



**UNIVERSITAS MUHAMMADIYAH SURAKARTA**  
**FAKULTAS EKONOMI**

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Hal : Permohonan Pengisian Kuesioner

Lamp : 1. 1 (satu) bendel kuesioner  
2. Surat Ijin Penelitian

Kepada Yth.  
Bapak/Ibu Pimpinan  
Dealer Sepeda Motor  
di Surakarta

Dengan hormat,

Yang bertanda tangan di bawah ini:

Nama : Roni Safria  
Alamat : Jatimalang, RT 04 RW II, Joho, Mojolaban, Sukoharjo  
Pekerjaan : Mahasiswa

Dengan segala kerendahan hati, perkenankan kami mengganggu sebentar waktu Bapak/Ibu untuk mengisi kuesioner ini, guna penulisan skripsi yang berjudul:

**“PENGARUH ORIENTANSI PASAR TERHADAP EFISIENSI BIAYA PENJUALAN PADA DEALER SEPEDA MOTOR DI SURAKARTA”**

Setiap jawaban atas pernyataan kuesioner tersebut sangat diperlukan bagi penelitian kami. Identitas dan data yang diperoleh berdasarkan jawaban itu sepenuhnya hanya dipergunakan untuk keperluan penelitian dan tidak disebarluaskan untuk umum.

Atas segala bantuan dan kesediaan Bapak/Ibu memperoleh pahala dari Tuhan Yang Maha Esa.

Mengetahui  
Dosen Pembimbing

Surakarta, Desember 2006  
Hormat kami,

**Soepatini, SE, M.Si**

**Roni Safria**

## Lampiran 1.

### DAFTAR KUESIONER

#### DATA MANAJER

1. Nama : ..... (Boleh tidak diisi)
2. Jenis Kelamin : Pria / Wanita
3. Pendidikan Terakhir : S-1 / S-2 / S-3
4. Instansi : .....
5. Alamat : .....  
.....

#### PETUNJUK PENGISIAN

Mohon kesediaan Bapak/Ibu untuk mengisi jawaban dengan cara memberikan *check list* (√) pada tempat yang telah disediakan. Untuk pernyataan pilihan dalam kolom berilah tanda pada jawaban yang Bapak/Ibu anggap paling benar.

Keterangan:

- SS = 5 Sangat Setuju  
S = 4 Setuju  
R = 3 Ragu-ragu  
TS = 2 Tidak Setuju  
STS = 1 Sangat Tidak Setuju

#### DAFTAR PERNYATAAN

| Pernyataan  | S K A L A |   |   |    |     |
|---|-----------|---|---|----|-----|
|   | SS        | S | R | TS | STS |
| 1. Konsumen adalah prioritas utama perusahaan.                        | 5         | 4 | 3 | 2  | 1   |
| 2. Kami berusaha menciptakan pelayanan yang bernilai bagi konsumen    | 5         | 4 | 3 | 2  | 1   |
| 3. Kami berusaha memahami kebutuhan dan keinginan konsumen            | 5         | 4 | 3 | 2  | 1   |
| 4. Semua tindakan perusahaan dimaksudkan untuk membuat konsumen puas. | 5         | 4 | 3 | 2  | 1   |
| 5. Kami secara teratur mengukur kepuasan konsumen.                    | 5         | 4 | 3 | 2  | 1   |
| 6. Perusahaan memberikan pelayanan purna jual bagi konsumen.          | 5         | 4 | 3 | 2  | 1   |

| <b>Orientasi Pesaing</b>   | <b>SS</b> | <b>S</b> | <b>R</b> | <b>TS</b> | <b>STS</b> |
|--|-----------|----------|----------|-----------|------------|
| 1. Tenaga penjualan memberikan informasi tentang pesaing.  | 5         | 4        | 3        | 2         | 1          |
| 2. Perusahaan menanggapi dengan cepat setiap tindakan pesaing  | 5         | 4        | 3        | 2         | 1          |
| 3. Para manager puncak mendistribusikan strategi yang dilakukan pesaing.   | 5         | 4        | 3        | 2         | 1          |
| 4. Para manager puncak mendiskusikan strategi yang dilakukan pesaing   | 5         | 4        | 3        | 2         | 1          |
| <b>Koordinasi Antar Fungsional</b>   | <b>SS</b> | <b>S</b> | <b>R</b> | <b>TS</b> | <b>STS</b> |
| 1. Pengaduan pelanggan ditangani secara bersama oleh semua departemen/fungsi di dalam perusahaan                 | 5         | 4        | 3        | 2         | 1          |
| 2. Informasi tentang pelanggan dan pesaing dibagikan ke seluruh departemen/fungsi di dalam perusahaan            | 5         | 4        | 3        | 2         | 1          |
| 3. Strategi yang diambil perusahaan merupakan hasil integrasi seluruh departemen/fungsi di dalam perusahaan      | 5         | 4        | 3        | 2         | 1          |
| 4. Semua departemen/fungsi di dalam perusahaan memberi kontribusi dalam menciptakan nilai pelanggan              | 5         | 4        | 3        | 2         | 1          |
| 5. Antar unit bisnis saling berbagi sumber daya.   | 5         | 4        | 3        | 2         | 1          |
| <b>Efisiensi Biaya Penjualan</b>   | <b>SS</b> | <b>S</b> | <b>R</b> | <b>TS</b> | <b>STS</b> |
| 1. Penjualan sepeda motor yang dihasilkan oleh setiap <i>salesman</i> perusahaan kami per bulan selalu meningkat | 5         | 4        | 3        | 2         | 1          |
| 2. Dari modal yang ada, kami bisa menekan pengeluaran untuk biaya penjualan                                      | 5         | 4        | 3        | 2         | 1          |

Diisi oleh peneliti berdasarkan data sekunder hasil penjualan sepeda motor per bulan

|  |   |   |   |   |   |
|--|---|---|---|---|---|
| 3. Berapa rata-rata penjualan sepeda motor setiap bulan<br>..... unit. | 5 | 4 | 3 | 2 | 1 |
| a. STS = 5 – 7 unit  |   |   |   |   |   |
| b. TS = 8 – 10 unit  |   |   |   |   |   |
| c. R = 11 – 13 unit  |   |   |   |   |   |
| d. S = 14 – 16 unit  |   |   |   |   |   |
| e. SS = 17 – 19 unit   |   |   |   |   |   |

## Correlations

Correlations

|        |                     | butir1 | butir2 | butir3 | butir4 | butir5 | butir6 | total  |
|--------|---------------------|--------|--------|--------|--------|--------|--------|--------|
| butir1 | Pearson Correlation | 1      | .009   | -.048  | .247   | .335   | .381*  | .574** |
|        | Sig. (2-tailed)     | .      | .962   | .803   | .188   | .070   | .038   | .001   |
|        | N                   | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| butir2 | Pearson Correlation | .009   | 1      | .378*  | .082   | .099   | .193   | .481** |
|        | Sig. (2-tailed)     | .962   | .      | .039   | .667   | .602   | .307   | .007   |
|        | N                   | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| butir3 | Pearson Correlation | -.048  | .378*  | 1      | .144   | -.075  | .255   | .445*  |
|        | Sig. (2-tailed)     | .803   | .039   | .      | .447   | .694   | .173   | .014   |
|        | N                   | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| butir4 | Pearson Correlation | .247   | .082   | .144   | 1      | .238   | .229   | .541** |
|        | Sig. (2-tailed)     | .188   | .667   | .447   | .      | .205   | .223   | .002   |
|        | N                   | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| butir5 | Pearson Correlation | .335   | .099   | -.075  | .238   | 1      | .179   | .548** |
|        | Sig. (2-tailed)     | .070   | .602   | .694   | .205   | .      | .345   | .002   |
|        | N                   | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| butir6 | Pearson Correlation | .381*  | .193   | .255   | .229   | .179   | 1      | .745** |
|        | Sig. (2-tailed)     | .038   | .307   | .173   | .223   | .345   | .      | .000   |
|        | N                   | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| total  | Pearson Correlation | .574** | .481** | .445*  | .541** | .548** | .745** | 1      |
|        | Sig. (2-tailed)     | .001   | .007   | .014   | .002   | .002   | .000   | .      |
|        | N                   | 30     | 30     | 30     | 30     | 30     | 30     | 30     |

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

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

Correlations

Correlations

|        |                     | butir1 | butir2 | butir3 | butir4 | total  |
|--------|---------------------|--------|--------|--------|--------|--------|
| butir1 | Pearson Correlation | 1      | .107   | .098   | .141   | .430*  |
|        | Sig. (2-tailed)     | .      | .574   | .606   | .456   | .018   |
|        | N                   | 30     | 30     | 30     | 30     | 30     |
| butir2 | Pearson Correlation | .107   | 1      | .055   | .306   | .481** |
|        | Sig. (2-tailed)     | .574   | .      | .775   | .100   | .007   |
|        | N                   | 30     | 30     | 30     | 30     | 30     |
| butir3 | Pearson Correlation | .098   | .055   | 1      | .301   | .749** |
|        | Sig. (2-tailed)     | .606   | .775   | .      | .106   | .000   |
|        | N                   | 30     | 30     | 30     | 30     | 30     |
| butir4 | Pearson Correlation | .141   | .306   | .301   | 1      | .724** |
|        | Sig. (2-tailed)     | .456   | .100   | .106   | .      | .000   |
|        | N                   | 30     | 30     | 30     | 30     | 30     |
| total  | Pearson Correlation | .430*  | .481** | .749** | .724** | 1      |
|        | Sig. (2-tailed)     | .018   | .007   | .000   | .000   | .      |
|        | N                   | 30     | 30     | 30     | 30     | 30     |

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

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

Correlations

Correlations

|        |                     | butir1 | butir2 | butir3 | butir4 | butir5 | total  |
|--------|---------------------|--------|--------|--------|--------|--------|--------|
| butir1 | Pearson Correlation | 1      | .393*  | .265   | .269   | .144   | .704** |
|        | Sig. (2-tailed)     | .      | .032   | .157   | .150   | .449   | .000   |
|        | N                   | 30     | 30     | 30     | 30     | 30     | 30     |
| butir2 | Pearson Correlation | .393*  | 1      | .165   | -.055  | .142   | .514** |
|        | Sig. (2-tailed)     | .032   | .      | .384   | .775   | .454   | .004   |
|        | N                   | 30     | 30     | 30     | 30     | 30     | 30     |
| butir3 | Pearson Correlation | .265   | .165   | 1      | -.009  | .035   | .425*  |
|        | Sig. (2-tailed)     | .157   | .384   | .      | .962   | .854   | .019   |
|        | N                   | 30     | 30     | 30     | 30     | 30     | 30     |
| butir4 | Pearson Correlation | .269   | -.055  | -.009  | 1      | .279   | .496** |
|        | Sig. (2-tailed)     | .150   | .775   | .962   | .      | .135   | .005   |
|        | N                   | 30     | 30     | 30     | 30     | 30     | 30     |
| butir5 | Pearson Correlation | .144   | .142   | .035   | .279   | 1      | .686** |
|        | Sig. (2-tailed)     | .449   | .454   | .854   | .135   | .      | .000   |
|        | N                   | 30     | 30     | 30     | 30     | 30     | 30     |
| total  | Pearson Correlation | .704** | .514** | .425*  | .496** | .686** | 1      |
|        | Sig. (2-tailed)     | .000   | .004   | .019   | .005   | .000   | .      |
|        | N                   | 30     | 30     | 30     | 30     | 30     | 30     |

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

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

Correlations

Correlations

|        |                     | butir1 | butir2 | butir3 | total  |
|--------|---------------------|--------|--------|--------|--------|
| butir1 | Pearson Correlation | 1      | .163   | .514** | .830** |
|        | Sig. (2-tailed)     | .      | .390   | .004   | .000   |
|        | N                   | 30     | 30     | 30     | 30     |
| butir2 | Pearson Correlation | .163   | 1      | .100   | .446*  |
|        | Sig. (2-tailed)     | .390   | .      | .600   | .013   |
|        | N                   | 30     | 30     | 30     | 30     |
| butir3 | Pearson Correlation | .514** | .100   | 1      | .827** |
|        | Sig. (2-tailed)     | .004   | .600   | .      | .000   |
|        | N                   | 30     | 30     | 30     | 30     |
| total  | Pearson Correlation | .830** | .446*  | .827** | 1      |
|        | Sig. (2-tailed)     | .000   | .013   | .000   | .      |
|        | N                   | 30     | 30     | 30     | 30     |

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

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



**Reliability**

**Warnings**

The covariance matrix is calculated and used in the analysis.

**Case Processing Summary**

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 30 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 30 | 100.0 |

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

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .563             | .563   | 6          |

**Item Statistics**

|        | Mean | Std. Deviation | N  |
|--------|------|----------------|----|
| butir1 | 4.43 | .504           | 30 |
| butir2 | 4.53 | .507           | 30 |
| butir3 | 4.33 | .479           | 30 |
| butir4 | 4.40 | .498           | 30 |
| butir5 | 4.07 | .640           | 30 |
| butir6 | 4.10 | .845           | 30 |

**Inter-Item Covariance Matrix**

|        | butir1 | butir2 | butir3 | butir4 | butir5 | butir6 |
|--------|--------|--------|--------|--------|--------|--------|
| butir1 | .254   | .002   | -.011  | .062   | .108   | .162   |
| butir2 | .002   | .257   | .092   | .021   | .032   | .083   |
| butir3 | -.011  | .092   | .230   | .034   | -.023  | .103   |
| butir4 | .062   | .021   | .034   | .248   | .076   | .097   |
| butir5 | .108   | .032   | -.023  | .076   | .409   | .097   |
| butir6 | .162   | .083   | .103   | .097   | .097   | .714   |

The covariance matrix is calculated and used in the analysis.

**Summary Item Statistics**

|                        | Mean | Minimum | Maximum | Range | Maximum / Minimum | Variance | N of Items |
|------------------------|------|---------|---------|-------|-------------------|----------|------------|
| Inter-Item Covariances | .062 | -.023   | .162    | .185  | -7.050            | .003     |            |

The covariance matrix is calculated and used in the analysis.

## Reliability

### Warnings

The covariance matrix is calculated and used in the analysis.

### Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 30 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 30 | 100.0 |

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

### Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .543             | .512   | 3          |

### Item Statistics

|        | Mean | Std. Deviation | N  |
|--------|------|----------------|----|
| butir1 | 1.83 | .791           | 30 |
| butir2 | 4.37 | .490           | 30 |
| butir3 | 1.80 | .847           | 30 |

### Inter-Item Covariance Matrix

|        | butir1 | butir2 | butir3 |
|--------|--------|--------|--------|
| butir1 | .626   | .063   | .345   |
| butir2 | .063   | .240   | .041   |
| butir3 | .345   | .041   | .717   |

The covariance matrix is calculated and used in the analysis.

### Summary Item Statistics

|                        | Mean | Minimum | Maximum | Range | Maximum / Minimum | Variance | N of Items |
|------------------------|------|---------|---------|-------|-------------------|----------|------------|
| Inter-Item Covariances | .150 | .041    | .345    | .303  | 8.333             | .023     |            |

The covariance matrix is calculated and used in the analysis.

**Reliability**

**Warnings**

The covariance matrix is calculated and used in the analysis.

**Case Processing Summary**

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 30 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 30 | 100.0 |

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

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .431             | .447   | 4          |

**Item Statistics**

|        | Mean | Std. Deviation | N  |
|--------|------|----------------|----|
| butir1 | 4.63 | .490           | 30 |
| butir2 | 4.43 | .504           | 30 |
| butir3 | 3.40 | 1.003          | 30 |
| butir4 | 4.13 | .730           | 30 |

**Inter-Item Covariance Matrix**

|        | butir1 | butir2 | butir3 | butir4 |
|--------|--------|--------|--------|--------|
| butir1 | .240   | .026   | .048   | .051   |
| butir2 | .026   | .254   | .028   | .113   |
| butir3 | .048   | .028   | 1.007  | .221   |
| butir4 | .051   | .113   | .221   | .533   |

The covariance matrix is calculated and used in the analysis.

**Summary Item Statistics**

|                        | Mean | Minimum | Maximum | Range | Maximum / Minimum | Variance | N of Items |
|------------------------|------|---------|---------|-------|-------------------|----------|------------|
| Inter-Item Covariances | .081 | .026    | .221    | .194  | 8.348             | .005     |            |

The covariance matrix is calculated and used in the analysis.

## Reliability

### Warnings

The covariance matrix is calculated and used in the analysis.

### Case Processing Summary

|       |                       | N  | %     |
|-------|-----------------------|----|-------|
| Cases | Valid                 | 30 | 100.0 |
|       | Excluded <sup>a</sup> | 0  | .0    |
|       | Total                 | 30 | 100.0 |

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

### Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .543             | .512   | 3          |

### Item Statistics

|        | Mean | Std. Deviation | N  |
|--------|------|----------------|----|
| butir1 | 1.83 | .791           | 30 |
| butir2 | 4.37 | .490           | 30 |
| butir3 | 1.80 | .847           | 30 |

### Inter-Item Covariance Matrix

|        | butir1 | butir2 | butir3 |
|--------|--------|--------|--------|
| butir1 | .626   | .063   | .345   |
| butir2 | .063   | .240   | .041   |
| butir3 | .345   | .041   | .717   |

The covariance matrix is calculated and used in the analysis.

### Summary Item Statistics

|                        | Mean | Minimum | Maximum | Range | Maximum / Minimum | Variance | N of Items |
|------------------------|------|---------|---------|-------|-------------------|----------|------------|
| Inter-Item Covariances | .150 | .041    | .345    | .303  | 8.333             | .023     |            |

The covariance matrix is calculated and used in the analysis.

**Regression**

**Variables Entered/Removed<sup>b</sup>**

| Model | Variables Entered  | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1     | Koordinasi Antar Fungsional, Orientasi Pesaing, Orientasi Konsumen | .                 | Enter  |

- a. All requested variables entered.  
 b. Dependent Variable: Efisiensi Biaya Penjualan

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | .443 <sup>a</sup> | .197     | .104              | 2.297                      | 1.523         |

- a. Predictors: (Constant), Koordinasi Antar Fungsional, Orientasi Pesaing, Orientasi Konsumen  
 b. Dependent Variable: Efisiensi Biaya Penjualan

**ANOVA<sup>b</sup>**

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 33.544         | 3  | 11.181      | 2.120 | .122 <sup>a</sup> |
|       | Residual   | 137.156        | 26 | 5.275       |       |                   |
|       | Total      | 170.700        | 29 |             |       |                   |

- a. Predictors: (Constant), Koordinasi Antar Fungsional, Orientasi Pesaing, Orientasi Konsumen  
 b. Dependent Variable: Efisiensi Biaya Penjualan

**Coefficients<sup>a</sup>**

| Model |                             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                             | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)                  | -1.028                      | 11.464     |                           | -.090 | .929 |
|       | Orientasi Konsumen          | -.090                       | .244       | -.074                     | -.369 | .715 |
|       | Orientasi Pesaing           | .035                        | .274       | .025                      | .128  | .899 |
|       | Koordinasi Antar Fungsional | .482                        | .253       | .414                      | 1.902 | .068 |

- a. Dependent Variable: Efisiensi Biaya Penjualan

**Residuals Statistics<sup>a</sup>**

|                      | Minimum | Maximum | Mean | Std. Deviation | N  |
|----------------------|---------|---------|------|----------------|----|
| Predicted Value      | 5.21    | 9.02    | 6.90 | 1.075          | 30 |
| Residual             | -4.155  | 3.862   | .000 | 2.175          | 30 |
| Std. Predicted Value | -1.572  | 1.967   | .000 | 1.000          | 30 |
| Std. Residual        | -1.809  | 1.681   | .000 | .947           | 30 |

a. Dependent Variable: Efisiensi Biaya Penjualan

**Regression**

**Variables Entered/Removed<sup>b</sup>**

| Model | Variables Entered  | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1     | Koordinasi Antar Fungsional, Orientasi Pesaing, Orientasi Konsumen | .                 | Enter  |

- a. All requested variables entered.  
 b. Dependent Variable: Efisiensi Biaya Penjualan

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .443 <sup>a</sup> | .197     | .104              | 2.297                      |

- a. Predictors: (Constant), Koordinasi Antar Fungsional, Orientasi Pesaing, Orientasi Konsumen

**ANOVA<sup>b</sup>**

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 33.544         | 3  | 11.181      | 2.120 | .122 <sup>a</sup> |
|       | Residual   | 137.156        | 26 | 5.275       |       |                   |
|       | Total      | 170.700        | 29 |             |       |                   |

- a. Predictors: (Constant), Koordinasi Antar Fungsional, Orientasi Pesaing, Orientasi Konsumen  
 b. Dependent Variable: Efisiensi Biaya Penjualan

**Coefficients<sup>a</sup>**

| Model |                             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                             | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)                  | -1.028                      | 11.464     |                           | -.090 | .929 |
|       | Orientasi Konsumen          | -.090                       | .244       | -.074                     | -.369 | .715 |
|       | Orientasi Pesaing           | .035                        | .274       | .025                      | .128  | .899 |
|       | Koordinasi Antar Fungsional | .482                        | .253       | .414                      | 1.902 | .068 |

- a. Dependent Variable: Efisiensi Biaya Penjualan

**Regression**

**Variables Entered/Removed<sup>b</sup>**

| Model | Variables Entered   | Variables Removed | Method |
|-------|---|-------------------|--------|
| 1     | Koordinasi Antar Fungsional, Orientasi Pesaing, Orientasi Konsumen <sup>a</sup> | .                 | Enter  |

a. All requested variables entered.

b. Dependent Variable: Efisiensi Biaya Penjualan

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1     | .443 <sup>a</sup> | .197     | .104              | 2.297                      | .197              | 2.120    | 3   | 26  | .122          |

a. Predictors: (Constant), Koordinasi Antar Fungsional, Orientasi Pesaing, Orientasi Konsumen

**ANOVA<sup>b</sup>**

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 33.544         | 3  | 11.181      | 2.120 | .122 <sup>a</sup> |
|       | Residual   | 137.156        | 26 | 5.275       |       |                   |
|       | Total      | 170.700        | 29 |             |       |                   |

a. Predictors: (Constant), Koordinasi Antar Fungsional, Orientasi Pesaing, Orientasi Konsumen

b. Dependent Variable: Efisiensi Biaya Penjualan

**Coefficients<sup>a</sup>**

| Model |                             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |       |
|-------|-----------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
|       |                             | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF   |
| 1     | (Constant)                  | -1.028                      | 11.464     |                           | -.090 | .929 |                         |       |
|       | Orientasi Konsumen          | -.090                       | .244       | -.074                     | -.369 | .715 | .770                    | 1.298 |
|       | Orientasi Pesaing           | .035                        | .274       | .025                      | .128  | .899 | .805                    | 1.242 |
|       | Koordinasi Antar Fungsional | .482                        | .253       | .414                      | 1.902 | .068 | .653                    | 1.531 |

a. Dependent Variable: Efisiensi Biaya Penjualan



**Coefficient Correlations<sup>a</sup>**

| Model |              |                             | Koordinasi Antar Fungsional | Orientasi Pesaing | Orientasi Konsumen |
|-------|--------------|-----------------------------|-----------------------------|-------------------|--------------------|
| 1     | Correlations | Koordinasi Antar Fungsional | 1.000                       | .390              | .435               |
|       |              | Orientasi Pesaing           | .390                        | 1.000             | -.015              |
|       |              | Orientasi Konsumen          | .435                        | -.015             | 1.000              |
|       | Covariances  | Koordinasi Antar Fungsional | .064                        | .027              | .027               |
|       |              | Orientasi Pesaing           | .027                        | .075              | -.001              |
|       |              | Orientasi Konsumen          | .027                        | -.001             | .059               |

a. Dependent Variable: Efisiensi Biaya Penjualan

**Collinearity Diagnostics<sup>a</sup>**

| Model | Dimension | Eigenvalue | Condition Index | Variance Proportions |                    |                   |                             |
|-------|-----------|------------|-----------------|----------------------|--------------------|-------------------|-----------------------------|
|       |           |            |                 | (Constant)           | Orientasi Konsumen | Orientasi Pesaing | Koordinasi Antar Fungsional |
| 1     | 1         | 3.977      | 1.000           | .00                  | .00                | .00               | .00                         |
|       | 2         | .016       | 15.729          | .00                  | .02                | .16               | .26                         |
|       | 3         | .006       | 25.612          | .00                  | .39                | .57               | .04                         |
|       | 4         | .001       | 63.511          | 1.00                 | .59                | .27               | .70                         |

a. Dependent Variable: Efisiensi Biaya Penjualan