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FACTORS INFLUENCING PERFORMANCE OF AGRICULTURAL COUNSELORS IN TOJO UNA-UNA REGENCY

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ABSTRACT

This research was conducted to analyze factors which consist of work environment, incentives, non-financial rewards and placement that give impact on the performance of agricultural instructors in Tojo Una-Una Regency. Type of the current research is descriptive quantitative, 51 people of sample are agricultural counselor. Stratified Proportional Random sampling technique was applied and then processed by using SPSS application.

The results showed that both partially and simultaneously work environment, incentives, non-financial rewards and placements had an effect on the performance of agricultural instructors in Tojo Una-Una Regency and the most dominant factor is incentives.

Keywords: *work environment, incentives, non-financial rewards, placement, performance of agricultural counselor*



INTRODUCTION

Agricultural development in the reform era were experienced a paradigm shift from the old paradigm which was more oriented to efforts in increasing agricultural production to a new paradigm that was more oriented towards increasing income by implementing an agribusiness system. Agricultural counselor in agricultural development have a mandate to provide non-formal education for farmer-fishermen, family farmers and wider community, especially in rural areas. To fulfill this, it is necessary to direct and use it efficiently and effectively. Employee performance in organization needs to be improved through various efforts made by the organization itself as well as efforts of employees as individuals. Performance improvement is the need for each employee to support the targeted goals in the organization.

The implementation of agricultural extension aims to achieve advanced, efficient and resilient farmers as one of components to develop agriculture in order to realize a prosperous society. Meanwhile, the professional development of agricultural counseling should be developed into an independent profession with basically identity of professional agricultural counselor belongs to the farmer and his institution. For this reason, it is necessary to gradually develop the role and position of agricultural counselor whose functioned as providers of educational services as well as agribusiness consultants, rural mediators, empowerment of farmers and farmer defenders, independent professional officers which are supported by morale and specific skills. Realizing that potential and capabilities of agricultural counselor were not evenly distributed, it is necessary to formulate a direction and policy for agricultural development within the framework of national development which is implemented through a strategy of empowering agricultural counselor towards a more advanced, independent, prosperous and equitable. Agricultural development in the future is expected to make a bigger contribution in order to reduce inequality and expand employment opportunities, and be able to take advantage of all economic opportunities that occur as a result of globalization and world economic liberalization.

The problem now is to what extent does the performance of agricultural counselor as human resources can be achieved, and how is the organizational strategy anticipate changes of relevant conditions to be implemented to improve the quality of work of human resources in order to achieve high productivity of agricultural counselor so as a level of efficiency and effectivity can be achieved to all the existing stakeholders. According to the data obtained from Agricultural counselor at Sukamaju Farmer Group, Bangka Makmur Village, Ulu Bangka District, Tojo Una-Una Regency, performance of Agricultural Instructor tends to decline, which is indicated by the appearance of several cases below: 1. The number of agricultural counselor is 126 people who are distributed throughout the District in

Ulu Bangka Subdistrict, Tojo Una-Una Regency, only about 50% were found to be active in the Agricultural Counseling Working Area during working hours / visiting times; 2. Collection of agricultural counselor work plans is inconsistent. In January every year, Sukamaju Farmers Group in Bangka Makmur Village, Ulu Bangka District, Tojo Una-Una Regency should receive it completely, but in fact there were only 13 people have collected in 2019. The presence of agricultural counselor routinely in monthly meetings tends to decrease. In accordance with the average attendance, only 20 to 30 people were presented so that what becomes the problems in the field were rarely monitored accurately.

LITERATURE REVIEW

Performance Concept and Scope

Term of *kinerja* (performance in English) has been widely used, however the definition or notion of *kinerja* has not yet been included in The Great Dictionary of the Indonesian Language, thus it is difficult for the public to know. However, Indonesian mass media provide an equivalent word of English for the term *kinerja*, namely performance (adopted from English word). The definition of performance according to Sedarmayanti (2007) states that: "Performance is a system used to assess and find out whether an employee has carried out his job as a whole, or it is a combination of work results (what someone has to achieve) and competence (how someone achieves it)". Performance of public service bureaucracy in Indonesia, Government by means of Public Service Law Number 25 of 2009 has provided various signs of providing good services to the public bureaucracy. Factors affecting the performance of agricultural counselor related to research variables as follow:

1. Work Environment

Work environment is a condition where it is pleasant, provides a sense of calm, comfort, magnificence, entertaining, refreshing and other things that provide special value to employees. On the other hand, the work environment can be seen from work harmony, physical form of work space and so on. The point is that work environment consists of available workspace interior environment, harmony among peers, supported by availability of tools and equipment.

Nawawi (2000: 439) suggests that work environment has a direct effect on employee work attitudes and determines their work performance. A pleasant work environment makes employees' attitudes to be positive and encourages them to work more diligently, otherwise, if environmental situation is unpleasant they tend to leave it, degradation of their work performance is the consequence.

2. Incentive

Incentive is the provision of different wages not based on job evaluation but differences in work performance (Samsudin 2006). Incentives are remuneration provided by companies that can be valued in money and have a tendency to be given regularly. Incentives are defined as a form of payment that is linked to performance and gain sharing, as profit sharing for employees due to increased productivity or cost savings (Burhauddin Yusuf, 2015: 253).

3. Non-Financial Awards

In modern organizations, various types of rewards are developed and created to be able to consistently be an element that motivates employees to carry out various activities that are considered to be beneficial for the company (Chiang and Birtch, 2012).

Vroom (1984: 69) states that non-financial rewards through performance appraisals aimed as a process to measure work achieved by employee compared with the required level of performance standards. Work results are intended to determine the extent of skills have been achieved, and then used as consideration to find existing weaknesses, research and improve these weaknesses, basic career planning to determine awards for achievement as well as various starting points for personal efforts etc. Thus, by performance appraisal which is followed up by reward will provide input regarding reality of the measured performance level, so that follow-up actions taken will be adjusted to the level of performance being evaluated.

The Civil Service Management of Republic of Indonesia implies that Civil Servants are given reward if they have shown meritorious loyalty to the country or have shown extraordinary good work performance in the form of honors, special promotions or other awards (PP Number 99 of 2000).

4. Leadership

According to Suwarno in his book *Understanding Social Sciences* (2013: 60) explains that leadership is closely related to a process of social impact that is deliberately carried out by one person against another to manage activities and relationships in an organization or group in order to achieve organizational goals. Leadership is a process of providing meaningful direction so that inspiration and potential for subordinates can grow and develop. This concept is in accordance with the Obiwuru concept which explains that "Leadership is the use of a forefront strategy in order to offer inspiring motives and to increase staff potential to grow and develop" (Obiwuru, 2011: 101). According to Abidin (2000: 17) the notion of leadership is behavior of an individual who leads group activities to achieve organizational goals. The need for leadership is seen at all levels in organization, from superiors to subordinates, thus it is necessary to have an understanding between people who want to be led based on the leadership, responsibility and discipline shown.

Surento (2000: 23) suggests that leadership is coordination of main tasks, socializing cooperation between employees, being role models and communicative between employees regarding problems and policies in determining an implementation both functionally, managerially and operationally in a function, authority and role assumed by the leader to give impact on activities organized towards achieving goals.

5. Placement

The placement of employees is a follow-up of a proper selection results so that various things can be learnt by the organization and the employees concerned, including new employees who are expected to work productively, loyal to organization and peers and behave positively as well as giving impression that organization will try to fulfill the interests of employees concerned. Thus the appropriate placement of employees will affect employee motivation in carrying out their duties properly

Law of The Republic of Indonesia Number 43 Year 1999 article 17 paragraph 2 states that appointment of Civil Servant in a position is carried out based on the principle of professionalism in accordance with competence, work structure and rank applied to the position as well as other objective requirements without distinguishing gender, ethnicity, religion, race or class.

RESEARCH CONCEPTUAL FRAMEWORK

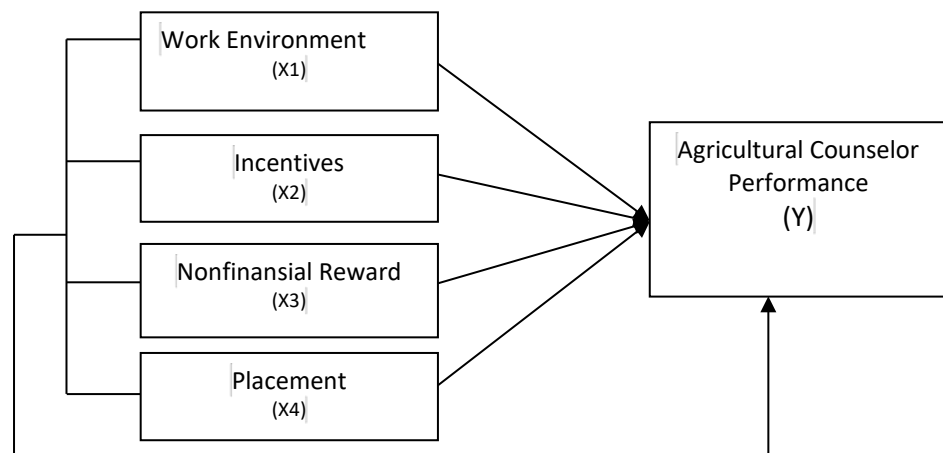


Figure 1. Research Conceptual Framework

Research Hypothesis

Based on theoretical description and framework of thinking above, the hypothesis proposed in this study as follow:

1. Work environment factors, incentives, non-financial rewards and placement have a partial effect on performance of agricultural counselor in Tojo Una-Una Regency.
2. Work environment factors, incentives, non-financial rewards and placement have simultaneous effect on performance of agricultural counselor in Tojo Una-Una Regency.
3. Incentive factors have dominant effect on performance of agricultural counselor in Tojo Una-Una Regency.

RESEARCH METHODOLOGY

Type of research used in the current study is quantitative descriptive approach. Data analyzed comes from sample where relative, distributive, and relationship events between independent and dependent variables are found. Methods of data collection applied questionnaires, observation and interviews

In this study, total population of Agricultural counselor in Tojo Una-Una Regency from total number of agricultural counselor in the Regency was 126 people. Researcher determined the total number of Agricultural counselor samples was 126 populations. Due to large population, researcher used Slovin formula in determining number of samples in this study and the results were 51 samples. Sampling technique is Stratified Proportional Random.

RESULT AND DISCUSSION

1. The Effect of Work Environment on Performance of Agricultural counselor in Tojo Una-Una Regency

The results of study indicate that there is a positive impact between work environment and agricultural counselor performance. Based on the results of statistical tests, regression coefficient value of work environment variable shows a positive number of 0.712, which means that it shows same effect as agricultural counselor performance variable. This means that if work environment variable is increase, agricultural counselor performance will also increase. The amount of α of work environment factor is 0.05, which is greater than P value of 0.037, this means that work environment variable has significant effect on performance of agricultural counselor in TojoUna-Una Regency.

The results of hypothesis testing have proven that there is an impact between work environment on performance of agricultural counselor in Tojo Una-Una Regency. This means that work environment partially has a positive and significant effect on performance of agricultural counselor in Tojo Una-Una Regency. This test statistically proves that work environment has positive impact on performance of Agricultural counselor in Tojo Una-Una Regency which means that there is a

positive and significant impact between work environment variables on performance of Agricultural counselor in Tojo Una-Una Regency. Factor of conducive work environment is a need desired by agricultural counselor in Tojo Una-Una Regency in an institution providing direct services to community with various existing dynamics. Day by day, agricultural counselor face various interests, desires and uncertain emotional stability. If work environment is not accommodated, it will affect their performance.

A conducive work environment provides a sense of security and allows employees to work optimally. If an employee enjoys work environment where he / she works, then the employee will feel at home in his workplace carrying out his activities so that work time will be spent effectively. Otherwise, inadequate work environment can reduce employee performance. Some experts define work environment as follows :

According to (Nitisemito in Nuraini 2013: 97) work environment is everything around employee and give affect in carrying out duties assigned to him, for example by presence of air conditioner (AC), adequate lighting and so on. Work environment is something that exists in employee' environment which can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of work place and sufficient of work equipment (Isyandi, 2004: 134).

Based on observations, work environment in Tojo Una-Una Regency is sufficient to support performance improvement, almost every fiscal year there were additional physical facilities and maintenance costs for infrastructure. From the results of interview, information was obtained that agricultural counselor did not presume that their work environment was hindering achievement of work standard targets, instead they were always motivated to be more active and diligent in their duties and jobs. This is understandable because this is inseparable from behavior of leader who always gives moral encouragement to resolution of problem that can hinder performance.

2. The Effect of Incentives on Performance of Agricultural counselor in Tojo Una-Una Regency

Based on the results of statistical testing found out that incentive variable regression coefficient value shows a positive number of 0.762, which means that it shows the same effect as agricultural counselor performance variable. This means that if incentive variable is increased, performance of agricultural counselor will also increase. The amount of α from incentive factor is 0.05 which is greater than P value of 0.000 which means that incentive variable has most significant impact on the performance of Agricultural counselor in Tojo Una-Una Regency. The results of hypothesis testing have proven that there is impact between incentives on performance of agricultural counselor in Tojo Una-Una Regency. This means that incentives partially affect performance of agricultural counselor in Tojo Una-Una Regency. This test statistically proves that incentives impact

performance of agricultural counselor in Tojo Una-Una Regency. This means that there is a positive and significant contribution between incentive variables on performance of agricultural counselor in Tojo Una-Una Regency.

This is very reasonable considering that every human being wants a good and sufficient level of welfare in his life. The level of welfare is the amount of salary or wages they receive to live properly. However their needs and interests are booster for them to carry out activities in organization. Results of interview obtains information that incentives received were satisfactory, especially the payroll system with future guarantees, according to him, it became a steady income when compared to employees of private companies who could go bankrupt which resulted in Termination of Employment (PHK). Therefore, fulfillment of these incentives will automatically affect behavior and ultimately incentive serves as motivation Based on the observations, it was found that the cause of failure to provide incentives was value of incentive that was too low and failure of leader in performance appraisal. Therefore, in order to solve this, it is necessary to have a good performance standard and develop an appropriate performance appraisal system, and to properly link work performance with incentives.

In Herzberg's theory, incentives are not motivators, but it is nurturing factors. Herzberg believes that if someone has worked well, produces high productivity, works quickly but carefully, works in accordance with the existing directions and SOPs, then an employee should get some money as an incentive. Thus, incentive is a factor of propriety. These incentives will not generate motivation. Although there are differences in the perspective of HRM experts on incentives, it actually shows that incentive is an important factor in HR management. According to Muhammad Nasution (2013) who studied about factors affect performance of agricultural counselor in Delli Serdang Regency, counselor is one of the important factors in delivering information technology to farmers. Good performance of counselor greatly affects the increase in production. Purpose of this study was to analyze effect of age, formal education, work experience, distance of work area, number of assisted farmer groups and number of assisted villages on the performance of counselor in Deli Serdang Regency. The data used consisted of primary data and secondary data. Data analysis method applied is multiple linear regression analysis (multiple regression). The results showed that age, formal education, work experience, distance to work area, number of assisted farmer groups and number of assisted villages had a simultaneous effect on performance of counselor. Partially, variables that have significant effect on performance of agricultural counselor are formal education, work experience, distance of work area, and number of assisted farmer groups, while those that do not have significant effect are age and number of assisted villages.

3. The Impact of Non-Financial Awards on Agricultural Counselor Performance in Tojo Una-Una Regency

Based on the results of statistical testing, it is known that regression coefficient value of non-financial reward variable shows a positive number of 0.362 which means that it shows unidirectional effect as variable of agricultural counselor performance. This means that if non-financial reward variable is increased, the agricultural counselor performance will not be able to increase as well. The value of α of non-financial reward factor of 0.05 is greater than P value of 0.172, this means that non-financial reward variable has insignificant effect on performance of agricultural counselor in Tojo Una-Una Regency. Results of hypothesis testing have proven that there is impact between non-financial awards on performance of agricultural counselor in Tojo Una-Una Regency. This means that non-financial awards partially affect performance of agricultural counselor in Tojo Una-Una Regency. This test statistically proves that non-financial rewards has positive impact on performance of agricultural counselor in Tojo Una-Una Regency. This means that there is positive but insignificant contribution between non-financial reward variables towards performance of Agricultural Counselor in Tojo Una-Una Regency.

Based on results of observations, it can be further reviewed that in fact non-financial reward given to Agricultural Extension in Tojo Una-Una Regency in the last three years tend to prioritize paternalism that becomes trend used by leader, so that only certain people gain the reward. Supposedly, if the assessment based on education and work experience, it would be more prudent. Especially in terms of promotion, many of promoted positions tend to be zig-zag which means that they were mutated from one career unit to another career or unit, or taken from other organizations where there are still capable apparatus in the organization concerned.

Another analysis in dimension of promotion explains that every leadership turnover will be followed by promotion. The promotion of Tojo Una-Una District Agricultural Counselor in the last three years according to results of interviews with relevant officials was marked by a mismatch between position being promoted and expertise of position holder concerned. Most of positions resulting from promotional activities were occupied by people who were not relevant to their expertise, both in terms of their education and experience. However, there were still number of positions after promotion which is sufficient in accordance with the expertise of that position. This is supported by Adams (in Pengabean 2002: 259) who developed a theory of justice arguing that the essence of distributive justice is that employees compare their efforts and rewards with others in the same work situation. Employee input includes everything that is expected by employees to be given to the organization such as education, intelligence, experience, training, skills, seniority, and the amount of effort used. Many organizations show conditions of mutual support between various components in an organization that is mutually

reinforcing one another. As it is understood, strengthening is a method used by organizational management both for benefit of growing the desire of subordinates to repeat actions and behaviors that bring reward though it is non-financial.

4. The Impact of Placement on Performance of Agricultural Counselor in Tojo Una-Una Regency

Based on the results of statistical testing, it is known that regression coefficient value of placement variable shows a positive number of 0.340, which means that it shows unidirectional effect as agricultural extension's performance variable. This means that if non-financial reward variable is increased, the agricultural counselor performance will not necessarily increase. The value of α of the placement factor is 0.05, which is greater than the P value of 0.156, this means that placement variable has insignificant effect on performance of Agricultural Counselor in Tojo Una-Una Regency. The results of hypothesis testing have proven that there is impact between placement on performance of agricultural counselor in Tojo Una-Una Regency. This means that placement partially affects performance of agricultural counselor in Tojo Una-Una Regency. This test statistically proves that placement has unidirectional effect on agricultural counselor performance in Tojo Una-Una Regency. This means that there is a positive but insignificant contribution between placement variable on performance of agricultural counselor in Tojo Una-Una Regency. Based on the results of interviews with Agricultural Counselor Coordinator of Regency, things to be considered by leader in placing agricultural counselor in each BPP are systems and procedures that need to be carried out periodically to determine behavior and results of work that has been achieved both individually and collectively which is expected as a positive effort to increase motivation and improve agency performance.

This is important because there is no guarantee of employee who is placed in certain section will presume to be fit with their job or work environment. Ideally, placing or moving employee to a right positions based on results of analysis match with qualifications, abilities and desires of the employee concerned. Theoretically, Sastrohadiwiryono's opinion (2003) states that the placement of employee is a process of assigning tasks and jobs to employee who have passed the selection process to carry out according to a predetermined scope and be able to be responsible for all risks and possibilities that occur on duty and jobs, authorities, and responsibilities.

5. The impact of work environment, incentives, non-financial rewards and placement on performance of agricultural counselor in Tojo Una-Una Regency.

There is a positive and significant influence between work environment, incentives, non-financial rewards and placement have impact on performance of agricultural counselor in Tojo Una-Una Regency which is shown from F-count > F-table or

70.001 > 1,950 which means independent variable will have a simultaneous effect with variable dependent. The significance is high because 0.000 is less than alpha level of 0.05. It can be concluded that work environment variables, incentive, non-financial rewards and placement have significant and positive effect simultaneously on performance of agricultural counselor in Tojo Una-Una Regency. Thus, in this test it shows that H_a is accepted and H_o is rejected. Based on the results of determination test table above, it can be explained that coefficient of determination (R^2) is 0.859. It states that work environment variables, incentives, non-financial rewards and placement can only explain or contribute to variations in employee performance changes by 85.9%. While the remaining 14.1% is influenced by other variable which is not involved in this study. Results of previous research from Sapar, et., All, 2011 shows that factors influence performance of agricultural counselor and their impact on the competence of cocoa farmers in four regions of South Sulawesi. This study is to analyze factors that affect performance of agricultural counselor and their impact on competence of cocoa farmers. A total of 116 agricultural counselor, 116 farmer group leaders and 232 cocoa farmers from four districts in South Sulawesi participated in this study. LISREL program with SEM was applied to analyze the data. The results showed that performance of agricultural counselor was significantly influenced by their characteristics, competence, motivation and independence. Total impact of them was 71%. Suggestion from the current study is that their performance should be improved by providing specific training in order to upgrade their skills in planning, monitoring and evaluating agricultural counseling, agricultural counseling development and technology dissemination. Results of this research are supported by Law Number 16 Year 2006, which is a learning process for main actors and business actors so that they are willing and able to help themselves in accessing market information, technology, capital and other resources as an effort to increase productivity, business efficiency, income, and welfare, as well as raising awareness in environmental conservation (Isran Noor, 2012). Agricultural counseling in Indonesia have also experienced rapid development in line with agricultural development and politics of agricultural development itself. The success of Indonesia's green revolution with self-sufficiency in rice and food cannot ignore the role of agricultural counseling. Agricultural counseling make latest agricultural science and technology were transferred to farming community as users.

CONCLUSION

Based on results of the research conducted, the following conclusions can be stated:

1. From results of the current study, it can be seen that there is a partial impact of work environment variables, incentives, non-financial rewards and placement on the increase of agricultural counselor performance in Tojo Una-Una Regency.

2. From results of the study, it can be seen that there is a simultaneous influence of work environment variables, incentives, non-financial rewards and placement on the increase of agricultural counselor performance in Tojo Una-Una Regency.
3. The most dominant factor influence of the improvement of agricultural counselor performance in Tojo Una-Una Regency is the incentive variable. The provision of incentives in the form of monthly operational costs improved performance and has high consistency. Value of determination (R²) is 0.859. Coefficient of determination states that variables of work environment, incentives, non-financial rewards and placement can only explain or contribute to variations in changes in employee performance by 85.9%. While the remaining 14.1% is influenced by other variable which is not involved in this study.

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