

The Influence of Public Assessment and Background Education S2 with Experience of Public Assessment on the Performance of Competitive Advantage Mediation

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Abstract:

This study aims to analyze the direct and indirect effects of the variable number of public assessors with a background in education (S2) in the field of assessment and level of education (S2) as well as the experience of public evaluators on business performance with mediating variables competitive advantage in the Office Public Appraisal Services (KJPP) in Indonesia. This type of research is explanatory research is research that explains the effect of the relationship between variables and test the hypotheses set in the study. This study uses a saturated sample of the required population of 77 KJPP recorded at the Financial Professional Development Center (P2PK) Ministry of Finance of the Republic of Indonesia 2016. Data analysis and processing methods used are SmartPLS version 6.0 with the Structural Equation Modeling (SEM) equation model. . Using ten hypotheses it was concluded that the experience variable number of public appraisers with a bachelor degree (S2) educational background in the field of evaluation and bachelor level education (S2) public appraisers and the experience of public appraisers had a significant effect on competitive advantage. Another conclusion is that the number of public assessments with a background of two-level education (S2) in the field of evaluation and experience of public appraisers has no effect on business performance, while the level of undergraduate education (S2) of public appraisers has a direct significant effect on business performance. The results of the indirect effect of this study are the number of public assessments with a background of undergraduate education (S2) in the field of assessment and undergraduate education (S2) level mediated by competitive advantage affect business performance while the experience of public assessors cannot be mediated by excellence in influencing significantly on business performance. The implication of this research is the need to increase the competency of the appraisers by doing more appraisal services with the types of objects of appraisal as well as increasing the ability of public appraisers through education and training to suit the needs of the appraisal service users.

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INTRODUCTION

The Public Appraisal Service Office (KJPP) is a business entity which is a company organization

that provides services in the field of valuation services. (Budianto, A.A.T., Amelia, K., 2015). namely providing a written opinion on the

economic value of the object of valuation in accordance with the Indonesian Appraisal Standards (SPI) whose activities are regulated dalam Peraturan Menteri Keuangan R.I Nomor 125/PMK.01/2008. which was established on 3 September 2008 and subsequently revised with No. 101/PMK01/2014 set on June 2, 2014. KJPP as a business organization is inseparable from competition, therefore it is necessary to have the ability to face competition and to attract consumers or clients and maintain business continuity. The effort that must be done by KJPP is to manage and move optimally the available resources towards the business goals, namely the achievement of business performance. One of the problems faced by KJPP in its development in providing services in the field of assessment is Business Competition and Business Performance.

Based on the scope of valuation services, KJPP has a fairly broad market share where almost every activity related to the economy requires valuation services such as buying and selling, borrowing loans, accounts receivable loans, recording financial statements, land acquisition, investment activities, cooperation with business partners / businesses , business development, smelting and several other economic activities. (Abiodun, Babalola., Yasin., 2013). Market segments that have been appraisal services have also been quite extensive include banks, the Financial Services Authority (OJK), BUMN, BUMD, Pension Funds, Notaries, National Defense Agency, Investors, Curators including individuals or business entities that will conduct transactions or corporate action.

However, so far in carrying out its professional activities in the field of valuation services, not all KJPP can optimize its revenue, while the market potential in this valuation service is still very broad with a variety of valuation services or products. This shows that there are still many KJPPs that have not yet optimized their resources.

A description of the conditions faced by KJPP in providing valuation services as seen from the management of market share that has not been optimal and the products of valuation services that have not been maximized in accordance with the scope of valuation services stipulated by the Minister of Finance Regulation No. 101 / PMK.01 / 2014 so that it affects performance The effort shown by the wide income between one KJPP and the other KJPP becomes the initial conclusion that KJPP's activities are still facing problems. (Andayani, Dwi., 2018). This reflects the lack of customer (client) trust in the existence and role of each KJPP. The client will choose KJPP based on the capability of KJPP which is considered capable of fulfilling the valuation services needed for property, business and both of the valuation services products so as to encourage KJPP to increase its ability to gain trust so that many appraisal work contracts are obtained so that it can increase income and in the end can improve business performance. The following table shows the lowest and highest average KJPP income for 3 years in the 2014-2016 period based on data from the Financial Professional Development Center (P2PK) Minister of Finance R.I.

Table 1. Development of the Lowest and Highest KJPP Revenues. During 2014 - 2016

YEAR	INCOME	
	LOWEST	HIGHEST
2014	IDR. 600,000,000,00	IDR. 40,000,000.000,00
2015	IDR. 700,000,000,00	IDR50,000,000,000,00
2016	IDR. 800,000,000,00	IDR. 67,000,000,000,00

Source: Financial Professional Development Center (P2PK)

KJPP is business performance in this study was directly or indirectly affected by several variables, namely the number of public assessors with a bachelor degree (S2) in the field of assessment, a bachelor degree (S2) as well as the experience of public assessors who are part of human resources and excellence compete as well as business performance. (Basit, Abdul., et al., 2017). The competency of human resources owned by the company is done by managing and mobilizing existing human resources to the company's goals and encouraging companies to apply the skills and knowledge of human resources in accordance with the needs of the work through development, expertise, knowledge, and abilities. Thus to improve the competence of existing human resources in the company needed efforts in the form of training in increasing and improving knowledge and abilities. Human resource competence is a combination of knowledge and expertise needed to improve business performance capabilities.

The relationship between competence and competitive advantage, that competence can improve competitive advantage, that competence can improve competitive advantage. Companies that have high competence will make the company different from the others and be able to compete compared to other companies. (Widodo., Suparno., 2014). To create competitive advantage through human resource competencies, business organizations face two challenges, namely competency must run with business strategies and competencies need to be created, where human resource performance can be optimal if it has competent competencies in their fields. The reliability of the formation of human resources competencies is greatly influenced by the ability of organizations to manage them into several competency specifications.

High performance is done through optimal utilization of the company's resources and this will make the company have an advantage

compared to its competitors. (Mangkunegara, Anwar Prabu. 2013). The resources owned by the company must be higher than those of their competitors in order to have sustainable competitiveness. This can be done if the company continues to seek and grow special capabilities from all sources. Thus competitive advantage will be a key role in improving business performance. Competitive advantage has a positive effect on business performance. A business must have a competitive advantage, this ability will differentiate one company from another company so that it can strengthen its position in its business, that competitive advantage is a condition where the company creates a good defense position over its competitors which can ultimately improve business performance. A good company competitive advantage that is unique compared to competitors is to provide value and meet the needs of consumers efficiently and can be maintained. In addition the company must be able to maintain its long-term sustainability, this can be achieved if the company has a competitive advantage because competitive advantage will help the company and maintain its survival.

1. Research Gap

This research is based on the existence of differences with previous studies in terms of the results of conclusions and the use of variables and indicators. (Cicilia Sri Rahayu., 2014). Some of the differences between this research and other research (research gap) are as follows:

- a. The effect of human resource competency on business performance, several studies give different results, namely the results of research human resource competencies do not affect business performance, while the results of research (Agha., 2012). Resource competence has a positive effect on business performance. Therefore in this study put the competitive advantage

variable as a mediating variable to answer the differences in some of the results of the study.

- b. There are different measurement variables in this study because the object of research used is the Public Appraisal Services Office (KJPP) which has different characteristics from industrial companies and other service companies such as public accountants. (Busro., Muhammad., 2018). Financial consultants, actuaries, financial, business consultants, securities and other services. i.e. the measures used for the independent variables used are the number of public assessors with a bachelor degree (S2) educational background in the field of assessment and bachelor level education (S2) as well as the experience of public assessors and intermediate variables, mediation as a competitive advantage and non-independent variables with measures KJPP business performance.

Performance can be evaluated with financial indicators produced, for example, sales performance, return on assets, and return on equity. (Masoud., 2013). Revenue is used in his research related to company performance using financial indicators return on sales, profitability, sales growth, improvement of work productivity, and improvement in production costs. measure company performance using the variable performance of business productivity, sales growth, and market share. Thus it can be concluded that the general understanding of performance is the achievement of work that is determined in accordance with the provisions of each company both physical and non-physical in terms of a certain size. While the company's performance is the result and performance analysis that can be measured from various aspects that exist in the company include: human resources, marketing management and financial management in a certain period through the optimal use of company resources with the main goal of earning profits and business continuity.

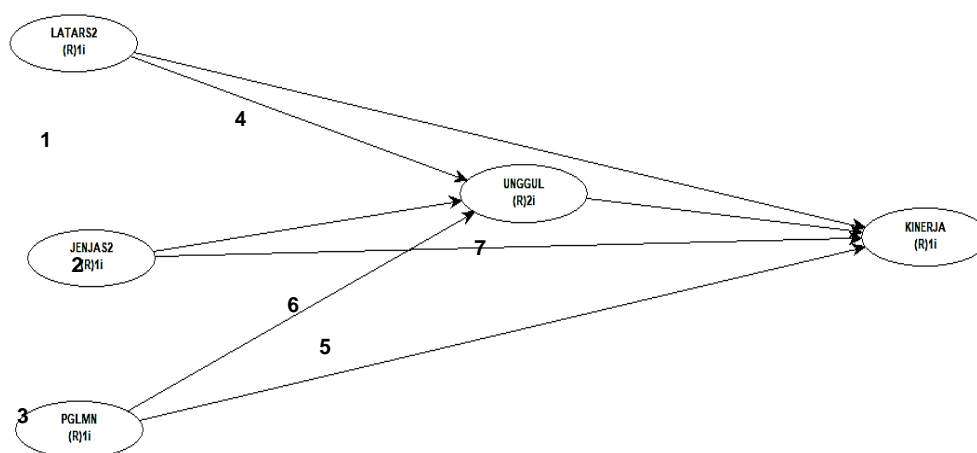


Figure 1. Research Conceptual Framework Model

Hypothesis Development

Determination of the independent variables in the study are the number of public assessors with a background of undergraduate education (S2) in the field of assessment and undergraduate education (S2) as well as the experience of public

assessors in a KJPP with the consideration that these three variables are human resources which are a measure of competence high enough for KJPP. (Busro., Muhammad., 2018). For this reason, in this study, several hypotheses were set which measured the variables used.

Competence is closely related to human resources who are able to keep up with business changes in achieving company goals, whose development can be through formal education and work experience. Human resources are related to the ability of people to work based on their quality in producing goods or services, where the increase in company competitiveness can be achieved through the preparation of human resources according to standardization. (Jabbouri., 2014). Human resource competence lies in individuals in which there are elements of ability, experience, knowledge and good skills in completing a job in a particular field based on its performance category.

In a competitive environment, business organizations continuously make efforts to strengthen their position in the industry by creating competitive advantage, and this can be achieved if business organizations have competent human resources where the role of human resources in business organizations has the same importance as the business activities themselves. (Zaim., 2013). Thus competency-based human resource management, by having certain competencies in terms of aspects of knowledge, skills, experience needed to support the successful implementation of work is one of the implementation of business management strategies.

Based on the description above, the hypothesis of the relationship between public appraisal resources and competitive advantage is used as follows:

- a. Hypothesis 1: the increasing number of public appraisers with a bachelor degree (S2) in the field of assessment will strengthen the competitive advantage of KJPP.
- b. Hypothesis 2: Increasing the number of public evaluators with a bachelor degree (S2) in KJPP will provide a good competitive advantage to KJPP.

- c. Hypothesis 3: The more experience the public evaluator has, the higher the competitive advantage of KJPP will be.

Human resource management can contribute to company performance, because the basic strengths of performance, one of which is measured by financial value. Human resources that have the expertise, ideas, and innovations that they have, are related to the economic value that human resources with abilities, skills, ideas, innovation, and commitment, so that the combination of expertise, skills, innovation and ability of individuals in carrying out their duties, can create added value to achieve company goals. That there is a positive relationship between competence and company performance. The competency possessed by KJPP should be able to be a strength in improving KJPP's performance because in it there are elements of education, knowledge, skills, abilities and experience from public assessors available in KJPP. Thus the hypothesis used is:

- a. Hypothesis 4: The more number of public appraisers having a bachelor degree (S2) educational background in the field of assessment will be able to improve KJPP's business performance.
- b. Hypothesis 5: The more the number of public evaluators with a bachelor degree (S2) level, the more the KJPP's business performance is increasing.
- c. Hypothesis 6: The more public appraisers have experience, the higher the KJPP's business performance will be.

The results of this study indicate that: core competence and competitive advantage have a significant effect on the company. (Rachmad, R., 2015). This shows that the higher the competency of the company's resources will improve the company's performance, as well as the high competitive advantage, the company has a high advantage, which is not owned by other companies. In the end it can improve company performance. So in general, companies that have

high competitiveness will have high performance as well. The conclusion is that there is a significant relationship between the company's competitive advantage and the company's performance. For this reason, a high company performance cannot be separated from the company's competitive advantage that can improve company performance. The results of the study serve as a measure that KJPP, which has the competency of its public assessment resources, will directly improve KJPP's performance and KJPP's advantages and can mediate KJPP in achieving high performance. (Dian, Kristianto., 2014). Based on these considerations, the research hypothesis is set as follows:

- a. Hypothesis 7: The role of mediation in competitive advantage will be able to increase the influence of the number of public evaluators with a background in education (S2) in the field of assessment of KJPP business performance.
- b. Hypothesis 8: The role of competitive advantage can increase the influence of the number of public assessors with a bachelor's level education (S2) on KJPP's business performance.
- c. Hypothesis 9: The experience of public appraisers can influence KJPP's business performance which is mediated by competitive advantage.
- d. Hypothesis 10: The competitive advantage of KJPP the higher the higher the influence on KJPP's business performance.

METHOD

This study uses an explanatory research approach (explanatory research), namely research that aims to test a theory or hypothesis in order to strengthen or even reject the theory or hypothesis of existing research results so that it can explain the effect of independent variables on non-independent variables. In this study using the path analysis model with multiple regression

approaches. Multiple regression is a method used in research to determine the relationship between one independent variable with two or more independent variables. Multiple regression is used to predict changes in dependent variables as a result of changes in independent variables.

1. Population

The population used in this study was the KJPP recorded at the Financial Professional Development Center (P2PK) Ministry of Finance in 2016 as many as 106 KJPP. Not all populations are used in this study, but by using the following population requirements:

- a. KJPP registered at the Financial Professional Development Center (P2PK) Ministry of Finance of the Republic of Indonesia, with a minimum of 3 years standing in the form of civil partnership.
- b. The revenue calculated and the service sector served is the result of KJPP assessment services during 2016 and did not experience a loss.
- c. The valuation service products produced by KJPP are more than four valuation service products.
- d. KJPP has never received a temporary or permanent freeze sanction by the Financial Professional Development Center (P2PK) Ministry of Finance.

2. Samples

The sampling method used in this study was a saturated sample in which all populations were used as a sample of 77 KJPP. The data used is secondary data which is the 2016 KJPP data obtained from the regulator, the Financial Professional Development Center (P2PK) Ministry of Finance of the Republic of Indonesia. Secondary data used are KJPP data including: the number of KJPP, the number of public appraisers, the level and educational background of public appraisers, the experience of public appraisers and

the classification of public appraisers as well as the total income of KJPP.

3. Data Analysis Method

This research analyzes data by using Partial Least Square (PLS). PLS is used to process data with variable relationships in the Structural Equation Modeling (SEM) equation model. PLS is not based on many assumptions, for example: data must be normally distributed, samples do not have to be large, analytical methods are powerful. PLS is a tool used to make predictions. (Ghozali, I., and Latan, H., 2014). Three stages in the analysis are: the first stage produces weight estimates, the second stage produces estimates for inner models and outer models and the third stage produces estimates of means and locations. Analyses were performed with WarpPLS software version 6.0.

4. Measurement Models (Outer Models)

To test the validity and reliability of the research model, the outer model using the Warp PLS software is used to test the validity and reliability of the data. Validity is a test used to measure the degree of something to be measured, so that it can state the degree of accuracy of the measuring instrument of the study of the actual content being measured. (Gozali., 2014) Thus it can be concluded that validity is a degree of accuracy of the instrument (measuring instrument) or the instrument used is appropriate to measure what will be measured. The purpose of validity is to know the accuracy and accuracy of a measurement instrument in carrying out its measurement function so that the data obtained can be relevant or in accordance with the purpose of the measurement. While data reliability is the degree of consistency of the data used and in accordance with predetermined criteria where a reliable data is data that always gives the same results when tested on the same group at different times.

The method used to measure the validity and reliability of a construct indicator is adjusted R^2 , composite reliability, cronbach's alpha and average variances extracted, full collinearity and Q squared. Cronbachs alpha is a measurement of the lower limit of the reliability value (Central Statistics Agency., 2014). a construct while the reliability composite with alpha must be greater than 0.7 and the ideal between 0.8 to 0.9, while the extracted average variance is the average variant extracted by a set of indicators representing one latent variable and underlying the latent variable where to determine its validity with a value of more than 0.5 (> 0.5).

5. Structural Model (Inner Models)

The inner model is a structural model that connects latent variables, which are variables that cannot be directly but through several indicator variables with confirmatory factor analysis. (Hartono., & Abdillah., 2014), the inner model is a structural model in predicting the causality relationship between latent variables which are evaluated using R^2 (R-Square) and Predictive Relevance (Q-Square).

The measurement values used in the research model using the Structural Equation Model SEM are as follows; (Ermawati, June., Ardiani, I.S., 2014).

- a. Average Path Coefficient (APC) is used to measure the average path coefficient with a value limit set based on the resulting value which is less than 5% (≤ 0.05).
- b. Average R-squared (ARS) is a measurement of the average value of R-Square (R^2) with an acceptable value limit determined by the resulting P-value that is less than 5% (≤ 0.05). (Sidabutar., 2016).
- c. Average adjusted R-squared (AARS) with an acceptable value limit according to the P-value produced is less than 5% (≤ 0.05).

- d. Average Block Variance Inflation Factor (AVIF) is a measure of fit that is used to evaluate problems related to collinearity (predictors in a correlated model are mutually correlated. the ideal value limit is ≤ 3.3 and the maximum acceptable limit is 5.
- e. Average Full Collinearity VIF (AFVIF) measurement is almost the same as AVIF but more lies in the sensitivity of non-linear data that is if multicollinearity occurs the AFVIF value will be higher with a limit value is ≤ 3.3 and a maximum value of 5.
- f. Tenenhaus GoF (GoF) is defined as the square of average communality multiplied by Average R Squared (ARS), where the higher the GoF value, the better a research model and the value limits used have three categories, namely small $> = 0.1$, medium $> = 0.25$, and large $> = 0.36$.

6. Hypothesis Testing

- a. Testing the hypothesis of direct influence using the t test or using p value 5%. If $H_0 = 0$ or $H_1 \neq 1$, then the hypothesis is accepted where $t_{\text{arithmetic}} < t_{\text{table}}$. If $H_0 \neq 0$ or $H_1 = 1$, then a hypothesis is accepted where $t_{\text{arithmetic}} > t_{\text{table}}$.
- b. Testing the Hypothesis of indirect effect is the effect of the independent variable on the independent variable mediated by other variables, using SOBEL TEST, If $H_0 = 0$ or $H_1 \neq 1$, then the hypothesis is accepted where $t_{\text{arithmetic}} < t_{\text{table}}$. If $H_0 \neq 0$ or $H_1 = 1$, then a hypothesis is accepted where $t_{\text{arithmetic}} > t_{\text{table}}$.

7. Qualitative Information

Qualitative information is needed to support the explanation of quantitative analysis, information is taken from several KJPP which can

represent the relevant analysis unit. Nur, Indriantoro., (Bambang, S., 2013). with the results or conclusions of this study, so that it can be described descriptively the influence that occurs between the research variables.

RESULTS AND DISCUSSION

1. Measurement Models (Outer Models)

Based on table 2 explains that the large influence of the number of public assessors with a background of undergraduate education (S2) in the field of assessment, the level of undergraduate education (S2) as well as the experience of public appraisers produces. (Ferdinand., Augusty., 2014). adjusted R-squared of 0.183 or 18.3% for competitive advantage and 0.495 or 49.5% for KJPP business performance and the rest is influenced by other variables so that in this study included in the middle category.

Then the resulting composite reliability value for all variables above 0.70 (> 0.70) which means that the variables in this research model have high reliability values, while for the composite reliability values for all variables above 0.70 except for the competitive advantage variable under 0.70. (Ria, Syaputri., 2015). Furthermore, the average variance extracted (AVE) value on all variables has a value above 0.50 which means that all latent variables in this research model have met the convergent validity criteria. Likewise, the value of full collinearity variance inflation factor (VIF) for each construct / variable is also very good at < 3.3 and below 5 so that there are no vertical or lateral collinearity problems in this research model. And the last is the Q-squared coefficient value in this study above or greater than zero that is equal to 0.299 for competitive advantage and for 0.511 for business performance. Thus the research model used in this study has a worthy predictive relevance validity value.

Table 2. Evaluation of the Measurement Model (Outer Model)

No	Coefisiens	Backgrou nd S2	Maste rs Degre e	Experien ce	Superior	performan ce
1	R Squared				0,216	0,521
2	Adjusted R- Squared				0,183	0,495
3	Composite Reliabilty	1,000	1,000	1,000	0,757	1,000
4	Cronbac'h Alpha	1,000	1,000	1,000	0,358	1,000
5	Average Variance Extracted	1,000	1,000	1,000	0,609	1,000
6	Full Collinearity VIFs	3,725	3,764	1,039	1,922	1,877
7	Q-Squared				0,299	0,511

2. Structural Models (Inner Models)

The results of the Evaluation of the Structural Model (Inner Model) can be seen in Table 3. Examination of Good of Fit Models in the Structural Equation Models analysis in WRPLPLS is measured by Average Path Coefficient (APC), Average R-square (ARS), Average Adjusted R-square (AARS), Average Block VIF (AVIF), Average Full Colloarity VIF (AFVIF), (Enny, Mahmudah., 2015). Tenenhaus GoF (GoF), Symson's paradox ratio (SPR), R-square contribution ratio (RSCR), Statistical suppression ratio (SSR), Nonlinear bivariate causality direction ratio (NLBCDR), are as follows:

- The average path coefficient (APC) is 0.366, with a significance level <0.001 , Average R-square (ARS), 0.640 with a significance level <0.001 , Average Adjusted R-square (AARS), 0.628 with a significance level <0.001 , it can be
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concluded that the model is good enough to explain venomina in this study.

- Tests for colinearity are used: Average Block VIF (AVIF), 1.744, Average Full Colloarity VIF (AFVIF), 2.410, in the WarpPLS model the ideal value recommended for both measures is ≤ 3.3 and it can be concluded that there are no problems colinearity.
- As for the Tenenhaus GoF (GoF), a value of 0.652 ideally is ≤ 0.36 , Symson's paradox ratio (SPR), a value of = 1,000 ideally at = 1, R-square contribution ratio (RSCR) a value of 1,000 ideally at = 1.999, Statistical suppression ratio (SSR), an ideal value of 1 7 0.7 Nonlinear bivariate causality direction ratio (NLBCDR) value of 0.9 is ideally ≥ 0.7 , it can be concluded that overall the structural model is Fit.

Table 3. Evaluation of Structural Model (Inner Model)

No	Model Fit and Quality Indices	Indeks	P Value	Kriteria fit
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1	Average path coefficient (APC)	0,266	0,05	P<0,003
2	Average R-square (ARS)	0,369	0,05	P<0,001
3	Average Adjusted R-square (AARS)	0,339	0,05	P<0,001
4	Average Block VIF (AVIF)	2,865		Acceptable if ≤ 5 ideally $\leq 3,3$
5	Average Full Collinearity VIF (AFVIF)	2,465		Acceptable if ≤ 5 ideally $\leq 3,3$
6	Tenenhaus GoF (GoF)	0,583		Small if $\geq 0,1$ Medium $\geq 0,25$ Large $\leq 0,36$

3. Hypothesis Test Results

Hypothesis testing is done to test the relationship between variables in structural equations. (Sasmita, I.A.G.D., Wayan, N.M., 2016). This test is carried out to see the significance of the effect of independent variables on the dependent variable and see the role of mediation on the influence between variables. Mediation variables are intermediate variables contained in the relationship between the two variables that influence it.

The results of hypothesis testing in accordance with the inner model of WarpPLS output version 6.0 with an estimated parameter set at 95% or with a significance level of 0.05 (5%) can use t statistics based on the table (> 1.96) said to be significant if $t \text{ arithmetic} > t \text{ table}$. Based on these parameters can be used to see the direct effect between the independent variables on the dependent variables. The research model based on testing the direct influence hypothesis, can be seen in Figure 2 below.

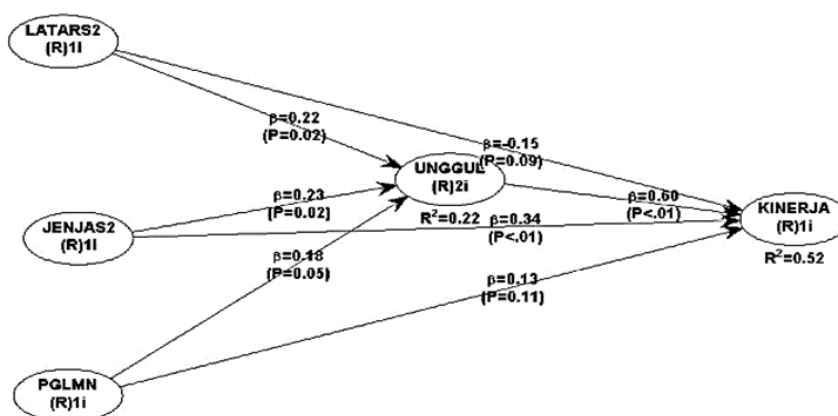


Figure 2. Direct Influence Research Model

The results of testing the hypothesis of the influence of the independent variable on the dependent variable, seen in table 4, follows:

Table. 4 Hypothesis Testing Results Direct Effect

No	Influence	Coefficien t	Significan ce	Information
1	Background S2 (X1) > Excellence	0,22	0,02	Significance

	(Y)			
2	Level S2 (X2)> Excellence (Y)	0,23	0,02	Significance
3	Experience (X3)> Excellence (Y)	0,18	0,05	Significance
4	Background S2 (X1)> Performance (Z)	-0,15	0,09	no significance
5	Level S2 (X2)> Performance (Z)	0,34	<0,01	Significance
6	Experience (X3)> Performance (Z)	0,13	0,11	no significance
7	Excellence (Y)> Performance (Z)	0,60	<0,01	Significance

Significance of 5%

Testing the role of mediating variables on the effect of independent variables on the dependent variable is used the Sobel test (Sobel test). Seen in table 5, the following:

Table 5. Hypothesis Testing Results for Indirect Effects

No	Influence	Significance	Information
1	Background S2 (X1)> Excellence (Y)> Performance (Z)	0,05	Significance
2	Level S2 (X2)> Excellence (Y)> Performance (Z)	0,03	Significance
3	Experience (X3)> Excellence (Y)> Performance (Z)	0,09	no significance

Significance of 5%

The research model is based on testing the indirect effect hypothesis, shown in Figure 3. below:

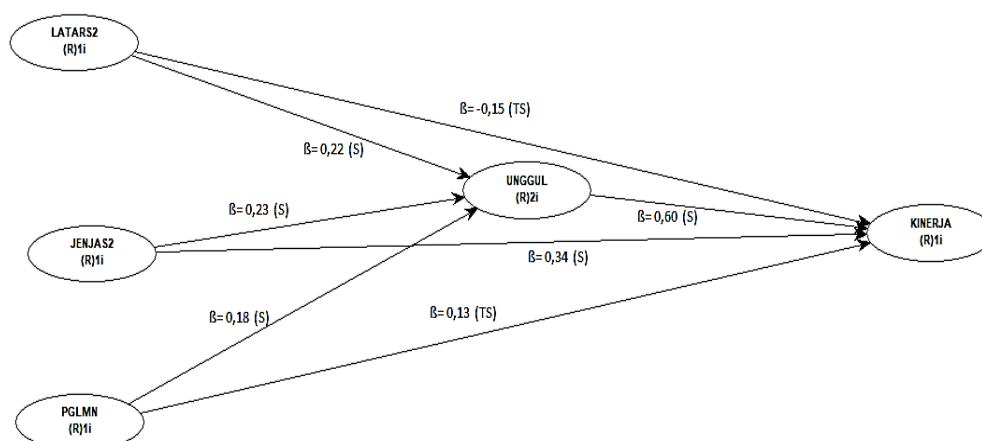


Figure 3. Research Model Indirect Effects

The magnitude of the influence of the number of assessments with a background of undergraduate education (S2) in the field of assessment, the level of undergraduate education (S2) as well as the

experience of the public appraiser on KJPP business performance through competitive advantage KJPP as mediation each produced a coefficient of 0.28 and 0.48 and, 24. (Farizki,

M.R., Wahyuati, A., (2017) This shows that KJPP's business performance so far has been indirectly more influenced by the level of public appraisal (S2) level than the other independent variables.

- a. Hypothesis Testing 1: Increasing the number of public assessors with a bachelor degree (S2) in the field of assessment will strengthen the competitive advantage of KJPP. (Echdar Saban, 2017). The results showed that there was a significant influence between the number of public assessors with a bachelor degree (S2) in the field of assessment towards competitive advantage of KJPP with a significance level of 0.02 (2%) or less than 5%, meaning the hypothesis was accepted.
- b. Hypothesis Testing 2: The increasing number of public evaluators with a two-level education (S2) at KJPP will provide a good competitive advantage to KJPP. (Latriani, E., 2014). The results shown in this study are that there is a significant influence between the number of public appraisers with the level of graduate education (S2) towards competitive advantage of KJPP with a significance level of 0.02 (2%) or less than 5%, meaning the hypothesis is accepted.
- c. Hypothesis Testing 3: The higher the experience of public appraisers, the higher is in creating a competitive advantage from KJPP. (Indriantoro, N., Bambang, S., 2014). The study found that there was a significant influence between the experience of public evaluators on competitive advantage of KJPP with a significance level of 0.05 (5%) or equal to 5%, meaning that the hypothesis was accepted.
- d. Testing Hypothesis 4: Increasingly the number of public assessors having a bachelor degree (S2) education

background in the field of assessment will (S2) be able to improve KJPP's business performance. (Kamil, M.I., 2018). The results of the study showed that there was no significant effect between the number of public assessors with a bachelor degree (S2) educational background in the field of assessment of KJPP business performance which resulted in a significance level of 0.09 (9%) or more than 5%, meaning the hypothesis was rejected .

- e. Hypothesis Testing 5: The more the number of public assessors with a bachelor degree (S2) level, the more the KJPP's business performance is increasing. (Lestari, N., Ratna, W., and Viska, A., 2014). The results of the study on the variable number of public assessors with a bachelor degree (S2) level on KJPP's business performance showed a significant effect with a significance level of <0.01 (<1%) or less than 5%, which means the hypothesis was accepted.
- f. Hypothesis Testing 6: The longer the experience of public appraisers, the higher the KJPP's business performance will be. (Wayan, I. J., 2015). The results of the study indicate that there is no significant influence between the length of the experience of public appraisers on KJPP business performance which results in a significance level of 0.11 (11%) or more than 5%, meaning the hypothesis is rejected.
- g. Hypothesis Testing 7: The role of mediation of competitive advantage will be able to increase the influence of the number of public evaluators with a background of two-level education (S2) in the field of assessment of KJPP's business performance. (Cindi Ismi January., 2015). The results showed that

there was a significant influence of the number of public assessors with a bachelor degree (S2) educational background on business performance mediated by the superiority of KJPP, with a significance level of 0.05 (5%) or equal to 5%, thus meaning the hypothesis was accepted .

- h. Hypothesis Testing 8: The role of competitive advantage can increase the influence of the number of public assessors with a bachelor's level education (S2) on KJPP's business performance. (Edi., And Supriyono., 2013). The results of the study using the Sobel Test showed that there was a significant influence on the number of public assessors with a bachelor degree (S2) on business performance mediated by competitive advantage in KJPP, with a significance level of 0.03 (3%) or greater than 5%, meaning that hypothesis accepted.
- i. Hypothesis Testing 9: The experience of public appraisers can influence KJPP's business performance which is mediated by competitive advantage. (Andhra, SD., Hamidah, N.U., Yuniadi, M., 2015). Based on calculations using the Sobel Test, it can be concluded that there is no significant effect of the experience of public evaluators on business performance mediated by competitive advantage of KJPP, with a significance level of 0.09 (9%) or greater than 5%, meaning the hypothesis is rejected.
- j. Hypothesis Testing 10: The stronger competitive advantage of KJPP, the higher the effect on KJPP business performance. (ABusro., Muhammad., 2018). Based on the results of the study showed that there was a significant influence in the competitive advantage of KJPP on KJPP business performance

with a significance level <0.01 ($<1\%$) or below 5%, meaning that the hypothesis was accepted.

4. Influence of Public Appraisers and Strata Dua Educational Background, Experience of Public Appraisers on Competitive Advantage Performance of KJPP

Competent human resources are the main capital for the company and are needed so that the company can successfully achieve its goals, in a competitive business environment, companies that have low competency in competing resources will be unable to compete with companies that have high resource competencies. (Gardjito, A.M., Mochammad A.M., Gunawan, E.N., 2014). Companies that want to continue to exist in a competitive business environment must have strong and powerful human resources and be able to maintain and protect them. Human resource competence lies in the individual in which there are elements of ability, experience, knowledge and good skills in completing a job in a particular field based on its performance category. The combination of skills, knowledge, attitudes, and behaviors is competency-based human resource management that views the individual from the aspect of quality to be able to carry out tasks and roles in the positions they occupy productively and professionally, competencies possessed by individuals include: education, skills, work experience, and technological mastery.

Companies that have high competence and based on existing business experience will be able to solidify the company in running their business because based on their experience will provide added value and will be more productive and more professional compared to competitors. Hameed, A., Muhammad R., Hafiz M.K.Z., Ghazanfar A., (2014). Therefore, human resources determine the success of companies in the face of market competition, so companies are encouraged to invest in human resources in the form of

training and education to increase knowledge, expertise better than competitors. Thus quality or competent resources are a source of competitive advantage for companies to maintain the company's existence in the presence of a competitive business environment so as to encourage companies to be able to compete with other companies.

The results showed that the higher the competency of KJPP resources using the variable number of public assessors with a bachelor level education (S2) in the field of assessment, bachelor level education (S2) and the experience of public assessors had a stronger impact on the competitive advantage of KJPP. (Hardian, F., Kusdi, R., Moch, Soe'od, MK, 2015). Not all KJPP has a public appraiser with a bachelor degree (S2) with an appraisal science or a S2 beyond a non-appraisal science (discipline of other sciences)) so that the KJPP will have an competitive advantage because it has different capabilities from other KJPPs. In addition, the experience of public appraisers in KJPP is also different according to the Permit issued by P2PK, recorded experience of public appraisers ranging from 3 years to 8 years so that with more experience and complex in providing valuation services is an advantage or difference compared to KJPP who has experience fewer and limited cases.

Based on these conditions, judging from the educational background of the strata two (S2) public appraisers in the field of assessment, the level of education of the strata two (S2) public appraisers and the experience of public appraisers are KJPP resource competencies can increase competitive advantage. (Josephine, Audrey., Dhyah, Harjanti., 2017). The combination of skills, knowledge, attitudes, and behaviors is competency-based human resource management that views the individual from the aspect of quality in order to be able to carry out tasks and roles in the positions they occupy productively and professionally, competencies possessed by individuals are observed from the side, namely:

education, skills , work experience. Companies that have high competence and based on existing business experience will be able to solidify the company in running their business because based on their experience will provide added value and will be more productive and more professional than competing companies, the result is that human resource competence affects the company's competitive advantage. The relationship of core competence to competitive advantage and firm performance, shows that core competence has a positive effect on competitive advantage

5. Influence of Public Appraisers and Strata Dua Educational Background, Experience of Public Appraisers on KJPP Business Performance

Competence as the ability of the company to exploit different resources, using various organizational processes to achieve the desired results. (Khotimah, Risfatul., Edward, G., Leonardo B.H., 2017). Competence is the ability to use resources owned and collected by companies to achieve performance and is defined as the ability to operate and organize resources. Opinions and statements can be said that one of the resources owned and controlled and is an asset for the company in order to implement the company's strategy, especially related to market achievement, is human resources. (Rambat, L., and Ridho, B.I., 2015). Resources as a number of knowledge, physical assets, human, and other tangible and intangible factors that are owned or controlled by the company, which allows the company to produce effectively and efficiently valuable market offerings for several market segments.

Human resources have a contribution to the company's performance because in an increasingly advanced and changing business environment, companies are highly dependent on human resources as intangible assets where human resource competencies can provide added

value in achieving company goals and are sustainable through collaboration between knowledge, skills, innovation and the ability of individuals to carry out their duties because this collaboration will be a strength for the company to improve its business performance. Kwarimah, A.C., Dudung, A., Hanifa, I.S., (2018). The educational background of the two strata (S2) public appraisers in the field of assessment and experience does not necessarily bring increased competency in the public appraisers because scholarship at the S2 level in the field of assessment has not been able to meet the needs of the public appraisers in providing appraisal services because the curriculum taught by tertiary institutions currently still limited (does not accommodate the practice of assessment to the fullest) while appraisal service products require knowledge and skills as well as expertise on the object being assessed which is not necessarily fulfilled by public appraisers who have an academic education of S2 in the field of assessment.

The path of S2 public appraiser education especially those with disciplines related to valuation services such as; economics, finance, civil engineering, architectural engineering, technical engineering and agriculture, plantations will provide added value in terms of the ability and knowledge to carry out his profession as a public appraiser and psychologically a public appraiser with a master's degree. (Langi, S.R., David, P.E.S., Frederik, G.W., 2015). Will be motivated to continue to add capacity and capacity so that it can be trusted by clients or employers who need services in the field of assessment.

6. Influence of Public Appraisers and Strata Dua Educational Background, Experience of Public Appraisers on Mediation of Competitive Advantages of KJPP

Companies that have high competence and based on existing business experience will be able to solidify the company in running their business because based on their experience will provide added value and will be more productive and more professional compared to competitors. Leonardo, Edrick., Fransisca, Andreani., (2015). Therefore human resources determine the success of companies in facing market competition, so companies are encouraged to invest in human resources in the form of training and education in order to increase knowledge, better expertise. compared to competitors.

Thus to be able to improve KJPP's business performance, the competency of public appraisal resources needs to create a competitive advantage first represented by an indicator of the number of public appraisers with the classification of property and business appraisers (PB classification) and the number of public appraisers that exist in KJPP. (Mahpudin, Endang., Pupung, Purnamasari., 2018). This can be explained that in order to carry out or complete assignments in the field of appraisal, the public appraiser is not only deducted from the KJPP practice period (measured according to the issuance of a permit from P2PK), but must have a lot of experience and not in terms of time but the ability or skills in the field of assessment that is able to perform various types of assessment assignments.

7. Effect of Competitive Advantage of KJPP on KJPP Business Performance

Competitive advantage is based on specific competencies that are specific strengths in companies that are able to make products that are different from those offered by competitors at lower prices than competitors. Mamesah, A.M.C., Lotje, K., Victor, P.K.L., (2016). Competitive advantage comes from resources that are not owned by others and substitutability that can not be imitated and able to replace similar resources owned by competitors. Competitive advantage can be expressed as an ability derived from the

company's resources that can provide products or services that have advantages so that the company is able to survive and compete in its industry.

Sustainable competitive advantage that can be achieved by the company will be able to improve company performance. Martinus, E., Budiyanto., (2016). Through the implementation of strategy creation through the conditions of potential competitors, when these advantages can be maintained even though there are changes in the conditions of the behavior of competitors or the underlying resources of the spear of competitive advantage must be able to withstand the changes of other companies, so that competitive advantage is generally demonstrated by the ability of companies that have one or more abilities compared to competitors. And all of these capabilities can improve overall company performance. This illustrates that companies that have the ability to compete means that the company has advantages over the company, among others, the capability of company resources owned by the company, which in turn will improve company performance.

The results showed that a strong competitive advantage could improve KJPP business performance with an indicator of the number of public appraisers with qualifications of property and business appraisers. Nitasari, R., Sudarsih., (2016). and the number of public evaluators in a KJPP. KJPP which has a public appraiser with PB qualifications not only provides property appraisal services but also business valuations so that it has greater market opportunities and increased competency for appraisers due to a more diverse variety of assignments. The large number of public appraisers at KJPP will provide image and trust for clients who need valuation services including the ability to increase productivity ratios in carrying out assignments from clients.

Thus, the number of public appraisers and those who have PB qualifications can give KJPP advantages. Makhloufi, LAE, Husein AMI, 2017 because they have more competence and will gain

more trust from clients, so that with the many valuation service products that can be done, the amount of service costs that can be obtained as well as more capabilities that must be owned by public appraisers, both of these indicators are one of the competitive advantages to be able to improve business performance.

The results of this study are consistent with research conducted by Agha, et.al., (2012) who conducted a research on the relationship of competitive advantage as an independent variable and organizational performance (organizational performance) as an independent variable. (Rahmawati, N.P., 2014). The results showed that the greater the level of competitive advantage KJPP, the higher the performance of KJPP.

CONCLUSIONS AND IMPLICATIONS

1. Conclusions

The conclusions generated in this study related to the presence or absence of influence between variables in the study are:

- a. The increasing number of public appraisers possessed by undergraduate education (S2) in the field of assessment, undergraduate education (S2) and the experience of public evaluators have a strong impact on the competitive advantage of KJPP. The competency of public appraisal resources with these variables is an advantage that other KJPPs may not necessarily have so as to be able to create a competitive advantage of KJPP.
- b. The number of public appraisers who have a bachelor degree (S2) in the field of valuation does not significantly affect the improvement of KJPP's business performance but requires mediation of competitive advantage first, while the experience of the public appraiser has no direct or indirect effect on KJPP's business performance, but specifically

the number of public evaluators with postgraduate education level (S2) directly or indirectly influences the improvement of KJPP's business performance.

- c. The stronger competitive advantage can improve KJPP's business performance, KJPP which has competitive advantage based on KJPP size with indicators of the number of public appraisers with PB (property and business) qualifications and the number of public appraisers is easier to compete for jobs both in quantity and value of work so can increase its income which in turn can improve KJPP business performance.

2. Implications

Practical implications that can have an impact on this research are as follows:

- a. The results showed that despite having a public appraiser who has a bachelor degree (S2) educational background in the field of assessment, a bachelor degree (S2) as well as long experience in the practice of assessment and a high level of education, however long the KJPP was established and the relationships that have been established long time with clients and high trust from clients are the main factors that are able to contribute to KJPP performance. To achieve KJPP's high business performance, the competency of public evaluators needs to encourage KJPP to create competitive advantage first.
- b. In addition to increasing public competency, appraisers also continue to build relationships with clients and for this purpose, training for public or personal appraisers appointed to strengthen KJPP competencies in the field of human relations to deal with clients and add expertise in other

professions that are closely related to the appraisal services profession.

- c. KJPP's business both property valuation and business valuation continues to grow including; market segments, products and interests so as to obtain high performance the ability of public appraisers needs to be developed and enhanced by adding knowledge not only to appraisal but also related knowledge such as; property, machinery and equipment, mining, finance, companies and other related sciences.

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