

## Lampiran 1

### KUESIONER PENELITIAN

Yth. Bapak/Ibu Responden

Bersama ini saya mohon kesediaan Bapak/Ibu untuk mengisi kuesioner dalam rangka penelitian saya yang berjudul: **“PENGARUH TACIT KNOWLEDGE CREATION, EXPLICIT KNOWLEDGE ACQUISITION TERHADAP KEMAMPUAN INOVASI (INNOVATION CAPABILITY) MELALUI SEBAGAI VARIABEL INTERVENING ORGANIZATIONAL LEARNING (Studi Empirik Pada Umkm Batik di Kabupaten Jepara)”**. Kuesioner ini terdiri atas sejumlah pernyataan. Perlu Bapak/Ibu ketahui bahwa keberhasilan penelitian ini sangat tergantung dari partisipasi Bapak/Ibu dalam menjawab kuesioner.

#### Cara Pengisian Kuesioner

Bapak/Ibu cukup memberikan tanda silang (X) pada pilihan jawaban yang tersedia (rentang angka dari 1 sampai dengan 5) sesuai dengan pendapat Bapak/Ibu. Setiap pernyataan mengharapkan hanya satu jawaban. Setiap angka akan mewakili tingkat kesesuaian dengan pendapat Bapak/Ibu:

1 = Sangat Tidak Setuju (STS)

2 = Tidak Setuju (TS)

3 = Netral (N)

4 = Setuju (S)

5 = Sangat Setuju (SS)

Atas partisipasi dan kerjasamanya, saya mengucapkan terima kasih.

Karakteristik / Identitas Responden

1. Nama Responden / Umur : ...../.....
2. Jenis kelamin : a. Laki-laki b. Perempuan
3. Tingkat Pendidikan : a. Tamat SMP / sederajat  
b. Tamat SMA / sederajat  
c. Tamat Perguruan Tinggi

<b>LEARNING ORIENTATION</b>						
NO	Pernyataan	STS	TS	N	S	SS
1	Saya berkomitmen untuk aktif meningkatkan intelektualitas melalui pembelajaran yang berkesinambungan					
2	Saya berkomitmen untuk menggali visi bersama tentang masa depan perusahaan tanpa paksa					
3	Saya bersedia menerima ide-ide baru demi tercapai tujuan organisasi					
4	Saya bersedia berbagi pengalaman dengan rekan kerja lainnya					
	Seperti apa pembelajaran organisasi yang ada dilingkungan anda bekerja : ..... ..... .....					



**INNOVATIONCAPABILITY**

No	Pernyataan	STS	TS	KS	S	SS
1.	Saya mampu mencari cara-cara baru dalam memberikan pelayanan yang memuaskan kepada pelanggan.					
2.	Saya mampu menggunakan metode baru untuk mempermudah penyelesaian pekerjaan					
3.	Saya mampu memiliki kemampuan untuk melakukan perbaikan pekerjaan secara berkesinambungan dengan mencari cara-cara baru yang efektif dan efisien.					
4.	Saya mampu menggunakan teknik penyelesaian pekerjaan yang baru dengan memanfaatkan teknologi untuk menyelesaikan pekerjaan					
	Seperti apa usaha anda dalam mewujudkan inovasi usaha : ..... ..... .....					



**TACIT KNOWLEDGE CREATION**

No	Pernyataan	STS	TS	KS	S	SS
1	Saya mampu memahami permasalahan produksi yang kompleks					
2	Saya mudah berkomunikasi secara tepat melalui dokumen tertulis					
3	Saya memahami informasi yang sudah diberikan berkaitan dengan pekerjaan yang baik.					
4	Saya mampu memecahkan masalah yang terjadi dalam pekerjaan.					

Seperti apa usaha penerapan ide atau ketrampilan yang baru dalam usaha anda:

.....  
 .....  
 .....



**EXPLICIT KNOWLEDGE ACQUISITION CAPACITY**

No	Pernyataan	STS	TS	KS	S	SS
1	Saya memahami semua aturan yang berkaitan terhadap pekerjaan saya dengan baik					
2	Saya dapat menyelesaikan pekerjaan sesuai dengan prosedur.					
3	Waktu yang diberikan dalam melaksanakan pekerjaan kepada saya sudah sesuai					
4	Adanya pelatihan yang dilakukan untuk membantu menambah pengetahuan dalam mengerjakan pekerjaan yang baik dan benar.					

Seperti apa usaha anda dalam memudahkan pemahaman job procedure dan technology dalam bekerja:

.....

.....

.....



## Frequencies

Statistics

		x1.1	x1.2	x1.3	x1.4
N	Valid	100	100	100	100
	Missing	0	0	0	0
Mean		3.78	3.91	3.79	3.77

## Frequency Table

x1.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	14	14.0	14.0	14.0
	3	15	15.0	15.0	29.0
	4	50	50.0	50.0	79.0
	5	21	21.0	21.0	100.0
	Total	100	100.0	100.0	

x1.2

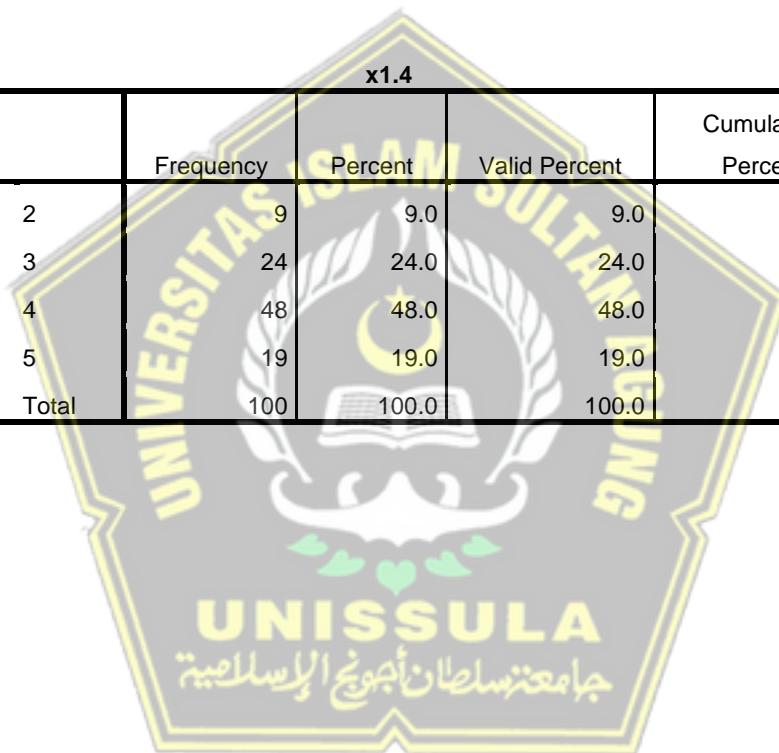
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	1.0	1.0	1.0
	2	12	12.0	12.0	13.0
	3	11	11.0	11.0	24.0
	4	47	47.0	47.0	71.0
	5	29	29.0	29.0	100.0
	Total	100	100.0	100.0	

x1.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	9	9.0	9.0	9.0
	3	23	23.0	23.0	32.0
	4	48	48.0	48.0	80.0
	5	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

x1.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	9	9.0	9.0	9.0
	3	24	24.0	24.0	33.0
	4	48	48.0	48.0	81.0
	5	19	19.0	19.0	100.0
	Total	100	100.0	100.0	



## Frequencies

**Statistics**

		Y1.1	Y1.2	Y1.3	Y1.4
N	Valid	100	100	100	100
	Missing	0	0	0	0
Mean		3.72	3.79	3.63	3.66

## Frequency Table

**Y1.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	8	8.0	8.0	8.0
	3	26	26.0	26.0	34.0
	4	52	52.0	52.0	86.0
	5	14	14.0	14.0	100.0
Total		100	100.0	100.0	

**Y1.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	7	7.0	7.0	7.0
	3	24	24.0	24.0	31.0
	4	52	52.0	52.0	83.0
	5	17	17.0	17.0	100.0
Total		100	100.0	100.0	

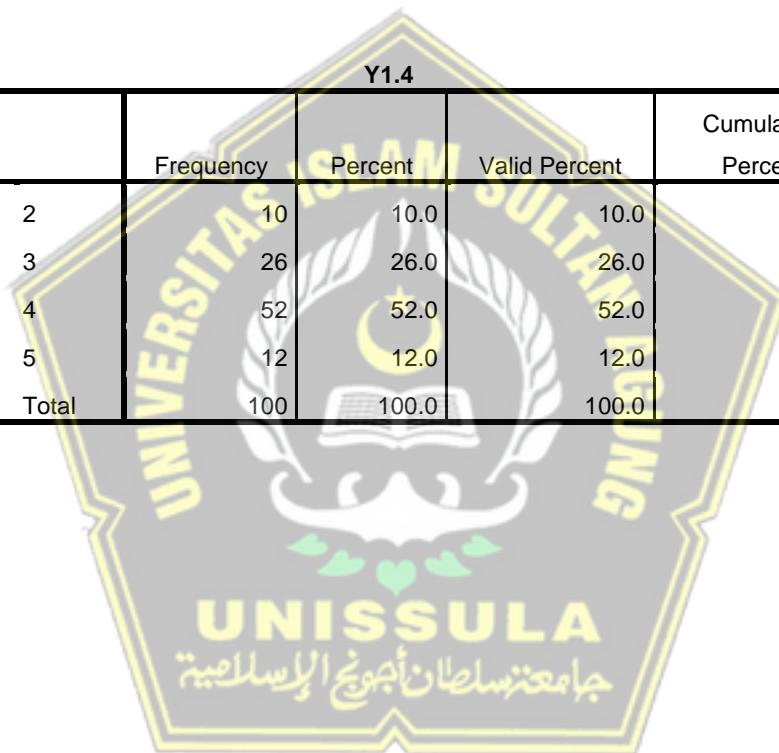


Y1.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	12	12.0	12.0	12.0
	3	25	25.0	25.0	37.0
	4	51	51.0	51.0	88.0
	5	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

Y1.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	10	10.0	10.0	10.0
	3	26	26.0	26.0	36.0
	4	52	52.0	52.0	88.0
	5	12	12.0	12.0	100.0
	Total	100	100.0	100.0	



## Frequencies

		Statistics			
		y2.1	y2.2	y2.3	y2.4
N	Valid	100	100	100	100
	Missing	0	0	0	0
Mean		3.88	3.84	3.86	3.72

## Frequency Table

		y2.1			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	2	9	9.0	9.0	9.0
	3	20	20.0	20.0	29.0
	4	45	45.0	45.0	74.0
	5	26	26.0	26.0	100.0
Total		100	100.0	100.0	

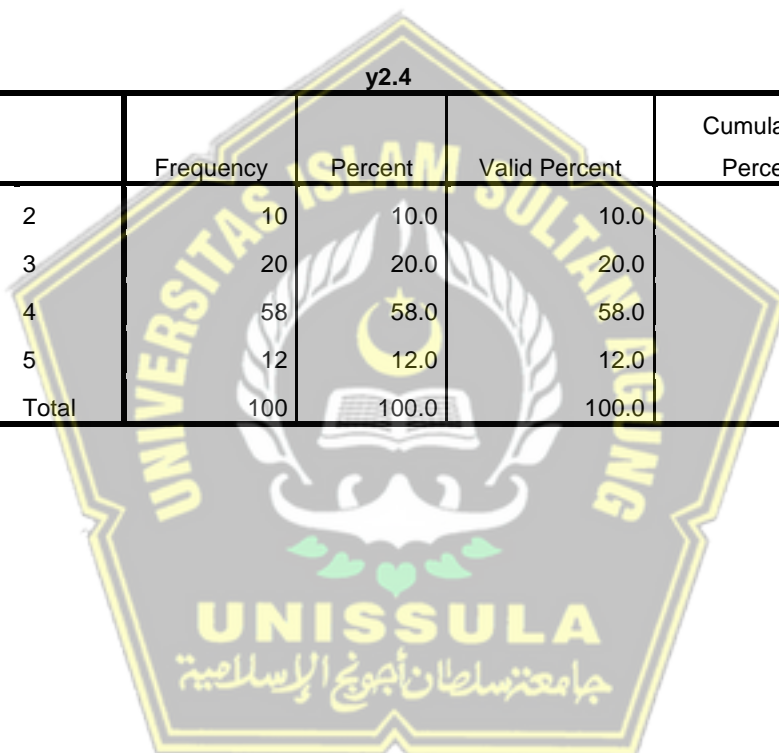
		y2.2			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	2	9	9.0	9.0	9.0
	3	18	18.0	18.0	27.0
	4	53	53.0	53.0	80.0
	5	20	20.0	20.0	100.0
Total		100	100.0	100.0	

y2.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	7	7.0	7.0	7.0
	3	22	22.0	22.0	29.0
	4	49	49.0	49.0	78.0
	5	22	22.0	22.0	100.0
	Total	100	100.0	100.0	

y2.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	10	10.0	10.0	10.0
	3	20	20.0	20.0	30.0
	4	58	58.0	58.0	88.0
	5	12	12.0	12.0	100.0
	Total	100	100.0	100.0	



## Frequencies

		Statistics			
		y3.1	y3.2	y3.3	y3.4
N	Valid	100	100	100	100
	Missing	0	0	0	0
Mean		3.82	3.71	3.84	3.95

## Frequency Table

		y3.1			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	2	5	5.0	5.0	5.0
	3	25	25.0	25.0	30.0
	4	53	53.0	53.0	83.0
	5	17	17.0	17.0	100.0
	Total	100	100.0	100.0	

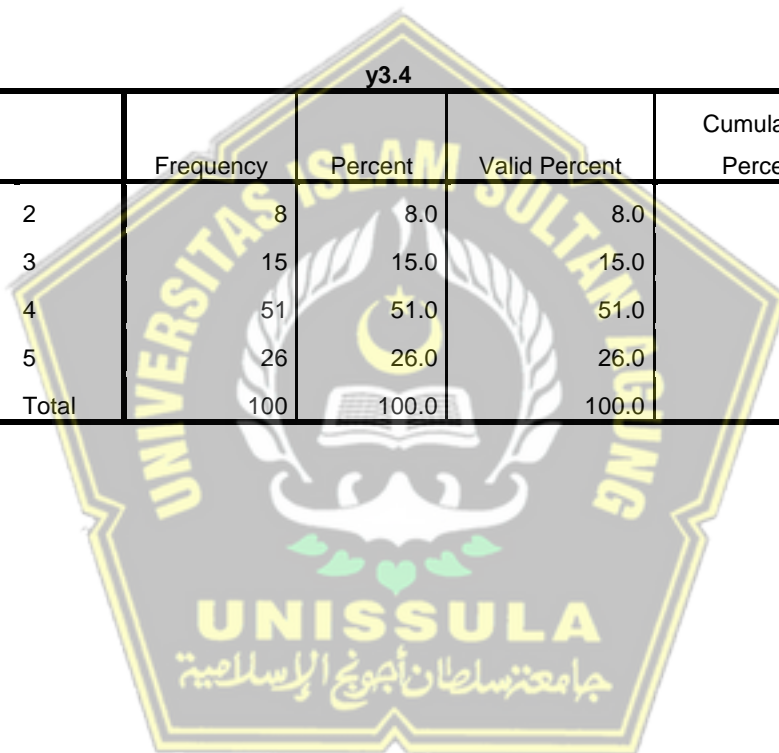
		y3.2			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	2	11	11.0	11.0	11.0
	3	27	27.0	27.0	38.0
	4	42	42.0	42.0	80.0
	5	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

y3.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	4	4.0	4.0	4.0
	3	25	25.0	25.0	29.0
	4	54	54.0	54.0	83.0
	5	17	17.0	17.0	100.0
	Total	100	100.0	100.0	

y3.4

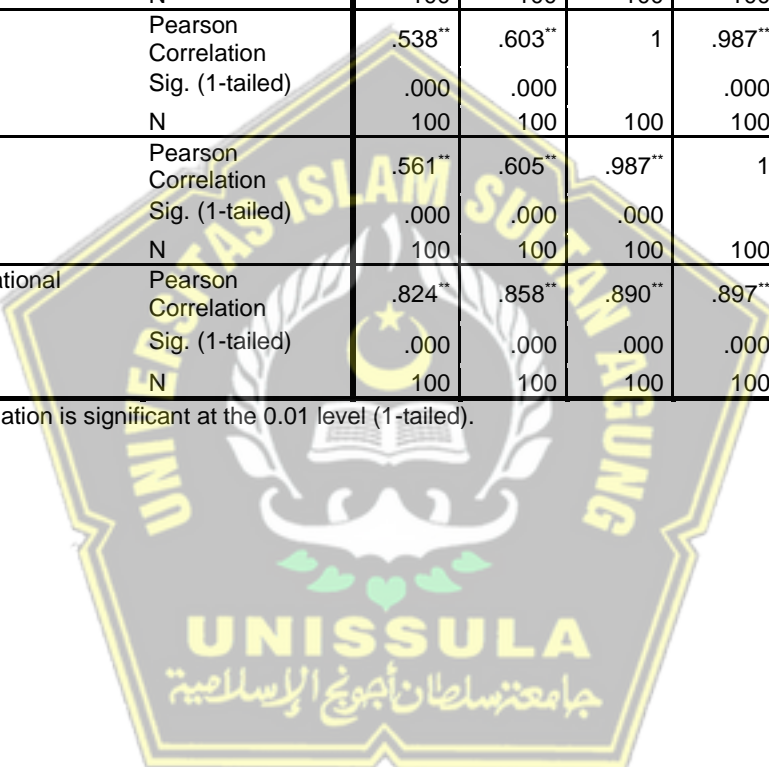
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	8	8.0	8.0	8.0
	3	15	15.0	15.0	23.0
	4	51	51.0	51.0	74.0
	5	26	26.0	26.0	100.0
	Total	100	100.0	100.0	



## Correlations

		Correlations				Organizational Learning
		x1.1	x1.2	x1.3	x1.4	
x1.1	Pearson Correlation	1	.732**	.538**	.561**	.824**
	Sig. (1-tailed)		.000	.000	.000	.000
	N	100	100	100	100	100
x1.2	Pearson Correlation	.732**	1	.603**	.605**	.858**
	Sig. (1-tailed)	.000		.000	.000	.000
	N	100	100	100	100	100
x1.3	Pearson Correlation	.538**	.603**	1	.987**	.890**
	Sig. (1-tailed)	.000	.000		.000	.000
	N	100	100	100	100	100
x1.4	Pearson Correlation	.561**	.605**	.987**	1	.897**
	Sig. (1-tailed)	.000	.000	.000		.000
	N	100	100	100	100	100
Organizational Learning	Pearson Correlation	.824**	.858**	.890**	.897**	1
	Sig. (1-tailed)	.000	.000	.000	.000	
	N	100	100	100	100	100

\*\* . Correlation is significant at the 0.01 level (1-tailed).



## Correlations

		Correlations				Tacit knowledge creation
		Y1.1	Y1.2	Y1.3	Y1.4	
Y1.1	Pearson Correlation	1	.701**	.675**	.421**	.845**
	Sig. (1-tailed)		.000	.000	.000	.000
	N	100	100	100	100	100
Y1.2	Pearson Correlation	.701**	1	.784**	.502**	.904**
	Sig. (1-tailed)	.000		.000	.000	.000
	N	100	100	100	100	100
Y1.3	Pearson Correlation	.675**	.784**	1	.369**	.860**
	Sig. (1-tailed)	.000	.000		.000	.000
	N	100	100	100	100	100
Y1.4	Pearson Correlation	.421**	.502**	.369**	1	.693**
	Sig. (1-tailed)	.000	.000	.000		.000
	N	100	100	100	100	100
Tacit knowledge creation	Pearson Correlation	.845**	.904**	.860**	.693**	1
	Sig. (1-tailed)	.000	.000	.000	.000	
	N	100	100	100	100	100

\*\* . Correlation is significant at the 0.01 level (1-tailed).

## Correlations

		y2.1	y2.2	y2.3	y2.4	Explicit Knowledge Acquisition
y2.1	Pearson Correlation	1	.621**	.683**	.496**	.862**
	Sig. (1-tailed)		.000	.000	.000	.000
	N	100	100	100	100	100
y2.2	Pearson Correlation	.621**	1	.661**	.451**	.835**
	Sig. (1-tailed)	.000		.000	.000	.000
	N	100	100	100	100	100
y2.3	Pearson Correlation	.683**	.661**	1	.449**	.854**
	Sig. (1-tailed)	.000	.000		.000	.000
	N	100	100	100	100	100
y2.4	Pearson Correlation	.496**	.451**	.449**	1	.722**
	Sig. (1-tailed)	.000	.000	.000		.000
	N	100	100	100	100	100
Explicit Knowledge Acquisition	Pearson Correlation	.862**	.835**	.854**	.722**	1
	Sig. (1-tailed)	.000	.000	.000	.000	
	N	100	100	100	100	100

\*\* . Correlation is significant at the 0.01 level (1-tailed).



## Correlations

		Correlations				
		y3.1	y3.2	y3.3	y3.4	Kemampuan inovasi (Innovation capability)
y3.1	Pearson Correlation	1	.600**	.545**	.369**	.776**
	Sig. (1-tailed)		.000	.000	.000	.000
	N	100	100	100	100	100
y3.2	Pearson Correlation	.600**	1	.729**	.459**	.879**
	Sig. (1-tailed)	.000		.000	.000	.000
	N	100	100	100	100	100
y3.3	Pearson Correlation	.545**	.729**	1	.413**	.831**
	Sig. (1-tailed)	.000	.000		.000	.000
	N	100	100	100	100	100
y3.4	Pearson Correlation	.369**	.459**	.413**	1	.710**
	Sig. (1-tailed)	.000	.000	.000		.000
	N	100	100	100	100	100
Kemampuan inovasi (Innovation capability)	Pearson Correlation	.776**	.879**	.831**	.710**	1
	Sig. (1-tailed)	.000	.000	.000	.000	
	N	100	100	100	100	100

\*\* . Correlation is significant at the 0.01 level (1-tailed).

## Reliability

Scale: ALL VARIABLES

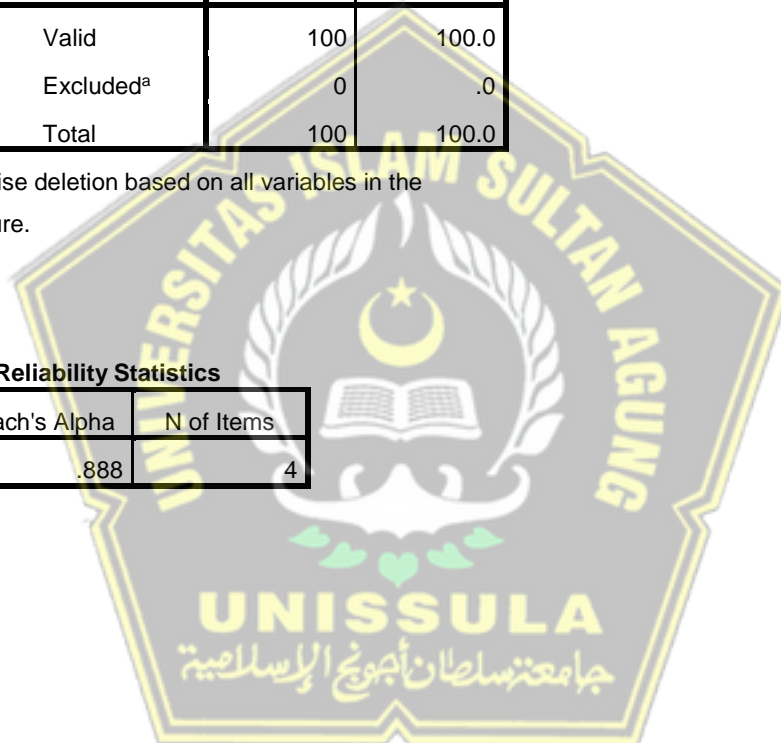
**Case Processing Summary**

		N	%
Cases	Valid	100	100.0
	Excluded <sup>a</sup>	0	.0
	Total	100	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.888	4



## Reliability

Scale: ALL VARIABLES

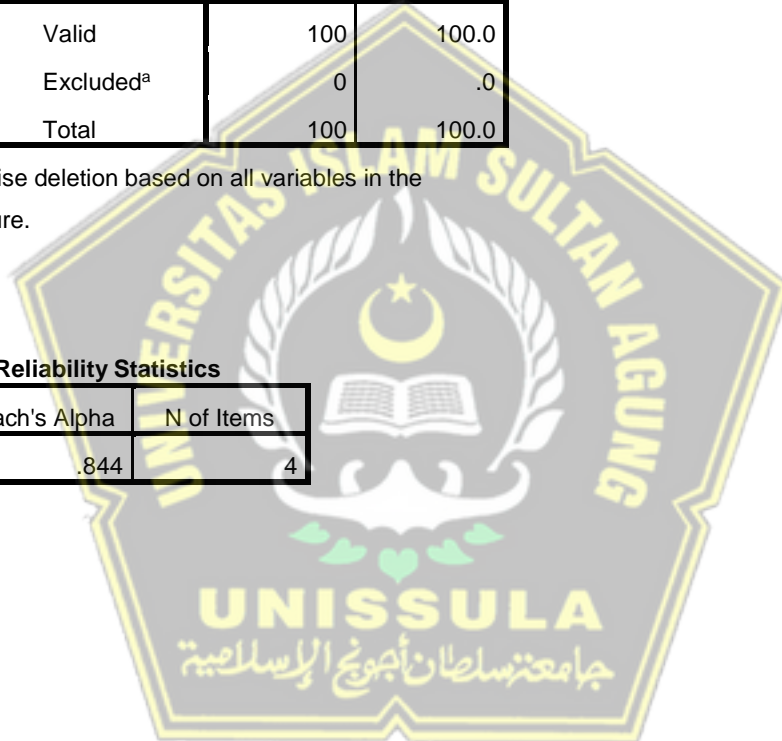
**Case Processing Summary**

		N	%
Cases	Valid	100	100.0
	Excluded <sup>a</sup>	0	.0
	Total	100	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.844	4



## Reliability

Scale: ALL VARIABLES

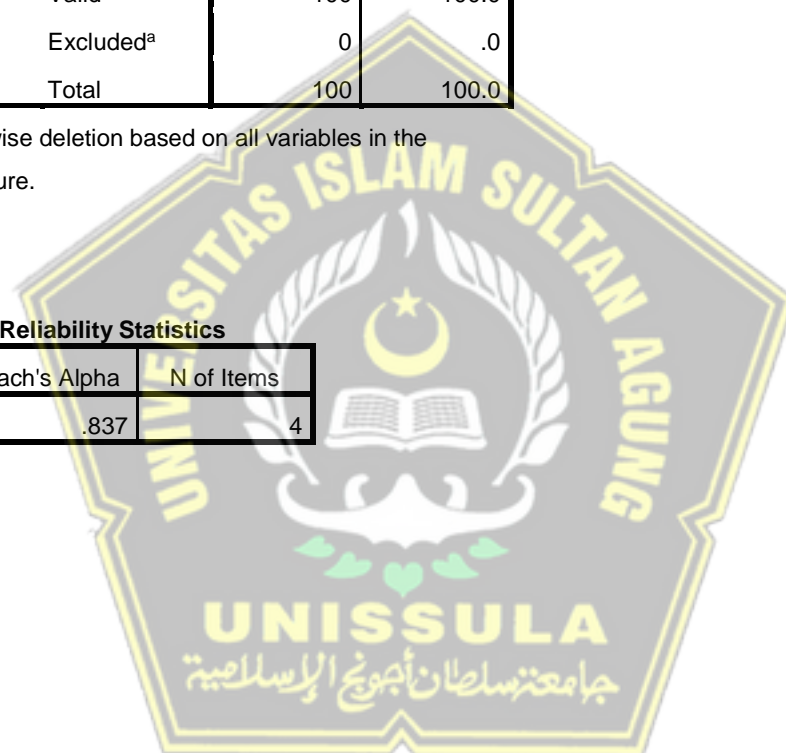
**Case Processing Summary**

		N	%
Cases	Valid	100	100.0
	Excluded <sup>a</sup>	0	.0
	Total	100	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.837	4



## Reliability

### Scale: ALL VARIABLES

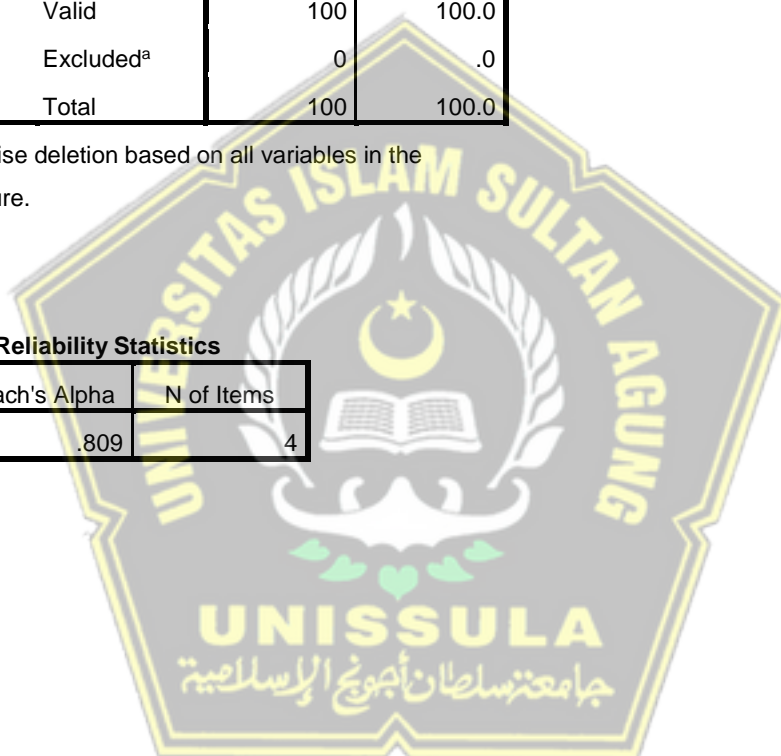
**Case Processing Summary**

		N	%
Cases	Valid	100	100.0
	Excluded <sup>a</sup>	0	.0
	Total	100	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.809	4

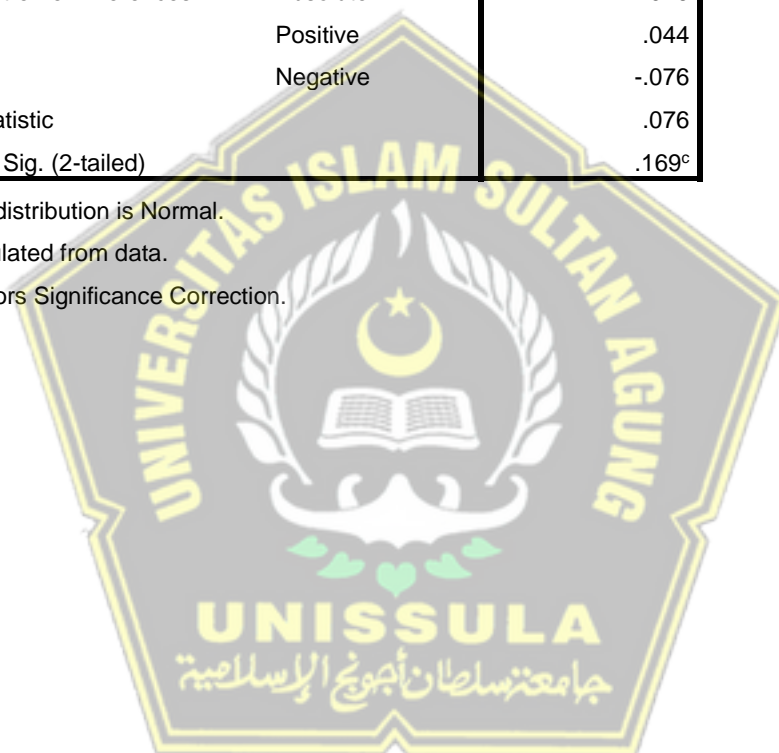


## NPar Tests

### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.95703548
Most Extreme Differences	Absolute	.076
	Positive	.044
	Negative	-.076
Test Statistic		.076
Asymp. Sig. (2-tailed)		.169 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.



## Regression

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

Model	Variables Entered	Variables Removed	Method
1	Explicit Knowledge Acquisition , Tacit knowledge creation , Organizational Learning <sup>b</sup>		Enter

a. Dependent Variable: In

b. All requested variables entered.

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.270 <sup>a</sup>	.073	.016	1.04052

a. Predictors: (Constant), Explicit Knowledge Acquisition , Tacit knowledge creation , Organizational Learning

b. Dependent Variable: In

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.157	3	1.386	1.280	.292 <sup>b</sup>
	Residual	53.051	49	1.083		
	Total	57.208	52			

a. Dependent Variable: In

b. Predictors: (Constant), Explicit Knowledge Acquisition , Tacit knowledge creation , Organizational Learning

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.446	.823		.542	.590		
Organizational Learning	-.068	.084	-.228	-.804	.425	.236	4.230
Tacit knowledge creation	-.089	.071	-.246	1.260	.214	.497	2.011
Explicit Knowledge Acquisition	.070	.115	.195	.610	.545	.186	5.378

a. Dependent Variable: In

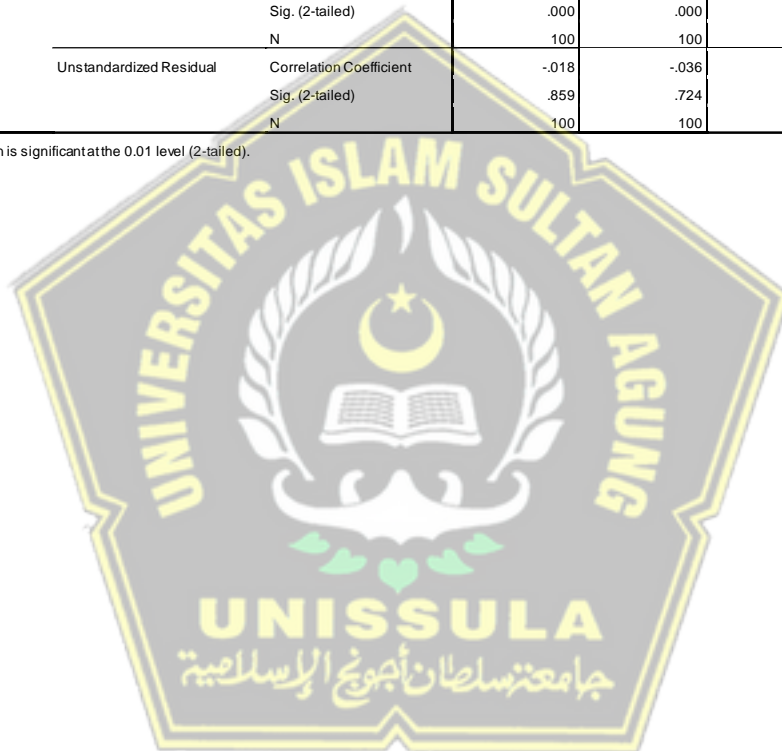




## Nonparametric Correlations

			Correlations			
			Organizational Learning	Tacit knowledge creation	Explicit Knowledge Acquisition	Unstandardized Residual
Spearman's rho	Organizational Learning	Correlation Coefficient	1.000	.631**	.733**	-.018
		Sig. (2-tailed)	.	.000	.000	.859
		N	100	100	100	100
	Tacit knowledge creation	Correlation Coefficient	.631**	1.000	.652**	-.036
		Sig. (2-tailed)	.000	.	.000	.724
		N	100	100	100	100
	Explicit Knowledge Acquisition	Correlation Coefficient	.733**	.652**	1.000	.047
		Sig. (2-tailed)	.000	.000	.	.642
		N	100	100	100	100
	Unstandardized Residual	Correlation Coefficient	-.018	-.036	.047	1.000
		Sig. (2-tailed)	.859	.724	.642	.
		N	100	100	100	100

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



## Regression

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

Model	Variables Entered	Variables Removed	Method
1	Explicit Knowledge Acquisition , Tacit knowledge creation , Organizational Learning <sup>b</sup>		Enter

a. Dependent Variable: Kemampuan inovasi (Innovation capability)

b. All requested variables entered.

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.932 <sup>a</sup>	.868	.864	.972

a. Predictors: (Constant), Explicit Knowledge Acquisition , Tacit knowledge creation , Organizational Learning

b. Dependent Variable: Kemampuan inovasi (Innovation capability)

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	595.084	3	198.361	210.009	.000 <sup>b</sup>
	Residual	90.676	96	.945		
	Total	685.760	99			

a. Dependent Variable: Kemampuan inovasi (Innovation capability)

b. Predictors: (Constant), Explicit Knowledge Acquisition , Tacit knowledge creation , Organizational Learning

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.315	.599		2.196	.030		
Organizational Learning	.336	.051	.404	6.562	.000	.363	2.752
Tacit knowledge creation	.130	.049	.134	2.668	.009	.547	1.827
Explicit Knowledge Acquisition	.455	.059	.482	7.693	.000	.351	2.846

a. Dependent Variable: Kemampuan inovasi (Innovation capability)



## Regression

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

Model	Variables Entered	Variables Removed	Method
1	Organizational Learning <sup>b</sup>		Enter

a. Dependent Variable: Tacit knowledge creation

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.627 <sup>a</sup>	.393	.386	2.121

a. Predictors: (Constant), Organizational Learning

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	285.091	1	285.091	63.367	.000 <sup>b</sup>
	Residual	440.909	98	4.499		
	Total	726.000	99			

a. Dependent Variable: Tacit knowledge creation

b. Predictors: (Constant), Organizational Learning

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.628	1.048		6.322	.000
	Organizational Learning	.536	.067	.627	7.960	.000

a. Dependent Variable: Tacit knowledge creation

## Regression

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

Model	Variables Entered	Variables Removed	Method
1	Organizational Learning <sup>b</sup>		Enter

a. Dependent Variable: Explicit Knowledge Acquisition

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781 <sup>a</sup>	.610	.606	1.749

a. Predictors: (Constant), Organizational Learning

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	469.208	1	469.208	153.381	.000 <sup>b</sup>
	Residual	299.792	98	3.059		
	Total	769.000	99			

a. Dependent Variable: Explicit Knowledge Acquisition

b. Predictors: (Constant), Organizational Learning

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.816	.864		5.571	.000
	Organizational Learning	.687	.056	.781	12.385	.000

a. Dependent Variable: Explicit Knowledge Acquisition