

The Effect of Competence and Compensation on the Performances of Agricultural Extension Employee in Banten Province of Indonesia in Digital Era 4.0

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Abstract : *The aim of this study is to determine and analyze the effect of competence and compensation on performance of agricultural extension Employee in Banten in facing of digital era 4.0. This study uses quantitative research method using a survey technique to respond test hypothesis that have been formulated. The respondents were 94 Employee of agricultural, the sampling technique used sampling purposive technique. The questionnaire of competence , compensation and Employee performance was validated with the product moment correlation, while reliability was measured by the Alpha Cronbach. Hypothesis testing using path analysis. The result of the study showed that: (1) there is a positive direct effect of competence on performance of agricultural extension Employee, (2) there is a positive direct effect of compensation on performance of agricultural extension Employee, (3) there is a direct positive effect on compensation of agriculture extension Employee . Implications of this study is to improve the performance of agricultural extension Employee in Banten of Indonesia in the digital era 4.0, the competence and compensation must be increased.*

Keywords: *Competence, Compensation, Performance, Digital Era 4.0.*

I. INTRODUCTION

The use of information and communication technology is one of the aspects of competence that must be owned by Agricultural Extension Employee in era the Industrial Revolution 4.0. The Internet of/for Things (IoT) is a prominent feature in this digital era 4.0, where all information data and applications are based on the internet. According to (1) needs of information and communication technology (ICT) for agricultural extension Employee is increase, ICT can help agricultural extension Employee in transfer information become easier, cheaper and faster. Agriculture extension Employee that active utilize information and communication technology can significantly increase their productivity, income and occupations in villages of developing countries (2)

Indonesia as the fourth largest population in the world

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after China, India and the United States. The food issue is the most important thing that need to be prepared to fulfill consumption needs of the Indonesian people, which until now is estimated reach to 260.580.739 peoples. Food sovereignty becomes an absolute thing that must be realized. Varying policies and efforts to realize food sovereignty and farmers prosperity, and to manifest Indonesia as a world food barn in 2045 (3). Besides fulfill the needs of food, prepare the job field, especially in villages, as well as fulfilling the needs of raw materials for various agro industries everyday for the sustainability of their production and industry.

One step taken by the government through the Ministry of Agriculture Republic Indonesia is to implement the Agricultural Development Program there is implementation special efforts commodity of Rice, Corn and Soybean (UPSUS PAJALE). In this program, one of the commodities that became the government concern besides rice is corn. Corn is a food crop commodity that has a strategic role in national development. The demand of corn continously increase, this is in line with population growth, as the impact of increasing food needs, consumption of animal protein and energy. Demand of local corn in Banten reached 1.662.508 tons or 138.542 tons/month or 4,618 tons/ day for the feed industry in Serang and Tangerang, besides Pandeglang was very close to the market area (food suppliers for capital).

Agricultural Extension Employee is technical functional staff of field who assigned to assist the activities of farmers. The main job of Agriculture Extension Employee is to carried out assistancy so that the farmers have capability to apply the recommended technology to increase agricultural production.

Performance of Employee became the determinant variable in achieving expected productivity. Agricultural extension Employee is human resources that are also very decisive in achieving the performance of farmer production goals. Assistance carried out through the implementation of exercises, visits and supervision carried out by agricultural extension Employee very determines of success. Mastery of knowledge, attitudes and skills related to agricultural science and counseling is very important for agricultural extension Employee.

According to (4), the level of success in completing a job is measured from level of



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performance, where Employees who has high level of performance are called productive people and in other hand if the level of performance is low called unproductive or low performing people. Performance of organization is obtained from management of various objectives, targets and development Human Resources of Employees in order to achieve both for short and long term goals organization.

Factors that effected on Employee performance in organization according to references and previous research are vary there are motivation, compensation (5), and (6), Competence (6).

A strong organization is an organization that has Employees or human resources who have high competence so that they can achieve efficiency and effectiveness in running the organization. Organizations that can maximize competence, will provide high productivity, so that organization performance can be achieved. The existence of competent human resources will create a good organization performance, therefore Employee competence are very important in every line of the organization its start from planning, recruitment, selection, even to human resources development, so that great organizational performance can improved. At recent time generally Employees have not shown the maximum utilities of knowledge, attitudes and skills they have to be utilized in order to realize organizational goals.

Development of competence Employee will enhance Employee productivity so that quality of work is higher and leads the achievement of organization goals production target which is the outcome of Employee performance, especially agricultural extension.

Another factor that encourages Employee performance is compensation, according to (6), compensation is anything who received by Employees as a form of remuneration of their work for their contribution in organization. The problem compensation is very sensitive because that can influence others to work, also effects the morale and discipline of Employees. Therefore, any company/organization should be able to provide compensation as a duty of Employees. The compensation can be in form of cash, indirect payments and incentives to motivate Employees to work harder to achieve high performance.

Form of compensation system are salaries, income, pensions, benefits, and promotions to higher position. And also in form of work safety insurance and various other forms of services. Based on some reference above, as generally can be said that compensation is a remuneration received by Employees for their sacrifices to organization. At present Employee compensation of agricultural extension Employee at the Agriculture Service Office in Pandeglang Regency, has been established in accordance with the capability of Central, Provincial and Regency Governments, but whether it has given satisfaction or not, has met expectations or not, sufficient for the needs or not, of course this is relative and the government has a standard that has been made as a policy for the state civil apparatus. Therefore, how far the effect of compensation problem on the performance agricultural

extension Employee must be studied first.

Results of the performance evaluation of agricultural extension Employee in Banten Province, showed that the performance value was still not maximum, the total score of evaluation values ranged from 49-78 , agricultural extension Employee still have not achieved performance in accordance with work plans based on extension programs, such as lack of visit, number of plots, number of open field and others, also still not able to qualify a promotion of rank functional as the result realization of credit rate can not reach standard of assessment, lack of discipline, loyalty, commitment, leadership, communication, integrity, and responsibilities held by agricultural extension Employee, so that this affects and impacts on low individual performance and organizational performance.

Many factors that affect the performance of Employees, in this study author focused on the effect of competence and compensation of agricultural extension Employee to the performance in Banten Province of Indonesia.

II. LITERATURE REVIEW

A. Performance

Performance as a center framework still be a reference in determining the success of an organization in achieving objectives, one of the factors that determines the success of an organization is the performance of human resources both individually or groups. Organizations with the competent human resources support, high commitment and effective communication patterns are a guarantee of achieving organizational goals.

According to (7), performance is the quantity and quality of work that produced base on established standards and norms. (4) performance is the result of the quality and quantity of work accomplished by someone in implementing their duties in accordance with responsibilities given to him. (8) states that the quality of results is related to the level of perfection of a process resulting from the completion of work while the quantity of results is related to the number of activities produced in a particular unit. (9) define performance as follows: performance refers to objective actions of individuals resulting in actions guided by results, with a conscious purpose or prior motivation.

Performance also can be seen as a function of the behavior individuals in organization. (10) states that individual performance is a set of behaviors determined by the workers to complete organization goals. According to (10) although performance is related to a personal behavior in context of finishing a task, but its not always clear which behavior is an important component of individual performance. According to (5), the implementation of performance is carried out by human resources who have the ability, competence, motivation and interests. (11) states that the performance component is level of skills and expertise of individuals, and according to (12) the knowledge degree and organizational environment as an important component of performance individual behavior.



In principle Agricultural extension Employee performance has been stated in the regulation Minister of State Coordinator for Supervision Development and State Apparatus No.19/ KEP/MK Was-pan/5/1999 concerning the main tasks of agricultural extension Employee are : (1) prepare counseling which includes identification of eco-system areas, preparation of programs and work plans for agricultural extension employee, (2) conduct counseling includes material preparation, application of methods and development of self reliance community , (3) evaluation and reporting of counseling , (4) development of counseling including preparation of implementation guidelines and technical counseling, compilation of policy directions, development of methods and systems of agricultural extension Employee (5) development of extension services including preparation of scientific papers, translation and adaptation agriculture extension books and guidance of agricultural extension Employees and (6) extension support includes seminars, workshops and teaching education and training.

Based on references above, can be synthesized that the performance is a set of measured actions based on competencies / skills that are owned and controlled by individuals to complete the task imposed to him as discipline and responsibility with indicators such as skills, quality, quantity as part of the dimensions of task performance and timeliness (discipline) and presence as dimensions of behavior / contextual performance .

B. Competence

Competence is a fundamental characteristic of individuals in identifying ways of thinking and determining appropriate behavior to perform and complete tasks related to the objectives of organization. Definition of competence was first popularized by Boyatzis through his company McBer, who at that time carried out an assessment for manager namely job competence assessment methods (12), (13) defines competence as a combination of ability and capability.

According to (5) define that competence is an ability to complete a job or task based on skills and knowledge and supported by the work attitude demanded by the job. According to (14), competence is the ability of a person who can be sensed include aspects of knowledge, skills and attitudes to complete the tasks in accordance with work performance standards. Furthermore, according to (14) an agreement is needed to determine the standard of competence to completing a particular job or task. Competence something can be sensed or observed also mentioned in Development Dimensions International (DDI) as cited by (15) competence is a set of behaviors, motivations and observable and measured knowledge of individual reference for completing work.

According to (16) the competence of agricultural extension Employee is the authority and ability to act based on knowledge, attitudes and skills to carry out assigned tasks. In detail, the competence of agricultural extension Employee has been determined based on Decree of the Minister Manpower and Transmigration through Decree No. 29

/MEN / III/2010. Competencies contained in the Indonesian National Work Competence Standards (SKKNI) of agricultural extension Employee consist of general competencies which are the personality competencies, core competencies which are professional counseling competencies, and special competencies which are the technical substance of counseling. SKKNI for agricultural extension Employee are :(1) Program , (2) preparing material , (3) applying counseling media , (4) applying counseling methods , (5) evaluating extension services , (6) evaluating the impact of education , (7) implementing of extension , and (8) carry out agribusiness consulting services.

Description of the competence concept has been formulated by experts showed that performance is a function of Employee work competencies and therefore must be present for each Employee to assist the organization in achieving its objectives. According to (17) states that comprehensively the competence variable consists of knowledge, expertise (skill), ability and attitude. Furthermore (18) states that an indicators of Employee competence can be seen from (1) knowledge of tasks, regulations, equipment, techniques; (2) skills about communicating orally and writing and (3) work attitudes such as creativity, morale and planning ability.

Based on description of the concept can be synthesized that competence is a primary characteristic of an individual that is a combination of knowledge, skills and attitude /behavior to perform and complete the task effectively in accordance with the performance standards have been established, with indicators as follow: knowledge of Employees (tasks, equipment, regulations and techniques / methods), Employee skills (effective communication both oral and written) and attitudes (aspects of planning, creativity, and moral).

C. Compensation

According to (5) compensation is a contra-achievement against the use of energy or services that have been given by the Employee to the organization in the form of reward packages either directly or indirectly. (19) define that compensation is extrinsic rewards received by Employees for their work in the form of basic salary, incentives or bonuses. (20) mentions are everything received by Employees as remuneration for their contribution to organizations or companies. According to (21) compensation can be form as follow : (1) extrinsic awards in the form of financial, material and social or (2) intrinsic rewards, namely rewards in a psychological form. According to (22) compensation is divided into two groups, such as : 1) direct or indirect financial compensation, including insurance, social benefits and payment for attendance 2) non financial compensation including job and work environment. (23) divides compensation into two forms, namely direct and indirect compensation. Direct compensation can be form of : 1) salary, which is remuneration for services paid periodically and has a certainly guarantee; 2) wages is a remuneration given to daily Employees according to agreement; and 3) incentive wages is additional



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remuneration given to certain Employees whose achievements are above standard. While indirect compensation is compensation in the form of benefits or services which are additional compensation given to Employees such as holiday allowances, pensions, official clothing, sports facilities, religious facilities or : field trip activities.

According to (24) clear compensation program will encourage Employees to work better. Research conducted by (25) revealed that compensation if managed properly can be used as a tool to increase Employee motivation, as well as the results of research conducted by (26), (27) and (28), define that compensation has a significant effect on Employee performance.

Based on the description of the concept above, can be synthesized that compensation is a reward or gift in form of financial or non-financial directly or indirectly given as remuneration for the contribution of Employees such as energy, time and thought to the company/organization. Salaries, benefits, incentives are financial factor, while official clothing, official vehicles, field trips are indicators for non-financial factor.

III. METHODOLOGY

Methodology in this study is a survey method that conducted directly to the field. Author using a questionnaire as collection data tool . With questionnaire, data can be obtained in accordance with the research theme. Data were collected using questionnaires developed by researchers and given to samples from the population. The research respondents were 94 agricultural extension employee. The sample is determined using cluster random sampling technique. Competence instruments, compensation and performance were validated with product moment correlation, while reliability was measured by Cronbach Alpha.

IV. RESULT AND FINDING

A. Hypothesis Testing Result

1). *Competence (X1) has a direct positive effect on performance (Y)*

From the results of the path analysis of the effect of competencies (X1) against performance (Y) the path coefficient ρ_{11} is 0, 629 with $t_{test} = 3,118$, while the value of $t_{table} = 1.67$ ($\alpha = 0.05$; $df = 90$). Because $t_{test} > t_{table}$, then H_0 is rejected, H_1 is accepted. Thus it can be concluded that competence has a direct positive effect on performance with path coefficient of 62.9%.

2). *Compensation (X2) has a direct positive effect on performance (Y)*

From the results of the path analysis above are effect of compensation (X2) against performance (Y) the path coefficient ρ_{y2} is obtained at 0, 349 with $t_{test} = 4,731$ while the value of $t_{table} = 1.67$ ($\alpha = 0.05$; $df = 90$). Because $t_{test} > t_{table}$, then, then H_0 is rejected, H_1 is accepted. Thus it can be concluded that compensation has a positive direct effect on performance with path coefficient of 34.9% .

3). *Competence (X1) has a direct positive effect on Employee compensation (X2)*

From the results of the path analysis of the effect of competence (X1) against compensation (X2) the path coefficient ρ_{y1} is obtained at 0, 458 with $t_{test} = 6,702$, while the value of $t_{table} = 1.67$ ($\alpha = 0.05$; $df = 90$). Because $t_{test} > t_{table}$, then H_0 is rejected, H_1 is accepted. Thus it can be concluded that competence has a direct positive effect on Employee compensation with path coefficient of 45.8%.

B. Findings

1). *Competence (X1) has a direct effect on performance (Y)*

Result of hypothesis testing indicate there is a positive effect of competence with performance. More positive the competence, the performance tends to increase.

Competence is one variable that constantly and stably contributes to performance. From the results of hypothesis testing can be interpreted that efforts to improve performance can be initiated by improving competence first.

In managing of human resources extension Employee, Employee performance is an important and strategic factor to improve the skills of extension Employee. In managing of agricultural extension Employee, competence extension Employee is an important factor that effects the performance of agricultural extension Employee, because competence can build motivation, creativity and skills of extension Employee and directly affects the quantity and quality of work, effective and efficiency in work, work methods and ability to built a teamwork. Accordance with the research conducted by (29) concluded that competence has a significant positive effect on Employee performance. Similarly with research conducted by (30) concluded that competence has an effect on Employee performance, results of Nawawi's research add motivation as a factor that also affects on Employee performance.

There is a positive direct effect of competence againts the performance of agricultural extension Employee , better of the competence, cause level of productivity extension Employee better either.

2). *Compensation (X2) has a positive direct effect on performance (Y)*

The results of hypothesis testing indicate compensation has a positive direct effect on performance. Better the compensation will initiate better of performance of agricultural extension.

Compensation is everything that Employees receive as a reward for their work. Every company has a different compensation system, each companies have particular system is adjusted to the company's capabilities and applicable regulations. Giving compensation for Employees must be fulfilled on time, fairly and based on work performance. The right compensation system for Employees and company will create a good cooperative relationship to increase the company's performance. In addition, compensation can stimulate Employee to work better then it will initiate positive effect on improving Employee performance. According to (31) that compensation has a significant effect on Employee

performance with positive coefficient values.

Compensation need to be given to Employees as a reward for their work. The results of the study (32) show that compensation significantly and positively affects Employee performance. The better the compensation system applied in accordance with work performance will increase Employee satisfaction to the company, this is in accordance with study (33) which states that compensation affects Employee satisfaction.

Various forms of compensation can be given to Employee such as salaries, bonuses for work performance, travel expenses, promotions and awards. (34) in her research stated that compensation given to Employees gives a significant impact on motivation and performance levels. Determination levels of salary considering with the cost of normal living allows the workers can work optimally and full motivation. Workers who work with high motivation usually have high performance too.

3). *Competence (X1) has direct positive effect on compensation (X2)*

The results of hypothesis testing indicate that competence has a direct positive effect on compensation. More effective the competence, compensation of agriculture extension will be more positive.

The compensation variance can be explained by competence. Competence is one of the main variables that constantly and stably contributes to compensation. From these results can be interpreted that an increase of competence will make a meaningful contribution to compensation. In generally Employees including agricultural extension Employee, compensation is a reward received from organizations based on their competence. Compensation often associated with individual competence levels based on their education level, this is in accordance with a survey conducted by SWA Magazine (2009) as cited by (35) which states that a bachelor degree who has just graduated as a civil servant gets a minimum basic salary amounting to Rp 1,655,800, while for the same level of education in a national private company with a work period of 0 years, the salary is in the amount of between Rp. 2.500.000-5.000.000, as well as other positions.

According to the results of the study (36) concluded that the giving of compensation in the form of salaries and allowances had an effect on Employee performance, while bonuses did not have an effect. This increase in performance is due to the increase in Employee satisfaction to the organization/company, so they are motivated to improve their competence. To improve Employee capability is through intensive and continuous training, so that the knowledge gained from the training can improve competence in completing the highest quality work (37).

Therefore, important for organizations/companies to review compensation strategies that will be applied in their organizations, one form of compensation strategy is the algorithmic and experiential patterns of Gomez-Mejia as cited by (35) algorithmic compensation patterns emphasizing payroll systems based on work or position, while experiential patterns emphasize payroll systems based

on skills.

V. CONCLUSION

Effect of competence and compensation on the performance of agricultural extension Employee in Banten Province of Indonesia, both individually and collectively can be seen as follows:

1. There is an effect of competence against performance of agricultural extension Employee in Banten Province of Indonesia. This means that increased competence will improve the performance of agricultural extension Employee in Indonesia

2. There is an effect of compensation against performance of agricultural extension Employee. This means that increased compensation will improve the performance of agricultural extension Employee in Indonesia

3. There is an effect of competence against compensation. This means that increasing competence will improve the performance of agricultural extension Employee.

4. This study have been succeeded to testing the hypothesis of competence and compensation affect against the performance of agricultural extension Employee in Banten Province of Indonesia. Therefore, effort to improve the performance of agricultural extension Employee in Indonesia, it is necessary to carry out various innovative strategic that can effectiveness competencies and increase compensation through the use of accessible digital media and as a source of information.

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- Bachelor of Economics Program (S1) at Gajah Mada University (UGM), Yogyakarta.
- Philosophy Masters Program from University of Bradford, UK.

- Educational Administration Doctoral Program (S3) from Jakarta State University (UNJ).

Publication:

- Change Management. Second edition. (Book). Rajagrafindo Persada.
- Work Management. Third Edition. (Book). Rajawali Press.
- Organizational Culture. (Book). Rajagrafindo Persada
- Leadership: Basic Understanding, Conventional Views, Contemporary Ideas. (Book). Rajagrafindo Persada.

Job:

- Professor / Permanent Lecturer of Postgraduate University Prof. Mustopo (Beragama), Jakarta.