021 | .000 | | .004 | .633 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| X1.12 | Pearson | .015 | .138 | .381** | .457** | .271** | 1 | .411** |
| | Correlation | .874 | .155 | .000 | .000 | .004 | | .000 |
| | Sig. (2-tailed) | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | N | .145 | .370** | .479** | .236* | .046 | .411** | 1 |
| X1.13 | Pearson | .134 | .000 | .000 | .014 | .633 | .000 | .000 |
| | Correlation | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Sig. (2-tailed) | .439** | .501** | .647** | .487** | .442** | .417** | .537** |
| | N | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| X1.14 | Pearson | | | | | | | |
| | Correlation | | | | | | | |
| | Sig. (2-tailed) | | | | | | | |
| | N | | | | | | | |
| X1.15 | Pearson | | | | | | | |
| | Correlation | | | | | | | |
| | Sig. (2-tailed) | | | | | | | |
| | N | | | | | | | |
| X1.16 | Pearson | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Correlation | | | | | | | |
| | Sig. (2-tailed) | | | | | | | |
| | N | | | | | | | |
| TOTAL_X1 | Pearson | | | | | | | |
| | Correlation | | | | | | | |
| | Sig. (2-tailed) | | | | | | | |
| | N | | | | | | | |

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

* . Correlation is significant at the 0.05 level (2-tailed).

Appendix 4. : Validity of Human Resources Management

Validity Result of Corporate Entrepreneurship

Correlations

| | | X2.1 | X2.2 | X2.3 | X2.4 | TOTAL_X2 |
|----------|---------------------|--------|--------|--------|--------|----------|
| X2.1 | Pearson Correlation | 1 | .279** | .143 | .137 | .612** |
| | Sig. (2-tailed) | | .003 | .139 | .158 | .000 |
| | N | 108 | 108 | 108 | 108 | 108 |
| X2.2 | Pearson Correlation | .279** | 1 | .389** | .506** | .727** |
| | Sig. (2-tailed) | .003 | | .000 | .000 | .000 |
| | N | 108 | 108 | 108 | 108 | 108 |
| X2.3 | Pearson Correlation | .143 | .389** | 1 | .677** | .745** |
| | Sig. (2-tailed) | .139 | .000 | | .000 | .000 |
| | N | 108 | 108 | 108 | 108 | 108 |
| X2.4 | Pearson Correlation | .137 | .506** | .677** | 1 | .779** |
| | Sig. (2-tailed) | .158 | .000 | .000 | | .000 |
| | N | 108 | 108 | 108 | 108 | 108 |
| TOTAL_X2 | Pearson Correlation | .612** | .727** | .745** | .779** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 108 | 108 | 108 | 108 | 108 |

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

Appendix 5. : Validity of Corporate Entrepreneurship

Validity result of Firm Performance

Correlations

| | | Y.1 | Y.2 | Y.3 | Y.4 | Y.5 | Y.6 | Y.7 | TOTAL_Y |
|-----|-----------------|--------|--------|--------|--------|--------|--------|--------|---------|
| Y.1 | Pearson | | | | | | | | |
| | Correlation | 1 | .784** | .524** | .444** | .491** | .159 | .290** | .727** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 | .101 | .002 | .000 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| Y.2 | Pearson | | | | | | | | |
| | Correlation | .784** | 1 | .482** | .653** | .540** | .238* | .288** | .791** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 | .013 | .002 | .000 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| Y.3 | Pearson | | | | | | | | |
| | Correlation | .524** | .482** | 1 | .485** | .427** | .121 | .279** | .658** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 | .211 | .003 | .000 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| Y.4 | Pearson | | | | | | | | |
| | Correlation | .444** | .653** | .485** | 1 | .629** | .312** | .337** | .770** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 | .001 | .000 | .000 |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| Y.5 | Pearson | | | | | | | | |
| | Correlation | .491** | .540** | .427** | .629** | 1 | .287** | .391** | .756** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | | .003 | .000 | .000 |

| | | | | | | | | | |
|---------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Y.6 | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .159 | .238 [*] | .121 | .312 ^{**} | .287 ^{**} | 1 | .751 ^{**} | .597 ^{**} |
| | Sig. (2-tailed) | .101 | .013 | .211 | .001 | .003 | | .000 | .000 |
| Y.7 | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .290 ^{**} | .288 ^{**} | .279 ^{**} | .337 ^{**} | .391 ^{**} | .751 ^{**} | 1 | .679 ^{**} |
| | Sig. (2-tailed) | .002 | .002 | .003 | .000 | .000 | .000 | | .000 |
| TOTAL_Y | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |
| | Pearson Correlation | .727 ^{**} | .791 ^{**} | .658 ^{**} | .770 ^{**} | .756 ^{**} | .597 ^{**} | .679 ^{**} | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 | |
| | N | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 |

Appendix 6. : Validity of Firm Performance

RELIABILITY

Reliability Result of Human Resources Management Practice

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 108 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 108 | 100.0 |

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .833 | 16 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X1.1 | 60.05 | 30.867 | .652 | .812 |
| X1.2 | 60.43 | 31.910 | .443 | .824 |
| X1.3 | 60.59 | 31.384 | .457 | .824 |

| | | | | |
|-------|-------|--------|------|------|
| X1.4 | 60.16 | 31.368 | .487 | .822 |
| X1.5 | 60.24 | 30.951 | .560 | .817 |
| X1.6 | 60.25 | 31.871 | .420 | .826 |
| X1.7 | 60.31 | 30.666 | .611 | .814 |
| X1.8 | 60.32 | 32.146 | .435 | .825 |
| X1.9 | 60.53 | 33.803 | .210 | .838 |
| X1.10 | 60.03 | 33.317 | .345 | .829 |
| X1.11 | 59.81 | 33.255 | .427 | .826 |
| X1.12 | 60.14 | 31.429 | .576 | .817 |
| X1.13 | 60.29 | 32.711 | .399 | .827 |
| X1.14 | 60.28 | 32.875 | .343 | .830 |
| X1.15 | 60.29 | 33.216 | .321 | .831 |
| X1.16 | 60.18 | 32.595 | .458 | .824 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|-------|----------|----------------|------------|
| 64.26 | 36.175 | 6.015 | 16 |

Appendix 7. : Reliability of Human Resources Management Practice

Reliability result of Corporate Entrepreneurship

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 108 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 108 | 100.0 |

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .657 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X2.1 | 12.31 | 2.831 | .221 | .770 |
| X2.2 | 11.82 | 2.801 | .525 | .544 |
| X2.3 | 11.79 | 2.636 | .524 | .534 |
| X2.4 | 11.75 | 2.526 | .575 | .497 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|-------|----------|----------------|------------|
| 15.89 | 4.305 | 2.075 | 4 |

Appendix 8. : Reliability of Corporate Entrepreneurship

Reliability result of Firm Performance

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 108 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 108 | 100.0 |

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .832 | 7 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-----|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Y.1 | 23.88 | 8.798 | .616 | .804 |
| Y.2 | 23.92 | 8.507 | .694 | .792 |
| Y.3 | 23.96 | 8.971 | .518 | .819 |
| Y.4 | 23.84 | 8.657 | .670 | .796 |
| Y.5 | 23.84 | 8.508 | .640 | .799 |
| Y.6 | 23.61 | 8.950 | .415 | .841 |
| Y.7 | 23.50 | 8.963 | .557 | .813 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|-------|----------|----------------|------------|
| 27.76 | 11.605 | 3.407 | 7 |

Appendix 9. : Reliability of Firm Performance

SIMPLE LINEAR REGRESSION ANALYSIS

Linear regression analysis of Human Resources Management Practices on Firm Performance : a Case of Small Business in Yogyakarta

Variables Entered/Removed^a

| Model | Variables Entered | Variables Removed | Method |
|-------|-------------------|-------------------|--------|
| 1 | HRMP ^b | . | Enter |

a. Dependent Variable: FIRMPERFORM

b. All requested variables entered.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .487 ^a | .237 | .230 | 2.994 |

a. Predictors: (Constant), HRMP

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 295.397 | 1 | 295.397 | 32.948 | .000 ^b |
| | Residual | 950.344 | 106 | 8.966 | | |
| | Total | 1245.741 | 107 | | | |

a. Dependent Variable: FIRMPERFORM

b. Predictors: (Constant), HRMP

| Coefficients ^a | | | | | |
|---------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | Beta | | |
| 1 (Constant) | 10.119 | 3.087 | | 3.278 | .001 |
| HRMP | .274 | .048 | .487 | 5.740 | .000 |

a. Dependent Variable: FIRMPERFORM

Appendix 10. : Linear regression of Human Resources Management Practice on Firm Performance

Linear regression analysis of Corporate Entrepreneurship on Firm performance: a Case of Small Business in Yogyakarta

Variables Entered/Removed^a

| Model | Variables Entered | Variables Removed | Method |
|-------|-------------------|-------------------|--------|
| 1 | CE ^b | . | Enter |

a. Dependent Variable: FIRMPERFORM

b. All requested variables entered.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .566 ^a | .321 | .314 | 2.825 |

a. Predictors: (Constant), CE

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 399.717 | 1 | 399.717 | 50.081 | .000 ^b |
| | Residual | 846.024 | 106 | 7.981 | | |
| | Total | 1245.741 | 107 | | | |

a. Dependent Variable: FIRMPERFORM

b. Predictors: (Constant), CE

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 12.959 | 2.109 | | 6.145 | .000 |
| | CE | .932 | .132 | .566 | 7.077 | .000 |

a. Dependent Variable: FIRMPERFORM

Appendix 11. :Linear Regression of Corporate Entrepreneurship on Firm Performance

Linear regression of analysis of Corporate Entrepreneurship on Human Resources Management Practice

Variables Entered/Removed^a

| Model | Variables Entered | Variables Removed | Method |
|-------|-------------------|-------------------|--------|
| 1 | CE ^b | . | Enter |

a. Dependent Variable: HRMP

b. All requested variables entered.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .502 ^a | .252 | .245 | 5.264 |

a. Predictors: (Constant), CE

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 987.754 | 1 | 987.754 | 35.652 | .000 ^b |
| | Residual | 2936.765 | 106 | 27.705 | | |
| | Total | 3924.519 | 107 | | | |

a. Dependent Variable: HRMP

b. Predictors: (Constant), CE

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 41.030 | 3.929 | | 10.442 | .000 |
| | CE | 1.464 | .245 | .502 | 5.971 | .000 |

a. Dependent Variable: HRMP

Appendix 12. : Linear Regression of Corporate Entrepreneurship on Human Resources Management Practice

Appendix 13. : Questionnaire Design

KUESIONER PENELITIAN

Perkenalkan, nama saya Yunike Ayu Setyowati. Saya adalah mahasiswa Program Studi Manajemen Internasional Fakultas Bisnis dan Ekonomika Universitas Atma Jaya Yogyakarta. Sekarang ini saya sedang melakukan penelitian untuk menyelesaikan tugas akhir (Skripsi) saya. Penelitian saya mengenai “*Pengaruh praktik Sumber Daya Manusia dan Aktifitas Kewirausahaan terhadap Performa Perusahaan: studi kasus UMKM di Yogyakarta*”

Saya selaku peneliti meminta kesediaan Bapak/Ibu/Saudara/i untuk meluangkan waktu dalam mengisi kuesioner ini. Berikut kuisisioner yang saya ajukan, mohon kepada Bapak/Ibu/Saudara/i untuk memberikan jawaban yang sejujurnya dan sesuai dengan keadaan yang sebenarnya. Adapun jawaban yang Bapak/Ibu/Saudara/i berikan tidak akan berpengaruh pada diri Bapak/Ibu/Saudara/i karena penelitian ini dilakukan semata-mata untuk pengembangan ilmu pengetahuan.

Atas partisipasi dan kesediaannya, saya ucapkan terima kasih.

Hormat saya

Yunike Ayu Setyowati

PETUNJUK PENGISIAN KUESIONER

Responden dapat memberikan jawaban dengan memberikan tanda (X) pada salah satu jawaban yang tersedia. Hanya satu jawaban saja yang dimungkinkan untuk setiap pertanyaan. ada masing-masing pertanyaan terdapat lima alternative jawaban yang mengacu pada teknik skala Likert, yaitu:

1 = sangat tidak setuju

3 = netral

2 = tidak setuju

4 = setuju

5 = sangat setuju

Data responden dan semua informasi yang di berikan akan di jamin kerahasiaanya, oleh sebab itu dimohon untuk mengisi kuesioner dengan sebenarnya.

A. DATA RESPONDEN

a. Jenis Kelamin :

1. Laki-laki

2. Perempuan

b. Berapa lama saudara telah bekerja di Perusahaan ini?

1. 3 - 6 bulan

3. 3 - 5 tahun

2. 1 - 3 tahun

4. Diatas 5 tahun

c. Berapa usia anda saat ini ?

1. 18 - 22 tahun

3. 27 – 32 tahun

2. 22 – 27 tahun

4. Diatas 32 tahun

b. Apa pendidikan terakhir saudara ?

1. SD

3. SMA/SMK

2. SMP

4. Lainnya

B. PRAKTEK SUMBER DAYA MANUSIA

| Code | No | Deskripsi | STS | TS | N | S | SS |
|--------------------------------|----|--|-----|----|---|---|----|
| <u>Sikap dan Perilaku</u> | | | | | | | |
| BEH1 | 1 | Sikap, perilaku dan nilai merupakan kriteria dari perusahaan saat proses seleksi | 1 | 2 | 3 | 4 | 5 |
| BEH2 | 2 | Perusahaan menyediakan jasa pemecah masalah untuk membantu karyawan | 1 | 2 | 3 | 4 | 5 |
| <u>Pelatihan</u> | | | | | | | |
| EXT1 | 1 | Waktu dan uang yang ada dialokasikan untuk pelatihan | 1 | 2 | 3 | 4 | 5 |
| EXT2 | 2 | Perusahaan memberikan pelatihan kepada seluruh karyawan | 1 | 2 | 3 | 4 | 5 |
| EXT3 | 3 | Perusahaan selalu megevaluasi pelatihan | 1 | 2 | 3 | 4 | 5 |
| <u>Kebijakan/Kontrak Kerja</u> | | | | | | | |
| WR1 | 1 | Karyawan diberikan form kontrak perjanjian, aturan formal dan tertulis | 1 | 2 | 3 | 4 | 5 |

| | | | | | | | |
|-------|----------------------------|--|---|---|---|---|---|
| | <u>Interaksi</u> | | | | | | |
| INT 1 | 1 | Karyawan dapat ikut serta mengemukakan ide dan pilihannya dalam sebuah diskusi untuk memecahkan masalah. | 1 | 2 | 3 | 4 | 5 |
| INT 2 | 2 | Pimpinan menuntut karyawan bekerja secara tim dan saling bertukar ide atau opini | 1 | 2 | 3 | 4 | 5 |
| | <u>Pelatihan</u> | | | | | | |
| TRA 1 | 1 | Karyawan telah mendapat pelatihan silang dan ganda , sehingga mereka bisa mengerjakan pekerjaan orang lain jika diperlukan (bisa mengerjakan lebih dari 1 tugas) | 1 | 2 | 3 | 4 | 5 |
| | <u>Intensif atau Bonus</u> | | | | | | |
| INC 1 | 1 | Sistem insentif/bonus yang diberikan perusahaan sesuai dengan perkerjaan karyawan. | 1 | 2 | 3 | 4 | 5 |
| INC 2 | 2 | Sistem insentif/ bonus yang diberikan perusahaan, mendorong karyawan untuk mencapai tujuan. | 1 | 2 | 3 | 4 | 5 |
| | <u>Komunikasi</u> | | | | | | |
| COM 1 | 1 | Seluruh karyawan mengetahui tujuan, sasaran dan strategi dari perusahaan | 1 | 2 | 3 | 4 | 5 |
| | <u>Tanggapan kerja</u> | | | | | | |
| FED 1 | 1 | Perusahaan menunjukkan peraturan kepatuhan (disiplin karyawan) yang | 1 | 2 | 3 | 4 | 5 |

| | | | | | | | |
|--------|------------------------------------|---|---|---|---|---|---|
| | | dipajang diperusahaan (jadwal kedatangan, kepulangan, ijin, bolos) | | | | | |
| FED 2 | 2 | Perusahaan menyediakan informasi produktifitas karyawan (bagaimana karyawan bekerja, tingkat efektifitas, semangat kerja) | 1 | 2 | 3 | 4 | 5 |
| | <u>Aktifitas tim</u> | | | | | | |
| TM 1 | 1 | Perusahaan menyediakan jasa pemecah masalah (customer care) | 1 | 2 | 3 | 4 | 5 |
| | <u>Pelatihan ketrampilan kerja</u> | | | | | | |
| SKIL 1 | 1 | Seluruh karyawan memiliki kemampuan yang penting untuk perusahaan | 1 | 2 | 3 | 4 | 5 |

C. AKTIFITAS KEWIRAUSAHAAN

| Code | No | Deskripsi | STS | TS | N | S | SS |
|--------|----------------|--|-----|----|---|---|----|
| | <u>Risiko</u> | | | | | | |
| RISK 1 | 1 | Di bandingkan dengan pesaing, perusahaan tempat saya bekerja cenderung suka mengambil resiko | 1 | 2 | 3 | 4 | 5 |
| | <u>Inovasi</u> | | | | | | |
| INV 1 | 1 | Di bandingkan dengan pesaing, Perusahaan | 1 | 2 | 3 | 4 | 5 |

| | | | | | | | |
|----------|------------------------|--|---|---|---|---|---|
| | | tempat saya bekerja suka menerapkan ide dan inovasi baru | | | | | |
| INV 2 | 2 | Di bandingkan dengan pesaing, Perusahaan tempat saya bekerja lebih unggul dalam mengidentifikasi kebutuhan dan keinginan pelanggan | 1 | 2 | 3 | 4 | 5 |
| | <i><u>Proaktif</u></i> | | | | | | |
| PRO 1 | 1 | Di bandingkan dengan pesaing, Perusahaan tempat saya bekerja lebih unggul dalam mengidentifikasi peluang dan inovasi baru. | 1 | 2 | 3 | 4 | 5 |

D. PERFORMA PERUSAHAAN

| Code | No | Deskripsi | STS | TS | N | S | SS |
|------|----|---|-----|----|---|---|----|
| SG | 1 | Penjualan produk bakpia meningkat dalam 3 tahun terakhir | 1 | 2 | 3 | 4 | 5 |
| ROS | 2 | Keuntungan Penjualan meningkat dalam 3 tahun terakhir | 1 | 2 | 3 | 4 | 5 |
| ROA | 3 | Adanya pembelian/penambahan asset seperti alat atau gedung baru | 1 | 2 | 3 | 4 | 5 |

| | | | | | | | |
|-----------|---|--|---|---|---|---|---|
| P/S Q | 4 | Kualitas dari produk meningkat dalam 3 tahun terakhir (dalam segi rasa, tekstur, ukuran) | 1 | 2 | 3 | 4 | 5 |
| P/S DV | 5 | Perusahaan menghasilkan produk-produk terbaru dalam 3 tahun terakhir (adanya inovasi baru) | 1 | 2 | 3 | 4 | 5 |
| JS | 6 | Saya merasa bahagia bekerja di perusahaan ini | 1 | 2 | 3 | 4 | 5 |
| CS | 7 | Pembeli merasa puas, dan senang berbelanja disini | 1 | 2 | 3 | 4 | 5 |

QUESTIONNAIRE

Dear respondent, my name is Yunike Ayu Setyowati. I am a student of Universitas Atma Jaya Yogyakarta (UAJY) batch 2015. Right now, I am conducting a research as one of the requirement to finish my thesis with the titled “The Impact of Human Resources Management Practices and Corporate Entrepreneurship on Firm Performance: a Case of Small Business in Yogyakarta”

Therefore, respondents are asked to answer the list of items as follows:

Sincerely

Yunike Ayu Setyowati

Questionnaire

Circle with the most suitable answer for you with the scale of:

1 = Strongly Disagree (SD)

3 = Neutral (N)

2 = Disagree (D)

4 = Agree (A)

5 = Strongly Agree (SA).

E. PERSONAL DATA

a. Gender :

1. Male

2. female

b. Working Experience :

1. 3 - 6 months

3. 3 - 5 years

2. 1 - 3 years

4. More than 5 years

c. Ages ?

1. 18 - 22 years

3. 27 – 32 years

2. 22 – 27 years

4. More than 32 years

c. Education

1. Primary School

3. Senior High School

2. Junior High School

4. Others

F. HUMAN RESOURCES MANAGEMENT PRACTICES

| Code | No | Description | SD | D | N | A | SA |
|----------|----|---|----|---|---|---|----|
| | | <i>Behavior and attitudes</i> | | | | | |
| BEH 1 | 1 | <i>Attitude, behavioral and work values are used by the firm as a criterion in employee selection</i> | 1 | 2 | 3 | 4 | 5 |
| BEH 2 | 2 | <i>Problem solving is provided by the firm to help the employees</i> | 1 | 2 | 3 | 4 | 5 |

| | | | | | | | |
|----------|---------------------------------------|---|---|---|---|---|---|
| | <i>Extensive training</i> | | | | | | |
| EXT 1 | 1 | <i>Time and money is allocated for training</i> | 1 | 2 | 3 | 4 | 5 |
| EXT 2 | 2 | <i>Training are provided for all the employees</i> | 1 | 2 | 3 | 4 | 5 |
| EXT 3 | 3 | <i>Training programmes are consistently evaluated</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Written Policy</i> | | | | | | |
| WR 1 | 1 | <i>This firm has a formal employment contract form and written policy</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Interaction Facilitates</i> | | | | | | |
| INT 1 | 1 | <i>Employees are able to discuss their idea/innovations through group meetings.</i> | 1 | 2 | 3 | 4 | 5 |
| INT 2 | 2 | <i>The managers encourage the people to work as a team and exchange their opinions and ideas</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Training in multiple functions</i> | | | | | | |
| TRA 1 | 1 | <i>Employee are cross-trained at this firm, so they can fill in for others if necessary</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Incentives to meet objectives</i> | | | | | | |
| INC 1 | 1 | <i>The incentive systems in this firm are given according to the employee's job</i> | 1 | 2 | 3 | 4 | 5 |
| INC 2 | 2 | <i>The incentive system at this firm encourages employees to reach the firm goals.</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Communication Strategy</i> | | | | | | |
| COM 1 | 1 | <i>In our firm, goals, objective and strategies either short-term or long-terms are communicated to all employees</i> | 1 | 2 | 3 | 4 | 5 |

| | | | | | | | |
|-----------|--------------------------------|--|---|---|---|---|---|
| | <i>Feedback on Performance</i> | | | | | | |
| FED 1 | 1 | <i>Charts showing schedule compliance (discipline) are posted on the post-wallpaper</i> | 1 | 2 | 3 | 4 | 5 |
| FED 2 | 2 | <i>Information about productivity is readily available to employees</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Team Activities</i> | | | | | | |
| TM 1 | 1 | <i>Our firm forms teams to solve the problems</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Training on Job skills</i> | | | | | | |
| SKIL 1 | 1 | <i>At this firm, all employees have important skills</i> | 1 | 2 | 3 | 4 | 5 |

G. CORPORATE ENTREPRENEURSHIP

| Code | No | Description | SD | D | N | A | SA |
|-----------|-----------------------|--|----|---|---|---|----|
| | <i>Risk Taking</i> | | | | | | |
| RISK 1 | 1 | <i>Relative to our competitors, our company has higher propensity to take risk</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Innovativeness</i> | | | | | | |
| INV 1 | 1 | <i>Relative to our competitors, our company is willing to apply new ideas and innovations</i> | 1 | 2 | 3 | 4 | 5 |
| INV 2 | 2 | <i>Relative to our competitors, our company has higher ability to identify customer needs and wants.</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Proactiveness</i> | | | | | | |
| PRO 1 | 1 | <i>Relative to our competitors, our company has higher ability to identify new innovations and</i> | 1 | 2 | 3 | 4 | 5 |

| | | | | | | | |
|--|--|----------------------|--|--|--|--|--|
| | | <i>opportunities</i> | | | | | |
|--|--|----------------------|--|--|--|--|--|

H. FIRM PERFORMANCE

| Code | No | Description | SD | D | N | A | SA |
|-----------|----|---|----|---|---|---|----|
| SG | 1 | <i>The sales of the product increasing over the past 3 years</i> | 1 | 2 | 3 | 4 | 5 |
| ROS | 2 | <i>Sales revenue increasing over the past 3 years</i> | 1 | 2 | 3 | 4 | 5 |
| ROA | 3 | <i>The assets are increasing (more assets like machines, or building) over the past 3 years</i> | 1 | 2 | 3 | 4 | 5 |
| P/S Q | 4 | <i>Quality of the product increasing over the past 3 years (taste, texture, size)</i> | 1 | 2 | 3 | 4 | 5 |
| P/S DV | 5 | <i>The company develops new product/ innovation over the past 3 years.</i> | 1 | 2 | 3 | 4 | 5 |
| JS | 6 | <i>I feel very happy working on this company</i> | 1 | 2 | 3 | 4 | 5 |
| CS | 7 | <i>The costumer feels happy and willingly to repurchase again</i> | 1 | 2 | 3 | 4 | 5 |

Appendix 14. Data of Bakpia 25 Yogyakarta

| no | jenis kelamin | lama bekerja | usia | pendidikan | HRMP (X1) | | | | | | | | | | | | | | | | TOTAL | CE (X2) | | | | TOTAL | FE (Y) | | | | | | | TOTAL |
|----|---------------|--------------|------|------------|-----------|------|------|------|------|------|------|------|------|-------|-------|-------|-------|-------|-------|-------|-------|---------|------|------|------|-------|--------|-----|-----|-----|-----|-----|-----|-------|
| | | | | | X1.1 | X1.2 | X1.3 | X1.4 | X1.5 | X1.6 | X1.7 | X1.8 | X1.9 | X1.10 | X1.11 | X1.12 | X1.13 | X1.14 | X1.15 | X1.16 | X1 | X2.1 | X2.2 | X2.3 | X2.4 | X2 | Y.1 | Y.2 | Y.3 | Y.4 | Y.5 | Y.6 | Y.7 | Y |
| 1 | 2 | 3 | 2 | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 59 | 3 | 4 | 4 | 4 | 15 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 30 |
| 2 | 2 | 1 | 1 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 65 | 3 | 4 | 4 | 4 | 15 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 30 |
| 3 | 1 | 3 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 59 | 3 | 4 | 4 | 4 | 15 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 4 | 1 | 1 | 1 | 2 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 64 | 3 | 4 | 4 | 4 | 15 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 5 | 1 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 63 | 4 | 4 | 4 | 4 | 16 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 6 | 1 | 2 | 2 | 2 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 60 | 3 | 4 | 4 | 4 | 15 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 30 |
| 7 | 1 | 3 | 2 | 2 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 64 | 3 | 4 | 4 | 5 | 16 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 30 |
| 8 | 2 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 63 | 4 | 5 | 5 | 5 | 19 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 30 |
| 9 | 2 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 65 | 3 | 4 | 4 | 4 | 15 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 10 | 2 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 61 | 3 | 4 | 4 | 4 | 15 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 11 | 1 | 2 | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 64 | 4 | 4 | 4 | 4 | 16 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 12 | 1 | 2 | 2 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 60 | 4 | 4 | 4 | 4 | 16 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 13 | 2 | 2 | 2 | 3 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 5 | 4 | 4 | 72 | 5 | 4 | 4 | 4 | 17 | 4 | 3 | 4 | 3 | 3 | 5 | 5 | 26 |
| 14 | 1 | 3 | 2 | 3 | 4 | 4 | 3 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 61 | 3 | 4 | 4 | 4 | 15 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 23 |
| 15 | 2 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 62 | 3 | 4 | 4 | 4 | 15 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 23 |
| 16 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 57 | 3 | 4 | 4 | 4 | 15 | 3 | 3 | 3 | 3 | 3 | 5 | 5 | 25 |
| 17 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 57 | 3 | 4 | 4 | 4 | 15 | 3 | 3 | 3 | 3 | 3 | 5 | 5 | 25 |
| 18 | 2 | 2 | 2 | 3 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 58 | 3 | 4 | 4 | 4 | 15 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 23 |
| 19 | 2 | 3 | 2 | 2 | 4 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 60 | 3 | 4 | 4 | 4 | 15 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 23 |
| 20 | 2 | 1 | 1 | 2 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 62 | 4 | 4 | 4 | 4 | 16 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 27 |
| 21 | 2 | 3 | 2 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 63 | 3 | 4 | 4 | 4 | 15 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 30 |
| 22 | 2 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 62 | 3 | 4 | 4 | 5 | 16 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 30 |
| 23 | 2 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 60 | 4 | 4 | 4 | 4 | 16 | 3 | 3 | 4 | 4 | 4 | 5 | 5 | 28 |
| 24 | 2 | 2 | 1 | 2 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 63 | 3 | 4 | 5 | 5 | 17 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 29 |
| 25 | 1 | 3 | 2 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 64 | 3 | 4 | 4 | 4 | 15 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 30 |
| 26 | 1 | 1 | 1 | 2 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 3 | 63 | 3 | 5 | 5 | 5 | 18 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 30 |
| 27 | 2 | 3 | 2 | 2 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 59 | 3 | 4 | 4 | 4 | 15 | 3 | 4 | 3 | 4 | 4 | 5 | 5 | 28 |
| 28 | 2 | 3 | 1 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 56 | 3 | 4 | 4 | 4 | 15 | 4 | 3 | 3 | 3 | 4 | 5 | 5 | 27 |
| 29 | 2 | 3 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 55 | 3 | 4 | 4 | 4 | 15 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 26 |
| 30 | 2 | 3 | 2 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 59 | 3 | 4 | 4 | 4 | 15 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 26 |
| 31 | 2 | 2 | 2 | 2 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 58 | 4 | 4 | 4 | 4 | 16 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 32 | 2 | 1 | 1 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 56 | 3 | 4 | 4 | 4 | 15 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 33 | 2 | 2 | 2 | 2 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 63 | 3 | 4 | 5 | 5 | 17 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 30 |
| 34 | 2 | 4 | 2 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 62 | 3 | 4 | 4 | 5 | 16 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 30 |
| 35 | 1 | 2 | 2 | 3 | 5 | 4 | 5 | 5 | 5 | 3 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 72 | 5 | 4 | 4 | 4 | 17 | 4 | 3 | 4 | 3 | 3 | 4 | 5 | 26 |
| 36 | 1 | 2 | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 66 | 4 | 4 | 4 | 4 | 18 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 37 | 2 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 60 | 4 | 4 | 4 | 4 | 16 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 25 |
| 38 | 2 | 2 | 1 | 2 | 4 | 4 | 3 | 4 | 4 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 61 | 3 | 4 | 5 | 5 | 17 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 39 | 2 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 60 | 4 | 4 | 4 | 4 | 16 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 25 |
| 40 | 1 | 2 | 1 | 3 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 4 | 5 | 4 | 4 | 73 | 5 | 4 | 4 | 4 | 17 | 4 | 3 | 4 | 3 | 3 | 4 | 5 | 26 |
| 41 | 2 | 2 | 2 | 2 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 63 | 3 | 4 | 5 | 5 | 17 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 42 | 2 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 62 | 3 | 4 | 4 | 5 | 16 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 |
| 43 | 2 | 3 | 3 | 2 | 4 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 5 | 4 | 4 | 4 | 4 | 4 | 62 | 3 | 4 | 4 | 4 | 15 | 4 | 3 | 4 | 3 | 3 | 4 | 5 | 26 |
| 44 | 1 | 2 | 2 | 2 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 5 | 4 | 4 | 4 | 4 | 4 | 63 | 3 | 5 | 4 | 4 | 16 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 27 |

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-----|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|----|----|----|---|---|----|----|----|---|---|---|---|---|----|----|----|
| 91 | 1 | 3 | 3 | 3 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 3 | 4 | 4 | 5 | 5 | 3 | 5 | 4 | 72 | 4 | 5 | 5 | 5 | 19 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 24 | |
| 92 | 1 | 2 | 2 | 3 | 4 | 3 | 4 | 5 | 4 | 5 | 3 | 3 | 3 | 5 | 5 | 4 | 3 | 3 | 2 | 3 | 59 | 3 | 3 | 4 | 4 | 14 | 3 | 3 | 5 | 4 | 4 | 3 | 3 | 25 | |
| 93 | 2 | 2 | 2 | 2 | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 64 | 4 | 4 | 4 | 4 | 16 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 26 | |
| 94 | 2 | 1 | 1 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 3 | 4 | 59 | 3 | 3 | 4 | 3 | 13 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 25 |
| 95 | 2 | 3 | 2 | 2 | 2 | 1 | 4 | 5 | 4 | 5 | 4 | 4 | 2 | 4 | 4 | 2 | 2 | 2 | 1 | 4 | 50 | 4 | 4 | 4 | 2 | 14 | 4 | 4 | 4 | 4 | 4 | 2 | 3 | 25 | |
| 96 | 2 | 1 | 1 | 3 | 5 | 3 | 4 | 5 | 3 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 2 | 2 | 4 | 5 | 64 | 5 | 4 | 5 | 5 | 19 | 5 | 4 | 4 | 4 | 5 | 3 | 4 | 29 | |
| 97 | 2 | 2 | 2 | 2 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 67 | 4 | 5 | 4 | 4 | 17 | 3 | 3 | 3 | 3 | 4 | 3 | 4 | 23 | |
| 98 | 2 | 4 | 2 | 3 | 4 | 5 | 1 | 3 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 1 | 5 | 5 | 66 | 5 | 5 | 2 | 5 | 17 | 5 | 5 | 5 | 5 | 5 | 1 | 5 | 31 | |
| 99 | 1 | 3 | 2 | 3 | 5 | 3 | 3 | 3 | 5 | 5 | 5 | 3 | 4 | 5 | 4 | 4 | 3 | 4 | 2 | 3 | 61 | 3 | 5 | 4 | 4 | 16 | 4 | 4 | 3 | 3 | 5 | 5 | 5 | 29 | |
| 100 | 1 | 2 | 1 | 3 | 5 | 4 | 4 | 3 | 5 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 75 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 35 | |
| 101 | 2 | 3 | 2 | 2 | 5 | 4 | 3 | 3 | 4 | 5 | 4 | 5 | 2 | 5 | 5 | 5 | 3 | 5 | 4 | 4 | 66 | 4 | 4 | 4 | 5 | 17 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 30 | |
| 102 | 2 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 64 | 2 | 5 | 3 | 4 | 14 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 | |
| 103 | 2 | 2 | 2 | 3 | 5 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 58 | 2 | 3 | 3 | 3 | 11 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 28 | |
| 104 | 2 | 2 | 2 | 3 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 2 | 5 | 4 | 4 | 4 | 2 | 4 | 61 | 2 | 4 | 4 | 4 | 14 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 14 | |
| 105 | 1 | 3 | 2 | 3 | 5 | 4 | 3 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 70 | 4 | 5 | 4 | 3 | 16 | 4 | 5 | 3 | 5 | 3 | 4 | 3 | 27 | |
| 106 | 1 | 1 | 1 | 2 | 4 | 4 | 4 | 5 | 4 | 5 | 5 | 3 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 70 | 4 | 5 | 5 | 5 | 19 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 27 | |
| 107 | 2 | 3 | 3 | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 80 | 5 | 5 | 5 | 5 | 20 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 35 | | |
| 108 | 1 | 2 | 2 | 3 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 3 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 3 | 69 | 4 | 5 | 5 | 5 | 19 | 4 | 4 | 3 | 4 | 4 | 5 | 4 | 28 | |

