

APPENDIX A: RESEARCH QUESTIONNAIRE

Research questionnaire in English

Questionnaire

The Roles of Non-Family Employees in Sustaining a Family Business at PT. Sukses Abadi Transindo, Medan

My name is Andy and I am currently studying in University of Pelita Harapan Medan majoring in Entrepreneurship and Family Business, I am conducting research of “The Roles of Non-Family Employees in Sustaining a Family Business”. The questionnaire consist of 16 statements, any information obtained in connection with this will remain confidential and serves for the research purpose in completing the thesis.

Respondent Identity

Name :
Age :
Gender :
Department :

Please tick (✓) the box provided to show your consent to be part of the research.

SD = Strongly Disagree

D = Disagree

N = Neutral

A = Agree

SA = Strongly Agree

No.	Statement	SD	D	N	A	SA
1.	My experience helped in solving the company's problems.					
2.	I have adequate skills in accomplishing the job.					
3.	I am being involved in decision making within the company.					
4.	The suggestion that I give are being taken into consideration.					
5.	I have the initiatives to finish the job by myself.					
6.	I have innovation in doing the job given					
7.	I am driven to give the best result even in tough times.					
8.	I am being entrusted to work on big project.					
9.	The company limits the use of non-recycled resources.					
10.	The company implements durable goods over disposable ones to increase efficiency.					
11.	The company's performance keeps increasing.					
12.	The company has a good management.					
13.	The company motivates the employees to accomplish their tasks.					
14.	The company appreciates the employees' effort to accomplish their job.					
15.	I have a good relationship with other employees.					
16.	The company is being well-known in the industry.					

Research questionnaire in Indonesia**KUESIONER****The Roles of Non-Family Employees in Sustaining a Family
Business at PT. Sukses Abadi Transindo, Medan**

Saya Andy, mahasiswa Program Studi Entrepreneurship and Family Business Universitas Pelita Harapan Medan. Saat ini sedang melakukan penelitian tentang “The Roles of Non-Family Employees in Sustaining a Family Business”.

Saya memohon ketersediaan Bapak/Ibu untuk berpartisipasi dalam mengisi kuesioner ini. Segala jawaban yang diberikan akan terjamin kerahasiaannya, dan semata-mata hanya untuk kepentingan penelitian ilmiah dalam penyelesaian skripsi.

Identitas Responden:

Nama :
Usia :
Jenis Kelamin :
Departemen :

Pilihlah salah satu jawaban atas pernyataan yang diajukan dengan memberi tanda (✓) pada setiap kolom jawaban yang dipilih, dengan keterangan sebagai berikut:

STS = Sangat Tidak Setuju
TS = Tidak Setuju
KS = Kurang Setuju
S = Setuju
SS = Sangat Setuju

No.	Pernyataan	STS	TS	KS	S	SS
1.	Pengalaman yang saya miliki dapat membantu memecahkan masalah perusahaan.					
2.	Keterampilan yang saya miliki cukup dalam menyelesaikan pekerjaan yang diberikan.					
3.	Saya dilibatkan dalam pengambilan keputusan didalam perusahaan.					
4.	Saran yang saya berikan dimasukkan dalam pertimbangan perusahaan.					
5.	Saya memiliki inisiatif sendiri untuk menyelesaikan pekerjaan.					
6.	Saya berupaya untuk terus berinovasi dalam bekerja.					
7.	Saya memberikan hasil kerja yang baik walaupun sedang menghadapi masalah.					
8.	Saya dipercaya untuk melakukan tugas – tugas penting dalam perusahaan.					
9.	Perusahaan membatasi penggunaan sumber daya yang tidak dapat didaur ulang.					
10.	Perusahaan menggunakan barang tahan lama dibandingkan yang sekali pakai untuk meningkatkan efisiensi.					
11.	Saya merasa perusahaan memiliki performa yang lebih baik.					
12.	Perusahaan memiliki prosedur kerja yang teratur.					
13.	Perusahaan memotivasi karyawan untuk mencapai target yang ditentukan.					
14.	Perusahaan menghargai usaha yang dilakukan untuk menyelesaikan perkerjaan.					
15.	Saya memiliki relasi yang baik kepada semua rekan kerja.					
16.	Perusahaan memiliki reputasi yang baik.					

APPENDIX B: PRE TEST QUESTIONNAIRE TABULATION
Variable X (Roles of Non-Family Employees)

Respondents	Statements for Variable X								TOT X
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	
1	2	3	2	2	2	3	2	2	18
2	3	3	3	3	4	3	3	4	26
3	4	2	4	4	3	2	4	3	26
4	3	2	3	3	2	2	3	2	20
5	3	3	3	3	2	3	3	2	22
6	2	1	2	2	1	1	2	1	12
7	3	4	3	3	3	4	3	3	26
8	3	2	3	3	2	2	3	2	20
9	2	2	2	2	2	2	2	2	16
10	3	2	3	3	2	2	3	2	20
11	2	1	2	2	1	1	2	1	12
12	3	2	3	3	2	2	3	2	20
13	2	2	2	2	2	2	2	2	16
14	3	2	3	3	2	2	3	2	20
15	2	1	2	2	1	1	2	1	12
16	2	1	2	2	2	1	2	2	14
17	4	3	4	4	3	3	4	3	28
18	1	2	1	1	2	2	1	2	12
19	4	3	4	4	3	3	4	3	28
20	4	4	4	4	3	4	4	3	30
21	2	3	2	2	3	3	2	3	20
22	2	4	2	2	5	4	2	5	26
23	2	2	2	2	3	2	2	3	18
24	2	2	2	2	2	2	2	2	16
25	4	3	4	4	3	3	4	3	28
26	2	3	2	2	2	3	2	2	18
27	2	3	2	2	2	3	2	2	18
28	2	3	2	2	2	3	2	2	18
29	4	5	5	5	5	5	5	5	39
30	4	4	5	5	4	4	5	4	35

Variable Y (Sustaining Family Business)

Respondents	Statements for Variable Y								TOT Y
	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	
1	3	3	3	3	2	2	1	1	18
2	2	4	4	4	2	3	3	3	25
3	3	4	4	4	3	2	3	2	25
4	4	4	3	4	4	4	5	4	32
5	5	5	5	5	5	5	4	5	39
6	4	5	4	4	2	3	3	3	28
7	3	4	2	3	2	2	2	3	21
8	3	4	2	3	3	3	3	3	24
9	3	4	3	4	2	3	3	3	25
10	3	4	4	4	3	2	3	3	26
11	4	4	5	4	3	2	3	2	27
12	3	3	3	3	3	3	3	2	23
13	3	3	4	4	3	2	2	3	24
14	2	2	3	3	2	2	2	2	18
15	4	5	5	4	3	2	2	3	28
16	2	2	3	3	3	2	2	2	19
17	4	4	4	4	2	2	2	1	23
18	5	3	5	5	2	1	2	2	25
19	3	3	3	4	3	2	3	2	23
20	4	3	4	4	2	3	2	2	24
21	4	4	5	4	5	4	5	4	35
22	3	3	4	3	2	5	4	2	26
23	3	4	2	3	4	3	4	4	27
24	3	3	4	4	4	3	4	3	28
25	4	4	4	3	1	2	1	1	20
26	3	3	3	3	1	1	3	1	18
27	3	3	3	5	2	3	3	1	23
28	5	5	5	4	2	1	3	1	26
29	3	3	3	3	2	2	3	1	20
30	3	4	3	4	2	1	3	1	21

APPENDIX C: MAIN TEST QUESTIONNAIRE TABULATION
Variable X (Roles of Non-family Employees)

Respondents	Statements for Variable X								TOT X
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	
1	3	3	3	3	2	3	3	2	22
2	2	3	3	2	4	4	3	3	24
3	3	4	4	4	4	4	5	3	31
4	4	4	4	4	4	4	4	4	32
5	3	4	4	4	3	5	5	5	33
6	4	4	4	4	5	4	5	4	34
7	3	3	3	3	3	3	4	3	25
8	4	3	3	4	3	4	4	2	27
9	3	4	3	4	3	4	3	3	27
10	4	3	2	4	3	3	3	4	26
11	4	5	4	5	4	5	5	5	37
12	3	5	4	4	4	4	4	4	32
13	3	4	3	4	3	3	3	3	26
14	2	4	3	4	3	3	4	4	27
15	3	4	4	4	4	4	5	5	33
16	2	3	3	3	4	2	2	1	20
17	4	4	4	4	4	4	4	4	32
18	3	3	4	4	5	4	4	5	32
19	3	5	4	5	3	4	4	4	32
20	3	4	4	4	4	4	4	3	30
21	3	5	4	4	3	4	3	4	30
22	4	3	3	3	3	3	3	4	26
23	3	3	3	3	3	4	4	2	25
24	3	4	4	3	4	3	4	3	28
25	3	4	3	3	4	4	3	4	28
26	3	3	3	3	4	3	3	4	26
27	3	3	3	3	3	3	4	3	25
28	5	5	5	5	5	5	4	4	38
29	3	4	3	4	4	4	4	3	29
30	2	4	4	4	3	3	4	4	28
31	3	3	3	4	4	4	2	4	27
32	2	3	3	2	3	3	4	2	22
33	3	3	3	4	3	4	4	4	28
34	4	4	4	4	3	4	3	4	30
35	3	3	3	4	3	3	5	2	26
36	3	4	3	4	3	4	5	4	30
37	2	4	5	4	4	5	3	4	31

Variable Y (Sustaining Family Business)

Respondents	Statements for Variable Y								TOT Y
	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	
1	3	3	3	3	3	3	3	2	23
2	2	4	4	4	3	3	3	3	26
3	3	4	4	4	3	3	5	3	29
4	4	3	4	4	2	4	4	4	29
5	5	5	5	5	4	4	5	4	37
6	4	4	5	4	2	3	5	4	31
7	3	2	4	3	1	4	4	3	24
8	3	2	4	3	3	3	4	2	24
9	3	3	4	4	4	3	3	3	27
10	3	4	4	4	3	3	3	4	28
11	4	5	4	4	3	4	5	4	33
12	3	3	3	3	2	2	4	4	24
13	3	4	3	4	4	3	3	3	27
14	2	3	2	3	4	3	4	4	25
15	4	5	5	4	2	1	5	3	29
16	2	3	2	3	3	3	2	2	20
17	4	4	4	4	3	5	4	4	32
18	5	5	3	5	3	5	4	4	34
19	3	3	3	4	1	3	4	3	24
20	4	4	3	4	1	2	4	3	25
21	4	5	4	4	2	4	4	4	31
22	3	4	3	3	2	4	3	4	26
23	3	2	4	3	3	2	3	2	22
24	3	4	3	4	3	4	4	3	28
25	4	4	4	3	4	4	4	4	31
26	3	3	3	3	3	3	3	4	25
27	3	3	3	5	2	4	3	3	26
28	5	5	5	4	4	4	4	4	35
29	3	3	3	3	3	3	4	3	25
30	3	3	4	4	4	2	4	4	28
31	4	4	4	2	3	4	4	4	29
32	2	2	3	3	2	2	2	2	18
33	4	4	3	4	3	4	4	4	30
34	4	4	4	4	1	3	4	4	28
35	4	4	4	3	3	3	3	2	26
36	3	4	4	4	2	4	5	4	30
37	4	4	5	4	2	3	5	4	31

APPENDIX D: SPSS DATA OUTPUT

Validity Results of Variable X (Roles of Non-family Employees)

Correlations										
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	TOTAL_X
Q1	Pearson Correlation	1	,473**	,973**	,973**	,487**	,473**	,973**	,487**	,843**
	Sig. (2-tailed)		,008	,000	,000	,006	,008	,000	,006	,000
	N	30	30	30	30	30	30	30	30	30
Q2	Pearson Correlation	,473**	1	,544**	,544**	,798**	1,000**	,544**	,798**	,833**
	Sig. (2-tailed)	,008		,002	,002	,000	,000	,002	,000	,000
	N	30	30	30	30	30	30	30	30	30
Q3	Pearson Correlation	,973**	,544**	1	1,000**	,561**	,544**	1,000**	,561**	,894**
	Sig. (2-tailed)	,000	,002		,000	,001	,002	,000	,001	,000
	N	30	30	30	30	30	30	30	30	30
Q4	Pearson Correlation	,973**	,544**	1,000**	1	,561**	,544**	1,000**	,561**	,894**
	Sig. (2-tailed)	,000	,002	,000		,001	,002	,000	,001	,000
	N	30	30	30	30	30	30	30	30	30
Q5	Pearson Correlation	,487**	,798**	,561**	,561**	1	,798**	,561**	1,000**	,843**
	Sig. (2-tailed)	,006	,000	,001	,001		,000	,001	,000	,000
	N	30	30	30	30	30	30	30	30	30
Q6	Pearson Correlation	,473**	1,000**	,544**	,544**	,798**	1	,544**	,798**	,833**
	Sig. (2-tailed)	,008	,000	,002	,002	,000		,002	,000	,000
	N	30	30	30	30	30	30	30	30	30
Q7	Pearson Correlation	,973**	,544**	1,000**	1,000**	,561**	,544**	1	,561**	,894**
	Sig. (2-tailed)	,000	,002	,000	,000	,001	,002		,001	,000
	N	30	30	30	30	30	30	30	30	30
Q8	Pearson Correlation	,487**	,798**	,561**	,561**	1,000**	,798**	,561**	1	,843**
	Sig. (2-tailed)	,006	,000	,001	,001	,000	,000	,001		,000
	N	30	30	30	30	30	30	30	30	30
TOT X	Pearson Correlation	,843**	,833**	,894**	,894**	,843**	,833**	,894**	,843**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000	
	N	30	30	30	30	30	30	30	30	30

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

Validity Results of Variable Y (Sustaining Family Business)

Correlations										
		Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	TOTAL_Y
Q9	Pearson Correlation	1	,582**	,645**	,529**	,172	,061	,108	,130	,564**
	Sig. (2-tailed)		,001	,000	,003	,363	,747	,570	,494	,001
	N	30	30	30	30	30	30	30	30	30
Q10	Pearson Correlation	,582**	1	,366*	,338	,212	,143	,242	,377*	,594**
	Sig. (2-tailed)	,001		,047	,068	,261	,450	,197	,040	,001
	N	30	30	30	30	30	30	30	30	30
Q11	Pearson Correlation	,645**	,366*	1	,585**	,185	,053	,059	,091	,526**
	Sig. (2-tailed)	,000	,047		,001	,329	,779	,759	,634	,003
	N	30	30	30	30	30	30	30	30	30
Q12	Pearson Correlation	,529**	,338	,585**	1	,273	,103	,218	,230	,570**
	Sig. (2-tailed)	,003	,068	,001		,144	,586	,247	,221	,001
	N	30	30	30	30	30	30	30	30	30
Q13	Pearson Correlation	,172	,212	,185	,273	1	,546**	,657**	,778**	,776**
	Sig. (2-tailed)	,363	,261	,329	,144		,002	,000	,000	,000
	N	30	30	30	30	30	30	30	30	30
Q14	Pearson Correlation	,061	,143	,053	,103	,546**	1	,612**	,635**	,660**
	Sig. (2-tailed)	,747	,450	,779	,586	,002		,000	,000	,000
	N	30	30	30	30	30	30	30	30	30
Q15	Pearson Correlation	,108	,242	,059	,218	,657**	,612**	1	,562**	,702**
	Sig. (2-tailed)	,570	,197	,759	,247	,000	,000		,001	,000
	N	30	30	30	30	30	30	30	30	30
Q16	Pearson Correlation	,130	,377*	,091	,230	,778**	,635**	,562**	1	,778**
	Sig. (2-tailed)	,494	,040	,634	,221	,000	,000	,001		,000
	N	30	30	30	30	30	30	30	30	30
TOT Y	Pearson Correlation	,564**	,594**	,526**	,570**	,776**	,660**	,702**	,778**	1
	Sig. (2-tailed)	,001	,001	,003	,001	,000	,000	,000	,000	
	N	30	30	30	30	30	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 Result of Variable X (Roles of Non-Family Employees)

Reliability Statistics	
Cronbach's Alpha	N of Items
,949	8

Reliability Result of Variable Y (Sustaining Family Business)

Reliability Statistics	
Cronbach's Alpha	N of Items
,803	8

Descriptive Statistic of Variable X (Roles of Non-Family Employees) and Variable Y (Sustaining Family Business)

Statistics			
		Roles_of_Non_Family_Employees	Sustaining_Family_Business
N	Valid	37	37
	Missing	0	0
Mean		28,6216	27,5676
Median		28,0000	28,0000
Mode		26,00 ^a	24,00 ^a

a. Multiple modes exist. The smallest value is shown

Normality Test of Variable X (Roles of Non-Family Employees) and Variable Y (Sustaining Family Business)

One-Sample Kolmogorov-Smirnov Test

		Roles_of_Non_Family_Employees	Sustaining_Family_Business
N		37	37
Normal Parameters ^{a,b}	Mean	28,6216	27,5676
	Std. Deviation	3,98156	4,05203
Most Extreme Differences	Absolute	,103	,083
	Positive	,103	,083
	Negative	-,073	-,081
Test Statistic		,103	,083
Asymp. Sig. (2-tailed)		,200 ^{c,d}	,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Coefficient of Correlation and Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,756 ^a	,571	,559	2,69112

a. Predictors: (Constant), Roles_of_Non_Family_Employees

b. Dependent Variable: Sustaining_Family_Business

Linear Regression Equation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,554	3,254		1,707	,097
	Roles_of_Non_Family_Employees	,769	,113	,756	6,828	,000

a. Dependent Variable: Sustaining_Family_Business

APPENDIX E: R TABLE

Tabel r untuk df = 1 - 50

df = (N-2)	Tingkat signifikansi untuk uji satu arah				
	0.05	0.025	0.01	0.005	0.0005
	Tingkat signifikansi untuk uji dua arah				
	0.1	0.05	0.02	0.01	0.001
1	0.9877	0.9969	0.9995	0.9999	1.0000
2	0.9000	0.9500	0.9800	0.9900	0.9990
3	0.8054	0.8783	0.9343	0.9587	0.9911
4	0.7293	0.8114	0.8822	0.9172	0.9741
5	0.6694	0.7545	0.8329	0.8745	0.9509
6	0.6215	0.7067	0.7887	0.8343	0.9249
7	0.5822	0.6664	0.7498	0.7977	0.8983
8	0.5494	0.6319	0.7155	0.7646	0.8721
9	0.5214	0.6021	0.6851	0.7348	0.8470
10	0.4973	0.5760	0.6581	0.7079	0.8233
11	0.4762	0.5529	0.6339	0.6835	0.8010
12	0.4575	0.5324	0.6120	0.6614	0.7800
13	0.4409	0.5140	0.5923	0.6411	0.7604
14	0.4259	0.4973	0.5742	0.6226	0.7419
15	0.4124	0.4821	0.5577	0.6055	0.7247
16	0.4000	0.4683	0.5425	0.5897	0.7084
17	0.3887	0.4555	0.5285	0.5751	0.6932
18	0.3783	0.4438	0.5155	0.5614	0.6788
19	0.3687	0.4329	0.5034	0.5487	0.6652
20	0.3598	0.4227	0.4921	0.5368	0.6524
21	0.3515	0.4132	0.4815	0.5256	0.6402
22	0.3438	0.4044	0.4716	0.5151	0.6287
23	0.3365	0.3961	0.4622	0.5052	0.6178
24	0.3297	0.3882	0.4534	0.4958	0.6074
25	0.3233	0.3809	0.4451	0.4869	0.5974
26	0.3172	0.3739	0.4372	0.4785	0.5880
27	0.3115	0.3673	0.4297	0.4705	0.5790
28	0.3061	0.3610	0.4226	0.4629	0.5703
29	0.3009	0.3550	0.4158	0.4556	0.5620
30	0.2960	0.3494	0.4093	0.4487	0.5541
31	0.2913	0.3440	0.4032	0.4421	0.5465

