

**STRATEGI RANTAI PASOK DALAM MENINGKATKAN KINERJA
PEMASARAN PADA PERUSAHAAN LOGISTIK
DI JAKARTA**

DISERTASI

**Diajukan Untuk Memenuhi Sebagian Syarat Memperoleh Gelar
Doktor Manajemen Konsentrasi Manajemen Pemasaran**



Oleh:

Euis Saribanon

NIM 1707798

**FAKULTAS PENDIDIKAN EKONOMI DAN BISNIS
UNIVERSITAS PENDIDIKAN INDONESIA
2022**

HALAMAN PENGESAHAN

EUIS SARIBANON

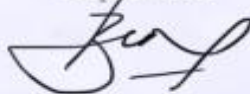
STRATEGI RANTAI PASOK DALAM MENINGKATKAN KINERJA PEMASARAN PADA PERUSAHAAN LOGISTIK DI JAKARTA

disetujui dan disahkan oleh panitia disertasi:

Promotor


Prof. Dr H. Agus Rahayu, M.P
NIP: 196206071987031002

Kopromotor



Prof. Benny Tjahjono, PhD, MSc, BEng

Anggota

22.10.2022



Dr. H. Mokh Adib Sultan S.T., M.T
NIP : 198103102009121002

Mengetahui,

Ketua Program Studi S2/S3 Manajemen
Fakultas Pendidikan Ekonomi dan Bisnis
Universitas Pendidikan Indonesia



Dr. Maya Sari, S.E., M.M
NIP : 197107052002122007

LEMBAR HAK CIPTA

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DI JAKARTA**

Oleh

Euis Saribanon

S.E. Universitas Krisnadwipayana, 1998

M.M STIE Tridarmawidya 2001

Sebuah Disertasi yang diajukan untuk memenuhi salah satu syarat memperoleh gelar Doktor Pendidikan (Dr.) pada Fakultas Pendidikan Ekonomi dan Bisnis

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Universitas Pendidikan Indonesia

Desember 2022

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ABSTRAK

Perusahaan distribusi logistik saat ini berada dalam persaingan yang ketat sehingga kinerja pemasaran perlu ditingkatkan. Tujuan yang ingin dicapai dalam penelitian ini adalah untuk menyajikan model strategi rantai pasok sebagai mediasi hubungan saling keterkaitan antara lingkungan pemasok dan orientasi pasar terhadap kinerja pemasaran yang dimoderasi oleh ketidakpastian lingkungan. Penelitian ini merupakan sintesis yang dibentuk secara integratif berdasarkan berbagai literatur penelitian terdahulu. Penelitian ini menggunakan perusahaan distribusi logistik sebagai unit analisis dengan sampel sebanyak 160 perusahaan distribusi di Jakarta. Penelitian ini merupakan penelitian verifikatif dengan eksplanasi survey. Analisis data menggunakan Structural Equation Model (SEM) dengan pendekatan *Partial Least Square* (PLS) melalui *software* SmartPLS. Temuan penelitian adalah lingkungan pemasok, orientasi pasar, strategi rantai pasok, dan kinerja pemasaran cenderung cukup tinggi namun belum ideal. Model strategi rantai pasok dapat memediasi hubungan lingkungan pemasok dan orientasi pasar terhadap kinerja pemasaran yang dimoderasi oleh ketidakpastian lingkungan. Hasil penelitian ini juga menunjukkan bahwa lingkungan pemasok berpengaruh positif terhadap strategi rantai pasok perusahaan distribusi logistik. Orientasi pasar berpengaruh positif terhadap strategi rantai pasok perusahaan. Lingkungan pemasok berpengaruh positif terhadap kinerja pemasaran. Orientasi pasar berpengaruh positif terhadap kinerja pemasaran. Strategi rantai pasok berpengaruh positif terhadap kinerja pemasaran. Ketidakpastian lingkungan memoderasi hubungan lingkungan pemasok dengan strategi rantai pasok maupun kinerja pemasaran dalam kondisi yang tidak dapat diprediksi. Ketidakpastian lingkungan memoderasi hubungan orientasi pasar terhadap strategi rantai pasok maupun kinerja pemasaran dalam kondisi yang dapat diprediksi. Pada model penelitian ini, strategi rantai pasok terbukti dapat menjadi variabel mediasi atau intervening dari lingkungan pemasok dan orientasi pasar dalam mempengaruhi kinerja pemasaran.

Kata kunci: kinerja Pemasaran, lingkungan pemasok, orientasi pasar, strategi rantai pasok, ketidakpastian lingkungan

ABSTRACT

Currently, logistics distribution companies are in tight competition, so marketing performance needs to be improved. This research is to present a supply chain strategy model as a mediation of the interrelationships between the supplier environment and market orientation towards marketing performance moderated by environmental uncertainty. This research is an integrated synthesis based on various previous research literatures. This study uses a logistics distribution company with a sample of 160 distribution companies in Jakarta. This research is verification research with the explanatory survey. Data analysis using Structural Equation Model (SEM) with Partial Least Square (PLS) approach through SmartPLS software. This study found that supplier environment, market orientation, supply chain strategy, and marketing performance are adequate yet not ideal. The supply chain strategy model can mediate the relationship of supplier environment and market orientation to marketing performance moderated by environmental uncertainty. The results of this study also show that the supplier environment has a positive effect on the supply chain strategy of logistics distribution companies. Market orientation has a positive effect on the company's supply chain strategy. The supplier environment has a positive effect on marketing performance. Market orientation positively affects marketing performance. Supply chain strategy positively affects marketing performance. Environmental uncertainty moderates the supplier's environmental relationship with supply chain strategy and marketing performance under unpredictable conditions. Environmental uncertainty moderates the relationship between market orientation, supply chain strategy, and marketing performance under predictable conditions. In this research model, supply chain strategy is proven to be a mediating variable from the supplier environment and market orientation in influencing marketing performance.

Keywords: *marketing performance, supplier environment, market orientation, supply chain strategy, environmental uncertainty*

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LAMPIRAN

Lampiran 1. Keterangan Hasil Turnitin



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SEKOLAH PASCASARJANA

Jalan Dr. Setiabudhi Nomor 229 Bandung 40154
Telepon: 022-2001197, 2002320, 2013163 Faksimile: 022-2005090
Laman: <http://sps.upi.edu> - E-mail: pascasarjana@upi.edu

KETERANGAN

Nomor: (134/UN40.B.38/DT/2022

Yang bertanda tangan di bawah ini, Kepala Pusat Pengembangan dan Publikasi Karya Ilmiah (P3KI) Sekolah Pascasarjana UPI, menerangkan bahwa:

Nama : Euis Saribanon
NIM : 1707798
Program Studi : Manajemen
Program : Doktor (S3)
Judul Disertasi : STRATEGI SUPPLY CHAIN DALAM MENINGKATKAN KINERJA PEMASARAN PADA PERUSAHAAN LOGISTIK DI JAKARTA

Dinyatakan telah memenuhi syarat batas maksimal kemiripan (*similarity index* Turnitin kurang dari 25%) pada setiap bab naskah disertasinya. Surat Keterangan ini digunakan sebagai bagian dari rewiu disertasi dan persyaratan ujian tahap 1.

Demikian surat keterangan ini dibuat untuk digunakan sebagaimana mestinya.

Bandung, 29 Juni 2022

A.n. Direktur
Kepala,

Dr. Siti Aisyah, M.Si.

Lampiran 2. Kegiatan FGD

PELAKSANAAN FOCUS GROUP DISCUSSION (FGD) KINERJA PEMASARAN PERUSAHAAN DISTRIBUSI LOGISTIK

Tanggal: 10 Mei 2021

Peserta: 13 orang praktisi di bidang logistik

Topik yang didiskusikan:

1. Penyerapan teknologi dalam integrasi penyediaan barang (*stock/inventory*)
2. Kemitraan (*partnership*) antara *principle* dengan perusahaan yang mendistribusikan dan menjual produk ke konsumen
3. *Operational Excellence*
4. Jaringan (*network*)
5. Kompetensi SDM perusahaan distribusi logistik
6. Lingkungan internal dan eksternal

Hasil FGD:

1. Penyerapan teknologi belum memadai terutama dalam integrasi penyediaan barang (*stock/inventory*), mulai dari *demand forecasting* sampai *stock availability* untuk menjamin tidak adanya kekosongan stok.
2. Kemitraan (*partnership*) antara *principle* dengan perusahaan yang mendistribusikan dan menjual produk ke konsumen belum sepenuhnya terjalin dengan baik.
3. *Operational Excellence* belum dilaksanakan secara efisien dan efektif dengan merujuk pada Key Performance Index (KPI) perusahaan dan Service Level Agreement (SLA) masing-masing pihak (*principle – logistic distribution – retailer – customer*).
4. Jaringan (*network*) belum sepenuhnya fleksibel saat berhubungan dengan *principle* dan *retailer*.
5. Kompetensi SDM perusahaan distribusi logistik belum sepenuhnya mencapai tingkat yang diharapkan sesuai dengan kebutuhan perusahaan.

6. lingkungan eksternal yang berpengaruh dominan pada kinerja pemasaran perusahaan distribusi logistik adalah *lingkungan pemasok*.

Lampiran 1 Foto Kegiatan FGD Luring dan Daring



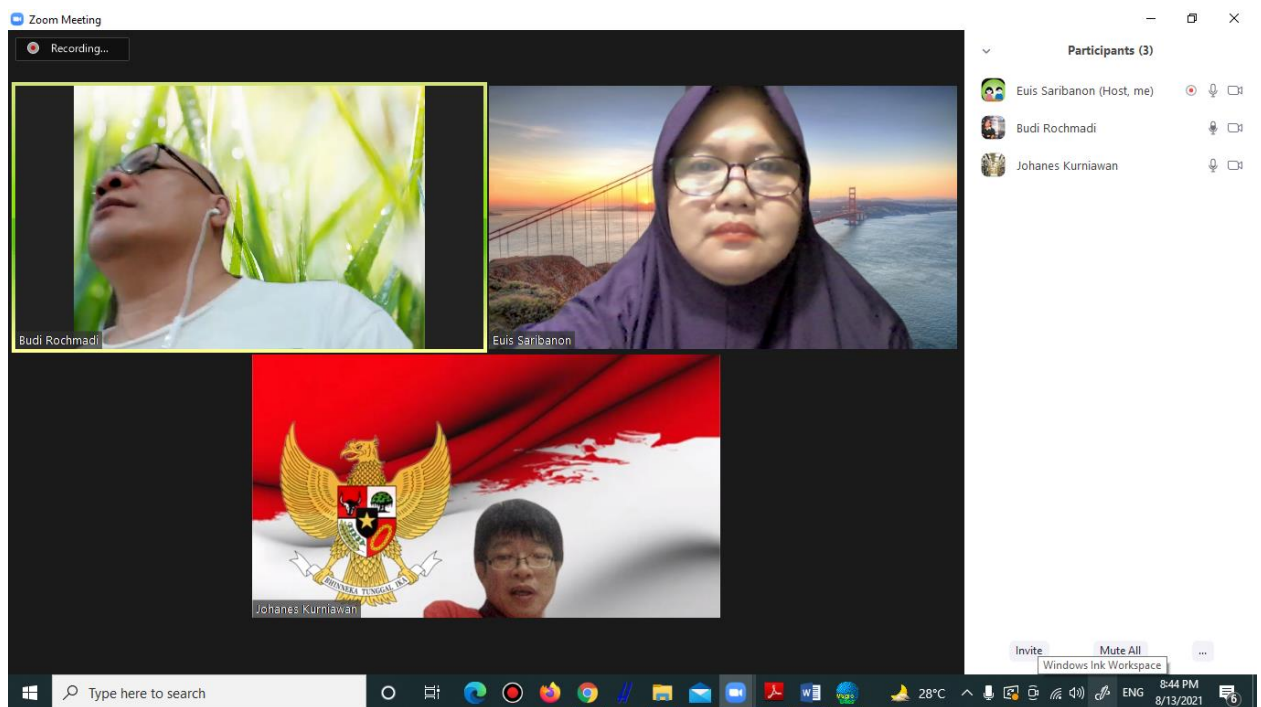


Zoom Meeting dengan Dosen ITL Trisakti yang juga sebagai praktisi di bidang Logistik

Kamis, 13 Agustus 2021

brochmadi@gmail.com Forwarding

3j.kurniawan@gmail.com Logistik Puninar



Lampiran 3. Nama Perusahaan

No	NAMA PERUSAHAAN	No	NAMA PERUSAHAAN
1	ACE MULTITRANS CARGO, PT	81	ESABINA INDOYASA ,PT
	No. Anggota : 01.2404 04 04. 1		No anggota 01.0044.88..L
2	AKAS KARTIKA SAKTI, PT	82	GANINDO MARINE TRANSPORT, PT
	No. Anggota : 01.1695.00.D		No anggota 01.2576.15.00.I
3	AKSELATAMA INDOPUTRA, PT	83	GITA TATA EKSPRESINDO, PT
	No. Anggota : 01.1071 96. 96 . L		No anggota : 01.1312.97.97.I
4	ANDHIKA ZUAMA TERMINAL, PT	84	IMPEKS ANUGERAH , PT
	No Anggota :01.2353.04.04L		No anggota 01.2558.05.06.D
5	ALAM SEJADAD RAYA. PT	85	JAYANTARA SETIA SEJAHTERA , PT
	No Anggota : 013604.04		No anggota : 01.0201.87.90.
6	DWI NUR KARGOTMA ,PT	86	LINTAS MANUNGGAL SEJAHTERA, PT
	No anggota : 01.2249.03.04.L		No. Anggota : 01.2504.03.05.D
7	ALTIC ONE INDONESIA., PT	87	PANJI SENTOSA ABADIJAYA, PT
	No Anggota : 01. 2855. 08.10.I		No. Anggota :01.1322.97.97.I
8	ANDALAN PERSADA LESTARI, PT	88	PELANGI SAMUDERA LUAS, PT
	No Anggota: 01.0177.90.90. L		No. Anggota :01.0068.82.89.I
9	ANUGERAH EXINDO , PT	89	RENDING MANDIRI ABADI, PT
	No Anggota : 01.124.97.97.L		No. Anggota :01.2816..08.09.I
10	ASIAPACIFIC EXPRESINDO, PT	90	ROMANO PUTRA SELATAN, PT
	No Anggota :01.2459.04.05.D		No. Anggota :01.364,628,6-04.000
11	CARISMA SENTRA PERSADA, PT	91	SENTOSAPRIMA ABADI, PT
	No anggota : 01.2668.01.07.D		No. Anggota :01.0223.90.91.D
12	DAHAN SILVER STAR, PT	92	TIRTA WISESA SEJAHTERA, PT
	No anggota 01.1570.99.99.L		No. Anggota :01.0182.84.90.L
13	DWI PUTRAINDO PERKASA, PT	93	TRANSMODE LOGISTIC, PT
	No anggota : 01.02699.07.07.D		No. Anggota :01.3093.06.12.I
14	FAJARIAL MITRA INDONESIA , PT	94	WINGS GLOBAL LOGISTICS, PT
	No anggota : 01.2822.08.08.J		No. Anggota :01.2364.03.04.1

No	NAMA PERUSAHAAN	No	NAMA PERUSAHAAN
15	GEMA TIGA PERSADA , PT No anggota :01.2256.04.04	95	JOINUS CARGO BUANA, PT No. anggota :01.1645.00.00.I
16	H-XPO MANDIRI INTERNATIONAL, PT No anggota :01.2648.07.07.I	96	LINTASMARINA MANDIRI FORWARDING, PT No. Anggota :01.0824.93.93.D
17	AKAS KARTIKA SAKTI, PT No. Anggota : 01.1695.00.D	97	MICHELINDO PRIMA EXPRESS, PT No. Anggota : 01.2477.05.05.D
18	ALAM SEJAHTERA KILAHUMA, PT No Anggota : 01. 747. 919 . 048.000	98	MORRISON EXPRESSINDO, PT No. Anggota : 01.0880.93.94.I
19	AGILITY . PT No. Anggota : 01.578.678.8.102.966	99	PARAMAS PERMATA, PT No. Anggota :01.1260.95.97.D
20	ANDIMA TRANSPORTINDO , PT No Anggota : 01.1395. 96.98.I	100	PERMATA LINTAS BUANA , PT No. Anggota :01.2118.02.03.D
21	ASIAPACIFIC EXPRESINDO, PT No Anggota :01.2459.04.05.D	101	RENATA PERSADA ABADI, PT No. Anggota :01.1437.98.98.D
22	ANDALAN TRANSPORTASI PERKASA, PT NoAnggota : 01.2679.07.07.D	102	ROMANO PUTRA SERASO, PT No. Anggota :01.0251.91.91.I
23	ANUGERAH GANDA PERDANA , PT No Anggota : 01.2090.007.03.I	103	SIF MAKMUR. PT No. Anggota :01.1999.00.02.I
24	AGR FREIGHT, PT No. Anggota : 01.0076. 63.89.3	104	TITIPAN KILAT SUPRAPTO No. Anggota :01.1285.79.79.i
25	CARLINDRATAMA ANUGRAH MULIA, PT No anggota : 01.0916.94.94.I	105	TRI LINTAS USAHA, PT No. Anggota : 01.2375.04.04.D
26	DAISY MUTIARA RAYA ,PT No anggota : 01.2817.07.09.D	106	WINSON EXPRES TRANSINDO, PT No. Anggota : 01.2773.05.98.D
27	ARMADA NUASANSA NUSANTARA, PT No Anggota : 01.3106.02.12.1	107	MILA SANOVA ABADI No. Anggota :01.1324.97.97.I
28	ASIAN GROUPAGE SERVICE. PT No Anggota :01.2183.03.03.I	108	MUARA JAYA INDAH, PT No. Anggota :01.0998.89.95
29	GER LOGISTICS SUKSES, PT	109	PARIN TAJIMA TRANS, PT

No	NAMA PERUSAHAAN	No	NAMA PERUSAHAAN
	No Anggota : 01.3106.02.12,l		No. Anggota :01.1260.95.97.D
30	CATUR BUANA JAYA MANDIRI, PT	110	PIRANTIPRIMA DELTASEJAHTERA, PT
	No anggota :01.1606.99.00.D		No. Anggota :01.272.89.91.L
31	DAMCO INDONESIA , PT	111	RENADA WIRA PUTRA, PT
	No anggota :01.0792.90.l		No. Anggota :01.3123.04.12.L
32	CARGO PLAZA INDAH , PT	112	RUSFARINDO INSPIRASI, PT
	No anggota : 01. 2246.03.04. L		No. Anggota :01.1941.01.01.L
33	CORINTRANS INTERNATIONAL LOGISTICS ,PT	113	SINAR MAS ABADI SEJAHTERA, PT
	No anggota :01.2744.07.08.D		No. Anggota :01.2656.0707.07.D
34	DWI PUTRA LOGISTIK ,PT	114	TRANS EXIS JAYA, PT
	No anggota : 01.3057.05.11.L		No. Anggota :01.2770.08.08.D
35	FAJAR KEMENAGAN JAYA ABADI , PT	115	TRI MITRA EXPRESS, PT
	No anggota : 01.0532.91.91.L		No Anggota :01.2481.05.05.D
36	GEMA CIPTA MANDIRI , PT	116	YUSI CARGO, PT
	No anggota :01.2516.,05.06.j		No. Anggota :01.0660.91.92.D
37	HERLYK EKSPRESS, PT	117	ADITYA MARTHAPUTRA, PT
	No anggota : 01.2839.03.09.D		No. Anggota: 01.0995.96.95.D
38	JASA PENGURUSAN TRANSPORTASI, PT	118	COMBI LOGISTIK INDONESIA , PT
	No anggota : 01.343.553.2-027.000		No anggota : 01.1837.00.04.J
39	KHARISMA ADHI NUSANTARA , PT	119	DUNIA EXPRESS, PT
	No anggota :01.2241.03.03.l		No anggota : 01.2563.03.06.D
40	Lautan Abadi Nusantara, PT	120	FAJAR CARGO LOGISTICS , PT
	No. Anggota : 01.1506.09.09.L		No anggota :01.2942.04.11.D
41	MEGADUTA ARTHA MEGAH, PT	121	GAPURASAKTI KENCANAMURNI, PT
	No. Anggota : 01.1749.99.00.D		No anggota : 01.0192.89.91.L
42	ABADI LOGISTIK UTAMA, PT	122	HASIL INTI KARYA SENTOSA , PT
	No. Anggota :01.2341.04.04.L		No anggota : 01.1889.00.01.L
43	MUHEKO BINTANG EXPORT, PT	123	JASA KASTEM PT
	No. Aanggota :01.1274.91.97.D		No anggota 01.2621.10.07

No	NAMA PERUSAHAAN	No	NAMA PERUSAHAAN
44	PARMINDO PERKASA, PT No. Anggota :01.2789.08.09.D	124	FAJAR INSAN NUSANTARA ,PT No anggota : 01.007.77.89.J
45	PJPT SENOPATI, PT No. Anggota :01.0103.74.89.L	125	GEMA SANGKAKALA ANUGERAH, PT No anggota :01.1430.87.98.D
46	RENINDO EXPRES, PT No. Anggota :01.1580.99.99.I	126	HELU TRANS , PT No anggota ; 01.0057.78.89.I
47	SEGARA CITRA PERKASA, PT No. Anggota :01.0990.95.95.D	127	JASA MARTIM DIRGANTARA , PT No anggota : 01.343.553.2-027.000
48	SOLOKMAJU SEJAHTERA, PT No. Anggota :01.0203.89.90.I	128	MENARA CITRA MANDIRI, PT No. Anggota :01.2251.03.04.L
49	TRANS PUTRA EXIMINDO, PT No. Anggota : 01.2227.03.03.L	129	TRIBUANA SEJAHTERA , PT No. Anggota 01.2578.60.60.D
50	TRIAS TONES INTERNATIONAL, PT No. anggota 01.2011.01.02.L	130	GLOBAL FREIGHT CONSOLIDATAMAL, PT No. anggota : 01.0641.90.92.I
51	DWI TUNGGAL MAKMUR, PT No anggota : 01.3057.05.11.L	131	MITRA SINAR KEDUMAS, PT No. Anggota : 01.0650.92.92.L
52	FPS INDONESIA , PT No anggota : 01.2553.06.06.I	132	KAZHA LOGISTIK, PT No anggota 01.2254.03.04.I
53	H-XPO MANDIRI INTERNATIONAL, PT No anggota :01.2648.07.07.I	133	INDIGO CONTINETAL , LOGISTIK , PT No anggota 01.3032.08.11.D
54	JASA SARANAN PANJIPERKASA,PT No anggota : 01.0283.91.91.D	134	GAPURA MAS LOGISTICS , PT No anggota : 01.1569.91.99.I
55	KHARISMA REKSA PRATAMA ,PT NO. anggota :01.2363.04.04.D	135	CARGO PLAZA INDAH , PT No anggota : 01. 2246.03.04. L
56	LAYAR ABADI NUSANTARA, PT No. Anggota : 01.2527.02.06.D	136	CARISMA SENTRA PERSADA, PT No anggorta : 01.2668.01.07.D
57	MEGANUSA BIMATRANSINDO, PT No. Anggota : 01.2276.99.04.L	137	CARLINDRATAMA ANUGRAH MULIA, PT No anggota : 01.0916.94.94.I
58	MITRA ADIRA UTAMA , PT No. Anggota :01.2650.07.07.D	138	CATUR BUANA JAYA MANDIRI, PT No anggota :01.1606.99.00.D

No	NAMA PERUSAHAAN	No	NAMA PERUSAHAAN
59	PRIMA LOGISTIK, PT No. Anggota :01.3040.80.11.I	139	FAJAR KEMENAGAN JAYA ABADI , PT No anggota : 01.0532.91.91.L
60	PASTILANCAR MITRALANGGENG, No. Anggota :01.1523.93.94.L	140	GEMA CIPTA MANDIRI , PT No anggota :01.2516.,05.06.j
61	PRIMA SEJAHTERA ABADI MANDIRI, PT No. Anggota ;01.1597.99.99.D	141	HERLYK EKSPRESS, PT No anggota : 01.2839.03.09.D
62	ARGA INTERNATIONAL INDONESIA, PT No. Anggota :01.2895.08.10.I	142	JASA PENGURUSAN TRANSPORTASI, PT No anggota : 01.343.553.2-027.000
63	SEJAHTERA TRANSINDO ABADI, PT No. Anggota :01.124093.97.J	143	KHARISMA ADHI NUSANTARA , PT No anggota :01.2241.03.03.I
64	SOLUSI EXPRESS LOGISTICS, PT No. Anggota :01.2600.05.06	144	CARISMA SENTRA PERSADA, PT No anggota : 01.2668.01.07.D
65	TRANS PUTEA MANDIRI, PT No. Anggota :01.2305.04.04.L	145	DWI PUTRAINDO PERKASA, PT No anggota : 01.02699.07.07.D
66	TRIBAHANA PERSANGGA, PT No. Anggota 01.01244.96.97.D	146	FAJARIAL MITRA INDONESIA , PT No anggota : 01.2822.08.08.J
67	GEMILANG EXPRESINDO ,PT No anggota : 01.749.890.8-045	147	GEMA TIGA PERSADA , PT No anggota :01.2256.04.04
68	IKRAR BERSAMA MANDIRI , PT No anggota : 01.5978.92.93.D	148	H-XPO MANDIRI INTERNATIONAL, PT No anggota :01.2648.07.07.I
69	JASAUTAMA SUKMAPERKASA , PT No anggota : 01.0652.92.92.L	149	JASA SARANAN PANJIPERKASA,PT No anggota : 01.0283.91.91.D
70	LAUTAN KIDUL BAHANA , PT No anggota :01,0554.91.91.L	150	KHARISMA REKSA PRATAMA ,PT NO. anggota :01.2363.04.04.D
71	LENERA BUANA JAYA, PT No. Anggota : 01.2342.04.04.J	151	CARLINDRATAMA ANUGRAH MULIA, PT No anggota : 01.0916.94.94.I
72	MEGAPRIMA CITRA PERKARA, PT No. Anggota :01.1749.99.00.D	152	DWI TUNGGAL MAKMUR, PT No anggota : 01.3057.05.11.L
73	MITRA NIAGA EXPRESSINDO, PT No. Anggota :01.2445.04.05.D	153	FPS INDONESIA , PT No anggota : 01.2553.06.06.I

No	NAMA PERUSAHAAN	No	NAMA PERUSAHAAN
74	ANUGERAH ASIA PASIFIK, PT No. Anggota :01.3040.08.11.I	154	GEMILANG EXPRESINDO ,PT No anggota : 01.749.890.8-045
75	PELANGI INTERNATIONAL LOGISTIK, PT No. Anggota 01.2180.03.03.D	155	IKRAR BERSAMA MANDIRI , PT No anggota : 01.5978.92.93.D
76	PRIOK NUSA JAYA, PT No. Anggota :01.0188.91.91.L	156	JASAUTAMA SUKMAPERKASA , PT No anggota : 01.0652.92.92.L
77	RINADI PUTRA, PT No. Anggota :01.1173.93.L	157	LAUTAN KIDUL BAHANA , PT No anggota :01,0554.91.91.L
78	SENDAL LOGISTCS, PT No. Anggota :01.2718.02.08.I	158	CATUR BUANA JAYA MANDIRI, PT No anggota :01.1606.99.00.D
79	SURYA LAUTAN SEMESTA, PT No. Anggota :01.2841.08.09.D	159	ESABINA INDOYASA ,PT No anggota 01.0044.88..L
80	TRANSMAJU EKSPRESINDO, PT No. A nggota :01.1267.84.97.I	160	GANINDO MARINE TRANSPORT, PT No anggota 01.2576.15.00.I

Lampiran 4. Instrumen

LINGKUNGAN PEMASOK (LP)

Dependence (ketergantungan) (LP1)

Tingkat variasi pemasok yang dapat memenuhi pasokan perusahaan logistik yang Anda kelola

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Tingkat keterantungan terhadap pemasok tunggal dalam memenuhi pasokan perusahaan logistik yang Anda kelola.

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Tingkat keterantungan pemasok terhadap perusahaan logistik yang Anda kelola.

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Relationship (hubungan) (LP2)

Tingkat Reputasi pemasok dalam memenuhi pasokan perusahaan logistik yang Anda kelola

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Tingkat kepercayaan perusahaan logistik yang Anda kelola terhadap pemasok

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Tingkat kinerja kebutuhan pemasok dalam memenuhi kebutuhan pasokan perusahaan logistik yang Anda kelola

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Collaboration (kolaborasi) (LP3)

Tingkat Arus Informasi dan atau komunikasi antara pemasok dengan perusahaan logistik yang Anda kelola.

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Tingkat Intensitas kerjasama bisnis antara perusahaan logistik yang Anda kelola dengan pemasok

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Tingkat Kelangsungan kerjasama antara pemasok dan perusahaan logistik yang Anda kelola

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Bonds (dukungan) (LP4)

Tingkat dukungan dari hubungan atau ikatan sosial antara perusahaan logistik yang Anda kelola dengan pemasok

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Tingkat dukungan dari hubungan organisasional dalam bentuk kerjasama formal antara perusahaan logistik yang Anda kelola dengan pemasok

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Penyelesaian konflik yang muncul dari kolaborasi antara pemasok dengan perusahaan logistik yang Anda kelola

Tidak lancar	1	2	3	4	5	6	7	8	9	Lancar
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Technology Investment (LP5)

Dukungan tingkat komparabilitas (kesamaan) perkembangan teknologi antara perusahaan logistik yang Anda kelola dengan pemasok

Tidak mendukung	1	2	3	4	5	6	7	8	9	Sangat Mendukung
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Kelancaran transfer teknologi antara perusahaan logistik yang Anda kelola dengan pemasok

Tidak Mendukung	1	2	3	4	5	6	7	8	9	Sangat Mendukung
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Dukungan kesepakatan pengendalian atas perubahan harga barang yang terjadi antara pemasok dengan perusahaan logistik yang Anda kelola

Tidak mendukung	1	2	3	4	5	6	7	8	9	Sangat Mendukung
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ORIENTASI PASAR (OP)

Orientasi Pelanggan (OP1)

Upaya perusahaan logistik yang Anda kelola dalam memenuhi kebutuhan pelanggan

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Tingkat kesesuaian layanan dan/atau produk perusahaan logistik yang Anda kelola dengan tuntutan atau harapan pelanggan

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Tingkat kepentingan perusahaan logistik yang Anda kelola dalam memahami pelanggan

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Respon perusahaan logistik yang Anda kelola dalam menanggapi keluhan pelanggan

Sangat Lambat	1	2	3	4	5	6	7	8	9	Sangat Cepat
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Orientasi Pesaing (OP2)

Respon perusahaan logistik yang Anda kelola dalam menanggapi aktivitas bisnis pesaing

Sangat Lambat	1	2	3	4	5	6	7	8	9	Sangat Cepat
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Tingkat penciptaan peluang bisnis pada perusahaan logistik yang Anda kelola dibandingkan dengan pesaing

Rendah	1	2	3	4	5	6	7	8	9	Tinggi tinggi
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Upaya melakukan *benchmarking* pada perusahaan logistik yang Anda kelola dengan perusahaan logistik lain yang lebih maju

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Peluang kerja sama antara perusahaan logistik yang Anda kelola dengan pesaing

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Koordinasi Antarfungsi (OP3)

Ketercapaian strategi koordinasi antarfungsi/departemen/divisi pada perusahaan logistik yang Anda kelola

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Kelancaran dalam berbagi informasi antarfungsi/departemen/divisi pada perusahaan logistik yang Anda kelola

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Kemudahan akses informasi antarfungsi/departemen/divisi pada perusahaan logistik yang Anda kelola

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Tingkat koordinasi dalam memanfaatkan sumber daya bersama antarfungsi/departemen/divisi pada perusahaan logistik yang Anda kelola

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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STRATEGI RANTAI PASOK (SRP)

Coverage (cakupan) (SRP1)

Cakupan kegiatan rantai pasok yang ditetapkan dan dilaksanakan untuk mencapai tujuan dan/atau strategi rantai pasok yang anda kelola

Sangat Tidak Tepat	1	2	3	4	5	6	7	8	9	Sangat Tepat
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Cakupan atau besaran biaya yang dialokasikan untuk memenuhi kebutuhan kegiatan rantai pasok yang direncanakan atau dilaksanakan oleh perusahaan logistik yang saudara kelola.

Sangat Tidak Tepat	1	2	3	4	5	6	7	8	9	Sangat Tepat
--------------------	---	---	---	---	---	---	---	---	---	--------------

Mekanisme/prosedur yang ditetapkan dan dilaksanakan untuk setiap kegiatan rantai pasok yang anda kelola.

Sangat Tidak Tepat	1	2	3	4	5	6	7	8	9	Sangat Tetap
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Clarity (kejelasan) (SRP2)

Kejelasan kegiatan rantai pasok yang dilaksanakan untuk mencapai tujuan dan /atau strategi rantai pasok di perusahaan logistik yang anda kelola

Sangat Tidak Jelas	1	2	3	4	5	6	7	8	9	Sangat Jelas
--------------------	---	---	---	---	---	---	---	---	---	--------------

Kejelasan anggaran perusahaan untuk mencapai tujuan dan /atau strategi rantai pasok di perusahaan logistik yang anda kelola

Sangat Tidak Jelas	1	2	3	4	5	6	7	8	9	Sangat Jelas
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Kejelasan mekanisme/ prosedur untuk mencapai tujuan dan /atau strategi rantai pasok di perusahaan logistik yang anda kelola

Sangat Tidak Jelas	1	2	3	4	5	6	7	8	9	Sangat Jelas
--------------------	---	---	---	---	---	---	---	---	---	--------------

Feasibility (kelayakana) (SRP3)

Kelayakan kegiatan rantai pasok yang dipilih dan ditetapkan dalam perusahaan logistik yang anda kelola .

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
--------	---	---	---	---	---	---	---	---	---	--------

Kelayakan biaya yang dialokasikan untuk setiap kegiatan rantai dalam perusahaan logistik yang anda kelola .

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Keterlaksanaan prosedur untuk setiap kegiatan rantai pasok yang dipilih dan ditetapkan dalam perusahaan logistik yang anda kelola .

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
--------	---	---	---	---	---	---	---	---	---	--------

Internal Strategy Consistency (SRP4)

Konsistensi pelaksanaan kegiatan rantai pasok yang dipilih dan/atau ditetapkan untuk mencapai tujuan perusahaan logistik yang anda kelola

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
--------	---	---	---	---	---	---	---	---	---	--------

Konsistensi biaya yang dialokasikan dan/atau dibelanjakan untuk kegiatan rantai pasok dalam perusahaan logistik yang anda kelola

Tidak Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Konsistensi pelaksanaan prosedur/mekanisme setiap kegiatan rantai pasok dalam perusahaan logistik yang anda kelola

Tidak Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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External Strategy Consistency (SRP5)

Kesesuaian antara strategi rantai pasok dengan lingkungan eksternal terkait program, prosedur, anggaran, dan implementasinya

Tidak rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Kemampuan strategi rantai pasok dalam beradaptasi dengan lingkungan eksternal terkait program, prosedur, anggaran, dan implementasinya

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Relevansi strategi rantai pasok dengan lingkungan eksternal terkait program, prosedur, anggaran, dan implementasinya

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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KINERJA PEMASARAN (KP)

Marketing Efficiency (efisiensi pemasaran) (KP1)

Kapasitas daya serap (*absorptive capacity*) sumber daya dalam mendukung aktivitas pemasaran

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Tingkat efisiensi rantai pasok dalam kegiatan pemasaran dalam perusahaan yang Anda kelola

Tidak mencukupi	1	2	3	4	5	6	7	8	9	Mencukupi
-----------------	---	---	---	---	---	---	---	---	---	-----------

Tingkat Ketercapaian efisiensi biaya pemasaran di perusahaan yang Anda kelola

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
--------	---	---	---	---	---	---	---	---	---	--------

Pengendalian kegiatan pemasaran dengan prosedur dan/atau mekanisme rantai pasok yang dilaksanakan perusahaan yang Anda kelola

Sangat Tidak Tepat	1	2	3	4	5	6	7	8	9	Sangat Tepat
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Customer Relationship Management (pengelolaan hubungan pelanggan) (KP2)

Tingkat kemampuan perusahaan yang Anda kelola dalam mendapatkan konsumen baru

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Tingkat kemampuan perusahaan logistik yang anda kelola dalam mempertahankan konsumen.

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Tingkat kepuasan konsumen kemampuan perusahaan yang Anda kelola

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Tingkat efektivitas komunikasi antara perusahaan yang Anda kelola dengan konsumen

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
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Internal Consistency (konsistensi Internal) ((KP3)

Keselarasan fungsi pemasaran dengan fungsi non-pemasaran pada perusahaan yang Anda kelola

Tidak selaras	1	2	3	4	5	6	7	8	9	Selaras
---------------	---	---	---	---	---	---	---	---	---	---------

Keselarasan strategi pemasaran dengan strategi non-pemasaran pada perusahaan yang Anda kelola

Tidak selaras	1	2	3	4	5	6	7	8	9	Selaras
---------------	---	---	---	---	---	---	---	---	---	---------

Keselarasan strategi pemasaran perusahaan dengan strategi pemasok

Tidak selaras	1	2	3	4	5	6	7	8	9	Selaras
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Antisipasi perusahaan yang Anda kelola terhadap strategi pesaing

Tidak antisipatif	1	2	3	4	5	6	7	8	9	Antisipatif
-------------------	---	---	---	---	---	---	---	---	---	-------------

Knowledge-based Intellectual Capital (modal intelektual berbasis pengetahuan (KP4))

Tingkat inovasi teknologi pemasaran digital yang dikembangkan oleh perusahaan yang Anda kelola

Tidak inovatif	1	2	3	4	5	6	7	8	9	Inovatif
----------------	---	---	---	---	---	---	---	---	---	----------

Kemampuan perusahaan mendapatkan mitra bisnis yang tepat terkait pemasaran

Rendah	1	2	3	4	5	6	7	8	9	Tinggi
--------	---	---	---	---	---	---	---	---	---	--------

Intensitas perusahaan dalam berbagi pengetahuan dengan pihak internal perusahaan

Tidak intensif	1	2	3	4	5	6	7	8	9	Intensif
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Intensitas perusahaan dalam berbagi pengetahuan dengan pihak eksternal perusahaan

Tidak intensif	1	2	3	4	5	6	7	8	9	Intensif
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KETIDAKPASTIAN LINGKUNGAN (KL)

Secara umum, lingkungan bisnis/industri saat ini yang dirasakan oleh perusahaan yang Anda kelola berada dalam kondisi (pilih salah satu):

[] tidak pasti, tidak stabil, sulit diprediksi, bergejolak, kacau, tidak mendukung

[] pasti, stabil, dapat diprediksi, nyaman, tenang, teratur, mendukung

=== Terima Kasih atas Bantuan dan Partisipasi Anda ===

Lampiran 5. Uji Validitas & Reliabilitas

LINGKUNGAN PEMASOK (LP)				
Item	rxi-itc	r-tab	Validitas	Keterangan
LP11	0.745	0.3	Valid	Dipakai
LP12	0.653	0.3	Valid	Dipakai
LP13	0.523	0.3	Valid	Dipakai
LP21	0.503	0.3	Valid	Dipakai
LP22	0.590	0.3	Valid	Dipakai
LP23	0.594	0.3	Valid	Dipakai
LP31	0.552	0.3	Valid	Dipakai
LP32	0.578	0.3	Valid	Dipakai
LP33	0.516	0.3	Valid	Dipakai
LP41	0.745	0.3	Valid	Dipakai
LP42	0.588	0.3	Valid	Dipakai
LP43	0.516	0.3	Valid	Dipakai
LP51	0.658	0.3	Valid	Dipakai
LP52	0.619	0.3	Valid	Dipakai
LP53	0.566	0.3	Valid	Dipakai
Reliabilitas	0.900	0.7	Reliabel	

ORIENTASI PASAR (OP)				
Item	rxi-itc	r-tab	Validitas	Keterangan
OP11	0.661	0.3	Valid	Dipakai
OP12	0.642	0.3	Valid	Dipakai
OP13	0.569	0.3	Valid	Dipakai
OP14	0.523	0.3	Valid	Dipakai
OP21	0.524	0.3	Valid	Dipakai
OP22	0.546	0.3	Valid	Dipakai
OP23	0.669	0.3	Valid	Dipakai
OP24	0.657	0.3	Valid	Dipakai
OP31	0.747	0.3	Valid	Dipakai
OP32	0.686	0.3	Valid	Dipakai
OP33	0.601	0.3	Valid	Dipakai
OP34	0.611	0.3	Valid	Dipakai
Reliabilitas	0.889	0.7	Reliabel	

STRATEGI RANTAI PASOK (SRP)				
Item	rxi-itc	r-tab	Validitas	Keterangan
SRP11	0.484	0.3	Valid	Dipakai
SRP12	0.552	0.3	Valid	Dipakai

SRP13	0.576	0.3	Valid	Dipakai
SRP21	0.479	0.3	Valid	Dipakai
SRP22	0.511	0.3	Valid	Dipakai
SRP23	0.492	0.3	Valid	Dipakai
SRP31	0.580	0.3	Valid	Dipakai
SRP32	0.474	0.3	Valid	Dipakai
SRP33	0.545	0.3	Valid	Dipakai
SRP41	0.521	0.3	Valid	Dipakai
SRP42	0.510	0.3	Valid	Dipakai
SRP43	0.531	0.3	Valid	Dipakai
SRP51	0.562	0.3	Valid	Dipakai
SRP52	0.521	0.3	Valid	Dipakai
SRP53	0.523	0.3	Valid	Dipakai
SRP61	0.534	0.3	Valid	Dipakai
SRP62	0.480	0.3	Valid	Dipakai
SRP63	0.481	0.3	Valid	Dipakai
Reliabilitas	0.898	0.7	Reliabel	

KINERJA PEMASARAN (KP)

Item	rxi-itc	r-tab	Validitas	Keterangan
KP11	0.812	0.3	Valid	Dipakai
KP12	0.792	0.3	Valid	Dipakai
KP13	0.861	0.3	Valid	Dipakai
KP14	0.834	0.3	Valid	Dipakai
KP21	0.824	0.3	Valid	Dipakai
KP22	0.646	0.3	Valid	Dipakai
KP23	0.793	0.3	Valid	Dipakai
KP24	0.820	0.3	Valid	Dipakai
KP31	0.813	0.3	Valid	Dipakai
KP32	0.735	0.3	Valid	Dipakai
KP33	0.755	0.3	Valid	Dipakai
KP34	0.584	0.3	Valid	Dipakai
KP41	0.766	0.3	Valid	Dipakai
KP42	0.733	0.3	Valid	Dipakai
KP43	0.868	0.3	Valid	Dipakai
KP44	0.771	0.3	Valid	Dipakai
Reliabilitas	0.973	0.7	Reliabel	

Lampiran 6. Output SmartPLS

Second Order

Lingkungan Pemasok

Loadings

	Bonds	Collaboration	Dependence
LP11			0.799
LP12			0.771
LP13			0.739
LP21			
LP22			
LP23			
LP31		0.780	
LP32		0.601	
LP33		0.794	
LP41	0.787		
LP42	0.769		
LP43	0.725		
LP51			
LP52			
LP53			

Validity & Reliability

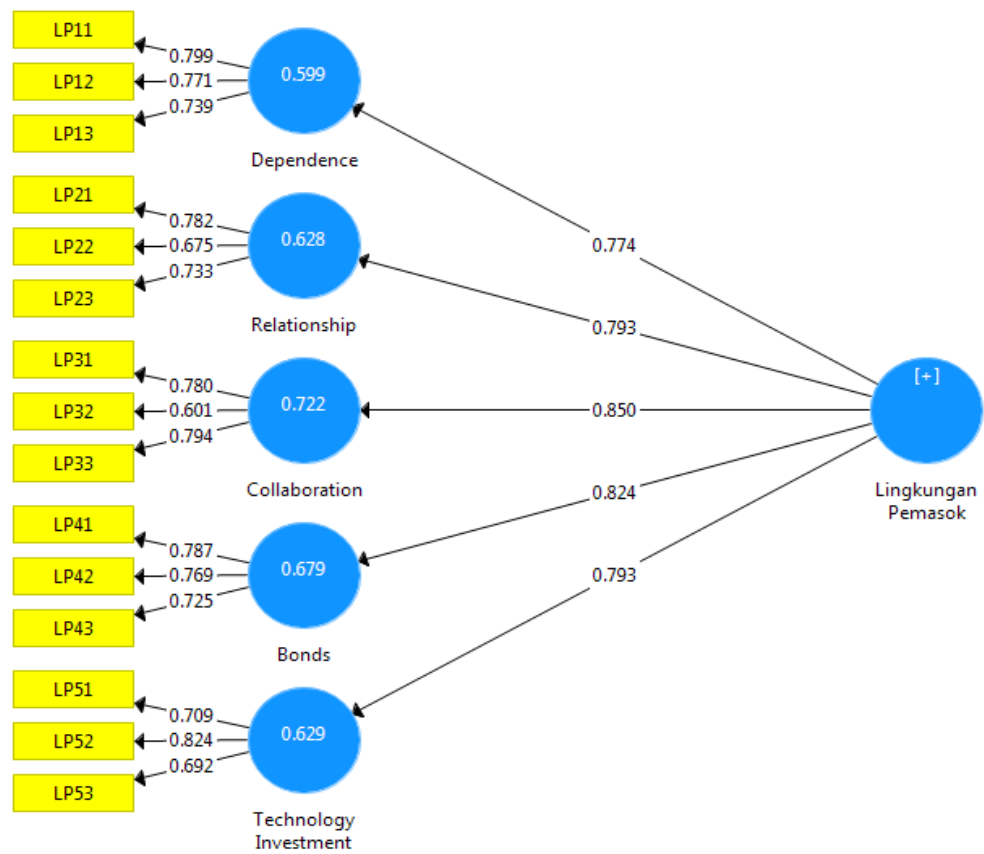
Bonds
 Collaboration
 Dependence
 Relationship
 Technology Investment

HTMT

Bonds
 Collaboration
 Dependence
 Relationship
 Technology Investment

Fornell Larcker

Bonds
 Collaboration
 Dependence
 Relationship
 Technology Investment



Lingkungan Pemasok Rev

Loadings

	Bonds	Collaboration	Dependence	Relationship	Technology Investment
LP11			0.800		
LP12			0.770		
LP13			0.738		
LP21				0.862	
LP23				0.774	
LP31		0.846			
LP33		0.843			
LP41	0.776				
LP42	0.775				
LP43	0.731				
LP51					0.855
LP52					0.840

Validity & Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Bonds	0.636	0.636	0.805	0.579
Collaboration	0.598	0.598	0.832	0.713
Dependence	0.658	0.664	0.813	0.593
Relationship	0.516	0.532	0.803	0.672
Technology Investment	0.607	0.608	0.836	0.718

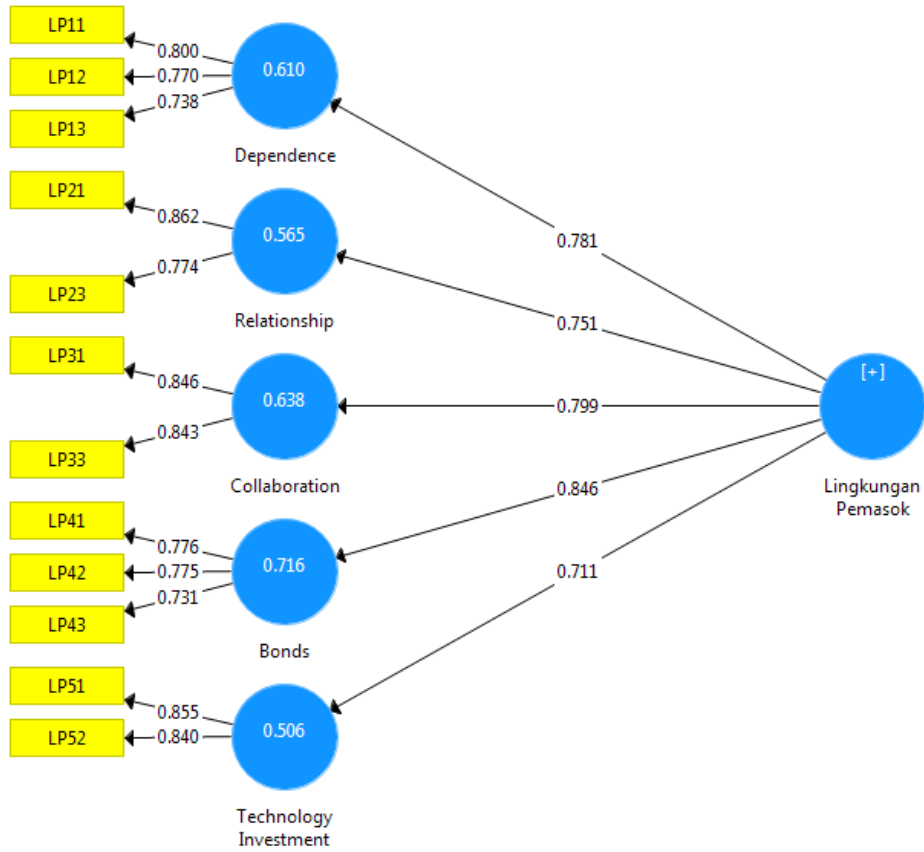
HTMT

	Bonds	Collaboration	Dependence	Relationship	Technology Investment
Bonds					
Collaboration	0.923				
Dependence	0.849	0.846			
Relationship	0.957	0.935	0.830		
Technology Investment	0.866	0.828	0.613	0.745	

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Bonds	Collaboration	Dependence	Relationship	Technology Investment
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Bonds	0.761				
Collaboration	0.568	0.844			
Dependence	0.556	0.537	0.770		
Relationship	0.557	0.530	0.486	0.820	
Technology Investment	0.539	0.499	0.388	0.424	0.847



Orientasi Pasar

Loadings

	Koordinasi Antarfungsi	Orientasi Pelanggan	Orientasi Pesaing
OP11		0.658	
OP12		0.701	
OP13		0.692	
OP14		0.604	
OP21			0.728
OP22			0.463
OP23			0.652
OP24			0.773
OP31	0.733		
OP32	0.756		
OP33	0.640		
OP34	0.653		

Validity & Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Koordinasi Antarfungsi	0.646	0.649	0.790	0.486
Orientasi Pelanggan	0.580	0.585	0.760	0.442
Orientasi Pesaing	0.558	0.584	0.754	0.442

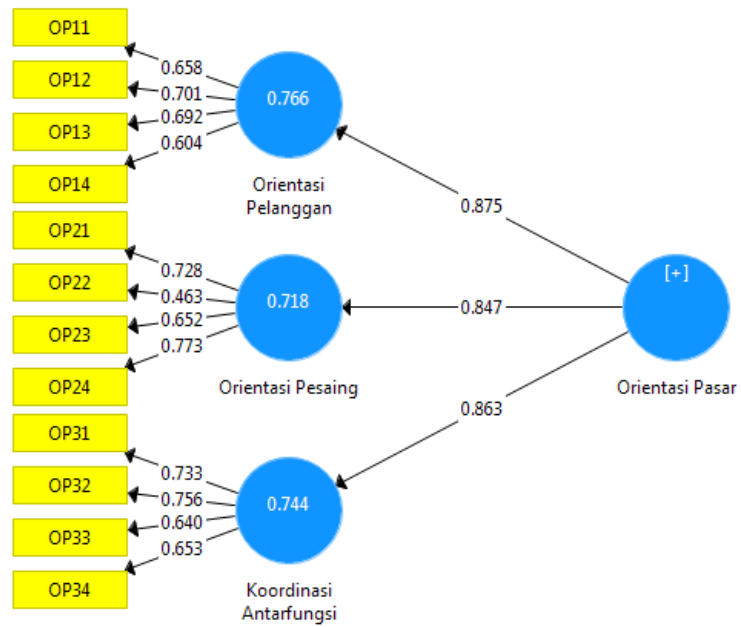
HTMT

	Koordinasi Antarfungsi	Orientasi Pelanggan	Orientasi Pesaing
Koordinasi Antarfungsi			
Orientasi Pelanggan	1.014		
Orientasi Pesaing	0.973	1.098	

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	Koordinasi Antarfungsi	Orientasi Pelanggan	Orientasi Pesaing
Koordinasi Antarfungsi	0.697		

Orientasi Pelanggan	0.633	0.665	
Orientasi Pesaing	0.577	0.633	0.665



Orientasi Pasar Rev

Loadings

	Koordinasi Antarfungsi	Orientasi Pelanggan	Orientasi Pesaing
OP11		0.636	
OP12		0.775	
OP13		0.733	
OP21			0.716
OP23			0.727
OP24			0.826
OP31	0.751		
OP32	0.729		
OP33	0.755		

Validity & Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Koordinasi Antarfungsi	0.604	0.606	0.789	0.555
Orientasi Pelanggan	0.527	0.539	0.759	0.514
Orientasi Pesaing	0.627	0.632	0.801	0.575

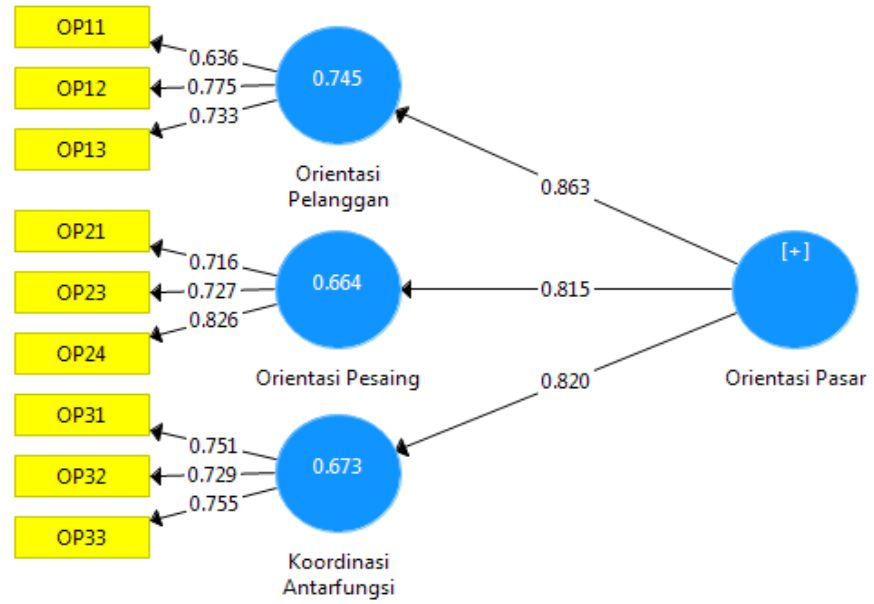
HTMT

	Koordinasi Antarfungsi	Orientasi Pasar	Orientasi Pelanggan	Orientasi Pesaing
Koordinasi Antarfungsi				
Orientasi Pelanggan	1.016	1.323		
Orientasi Pesaing	0.730	1.154	0.975	

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	Koordinasi Antarfungsi	Orientasi Pelanggan	Orientasi Pesaing
Koordinasi Antarfungsi	0.745		

Orientasi Pelanggan	0.595	0.717	
Orientasi Pesaing	0.459	0.567	0.758



Strategi Rantai Pasok

Loadings

	Clarity	Coverage	External Strategy Consistency	Feasibility	Internal Strategy Consistency
SRP11		0.581			
SRP12		0.758			
SRP13		0.775			
SRP21	0.761				
SRP22	0.733				
SRP23	0.809				
SRP31				0.755	
SRP32				0.840	
SRP33				0.688	
SRP41					0.735
SRP42					0.690
SRP43					0.762
SRP51			0.751		
SRP52			0.701		
SRP53			0.812		

Validity & Reliability

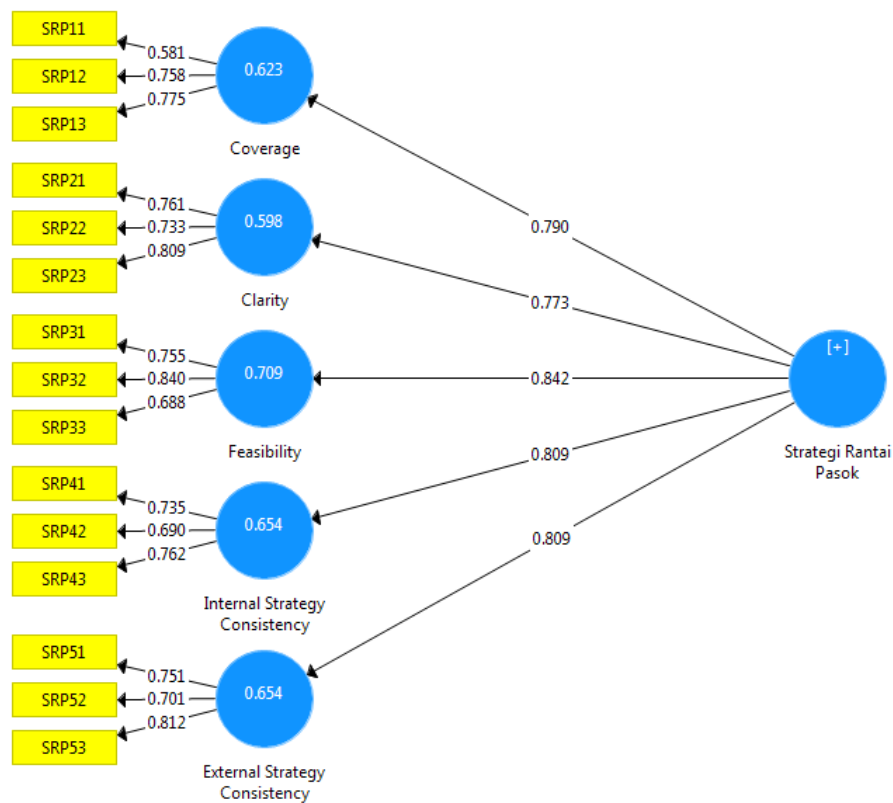
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Clarity	0.652	0.650	0.812	0.590
Coverage	0.511	0.533	0.751	0.505
External Strategy Consistency	0.624	0.632	0.8	0.572
Feasibility	0.638	0.642	0.807	0.583
Internal Strategy Consistency	0.561	0.566	0.773	0.532

HTMT

	Clarity	Coverage	External Strategy Consistency	Feasibility	Internal Strategy Consistency
Clarity					
Coverage	0.933				
External Strategy Consistency	0.806	0.913			
Feasibility	0.847	0.952	0.971		
Internal Strategy Consistency	0.820	1.051	0.948	1.055	

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	Clarity	Coverage	External Strategy Consistency	Feasibility	Internal Strategy Consistency
Clarity	0.768				
Coverage	0.555	0.710			
External Strategy Consistency	0.518	0.533	0.756		
Feasibility	0.540	0.569	0.614	0.764	
Internal Strategy Consistency	0.496	0.566	0.571	0.630	0.730



Strategi Rantai Pasok REV

Loadings

	Clarity	Coverage	External Strategy Consistency	Feasibility	Internal Strategy Consistency
SRP12		0.838			
SRP13		0.787			
SRP21	0.761				
SRP22	0.731				
SRP23	0.811				
SRP31				0.751	
SRP32				0.843	
SRP33				0.690	
SRP41					0.799
SRP43					0.82
SRP51			0.753		
SRP52			0.703		
SRP53			0.809		

Validity & Reliability

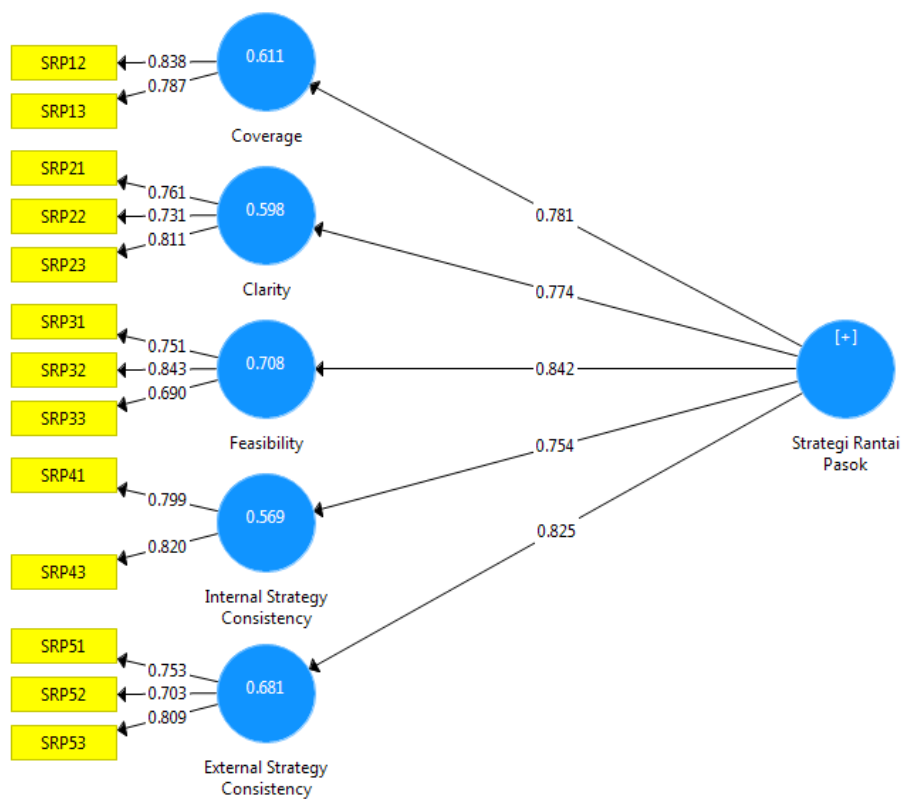
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Clarity	0.652	0.651	0.812	0.590
Coverage	0.489	0.493	0.796	0.661
External Strategy Consistency	0.624	0.631	0.800	0.572
Feasibility	0.638	0.643	0.807	0.583
Internal Strategy Consistency	0.475	0.475	0.792	0.655

HTMT

	Clarity	Coverage	External Strategy Consistency	Feasibility	Internal Strategy Consistency
Clarity					
Coverage	0.973				
External Strategy Consistency	0.806	0.932			
Feasibility	0.847	1.047	0.971		
Internal Strategy Consistency	0.775	1.093	1.072	1.000	

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	Clarity	Coverage	External Strategy Consistency	Feasibility	Internal Strategy Consistency
Clarity	0.768				
Coverage	0.550	0.813			
External Strategy Consistency	0.518	0.523	0.756		
Feasibility	0.540	0.587	0.613	0.764	
Internal Strategy Consistency	0.434	0.526	0.586	0.551	0.810



Kinerja Pemasaran

Loadings

	Customer Relationship Management	Internal Consistency	Knowledge-based Intellectual Capital	Marketing Efficiency
KP11				0.672
KP12				0.661
KP13				0.794
KP14				0.737
KP21	0.785			
KP22	0.651			
KP23	0.778			
KP24	0.674			
KP31		0.749		
KP32		0.779		
KP33		0.749		
KP34		0.724		
KP41			0.729	
KP42			0.775	
KP43			0.816	
KP44			0.638	

Validty & Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Customer Relationship Management	0.695	0.706	0.814	0.525
Internal Consistency	0.741	0.743	0.837	0.563
Knowledge-based Intellectual Capital	0.725	0.734	0.830	0.551
Marketing Efficiency	0.684	0.685	0.809	0.516

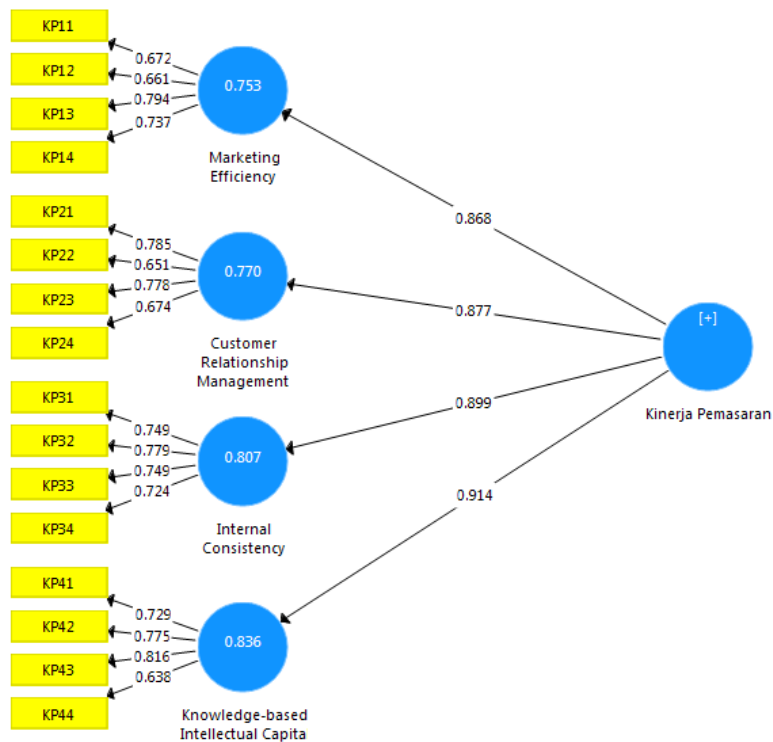
HTMT

	Customer Relationship Management	Internal Consistency	Knowledge-based Intellectual Capital	Marketing Efficiency
Customer Relationship Management				

Internal Consistency	0.994		
Knowledge-based Intellectual Capital	1.000	1.067	
Marketing Efficiency	1.019	0.935	1.050

Fornell Larcker

	Customer Relationship Management	Internal Consistency	Knowledge-based Intellectual Capital	Marketing Efficiency
Customer Relationship Management	0.724			
Internal Consistency	0.722	0.750		
Knowledge-based Intellectual Capital	0.712	0.787	0.743	
Marketing Efficiency	0.700	0.670	0.740	0.718



First Order

Loadings

	Kinerja Pemasaran	Linkungan Pemasok	Orientasi Pasar	Strategi Rantai Pasok
KP1	0.870			
KP2	0.883			
KP3	0.890			
KP4	0.911			
LP1		0.760		
LP2		0.793		
LP3		0.859		
LP4		0.818		
LP5		0.791		
OP1			0.878	
OP2			0.854	
OP3			0.853	
SRP1				0.791
formaSRP2				0.769
SRP3				0.834
SRP4				0.816
SRP5				0.801

Validity & Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Kinerja Pemasaran	0.911	0.913	0.937	0.789
Linkungan Pemasok	0.864	0.869	0.902	0.648
Orientasi Pasar	0.827	0.828	0.897	0.743
Strategi Rantai Pasok	0.862	0.862	0.900	0.644

HTMT

Kinerja Pemasaran Rev

Loadings

	Customer Relationship Management	Internal Consistency	Knowledge-based Capital
KP13			
KP14			
KP21	0.843		
KP23	0.875		
KP31		0.750	
KP32		0.778	
KP33		0.748	
KP34		0.724	
KP41			
KP42			
KP43			

Validty & Reliability

	Cronbach's Alpha	rho_A	Composite Relia
Customer Relationship Management	0.646	0.651	
Internal Consistency	0.741	0.743	
Knowledge-based Intellectual Capital	0.725	0.726	
Marketing Efficiency	0.620	0.628	

HTMT

	Customer Relationship Management	Internal Consistency	Knowledge-based Capital
Customer Relationship Management			
Internal Consistency	1.016		
Knowledge-based Intellectual Capital	0.898	1.039	
Marketing Efficiency	0.788	0.752	

Fornell Larcker

	Kinerja Pemasaran	Linkungan Pemasok	Orientasi Pasar	Strategi Rantai Pasok
Kinerja Pemasaran				
Linkungan Pemasok	0.920			

	Customer Relationship Management	Internal Consistency	Knowledge-based Capital
Customer Relationship Management		0.859	
Internal Consistency	0.704		0.750
Knowledge-based Intellectual Capital	0.619		0.765
Marketing Efficiency	0.499		0.515

Orientasi Pasar	0.949	0.923	
Strategi Rantai Pasok	0.970	0.950	0.989

Fornell Larcker

	Kinerja Pemasaran	Linkungan Pemasok	Orientasi Pasar	Strategi Rantai Pasok
Kinerja Pemasaran	0.888			
Linkungan Pemasok	0.820	0.805		
Orientasi Pasar	0.825	0.782	0.862	
Strategi Rantai Pasok	0.862	0.823	0.835	0.803

R Square

	R Square	R Square Adjusted
Kinerja Pemasaran	0.800	0.796
Strategi Rantai Pasok	0.771	0.768

f Square

	Kinerja Pemasaran	Linkungan Pemasok	Orientasi Pasar	Strategi Rantai Pasok
Kinerja Pemasaran				
Linkungan Pemasok		0.101		0.325
Orientasi Pasar		0.097		0.410

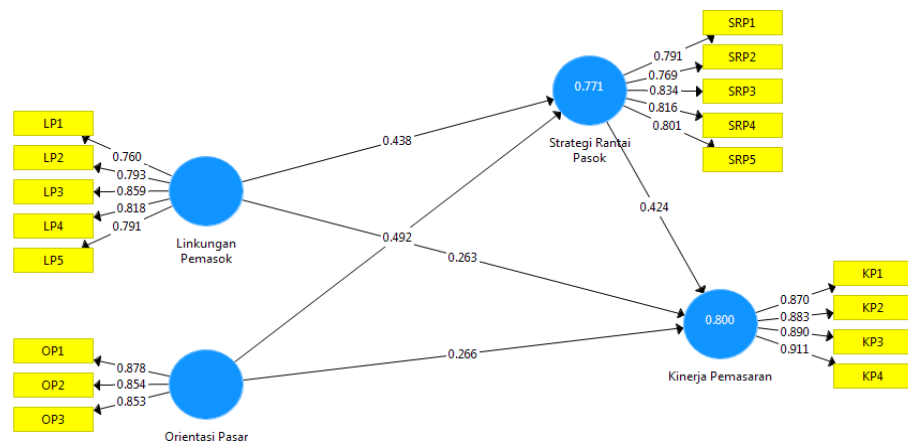
Strategi Rantai Pasok 0.206

GoF

	AVE	R Square	Q Square
Kinerja Pemasaran Lingkungan Pemasok	0.789	0.796	0.621
Orientasi Pasar	0.743		
Strategi Rantai Pasok	0.644	0.768	0.488
Average	0.706	0.782	
GoF	0.743		

Q Square

	SSO	SSE	Q ² (=1-SSE/SSO)
Kinerja Pemasaran Lingkungan Pemasok	640	242.308	0.621
Orientasi Pasar	480	480	
Strategi Rantai Pasok	800	409.652	0.488



Hypotesis Testing

Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Linkungan Pemasok -> Kinerja Pemasaran	0.263	0.267	0.065	4.042	0.000
Linkungan Pemasok -> Strategi Rantai Pasok	0.438	0.439	0.061	7.199	0.000
Orientasi Pasar -> Kinerja Pemasaran	0.266	0.270	0.068	3.889	0.000
Orientasi Pasar -> Strategi Rantai Pasok	0.492	0.491	0.056	8.710	0.000
Strategi Rantai Pasok -> Kinerja Pemasaran	0.424	0.417	0.087	4.879	0.000

Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Linkungan Pemasok -> Kinerja Pemasaran	0.186	0.181	0.039	4.734	0.000
Linkungan Pemasok -> Strategi Rantai Pasok					
Orientasi Pasar -> Kinerja Pemasaran	0.209	0.205	0.052	4.033	0.000
Orientasi Pasar -> Strategi Rantai Pasok					
Strategi Rantai Pasok -> Kinerja Pemasaran					

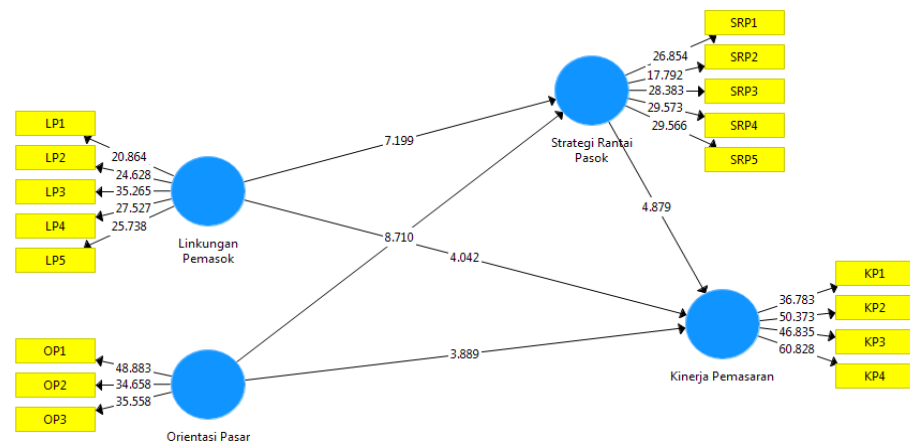
Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Linkungan Pemasok -> Strategi Rantai Pasok -> Kinerja Pemasaran	0.186	0.181	0.039	4.734	0.000
Orientasi Pasar -> Strategi Rantai Pasok -> Kinerja Pemasaran	0.209	0.205	0.052	4.033	0.000

Total Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Linkungan Pemasok -> Kinerja Pemasaran	0.448	0.448	0.062	7.271	0.000

Linkungan Pemasok -> Strategi Rantai Pasok	0.438	0.439	0.061	7.199	0.000
Orientasi Pasar -> Kinerja Pemasaran	0.474	0.475	0.059	8.019	0.000
Orientasi Pasar -> Strategi Rantai Pasok	0.492	0.491	0.056	8.710	0.000
Strategi Rantai Pasok -> Kinerja Pemasaran	0.424	0.417	0.087	4.879	0.000

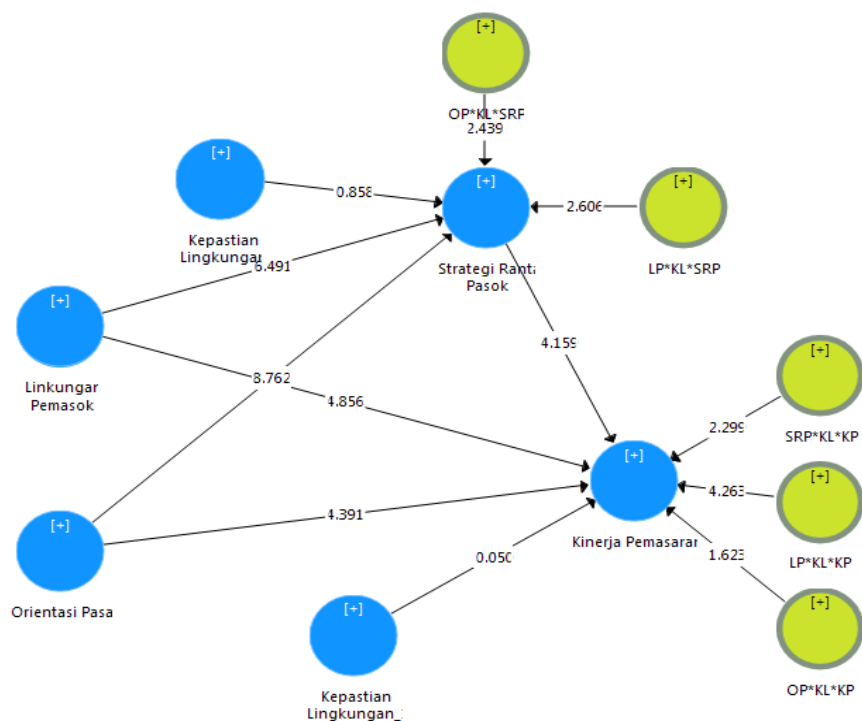


Moderating Effect

1	Direct Effect					
2		Original S	Sample M	Standard I	T	Statistic P
3	Kepastian Lingkungan -> Strategi Rantai Pasok	-0.034	-0.034	0.040	0.858	0.391
4	Kepastian Lingkungan_1 -> Kinerja Pemasaran	0.002	0.003	0.037	0.050	0.960
5	LP*KL*KP -> Kinerja Pemasaran	-0.258	-0.252	0.061	4.263	0.000
6	LP*KL*SRP -> Strategi Rantai Pasok	-0.158	-0.158	0.061	2.606	0.009
7	Linkungan Pemasok -> Kinerja Pemasaran	0.319	0.322	0.066	4.856	0.000
8	Linkungan Pemasok -> Strategi Rantai Pasok	0.421	0.422	0.065	6.491	0.000
9	OP*KL*KP -> Kinerja Pemasaran	0.103	0.109	0.064	1.623	0.105
10	OP*KL*SRP -> Strategi Rantai Pasok	0.144	0.144	0.059	2.439	0.015
11	Orientasi Pasar -> Kinerja Pemasaran	0.290	0.294	0.066	4.391	0.000
12	Orientasi Pasar -> Strategi Rantai Pasok	0.502	0.502	0.057	8.762	0.000
13	SRP*KL*KP -> Kinerja Pemasaran	0.188	0.180	0.082	2.299	0.022
14	Strategi Rantai Pasok -> Kinerja Pemasaran	0.334	0.327	0.080	4.159	0.000
15						

1	Direct Effect					
2		Original S	Sample M	Standard I	T	Statistic P
3	Kepastian Lingkungan -> Strategi Rantai Pasok	-0.034	-0.034	0.040	0.858	0.391
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13	SRP*KL*KP -> Kinerja Pemasaran	0.188	0.180	0.082	2.299	0.022
14	Strategi Rantai Pasok -> Kinerja Pemasaran	0.334	0.327	0.080	4.159	0.000
15						

	Original S	Sample M	Standard I	T	Statistic	P Values
Specific Indirect Effect						
Kepastian Lingkungan -> Strategi Rantai Pasok -> Kin	-0.011	-0.012	0.014	0.789	0.430	
LP*KL*SRP -> Strategi Rantai Pasok -> Kinerja Pema	-0.053	-0.053	0.026	2.035	0.042	
Linkungan Pemasok -> Strategi Rantai Pasok -> Kiner	0.141	0.136	0.035	4.007	0.000	
OP*KL*SRP -> Strategi Rantai Pasok -> Kinerja Pem	0.048	0.047	0.023	2.051	0.040	
Orientasi Pasar -> Strategi Rantai Pasok -> Kinerja P	0.168	0.165	0.048	3.499	0.000	
Total Effect						
	Original S	Sample M	Standard I	T	Statistic	P Values
Kepastian Lingkungan -> Kinerja Pemasaran	-0.011	-0.012	0.014	0.789	0.430	
Kepastian Lingkungan -> Strategi Rantai Pasok	-0.034	-0.034	0.040	0.858	0.391	
Kepastian Lingkungan_1 -> Kinerja Pemasaran	0.002	0.003	0.037	0.050	0.960	
LP*KL*KP -> Kinerja Pemasaran	-0.258	-0.252	0.061	4.263	0.000	
LP*KL*SRP -> Kinerja Pemasaran	-0.053	-0.053	0.026	2.035	0.042	
LP*KL*SRP -> Strategi Rantai Pasok	-0.158	-0.158	0.061	2.606	0.009	
Linkungan Pemasok -> Kinerja Pemasaran	0.460	0.459	0.061	7.568	0.000	
Linkungan Pemasok -> Strategi Rantai Pasok	0.421	0.422	0.065	6.491	0.000	
OP*KL*KP -> Kinerja Pemasaran	0.103	0.109	0.064	1.623	0.105	
OP*KL*SRP -> Kinerja Pemasaran	0.048	0.047	0.023	2.051	0.040	
OP*KL*SRP -> Strategi Rantai Pasok	0.144	0.144	0.059	2.439	0.015	
Orientasi Pasar -> Kinerja Pemasaran	0.458	0.459	0.059	7.775	0.000	
Orientasi Pasar -> Strategi Rantai Pasok	0.502	0.502	0.057	8.762	0.000	
SRP*KL*KP -> Kinerja Pemasaran	0.188	0.180	0.082	2.299	0.022	
Strategi Rantai Pasok -> Kinerja Pemasaran	0.334	0.327	0.080	4.159	0.000	



Lampiran 7. Biodata Penulis

CURRICULUM VITAE

➤ Data Pribadi:

1. Nama Lengkap : **Euis Saribanon**
2. Tempat, tanggal lahir : Jakarta, 4 November 1974
3. NIP/NIDN : 0304117401
4. Pekerjaan : Dosen, Peneliti, Staff Struktural, Editor dan Reviewer
- Alamat : Gg. Kelinci No.18 Rt.04 Rw.15 Bintara IV Bekasi
5. Alamat Kantor : Jl. IPN No.2 Cipinang Besar Selatan
6. Home Base / Kampus : Institut Transportasi dan Logistik Trisakti
7. Minat / Bidang Ilmu : Marketing, Management Business, Manajemen Transportasi & Manajemen Logistik
8. Email : nengnonon04@gmail.com , euissaribanon@upi.edu
9. Phone Number : 082125438438 (WA)
10. Google Scholar ID : G0zPpCMAAAAJ
11. Scopus ID : 57219538356
12. Sinta ID : 5974050
13. Garuda ID : 557465
14. Orcid ID : 0000-0002-5596-5155
15. ResearchGate ID : <https://www.researchgate.net/profile/Euis-Saribanon>

➤ Riwayat Pendidikan:

- A. S3 = Fak. Pendidikam Ekonomi dan Bisnis - UPI Bandung, 2022. (Dr – Manajemen Pemasaran) (Doktor)
- B. S2 = Sekolah Tinggi Ilmu Ekonomi Widya Jayakarta, Lulus tahun 2001 (M.M. – Manajemen Pemasaran) (Magister)
- C. S1 = Universitas Krisnadwipayana, Lulus tahun 1998 (S.E – Manajemen) (Sarjana)

➤ Riwayat Keanggotaan dalam Jurnal

A. Mitra Bebestari

1. Jurnal Ilmiah Dirgantara / *Sinta 5*
2. Jurnal Transportasi, Logistik dan Aviassi
3. Jurnal Abdimas Transportasi dan Logistik

B. Tim Editor

1. Jurnal Manajemen Transportasi & Logistik Trisakti /Sinta 3

➤ Riwayat Publikasi

Semua Publikasi yang pernah diterbitkan, secara terperinci ada pada lembaran selanjutnya dengan masing-masing tempat diantaranya pada link Scopus, Garuda, Google Schollar dan juga OrcID. Secara Umum rekapan dari publikasi yang telah di dilakukan adalah sebagai berikut:

No	Indexing Journal	H – Indexs	Jumlah Artikel	Jumlah Sitasi
1	Scopus	2	5	6
2	Google Schollar	5	65	109
3	Garuda ID	P-Index: 1745	15	-

Bandung, Desember 2022



Euis Saribanon