

Experts Job Performance Modelling of Consultancy Services Company In the Scope of Planning

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ABSTRACT

Condition of the planning consultant company as a company that handles the planning, it is expected to be the achievement of experts, so that the company will continue to exist in producing quality performance, which can be used to make a contribution in the scope of consulting, especially in the field of planning. This study was conducted to determine the effect of exogenous variables and endogenous Individual Characteristics, Individual Ability, Individual Loyalty, Job Motivation and Job Satisfaction to the endogenous variable Job Performance consultancy services company in the scope of planning. Techniques of data collection were done by distributing questionnaires in the form of a question / statement to determine where the respondent's behaviour prior to the first data analysis performed data tabulation. Methods of statistical analysis in this study are the *Structural Equation Modelling (SEM)* with *AMOS 21.0 software* to determine causality (causal) between variables exogenous to endogenous variables. Hypothesis findings of this study are the Individual Characteristics, Individual Ability, Individual Loyalty, Job Motivation and Job Satisfaction to the endogenous variable Job Performance. Variables of Individual Characteristics through an intervening variable of Job Motivation must be a pioneer in encouraging other variables to the Job Performance of expert planning consultancy services.

KEYWORDS: characteristics, ability, job performance

INTRODUCTION

Human resources is an important factor in an organization in a construction company in general and in particular on consultancy services company in the scope of planning. Of existing resources, the human resources is an important factor in the consulting services company. The main human resource is experts as one of the key success factors in building excellence competitive consulting services company on an ongoing basis. This case shows how important human resources that experts should not be ignored. On each projects - whether in the form of design, planning, supervision and management are the focus in completing the tasks assigned to his/her are always required the presence of human resource expertise in the form of his/her own expertise, whether the skill is still *basic, middle and primary*. The more manpower in key skills, the more prominent the competitive advantage, broader and more complex tasks assigned to them, then the required expertise plenary. The performance of experts include effectiveness, efficiency, quality of work, timeliness started and finished the job and working in the office, laboratory, and field work sites, which do either form of design, planning, supervision and management of the owner of the work.

This study to design a model of assessment of the consulting services in handling infrastructure projects more charged to the experts who generally consist of three phases, starting from the activity input, process and output. [1] The performance of the consultant as qualified experts are accuracy, job motivation, job performance and consideration of knowledge and experience in the design, planning, supervision and management. [2] *Term of Reference (TOR)* must be organized, prepared, with the following objectives: (a) explain the purpose and scope of consulting services, as well as the necessary expertise, (b) as a reference and information for consultants who are invited to follow, the procurement in order to prepare the administrative requirements, technical proposals and proposed costs, (c) as a reference in the evaluation of proposals, clarification and negotiation, with candidates selected consultants, contract manufacturing basis and reference for evaluation work consultant, [3]. Individual characteristics have different characteristics that provide characteristics on organizational structure, the ability of trust, respect and the needs and experiences of the past. This is a characteristic of individuals who enter the new environment in the form of organization, [4]. The ability and individuals' skill play an important role in behavior and achievement, is the ability of the trait (innate or learned) who want someone doing the appropriate mental and physical work. Skills are competencies that have to do with the task, among others, operate computer skills, skills to communicate clearly to the purpose and mission of the group or individual. Loyalty is influenced and caused by a combination of satisfaction, diversion barriers and complaints and loyalty is seen as a close relationship between attitudes relative to the behavior of individuals to work, [5].

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Formulation of the problem in this study is whether there is the influence of experts' individual characteristics variables, the ability of individual experts and other variables affect to expert job performance variables of consultancy Services Company in the field of planning? While purpose of this study was to determine the influence of experts individual characteristics variables, ability of individual experts and other variables affect to expert job performance variables of consultancy services company in the field of planning.

MATERIALS NAD METHODS

In this section to learn the theory related to the concepts used in research as the basis for determining which theory will be studied to develop the existing theory or form a new theory. later the next step after giving the theory of multiple sources is to determine hypothesis based on studies of existing theory with the advanced process of thinking. [6] [7]

1. Framework of the research concept

Based on the basic theory and hypotheses to be set, then the following is structured variables related to the research objectives equipped with a grain indicator. Preparation of research conceptual framework used to describe the analysis of the relationship between exogenous variables and endogenous variables to explain the analysis of the relationship between the variables of individual characteristics, individual ability, and loyalty individuals, on job motivation, job satisfaction, and job performance. The following is structured variables and indicators based on the identification and previous studies, [6] [7] as follows:

a. X1. Individual Characteristics

Individuals who are engaged in the organization have different backgrounds with one another, which in turn provides its own characteristics, in every individual. Individual Characteristics bring order into the organization, capabilities, trust, respect, needs and experiences of the past. All of these are characteristics that belong to the individual who enters a new environment in the organization. Individual characteristics include age, gender, marital status, number of dependents and income. These differences will be brought into the world of work so that the motivation of each individual will vary. [8]. Indicators of Individual Characteristics variable includes: X1.1.- Age, X1.2.-Gender, X1.3.-Marital Status, X1.4. The Number of Dependents X1.5.-Income, [8][9].

b. X2. Individual Ability

The ability of individuals is referring to a capacity to perform various tasks, in a job. Individual ability is basically structured in two (2) devices, namely intellectual ability and physical ability. Intellectual abilities are abilities necessary to carry out mental activities include: numerically skills, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, space visualization and memory or memory, [8]. Ability of individuals in skills play an important role in the behavior and job performance. In other words that the ability of the individual is an important function of knowledge and skills. Indicator of Individual Ability variable includes: X2.1. Physical Ability, X2.2. The Ability of the Construction X2.3.- Initiative Concerning the Construction, X2.4.-Can Adjust the Work, X2.5. Communication / Relationships with Other People, [8][9][10].

c. X3. Individual Loyalty

Individual Loyalty is a commitment to maintain the results achieved, despite the influence of the situation and efforts in work activities cause behavior, [11]. Next profits earned by the consulting services company if the expert are loyal among others, can reduce waste, can reduce incentive spending, can reduce the cost of financial turnaround, ensuring loyalty is in the workings satisfied, can reduce the cost of failure and replacement costs, [11]. Loyalty comes from the most appropriate choice, individual loyalty is the most sought core, so if the individual loyalty is achieved, the company will benefit, [5]. Indicator of Individual Loyalty variable includes: X3.1. -Talk About Positive Things, X3.2. Recommend Service to Others, X3.3. Encourage Co-Workers Work Better, X3.4. Consider the Services as the Main Option, X3.5. Doing More Work Activity Increased at Any Time, [11].

d. X4. Job Motivation

Everyone tends to develop certain patterns of motivation as a result of the environment around them. The pattern is an individual's attitude towards the perspective of a job and how to run their lives. There are 4 (four) patterns of individual motivation: achievement, affiliation, competence and power. Achievement motivation is encouragement in that person, to face all the challenges and obstacles. Motivation affiliate is an encouragement to connect with others on a social basis. Motivation competence is an encouragement for work excellence, improve skills and problem solving. Power motivation is a boost to influence others and change the situation, [12]. Indicator of Job Motivation variable includes: X4.1. Work According to Orders from Superiors, X4.2. Note Boss / Feel Valuable, X4.3. Work Hard, X4.4. Like Work, X4.5. Have a Responsibility, [8][13].

e. X5. Job Satisfaction

Job satisfaction is an individual's general attitude towards the work he/she is performing. One with a high level of job satisfaction showed a positive attitude towards work. Otherwise if one is not satisfied with the work shows a negative attitude towards work, [8]. Job satisfaction as the feelings and reactions of individuals to the environment, Job satisfaction is an emotional state that is pleasant or unpleasant according to one's perspective on his/her work. This case is obtained if there is a match between the job with his/her wishes, [9]. Indicator of Job Satisfaction variable includes: X5.1. Working Conditions that Support, X5.2.-Challenging Work, X5.3.- Colleagues Who Support, X5.4.-Remuneration and Salaries, X5.5. Supervision and Promotion Opportunities, [8][14][15].

f. Y. Job Performance

Performance was the main objective in this study is as an attempt someone who achieved the results achieved as a result of operations and ability to act in certain situations. Work performance needed in any organization so that performance can not be separated from the achievement of each individual, which is involved in it, [10]. Therefore, individuals who engage in high-performing organizations, the organization must demonstrate precisely with respect talents, by developing the ability to use properly, so that the organization will be a dynamic, [4]. Indicator of Job Performance variable includes: Y1.-Effectiveness and Quality, Y2.-Efficiency, Y3.-Productivity, Y4.- Work Management, Y5 - The Use of Adequate Facilities and Technology, [8] [16] [17].

2. The Relationship Between Variables

The relationship between exogenous variables – X1, Individual Characteristics- X2, Individual Ability whereas endogenous intervening variable X3, Individual Loyalty- X4, Job Motivation- X5. Job Satisfaction and Y. the dependent endogenous variable Job Performance, which is shown in the above description, the causal relationship between each of the variables are as described below. Figure 1 The Relationship Between the Variables.

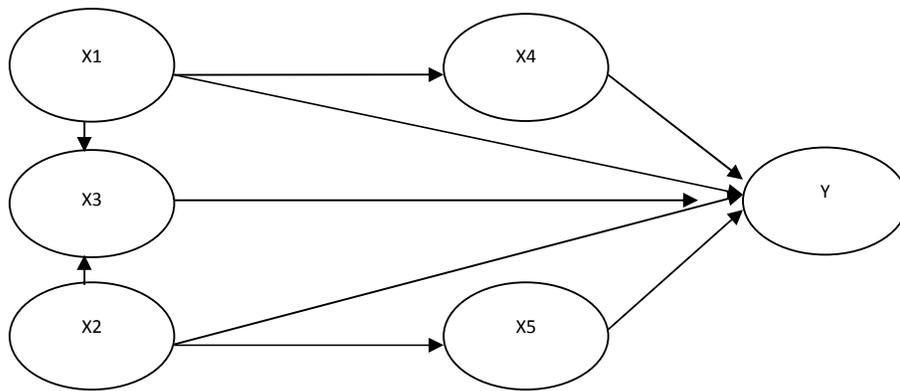


Figure 1 The Relationship Between the Variables

3. Hypotheses

Hypothesis of this study was to determine the modelling of influence exogenous variables X1. Individual characteristics of experts - X2, Individual ability of experts and other endogenous variables affect the variable Y of job performance of the expert consultancy services company in the scope of planning.

4. Study Design

The order of the study design consisted of 6 (six) phases, where the first phase includes the introduction (background of the problem, formulation of the problem, and research purposes). Followed by a second phase of basic theory (includes supporting theory, previous research / relationships between variables and hypotheses) and research methods include variables of the study, the relationship between variables, population and sample, research sites, research instruments, research instruments trial results, the use of statistical analysis of *Structural Equation Modelling (SEM)* [18] [19] [20]. Analysis (tabulation of data, data analysis and discussion) and Conclusions (conclusions and suggestions of applications) are as follow [6]. Figure 2 The Flow of Thought Research.

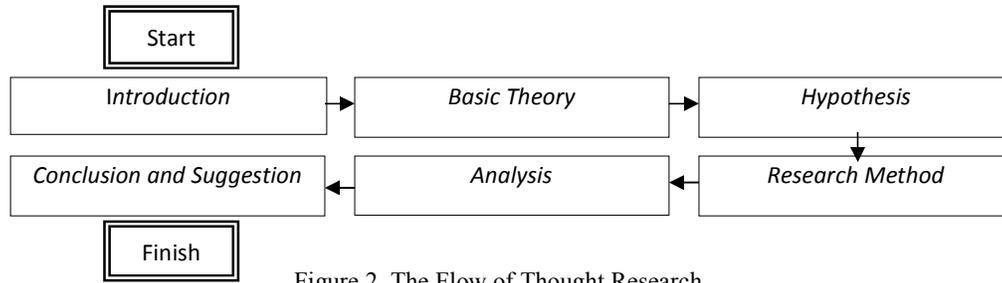


Figure 2. The Flow of Thought Research

5. Study variables

In research is always associated with the study variables, from this variable was obtained information to obtain conclusions and suggestions. Variable is defined as an attribute that has a variation between the subject / object to other the subject / object. Constructs have a variation so-called variable, [21].

6. Population and Sample

The population of infrastructure consulting services company as much as 1096 people, conducted in East Java province is divided into Grade1, grade2 and grade3. Results of *sampling cluster* in the province of East Java, using *purposive sampling* of 200 consulting service companies. Each consulting service company assigned a leader a part engineering who has had expertise certificate, 5 years experience as a respondent. Questionnaires sent by mail and have been returned in good condition.

7. Research Instruments

In this study the measurement exogenous variables and endogenous variables are using a *Likert scale* combined with the scale interval, with odd assessment scale, a score of 1 to 5 where a score of 1 is the negative extreme value and scores 5 is positive extreme value by providing variations of answers to their each item question, [6] [7], are as follows: (1) strongly disagree, with scores 1, (2). disagree, with scores 2, (3). neutral, with scores 3, (4). agree, with scores 4, (5). strongly agree, with scores 5.

8. Research Instruments Trial Results

Trial to study instrument is in the form of test items, test the construct validity, reliability test. Of the number of respondents who selected 30 (thirty) person who represent expert consulting services. Instrument test results with item test results average above 0.30, the validity of the test results above the average of 0.60, and reliability test results above the average of 0.60. With the results of those trials, the research instruments have qualified, so that the questionnaire does not need to be repaired and research can be continued. Table 1 shows the results of the item test trial, validity and reliability.

Table 1. The results of the item test trial, validity and reliability.

No	Variable	Item Test of Indicator > 0.30	Validity Test of Variable > 0.60	Reliability Test of Variable > 0.60
1	X1. Individual Characteristics	Average > 0.30	0.730	0.928
2	X2. Individual Ability	Average > 0.30	0.782	0.944
3	X3. Individual Loyalty	Average > 0.30	0.739	0.930
4	X4. Job Motivation	Average > 0.30	0.764	0.936
5	X5. Job Satisfaction	Average > 0,30		0.871
6	Y. Job Performance	Average > 0.30	0.682	0.896

Source: Researchers processed

9. The use of statistical analysis of SEM

This study was use of statistical analysis of *structural equation modelling (SEM)* with *AMOS version 21.0 software programmed*, because several reasons, among others: the independent variables used are *reflective variable*, relationships between variables are relatively complicated simultaneously, a development model that has a strong theoretical justification, theoretical models built are illustrated in a diagram. Constructs were built in the flowchart consisting of exogenous constructs that are not predicted by other variables, and constructs the intervening endogenous and dependent endogenous constructs, [20]. Problem which is used to identify the problem with giving more restrictions on the model analyzed, which eliminates the amount of the estimated coefficients [20] with Goodness of Fit include: PV, CMIN/DF, GFI, AGFI, TLI, CPI, RMSEA, CR, [18].

RESULTS AND DISCUSSION

Statistical data analysis of *Structural Equation Modeling (SEM)* is using *AMOS software program version 21.0* with exogenous variables X1- Individual Characteristics and X2 - Individual Ability while *intervening endogenous* variables of X3 - Individual Loyalty, X4 - Job Motivation, and X5 - Job Satisfaction Y- *endogenous* variables Job Performance of expert consulting services in the field of planning. Testing the model produces *standardized regression weight* values in variables, [18].

1. Assuming the Evaluation Results of SEM

Evaluation of assumptions of use *Structural Equation Modeling (SEM)* basically done when the *AMOS 21.0 software* operation is running, include test items, test validity and reliability test, [18] [19] [20].

a. Validity test of construct

Latent variable ability to measure the concepts developed in the research note by determining that any valid estimated indicator to measure the tested variables, providing precise measurement results in the status of research based calculation to determine the variables that can be used includes: X1. Individual Characteristics and X2. Individual Ability of while *intervening endogenous* variables of X3. Individual Loyalty, X4. Job Motivation, X5. Job Satisfaction, *endogenous* variable Y. Job Performance of expert consulting services in the scope of planning.

Table 2. Validity Test.

Latent Variable	Indikator	Regresion Weight (Factor Loading)	Critical Ratio (CR)	Conclusion (CR > 1,96)
X1. Individual Characteristics	X1.1	2.168	8.373	Sig
	X1.2	2.596	8.990	Sig
	X1.3	2.624	8.828	Sig
	X1.4	1.207	15.190	Sig
	X1.5	1.000	-	Ref Var
X2. Individual Ability	X2.1	0.787	9.434	Sig
	X2.2	1.002	10.897	Sig
	X2.3	1.019	12.032	Sig
	X2.4	1.112	18.367	Sig
	X2.5	1.000	-	Rev Var
X3. Individual Loyalty	X3.1	0.832	26.598	Sig
	X3.2	1.052	67.908	Sig
	X3.3	0.851	26.598	Sig
	X3.4	1.022	55.422	Sig
	X3.5	1.000	-	Rev Var
X4. Job Motivation	X4.1	1.000	-	Rev Var
	X4.2	1.095	22.929	Sig
	X4.3	0.992	16.548	Sig
	X4.4	0.988	79.523	Sig
	X4.5	1.142	23.443	Sig
X5. Job Satisfaction	X5.1	1.289	28.978	Sig
	X5.2	0.996	62.330	Sig
	X5.3	1.158	25.666	Sig
	X5.4	1.254	29.345	Sig
	X5.5	1.000	-	Rev Var
Y. Job Performance	Y1	1.000	-	Rev Var
	Y2	1.238	24.350	Sig
	Y3	0.092	0.978	No Sig
	Y4	1.062	19.385	Sig
	Y5	1.322	20.703	Sig

Source: Researchers processed

b. Reliability test of construct

Reliability means that a set of latent construct indicators are consistent in their measurement, [20]. Measurements that have a high level of reliability means that being able to provide reliable measurement results. Table 3 Reliability Test

Table 3 Reliability Test

Latent Variable	Construct Reliability	Criteria (cr ≥ 0.70)	Conclusion
X1. Individual Characteristics	73.02	≥ 0.70	Reliable
X2. Individual Ability	78.19	≥ 0.70	Reliable
X3. Individual Loyalty	73.89	≥ 0.70	Reliable
X4. Job Motivation	76.45	≥ 0.70	Reliable
X5. Job Satisfaction	74.02	≥ 0.70	Reliable
Y. Job Performance	70.16	≥ 0.70	Reliable

Source: Researchers processed

c. Initial Model Testing

Initial model testing which is an initial picture of the relationships hypothesized in this study. The initial models were generated and then be evaluated to determine that those model is eligible / not with Goodness of Fit Index. Figure 3 shows the Results of Testing Initial Models with Table 4. The Evaluation of Goodness of Fit Index for the Initial Models.

Table 4 The Evaluation of Goodness of Fit Index for the Initial Models

Goodness of Fit Index Testing	Result	Criteria	Explanation
PV (P-Value)	0.000	< 0.05	Accepted
CMIN/DF (CMIN/DF /Degree of Freedom)	12.506	1-2	No Accepted
GFI (Good of Fitnes Index)	0.382	≥ 0.90	No Accepted
AGFI (Adjusted Goodness of fit Index)	0.273	≥ 0.90	No Accepted
TLI (Tucker Lewis Index)	0.565	≥ 0.90	No Accepted
CFI (Critical Fit Index)	0.605	≥ 0.90	No Accepted
RMSEA (The Root Mean Square Error of Approximation)	0.240	< 0.08	Accepted
CR (Critical Ratio)	-	2	

Source: Researchers processed

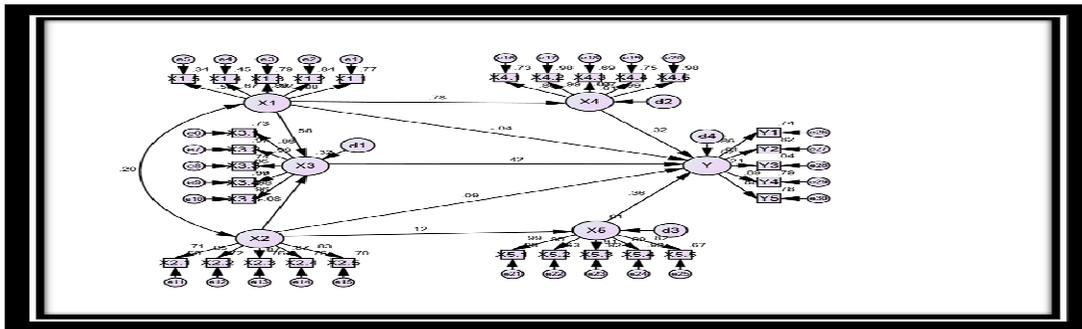


Figure 3 The Results of Testing Initial Models

d. Models Nested Testing

Testing the modified models (nested models) conducted by modification indices can be described in the modified model by modifying the initial model by adding or changing pattern of relationships while maintaining the original variables and continues to be supported by the same theory, [18] [19] [20]. Improved model is shown in Figure. 4 The Results of Testing Nested Models and Table 5 shows the Evaluation of Goodness of Fit Index for Nested Models.

Table 5 The Evaluation of Goodness of Fit Index for Nested Models.

Goodness of Fit Index Testing	Result	Criteria	Explanation
PV (P-Value)	0.000	< 0.05	Accepted
CMIN/DF (CMIN/DF /Degree of Freedom)	4.834	1-2	No Accepted
GFI (Good of Fitnes Index)	0.735	≥ 0.90	No Accepted
AGFI (Adjusted Goodness of fit Index)	0.586	≥ 0.90	No Accepted
TLI (Tucker Lewis Index)	0.855	≥ 0.90	No Accepted
CFI (Critical Fit Index)	0.901	≥ 0.90	Accepted
RMSEA (The Root Mean Square Error of Approximation)	0.139	< 0.08	No Accepted
CR (Critical Ratio)		2	

Source: Researchers processed

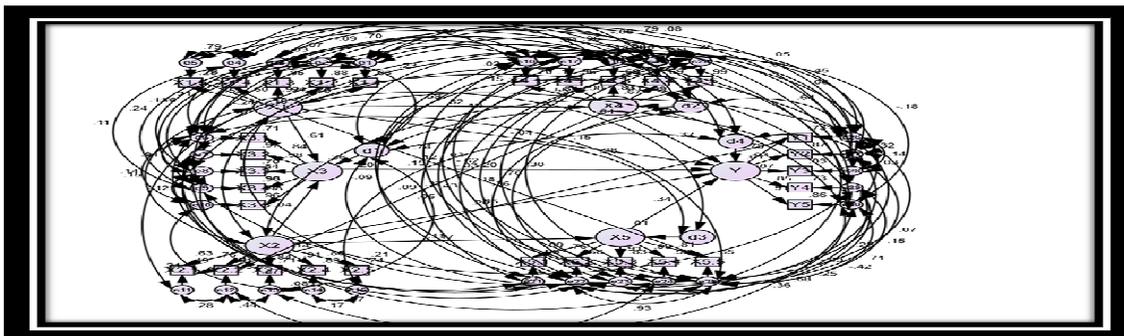


Figure 4 The Results of Testing Nested Models

2. Analysis of the Influence Between Variables

After research model is accepted, next step was conduct testing whether there is an effect between latent variables or not that have been hypothesized and the results are shown in Figure 5. The Influence Between Latent Variables and Table 6 shows the Coefficients of Regression Lines.

Table 6 The Coefficients of Regression Lines

Variabel	Regresión Weight (Factor Loading)	Critical Ratio (CR)	Criteria (CR > 1.96)
X1 - X3	0.606	6.677	Sig
X1 - X4	0.818	7.747	Sig
X2 - X3	- 0.041	- 0.799	No Sig
X2 - X5	0.108	0.146	No Sig
X1 - Y	- 0.038	- 0.497	No Sig
X2 - Y	0.050	1.186	No Sig
X3 - Y	0.296	5.056	Sig
X4 - Y	0.315	4.493	Sig
X5 - Y	0.341	5.588	Sig

Source: Researchers processed

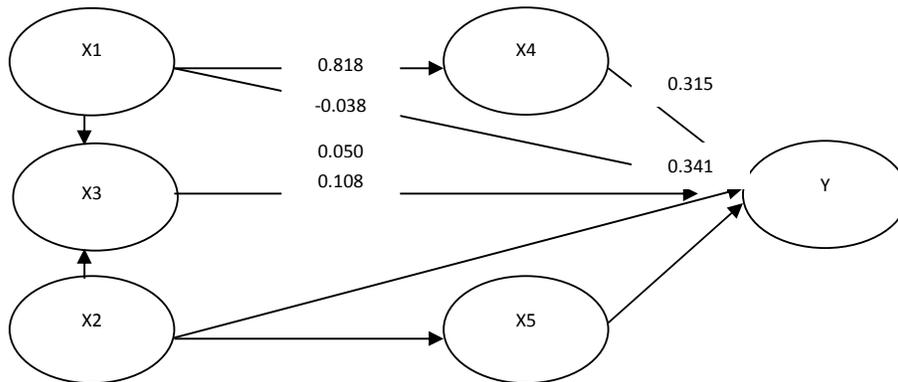


Figure 5 The Influence Between Latent Variables

2. Analysis result

Hypothesis testing is done by comparing the Critical Ratio value (CR) each latent variable with significant CR (CR> 1.96) were significantly tied if CR latent variable is greater than 1.96 (CR> 1.96), as shown in table 6. The coefficients in the regression

1. Individual Characteristics variable is positive and significant influence on Job Motivation with CR value =7.747>1.96 and the value of the regression coefficient 0.818.
2. Individual Characteristics variable is positive and significant influence on Individual Loyalty with CR value =6.677>1.96 and the value of the regression coefficient 0.606.
3. Individual Characteristics variable is negative and not significant influence on Job Performance with CR value = - 0.497<1.96 and the value of the regression coefficient -0.038.
4. Individual Ability variable is negative and not significant influence on Individual Loyalty with CR value = - 0.799<1.96 and the value of the regression coefficient -0.041.
5. Individual Ability variable is negative and not significant influence on Job Satisfaction with CR value = 0.146<1.96 and the value of the regression coefficient 0.108.
6. Individual Ability variable is positive and not significant influence on Job Performance with CR value = 1.186<1.96 and the value of the regression coefficient 0.050.
7. Individual Loyalty variable is positive and significant influence on Job Performance with CR value = 5.056>1.96 and the value of the regression coefficient 0.296.
8. Job Motivation variable is positive and significant influence on Job Performance with CR value = 4.493<1.96 and the value of the regression coefficient 0.315.
9. Job Satisfaction variable is positive and significant influence on Job Performance with CR value = 5.588<1.96 and the value of the regression coefficient 0.341.

3. Analysis of the Contribution of the Influence of Latent Variables

Once accepted research model and the influence of latent variables lines and its indicator can be seen, the influence between latent variables is formed or the percentage variance between variables described in Table 7 shows Determinant Coefficient (R²).

Table 7 Determinant Coefficient (R^2).

Latent Variables	Squared Multiple Correlation (CR)	Explanation
X3. Individual Loyalty	36.10%	Contribution of variable effect on X1. Individual Characteristic and X2. Individual Ability to X3 variable. Individual Loyalty, as 36.10%, the rest is explained by other variables.
X4. Job Motivation	66.90%	Contribution of variable effect on X1. Individual Characteristic to X4. Job Motivation as 66.90%, the rest is explained by other variables.
X5. Job Satisfaction	1.20%	Contribution of variable effect on X2. Individual Ability to X5. Job Satisfaction as 1.20%, the rest is explained by other variables.
Y. Job Performance	60.60%	Contribution of variable effect on X1. Individual Characteristic, X2. Individual Ability, X3. Individual Loyalty, X4. Job Motivation, X5. Job Satisfaction to Job Performance as 60.60%, the rest is explained by other variables.

Source: Researchers processed

4. Analysis of the influence of the direct, indirect and total effect

Power of influence among constructs, either direct effect, indirect or total effect can be analyzed through coefficients of all the lines with arrows one end. Direct influence of the latent variables is each indicator that forms the latent variables are analyzed. Indirect effect (*standardized direct effect*) derived from the indicator in the study. Total effect is the effect of various relationships contained in a latent variable, [18]. Direct effect, indirect effect and total effect between latent variables are shown in Table 8 shows the Direct Effect, Indirect Effect and Total Effect.

Table 8 The Direct Effect, Indirect Effect and Total Effect

Latent Variables	Direct Effect	Indirect Effect	Total Effect
X1 X3	0.606	-	0.606
X2 X3	- 0.041	-	- 0.041
X1 Y	- 0.038	0.437	0.399
X2 Y	0.050	0.025	0.075
X3 Y	0.296	-	0.296
X4 Y	0.315	-	0.315
X5 Y	0.341	-	0.341

Source: Researchers processed

Goal direct effect and indirect effect is to determine the function of intermediate variables (*intervening*), whether to strengthen, weaken or no role in the effect between latent variables. The following described the direct and indirect influence of the latent variables, [22]. Table 9 shows Strengthen / Weaken the Influence.

Table 9 Strengthen / Weaken the Influence

Latent Variables	Total Influence	Explanation
X1 X3	0.606	Directly there is positive and significant influence, X1. Individual Characteristics to X3. Individual Loyalty as 0.606. If the X1. Individual Characteristics increased by 1 degree, the X3. Individual Loyalty also increased as 0.606.
X2 X3	-0.041	Directly there is negative and significant influence, X2. Individual Ability to: X3. Individual Loyalty as -0.041. If the X1. Individuals Characteristics increased by 1 degree, the X3. Individual Loyalty also decreased as -0.041.
X1 Y	0.399	Indirectly there is positive and significant influence, X1. Individual Characteristics through: X4. Job Motivation to Y. Job Performance, indirect effect as 0.399. This is indicated that X4. Job Motivation does not act strengthens the influence of X1. Individual Characteristic to Y. Job Performance.
X2 Y	0.075	Indirectly there is positive and significant influence, X2. Individual Ability through X5. Job Satisfaction to Y. Job Performance, indirect effect as 0.075. This is indicated that X5. Job Satisfaction does not act strengthens the influence of X2. Individual Ability to Y. Job Performance.
X3 Y	0.296	Directly there is positive and significant influence, X3. Individual Loyalty to: X3. Individual Loyalty as 0.296. If the X1. Individual Characteristics increased by 1 degree, the X3. Individual Loyalty also increased as 0.296.
X4 Y	0.315	Directly there is positive and significant influence, X4. Job Motivation to Y. Job Performance as 0.315. If the X4. Job Motivation increased by 1 degree, the Y. Job Performance also increased as 0.315.
X5 Y	0.341	Directly there is positive and significant influence, X5. Job Satisfaction to Y. Job Performance as 0.341. If the X5. Job Satisfaction increased by 1 degree, then Y. Job Performance also increased as 0.341.

Source: Researchers processed

CONCLUSION

Based on the analysis and discussion that has been conducted in this study can be given the following conclusions:

1. Variables X1. Individual characteristics include indicators: X1.1. Age, X1.2. Gender, X1.3. Marital Status, X1.4. The Number of Family Dependents, X1.5. Income, not significant influence to the Y Job Performance planning consulting services expert.
2. Variables X2. The ability of individuals includes indicators: X2.1. Physical Ability, X2.2. The Ability of the Construction, X2.3. Initiative Concerning the Construction, X2.4. Can Adjust the Work, X2.5. Communication / Relationships with Other People, positive and significant influence to the Y Job Performance planning consulting services expert.
3. Variable X3. Individual Loyalty includes indicators: X3.1. Talk About Positive Things, X3.2. Recommend Service to Others, X3.3. Encourage Co-Workers Work Better, X3.4. Consider the Services as the Main Option, X3.5. Doing More Work Activity increased at any time, positive and significant influence to the Y Job Performance planning consulting services expert.
4. Variable X4. Job Motivation include indicators: X4.1. Work According to Orders from Superiors, X4.2. Note Boss / Feel Valuable, X4.3. Work Hard, X4.4. Like Work, X4.5. Have a responsibility, positive and significant influence to the Y Job Performance planning consulting services expert.
5. Variable X5. Job Satisfaction includes indicators: X5.1. Working Conditions That Support, X5.2. Challenging Work, X5.3. Colleagues Who Support, X5.4. Remuneration and Salaries, X5.5. Supervision and Promotion Opportunities, positive and significant influence to the Y job performance planning consulting services expert.
6. From variables X1, Individual Characteristics, X2. Individual Ability, X3. Individual Loyalty, X4. Job Motivation, X5. Job Satisfaction dominant influence positively and significantly to the Y Job Performance planning consulting services expert is the variable X1. Individual Characteristics through an intervening variable of Job Motivation.

Based on the conclusions described in this study can be given suggestions as follows: X1- Individual characteristics through an intervening variable of X5. Job Motivation must be a pioneer in encouraging other variable to Y Job Performance planning consulting services expert.

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