

# The Influence of Competency, Compensation and Work Environment on Performance with Work Motivation as an Intervening Variable (Case Study of Agricultural Extension Instructors in Sikka Regency)

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## The Influence of Competency, Compensation and Work Environment on Performance with Work Motivation as an Intervening Variable (Case Study of Agricultural Extension Instructors in Sikka Regency)



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**ABSTRACT:** The purpose of this research is to determine and analyze the influence of competence on performance, determine and analyze the influence of compensation on performance, determine and analyze the influence of the work environment on performance, determine and analyze the influence of work motivation on performance, determine and analyze the influence of work motivation which mediates competence on performance, knowing and analyzing the influence of work motivation which mediates compensation on performance, and knowing and analyzing the influence of work motivation which mediates the work environment on the performance of agricultural instructors in Sikka Regency. The sample in this study was all 50 ASN agricultural instructors in Sikka Regency. The data analysis technique uses path analysis. The results of the analysis show that competence has no effect on performance. Compensation has no effect on performance. The work environment has no effect on performance. Motivation has no effect on performance. Work motivation is able to act as an intervening variable or is able to mediate the influence of competency variables on employee performance. Work motivation is able to act as an intervening variable or is able to mediate the influence of compensation variables on employee performance. Work motivation is able to act as an intervening variable or is able to mediate the influence of work environment variables on performance. Work motivation is able to act as an intervening variable or is able to mediate the influence of competency variables on employee performance. Work motivation is able to act as an intervening variable or is able to mediate the influence of compensation variables on employee performance. Work motivation is able to act as an intervening variable or is able to mediate the influence of work environment variables on performance. Work motivation is able to act as an intervening variable or is able to mediate the influence of competency variables on employee performance. Work motivation is able to act as an intervening variable or is able to mediate the influence of compensation variables on employee performance. Work motivation is able to act as an intervening variable or is able to mediate the influence of work environment variables on performance.

**KEYWORDS:** Competency, Compensation, Work Environment, Work Motivation, Performance

### I. INTRODUCTION

Agricultural activities are an important sector in the lives of all Indonesian people. It is through this sector that the need for food can be met. As the most important sector, the government is trying to achieve food self-sufficiency through various programs. One way is through the role of agricultural instructors. As a human resource, the role of agricultural instructors is very important in the development of the agricultural sector. Through the role of extension workers in extension activities, it is a form of service provided by the government to the community to increase farmers' knowledge and skills.

In carrying out their duties as an agricultural instructor, ASN must be based on the Decree of the Minister of Agriculture No. 671 of 2006 which contains 9 (nine) indicators of the success of Field Agricultural Instructors (PPL), namely (1) disseminating information, (2) facilitating the growth and development of groups (Gapoktan), (3) motivating farmers/farmer groups, (4) guidance problem solving, (5) inventorying/identifying, (6) facilitating extension forums, (7) developing self-help and self-reliance, (8) administrative completeness and (9) guidance on technology application.

One of the agricultural development efforts carried out by the government in empowering farmers and agricultural business actors to increase productivity, income and welfare can be done through increasing the role of agricultural instructors. Extension

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can provide direction, innovation, technology and practice with farmers. The expected output of the extension is an increase in production, a change in farmers' mindset and behavior in carrying out agriculture.

Sikka Regency is one of the regions in East Nusa Tenggara Province where almost the majority of the people make their living as farmers. Based on BPS data (2019), it is known that 90% of farmers in this region have a low level of education, namely elementary school (SD). Of course, this will affect the agricultural activities carried out, where agricultural activities take place based on experience from generation to generation, so it will affect the income received by farmers. For this reason, the benefits of agricultural extension activities are very much needed to increase farmers' knowledge and skills in farming.

Extension resources with good performance greatly determine the success of extension activities. The performance of agricultural instructors is a measure that states how far the targets (quantity, quality and time) have been achieved by management, where these targets have been determined in advance (Umi and Permata, 2018). This is in accordance with the opinion of Bernardin and Russell (in Setiawan KC, 2015) who state that performance is one of the benchmarks used to determine whether a job is done well or not based on six indicators, namely, Quality, Quantity, Time Lines (time), Need For Supervision (supervision), Interpersonal Import, Cost Effectiveness (cost effectiveness) and Cooperation.

To see the actual conditions regarding the performance of agricultural instructors in Sikka Regency, a pre-survey was carried out by distributing a temporary questionnaire, consisting of indicators regarding employee performance to 30 agricultural instructors in Sikka Regency. Based on the distribution of the questionnaire, data was obtained as shown in table 1 below:

**Table 1. Results of Pre-Survey Questionnaire regarding the Performance of Agricultural Instructors in Sikka Regency**

No	Indicator	STS (1)		T.S (2)		K.S (3)		S (4)		SS (5)		Actual Score	Ideal Score	%
		F	N	F	N	F	N	F	N	F	N			
1	Quality (quality)	0	0	0	0	5	15	20	80	5	25	120	150	80.00
2	Quantity	0	0	0	0	10	30	17	68	3	15	113	150	75.33
3	Time Lines (time)	0	0	2	4	10	30	14	56	4	20	110	150	73.33
4	Cost Effectiveness (cost effectiveness)	0	0	2	4	10	30	14	56	4	20	110	150	64.67
5	Need For Supervision (supervision)	0	0	1	2	7	21	12	48	10	50	121	150	80.67
6	Interpersonal Import	0	0	0	0	3	9	17	68	10	50	127	150	84.67
7	Cooperation	0	0	0	0	2	6	19	76	9	45	127	150	84.67
<b>Amount</b>												<b>828</b>	<b>1050</b>	<b>77.62</b>

SS: Strongly Agree, S: Agree, KS: Disagree, TS: Disagree, STS: Strongly Disagree

F: Frequency, N: Frequency x Score, Number of Respondents: 30 people, Highest Score: 5, Number of Statements: 7, Ideal Score: Highest score x Number of respondents

**Source:** Primary data (results of data processing from the 2022 pre-survey questionnaire).

Based on table 1, it can be seen that the performance of agricultural instructors is not optimal. This can be seen from the total score obtained of 828 from the ideal score of 1050 or a percentage of 77.62%. The remaining 22.38% is still below the ideal score which is a problem with the performance of agricultural instructors in Sikka Regency.

Good performance will be influenced by two things, namely the level of ability and good work motivation. Priansa (2016) states that performance in English is called job performance or actual performance or level of performance, which is the level of employee success in completing their work. Wibowo (2016) states that performance is the implementation of plans prepared and implemented by human resources who have expertise, motivation and interest. Employees with superior performance are really needed in a company or agency. An employee is said to be performing well if his work exceeds the goals set by the Company. This superior performance affects the company's reputation and development.

Motivation is a driving or pulling force for behavior towards a certain goal. A person's behavior or actions can arise if there is something that can encourage someone to act and behave in order to achieve a goal (Mohtar, 2019). Mundakir and Zainuri (2018), stated that work motivation is something that creates enthusiasm or encouragement to work. Motivation here refers to the attitude or motivation of employees in work situations. Motivation can come from within oneself or from factors external to the organization. With high motivation, it is hoped that employees can work even more diligently. Compensation and motivation have a significant influence on performance (Candradewi and Dewi, 2019).

According to Wibowo (2016), competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Meanwhile, according to Sutrisno (2016), competency is

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an ability based on skills and knowledge that supports work attitudes and their application in carrying out tasks and work in relation to the work requirements set in the workplace. In addition, competency also has a significant effect on performance (Kasiyanto, 2019).

According to Ulfatin and Triwiyanto (2016) compensation is an award or reward received by employees that is given by an organization based on their contribution or better productive performance in an organization. Salary is the most important part in an employee's life. Employees also work harder and even exceed the stipulated working hours to get additional wages. Apart from that, motivation and compensation have a significant effect on performance (Candradewi and Dewi, 2019).

According to Sedarmayanti (2012) the work environment is the totality of tools and materials encountered in the surrounding environment where a person works, their work methods, and work arrangements both as an individual and as a group. Meanwhile, according to Sunyoto (2015), the work environment is a very important component when employees carry out work activities. The quality of the work environment will have an impact on the implementation of employee duties. With a good work environment, employees are expected to feel appreciated and comfortable at work, which has an impact on performance. Research results from Sari et al, (2019) show that the work environment has a significant influence on performance.

Based on previous research, it was identified that there was a research gap, including research conducted by Candradewi and Dewi (2019) which stated that compensation and work motivation had a significant effect on performance. Meanwhile, research conducted by Yuliana (2017) stated that work motivation does not have a significant effect on employee performance.

According to Kasiyanto (2019), performance is influenced by competence and compensation which is mediated by motivation, while Meutia, M. et al., (2016) states that competence has no effect on performance. Apart from that, Candradewi and Dewi (2019) in their research results show that compensation and work motivation have a significant effect on performance. On the other hand, Mundakir and Zainuri (2018) stated that these two factors had no influence on employee performance.

Research conducted by Sari and Aziz (2019) states that performance is influenced by the work environment which is mediated by motivation. Meanwhile Basori et al. (2017) stated that competency and work environment do not influence employee performance.

## II. THEORETICAL REVIEW AND HYPOTHESIS DEVELOPMENT

### A. Hypothesis Development

#### 1) The influence of competence on performance.

According to Sutrisno (2016), competency is an ability based on skills and knowledge supported by work attitudes, as well as their application in carrying out tasks and work in the workplace, with reference to the specified work requirements. Competence can be linked to performance. A person who has high competence in knowledge, skills and attitudes appropriate to his position will work more effectively, efficiently and productively in his work. This is because the better the competence an employee has, the more capable the employee is of carrying out the assigned duties and responsibilities. Research conducted by Basori et al, (2017), states that employee competency has no effect on employee performance. Other research that supports this is research conducted by Meutia, M. et al., (2016), which states that competence does not have a significant influence on performance. Kasiyanto (2019), states that there is a positive and significant relationship between competency suitability and performance. Other research that supports this is research conducted by Pertiwi (2016), which states that competence has a positive and significant relationship with performance. Research conducted by Simatupang and Silalahi, (2019), also shows that competence has a significant effect on performance. If the employee's competency is higher, the employee's performance will also increase. Referring to theoretical concepts and research results, it is hypothesized as follows: which states that competence does not have a significant influence on performance. Kasiyanto (2019), states that there is a positive and significant relationship between competency suitability and performance. Other research that supports this is research conducted by Pertiwi (2016), which states that competence has a positive and significant relationship with performance. Research conducted by Simatupang and Silalahi, (2019), also shows that competence has a significant effect on performance. If the employee's competency is higher, the employee's performance will also increase. Referring to theoretical concepts and research results, it is hypothesized as follows: which states that competence does not have a significant influence on performance. Kasiyanto (2019), states that there is a positive and significant relationship between competency suitability and performance. Other research that supports this is research conducted by Pertiwi (2016), which states that competence has a positive and significant relationship with performance. Research conducted by Simatupang and Silalahi, (2019), also shows that competence has a significant effect on performance. If the employee's competency is higher, the employee's performance will also increase. Referring to theoretical

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concepts and research results, it is hypothesized as follows: states that there is a positive and significant relationship between competency suitability and performance. Other research that supports this is research conducted by Pertiwi (2016), which states that competence has a positive and significant relationship with performance. Research conducted by Simatupang and Silalahi, (2019), also shows that competence has a significant effect on performance. If the employee's competency is higher, the employee's performance will also increase. Referring to theoretical concepts and research results, it is hypothesized as follows: states that there is a positive and significant relationship between competency suitability and performance. Other research that supports this is research conducted by Pertiwi (2016), which states that competence has a positive and significant relationship with performance. Research conducted by Simatupang and Silalahi, (2019), also shows that competence has a significant effect on performance. If the employee's competency is higher, the employee's performance will also increase. Referring to theoretical concepts and research results, it is hypothesized as follows: states that competence has a positive and significant relationship to performance. Research conducted by Simatupang and Silalahi, (2019), also shows that competence has a significant effect on performance. If the employee's competency is higher, the employee's performance will also increase. Referring to theoretical concepts and research results, it is hypothesized as follows: states that competence has a positive and significant relationship to performance. Research conducted by Simatupang and Silalahi, (2019), also shows that competence has a significant effect on performance. If the employee's competency is higher, the employee's performance will also increase. Referring to theoretical concepts and research results, it is hypothesized as follows:

H1: Competence has a significant effect on performance.

## 2) The effect of compensation on performance.

Compensation is a form of payment or reward given to employees that arises due to the employee's employment in the organization/company Dessler (in Dwiatmadja et al, 2021: 184). The compensation provided by the company aims to help employees meet their living needs. If the compensation provided by the company is proportional to the workload given, it can improve employee performance. Employees need to be given stimulants to raise hope in carrying out their responsibilities or duties in order to produce better performance. Research conducted by Mundakir and Zainuri (2018) states that compensation has no influence on employee performance.

Based on research conducted by Meutia, M. et al., (2016), compensation has a positive and significant influence on performance. Other research that supports this is research conducted by Candradewi and Dewi, (2019), stating that compensation has a positive and significant influence on performance. The positive and significant influence between compensation and performance can be interpreted as meaning that, if employees receive compensation in accordance with the workload received, then employee performance will also increase. Providing appropriate compensation will create a healthy cooperative relationship in improving company performance. Referring to theoretical concepts and research results, it is hypothesized as follows:

H2: Compensation has a significant effect on performance.

## 3) The influence of the work environment on performance.

According to Sunyoto (2015), the work environment is a very important component when employees carry out work activities. If an employee likes the work environment where he works, then the employee will feel at home at work, carrying out his activities so that working time is used effectively. On the other hand, if an employee works in an environment that is inadequate and does not support optimal work, the employee will become lazy and get tired quickly so that the employee's performance will be low. Meanwhile, according to Siagian (2014), the work environment is the environment where employees carry out their daily work. Research conducted by Basori et al, (2017), states that the work environment has no effect on employee performance.

Based on research conducted by Mudayana and Suryoko (2016), it is stated that there is a positive and significant influence between the work environment on employee performance. Other research that supports this is research conducted by Dwi, FY, (2016) which also states that the work environment has a positive and significant effect on performance. This means that the better the work environment provided by the company, the more influence it will have on improving employee performance. Referring to theoretical concepts and research results, it is hypothesized as follows:

H3: The work environment has a significant effect on performance.

## 4) The influence of work motivation on performance.

According to Mundakir and Zainuri, (2018), work motivation is something that creates enthusiasm or encouragement to work. Humans as one of the basic components in an organization must have motivation stored in their hearts or desires that can encourage them to achieve what they aspire to. Employee motivation for a company is important because it is hoped that every

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employee will work harder and be more active in their work. The more employees are motivated, the totality of employees at work will increase and will have an impact on increasing employee performance. Research conducted by Yuliana (2017) stated that work motivation does not significantly influence performance. Other research that supports this is research conducted by Basori et al. (2017) stated that the work environment has no effect on employee performance.

Based on research conducted by Candradewi and Dewi, (2019), it is stated that there is a positive and significant influence between the suitability of motivation and performance. Other research that supports this is research conducted by Mudayana and Suryoko (2016) which states that there is a positive and significant influence between the suitability of motivation and performance. This means that if employees have high motivation, employee performance will also increase. Referring to theoretical concepts and research results, it is hypothesized as follows:

H4: Work motivation has a significant effect on performance.

### **5) The influence of competence on performance is mediated by work motivation.**

According to Hutapea and Thoha (in Rahim, 2017) competence is the capacity that exists in a person which can make that person able to fulfill what is required by work in an organization so that the organization is able to achieve the expected results.

Based on research conducted by Mudayana and Suryoko (2016) motivation mediates the influence of competence on performance. Other research that supports this is research conducted by Anggraini (2018) which states that motivation mediates the influence of competence on performance. This means that the better the competence of employees, the better work motivation will be formed and this will have an impact on improving employee performance. Referring to theoretical concepts and research results, it is hypothesized as follows:

H5: Work motivation mediates competence on performance.

### **6) The effect of compensation on performance is mediated by work motivation.**

According to Hasibuan (2017), compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. The compensation provided by the company must be in accordance with the workload borne by the employee. Compensation that is not in accordance with the burden borne by employees can reduce the level of work motivation. The impact that occurs when work motivation decreases will result in a decrease in employee performance.

Based on research conducted by Candradewi and Dewi, (2019), motivation mediates the influence of compensation on performance. Other research that supports this is research conducted by Ari, W., (2018) which also states that motivation mediates the influence of compensation on performance. This means that if the compensation provided by the company is appropriate and employees feel more motivated, it will have an impact on employee performance. Referring to theoretical concepts and research results, it is hypothesized:

H6: Work motivation mediates compensation on performance.

### **7) The influence of the work environment on performance is mediated by work motivation**

According to Siagian (2014), the work environment is the environment where employees carry out their daily work. A conducive work environment provides a sense of security and employees will work more optimally. The work environment will also affect employees' emotions. If employees like the work environment where they work, then employees will carry out their activities well so that working time is used effectively. If employee work productivity is high, employee work performance will automatically also be high. A good and conducive work environment will make people feel comfortable at work. Comfort at work can create motivation to improve employee performance.

Based on research conducted by Sari and Aziz (2019), motivation mediates the influence of the work environment on performance. Other research that supports this is research conducted by Dwi, FY, (2016) which also states that motivation mediates the influence of the work environment on performance. This means that if the work environment is good and employees feel more motivated, it will have an impact on increasing employee performance. Referring to theoretical concepts and research results, it is hypothesized as follows:

H7: Work motivation mediates work environment on performance.

## **III. RESEARCH METHODS**

### **A. Types of Research and Description of the Research Population (Object).**

This type of research is correlational research, which is a type of research with problem characteristics in the form of a correlational relationship between two or more variables. The goal is to see whether or not there is a correlation between

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variables or make predictions based on the correlation between variables. A collection of all possible people, objects and other people who are objects of attention or a collection of all objects of attention (Suharyadi and Purwanto, 2011). So the population of this study was 109 Sikka Regency agricultural instructors.

### B. Operational Definition of Variables

#### 1) Competence

Competency is the underlying characteristic of agricultural instructors and is related to the effectiveness of individual performance in their work which is related to their knowledge and skills and is supported by the work attitudes required by agricultural instructor work in Sikka Regency.

The indicators used to measure competency according to Spencer (in Wibowo, 2014:280) are as follows:

**Table 2. Competency Variable Indicators**

No	Indicator	Description
1	Flexibility (flexibility)	The tendency to see change as an exciting opportunity rather than a challenge
2	Information-Seeking Motivation and Ability to Learn (Motivation to seek information and ability to learn)	Enthusiasm for seeking opportunities to learn new technologies Skills in interpersonal relationships
3	Achievement Motivation (achievement motivation)	Drive for innovation Continuous improvements in quality and productivity are required
4	Work Motivation under Time Pressure (work motivation under time pressure)	Ability to work under shorter time pressures
5	Collaborativeness (willingness to work together)	Ability to work cooperatively in a group with different colleagues
6	Customer Service Orientation (orientation on customer service)	Desire to help others Understanding of interpersonal relationships Listen to customer needs without emotion

Source: Spencer (In Wibowo, 2014: 280)

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#### 2) Compensation

Compensation is all income in the form of money, direct or indirect goods received by agricultural instructors as compensation for services provided to the Sikka Regency Agricultural Service. The indicators used to measure compensation according to Simamora (in Heriyati, 2016), are as follows:

**Table 3. Compensation Indicators**

No	Indicator	Description
1	Wages and Salaries	Level of fairness in salary distribution
2	Incentive	The level of appropriateness of providing incentives according to the role or position
3	Allowance	Suitability of allowances for performance achievements
4	Facility	Condition of office space, availability of furniture and availability of communication equipment

Source: Simamora (in Heriyati, 2016).

#### 3) Work environment

The work environment is everything that surrounds the agricultural instructor and that can influence him in carrying out the tasks assigned by the Sikka Regency Agricultural Service. The indicators used to measure the work environment according to Siagian (2014), are:

**Table 4. Work Environment Indicators**

No	Indicator	Description
1	Physical Work Environment	Workplace building Adequate work equipment Facility

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2	Non-Physical Work Environment	Co-worker relationships at the same level Relationship between superiors and employees Collaboration between employees
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Source: Siagian (2014)

#### 4) Motivation

Motivation is an encouragement that grows within agricultural instructors to carry out work with high enthusiasm using all the abilities and skills they have in order to achieve the goals of the Sikka Regency Agricultural Service. The indicators used to measure motivation according to Maslow (in Mangkunegara, 2016) are as follows:

**Table 5. Motivation Indicators**

No	Indicator	Description
1	Physiological needs	Benefits earned
2	The need for security	Safety of working equipment and tools
3	Social needs	Recognition and appreciation from colleagues
4.	The need for appreciation	Job awards
5.	Self-actualization needs	Position accepted

Source: Maslow (in Mangkunegara, 2016).

#### 5) Performance

Performance is the result of work in terms of quality and quantity achieved by agricultural instructors in carrying out their duties in accordance with the responsibilities given by the Sikka Regency Agriculture Service. The indicators used to measure performance according to Bernardin and Russel (in Setiawan, 2015), are as follows:

**Table 6. Performance Indicators**

No	Indicator	Description
1	Quality (quality)	Meet quality standards
2	Quantity	Meet quantity standards
3	Time Lines (time)	Time standards
4	Cost Effectiveness (cost effectiveness)	Use a budget effectively
5	Need For Supervision (supervision)	Works fine, even without supervision
6	Interpersonal Import	Self-esteem, good name, and cooperation
7	Cooperation	Willingness to work together with other fellow members of the organization

Source: Bernardin and Russel (in Setiawan KC, 2015)

### 3.6. Data analysis technique

In this research, the model used is a path analysis model, because there is more than one independent variable in this research and there are intervening variables. This model is used to determine the influence of exogenous variables, namely Pressure, Opportunity, Rationalization / Justification and Ability on endogenous variables, namely the tendency to fraudulent financial reports. The multiple linear regression model equation or two-stage regression model can be formulated as follows:

Model 1:

$$MK = \alpha_0 + \beta_1 KMP + \beta_2 KMS + \beta_3 LK + \mu_0$$

Information :

MK : Work motivation

KMP : Competence

KMS : Compensation

LK : Work environment

$\beta_1, \beta_2, \beta_3$  : Independent variable coefficient

$\alpha$  : Constant

$\mu$  : Error

Model 2:

$$K = \alpha_1 + \beta_4 MK + \mu_1$$



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K	: Performance
$\alpha$	: Contact
$\beta_4$	: Intervening variable coefficient
MK	: Work motivation
$\mu$	: Error

### IV. RESEARCH RESULTS AND DISCUSSION

#### A. Hypothesis test

##### 1) Partial Hypothesis Test (t Test)

Partial Hypothesis Testing (t Test) is used to test the significance of the influence of each independent variable, namely: competency variables (X1), compensation (X2) and work environment (X3) partially on the dependent variable work performance (Y). The results of the t-test hypothesis test analysis using the SPSS program, obtained the results shown in the following table:

**Table 7. Partial Hypothesis Test (t Test)**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,383	5,105		0.858	0.395
	Competence	0.147	0.093	0.213	1,578	0.122
	Compensation	0.191	0.126	0.209	1,521	0.135
	Work environment	0.286	0.173	0.221	1,650	0.106
	Work motivation	0.232	0.176	0.201	1,312	0.196

a. Dependent Variable: Extension Performance(Y)

Source: Data Analysis Results.

Based on the data analysis in table 7 above, the partial hypothesis test (t test) for each independent variable on the dependent variable is as follows:

##### a. The influence of competence on performance

The statistical test results in table 4.15 show that the t value is equal to 1,578 with a significant value of 0.122. This significance value is greater than the alpha level used of 5% (0.05), so the decision is to reject hypothesis 1 (H1), that partially the instructor competency variable (KMP) has an insignificant effect on the instructor performance variable. This means that if the instructor's competency variable is further improved, the performance of the instructor will increase with an insignificant increase. Likewise, vice versa, if the instructor's competency variable decreases, the performance of the instructor will decrease with an insignificant decrease.

##### b. The effect of compensation on performance

The statistical test results in table 7 show that the t value is equal to 1,521 with a significant value of 0.135. This significance value is greater than the alpha level used of 5% (0.05), so the decision is to reject hypothesis 2 (H2), that partially the compensation variable (KMS) has an insignificant effect on the instructor's performance variable. This means that if the compensation variable increases, the instructor's performance will increase with an insignificant increase. Likewise, vice versa, if the compensation variable decreases, the instructor's performance will decrease with an insignificant decrease.

##### c. The influence of the work environment on performance

The statistical test results in table 7 show that the t value is equal to 1,650 with a significant value of 0.106. This significance value is greater than the alpha level used of 5% (0.05), so the decision is to reject hypothesis 3 (H3), that partially the work environment variable (LK) has an insignificant effect on the instructor's performance variable. This means that if the work environment variables increase, the instructor's performance will increase with an insignificant increase. Likewise, vice versa, if the work environment variable decreases, the instructor's performance will decrease with an insignificant decrease.

##### d. The influence of work motivation on performance

The statistical test results in table 7 show that the t value is equal to 1,312 with a significant value of 0.196. This significance value is greater than the alpha level used of 5% (0.05), so the decision is to reject hypothesis 4 (H4), that partially the work motivation (MK) variable has an insignificant effect on the instructor's performance variable. This means that if the work

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motivation variable increases, the instructor's performance will increase with an insignificant increase. Likewise, vice versa, if the work motivation variable decreases, the instructor's performance will decrease with an insignificant decrease.

### 2) Path Analysis

Path analysis is an extension of multiple linear regression analysis. Regression analysis was carried out twice. The first regression analysis is to determine the strength of the relationship between the independent variable and the mediating (intervening) variable. The second regression analysis is to determine the strength of the relationship between the independent variable and the dependent variable. According to Baron and Kenny (1986) in Ghozali (2009), a variable is called an intervening variable if the variable influences the relationship between the predictor (independent) variable and the criterion (dependent) variable. Mediation hypothesis testing can be carried out using a procedure developed by Sobel (1982) and known as the Sobel Test.

a. The influence of competence on performance extension mediated by work motivation.

The path coefficient is calculated by creating two structural equations, namely the regression equation which shows the hypothesized relationship:

$$(1) \text{ Work Motivation} = a + a \text{ Competency} + e1$$

$$(2) \text{ Extension Officer Performance} = a + a \text{ Competency} + b \text{ Work Motivation} + e2$$

From the SPSS 21 output results below for the first regression equation (a), the following equation is obtained:

**Table 8. Path of Competency Variables with Work Motivation Variables**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	8.053	3.115		2.586 0.013
	Competence	0.261	0.078	0.435	3.344 0.002

a. Dependent Variable: Work motivation

Source: Data Analysis Results.

$$(1) \text{ Work Motivation} = a + a \text{ Competence} + e1$$

$$= 8,053 + 0.261 \text{ Competence}$$

Meanwhile, the second regression equation (b) is obtained as follows:

**Table 9. Work Motivation Variable Paths with Variables Extension Performance**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.297	3.669		3.624	0.001
	Competence	0.151	0.096	0.219	1.581	0.121
	Work motivation	0.444	0.159	0.386	2.787	0.008

a. Dependent Variable: Extension Performance

Source: Data Analysis Results.

$$(2) \text{ Extension Officer Performance} = a + a \text{ Competency} + b \text{ Work Motivation} + e2$$

$$= 13,297 + 0.151 \text{ Competence} + 0.444 \text{ Work motivation}$$

The mediation effect shown by multiplying the coefficients from the first and second equations needs to be tested using the Sobel test with the following steps:

a) Determine the standard error of the indirect effect coefficient (Sab).

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

$$Sab = \sqrt{(0,444^2 \times 0,078^2) + (0,261^2 \times 0,159^2) + (0,078^2 \times 0,159^2)}$$

$$Sab = 0,055$$

1

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b) Determine the t statistic

Based on the results of the multiplication  $ab$ , it can be used to calculate the t statistic of the mediation effect with the following formula:

$$t = \frac{ab}{Sab}$$

$$t = \frac{0,261 \times 0,444}{0,055}$$

$$t = \frac{0,1159}{0,055}$$

$$t = 2,107$$

c) Determining the level of significance.

In this study, the level of significance was used  $\alpha = 0.05$ . With a level of significance  $\alpha = 0.05$  obtained t table as follows:

$$t_{table} = \alpha/2; nk$$

$$= 0.05/2; 50-3$$

$$= 0.025; 47$$

$$= 2.012$$

d) Conclusion

Because the t statistic = 2.107 is greater than the t table with a significance level of 0.05, namely 2.012, it can be concluded that the mediation coefficient is significant. Thus, the work motivation variable is able to mediate the relationship between competence and instructor performance.

b. The effect of compensation on performance extension mediated by work motivation.

The path coefficient is calculated by creating two structural equations, namely the regression equation which shows the hypothesized relationship:

$$(1) \text{ Work Motivation} = a + a \text{ Compensation} + e1$$

$$(2) \text{ Extension Officer Performance} = a + a \text{ Compensation} + b \text{ Work Motivation} + e2$$

From the SPSS 21 output results below for the first regression equation (a), the following equation is obtained:

**Table 10. Path of Compensation Variables with Work Motivation Variables**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	Sig.
1	(Constant)	5.208	3.726		1.398
	Compensation	0.363	0.102	0.457	0.001

a. Dependent Variable: Work motivation

Source: Data Analysis Results.

$$(1) \text{ Work Motivation} = a + a \text{ Compensation} + e1$$

$$= 5,208 + 0.363 \text{ Compensation}$$

Meanwhile, the second regression equation (2) is obtained as follows:

**Table 11. Path of Work Motivation Variables with Variables Extension Performance**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	11.011	4.196		2.624
	Compensation	0.243	0.127	0.266	1.920
	Work motivation	0.414	0.159	0.359	2.597

a. Dependent Variable: Extension Performance

Source: Data Analysis Results.

1

### The Influence of Competency, Compensation and Work Environment on Performance with Work Motivation as an Intervening Variable (Case Study of Agricultural Extension Instructors in Sikka Regency)

(2) Extension Officer Performance = a + a Compensation + b Work Motivation + e2

$$= 11,011 + 0.243 \text{Compensation} + 0.414 \text{Work motivation}$$

The mediation effect shown by multiplying the coefficients from equations (a) and (b) needs to be tested using the Sobel test with the following steps:

a) Determine the standard error of the indirect effect coefficient (Sab).

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

$$Sab = \sqrt{(0,414^2 \times 0,102^2) + (0,363^2 \times 0,159^2) + (0,102^2 \times 0,159^2)}$$

$$Sab = 0,073$$

b) Determine the t statistic

Based on the results of the multiplication ab, it can be used to calculate the t statistic of the mediation effect with the following formula:

$$t = \frac{ab}{Sab}$$

$$t = \frac{0,363 \times 0,414}{0,073}$$

$$t = \frac{0,1503}{0,073}$$

$$t = 2,059$$

c) Determining the level of significance.

In this study, the level of significance was used  $\alpha = 0.05$ . With a level of significance  $\alpha = 0.05$  obtained ttable as follows:

$$t_{table} = \alpha/2; nk$$

$$= 0.05/2; 50-3$$

$$= 0.025; 47$$

$$= 2.012$$

d) Conclusion

Because the t statistic = 2.059 is greater than the t table with a significance level of 0.05, namely 2.012, it can be concluded that the mediation coefficient is significant. Thus, the work motivation variable is able to mediate the relationship between compensation and instructor performance.

c. Influence of work environment on performance extension mediated by work motivation.

The path coefficient is calculated by creating two structural equations, namely the regression equation which shows the hypothesized relationship:

(1) Work Motivation = a + a Work environment + e1

(2) Extension Officer Performance = a + a Work environment + b Work Motivation + e2

From the SPSS 21 output results below for the first regression equation (1), the following equation is obtained:

**Table 12. Path of Work Environment Variables with Work Motivation Variables**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	Sig.	
1	(Constant)	8.484	3.151		2.692	0.010
	Work environment	0.469	0.148	0.416	3.167	0.003

a. Dependent Variable: Work motivation

Source: Data Analysis Results.

(1) Work Motivation = a + a Work environment + e1

$$= 8,484 + 0.469 \text{Work environment}$$

Meanwhile, the second regression equation (2) is obtained as follows:

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**Table 13. Path of Work Motivation Variables with Variables Extension Performance**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.062	3.686		3.544	0.001
	Work environment	0.293	0.177	0.226	1.654	0.105
	Work motivation	0.445	0.157	0.387	2.830	0.007

a. Dependent Variable: Extension Performance

Source: Data Analysis Results.

$$(2) \text{ Extension Officer Performance} = a + b \text{ Work environment} + c \text{ Work Motivation} + e_2$$

$$= 13,062 + 0.293 \text{ Work environment} + 0.445 \text{ Work motivation}$$

The mediating effect shown by multiplying the coefficients from equations a and b needs to be tested using the Sobel test with the following steps:

a) Determine the standard error of the indirect effect coefficient (Sab).

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

$$Sab = \sqrt{(0,445^2 \times 0,148^2) + (0,469^2 \times 0,157^2) + (0,148^2 \times 0,157^2)}$$

$$Sab = 0,101$$

b) Determine the t statistic

Based on the results of the multiplication ab, it can be used to calculate the t statistic of the mediation effect with the following formula:

$$t = \frac{ab}{Sab}$$

$$t = \frac{0,469 \times 0,445}{0,101}$$

$$t = 2,066$$

c) Determining the level of significance.

In this study, the level of significance was used  $\alpha = 0.05$ . With a level of significance  $\alpha = 0.05$  obtained ttable as follows:

$$t_{table} = \alpha/2; nk$$

$$= 0.05/2; 50-3$$

$$= 0.025; 47$$

$$= 2.012$$

d) Conclusion

Because the t statistic = 2.066 is greater than the t table with a significance level of 0.05, namely 2.012, it can be concluded that the mediation coefficient is significant. Thus, work motivation can significantly mediate the relationship between the work environment and the performance of instructors.

**B. Discussion of Research Results**

**1) The Influence of Competency on the Performance of Agricultural Instructors in Sikka Regency**

The results of the t test show that the instructor competency variable has a positive and insignificant effect on the performance of agricultural instructors in Sikka Regency. A positive influence can be interpreted as meaning that if the instructor's competence is improved better, the instructor's performance will increase. Having an insignificant effect means that if the competency of instructors is increased, the performance of agricultural instructors in Sikka Regency will increase with an insignificant increase. Thus, the results of this research reject the first hypothesis (H1) proposed, namely: instructor competency partially has a significant effect on the performance of agricultural instructors in Sikka Regency.

According to Sutrisno (2016), competency is an ability based on skills and knowledge supported by work attitudes, as well as their application in carrying out tasks and work in the workplace, with reference to the specified work requirements. Competence can be linked to performance. A person who has high competence in knowledge, skills and attitudes appropriate to his position will work more effectively, efficiently and productively in his work.

## **1 The Influence of Competency, Compensation and Work Environment on Performance with Work Motivation as an Intervening Variable (Case Study of Agricultural Extension Instructors in Sikka Regency)**

The Sikka Regency Agricultural Service really cares about the competence of its employees, including agricultural instructors, one of which is providing opportunities for agricultural instructors to improve their competency through non-formal education which can be in the form of technical guidance (bimtek), training, and so on which serves to improve competency of agricultural instructors. However, since the onset of COVID-19, the intensity of technical guidance (bimtek) and training for agricultural instructors has begun to decrease. This is because the Sikka Regency Regional Government issued a policy to refocus and reallocate the budget to deal with the impact of the COVID-19 pandemic. The government's efforts are to reduce spending from all regional apparatus, both direct and indirect spending.

The impact of this policy for the Department of Agriculture is that the competency of agricultural instructors in terms of skills, knowledge and especially work attitudes has not developed. This phenomenon can be seen from the fact that several agricultural instructors decrease their motivation when working under time pressure, are reluctant to collaborate with others and prioritize their own interests over serving the community. With the policy of refocusing and reallocating the budget, training for agricultural instructors will also be reduced, thereby reducing the skills of agricultural instructors in providing counseling to farmers in Sikka Regency.

The lack of development of the competency of agricultural instructors certainly has an impact on decreasing the performance of agricultural instructors in Sikka Regency. The research results show that the competency variable has an insignificant effect on the instructor's performance variable. This means that if the compensation variable decreases, the instructor's performance will decrease with an insignificant decrease.

Based on the results of interviews, agricultural instructors in Sikka Regency stated that the lack of competency development had an impact on instructor performance which was not optimal. Even though the intensity of technical guidance (bimtek) and training for agricultural extension workers is starting to decrease, the majority of extension workers are still enthusiastic about working because of their closeness to farmers and their sense of responsibility for their work. Thus, competency is not the main measure in improving the performance of agricultural instructors in Sikka Regency, so it is not surprising that competency does not have a significant effect on instructor performance.

The results of this research differ from several empirical evidence from previous research relating to the influence of instructor competency on instructor performance, including research conducted by: 1) Simatupang and Silalahi, (2019); 2) Kasiyanto (2019); 3) Wardayana and Yudistiro, (2018); 4) Juliana (2017); and 5) Marfa, (2017). Furthermore, the results of this research are in accordance with several empirical evidence from previous research relating to the influence of instructor competence on instructor performance, including research conducted by: 1) Basori et al, (2017); and 2) Meutia, M. et al., (2016).

### **2) The Effect of Compensation on the Performance of Agricultural Instructors in Sikka Regency**

The results of the t test show that the compensation variable has a positive and insignificant effect on the performance of agricultural instructors in Sikka Regency. A positive influence can be interpreted as meaning that if compensation is increased, the performance of instructors will increase. Having an insignificant effect means that if compensation is further increased, the performance of agricultural instructors in Sikka Regency will increase with an insignificant increase. Thus, the results of this research reject the second hypothesis (H2) proposed, namely: compensation has a significant effect on the performance of agricultural instructors in Sikka Regency.

Compensation is a form of payment or reward given to employees that arises from the employee's employment in the organization/company. Dessler (in Dwiatmadja et al, 2021: 184). The compensation provided by the company aims to help employees meet their living needs. If the compensation provided by the company is proportional to the workload given, it can improve employee performance. Employees need to be given stimulants to raise hope in carrying out their responsibilities or duties in order to produce better performance.

One form of compensation is the benefits received by employees. Benefits are payments or services provided by the company as protection or complement to the basic salary. Examples of benefits are health and life insurance, company-covered holidays, pension programs and other benefits related to employment relations (Simamora in Heriyati, 2016).

To confirm the results of this research, researchers conducted interviews with several agricultural instructors in Sikka Regency. Based on the results of the interview, information was obtained that since COVID-19, the Regional Government of Sikka Regency has issued a policy to refocus and reallocate the budget to handle the impact of the COVID-19 pandemic in Sikka Regency. The efforts made by the government are by reducing spending from all regional apparatus, both direct and indirect spending, including spending on Additional Income Improvement Allowances (TPP).

TPP is compensation in the form of allowances provided by the government to support the performance of ASNs and the welfare of ASNs. Delaying TPP payments will certainly reduce the amount of allowances received by ASN, especially agricultural

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instructors in Sikka Regency. This is in accordance with the descriptive analysis where of the four compensation indicators (wages and salaries, incentives, allowances and facilities), only allowances have the lowest value.

The reduced TPP payments certainly have an impact on the decline in the performance of agricultural instructors in Sikka Regency. The research results show that the compensation variable has an insignificant effect on the instructor's performance variable. This means that if the compensation variable decreases, the instructor's performance will decrease with an insignificant decrease.

Another impact of the policy of refocusing and reallocating the budget is the reduction in incentives received by agricultural instructors and the reduction in facilities prepared by the government for agricultural instructors, namely the procurement of service motorbikes for agricultural instructors.

Based on the results of interviews, agricultural extension workers in Sikka Regency stated that reducing TPP had indeed reduced their performance. Even though TPP payments have been reduced, the majority of agricultural extension workers remain enthusiastic about working because of their closeness to farmers and their sense of responsibility for their work. Thus, compensation is not the main measure in improving the performance of agricultural instructors in Sikka Regency, so it is not surprising that compensation does not have a significant effect on the performance of instructors.

The results of this research differ from several empirical evidence from previous research relating to the influence of compensation on the performance of instructors, including research conducted by: 1) Candradewi and Dewi, (2019); 2) Kasiyanto (2019). These studies are able to prove that compensation has a significant effect on employee performance. Furthermore, the results of this research are in accordance with several empirical evidence from previous research relating to the influence of instructor compensation on instructor performance, including research conducted by: Mundakir and Zainuri (2018).

### 3) The Influence of the Work Environment on the Performance of Agricultural Instructors in Sikka Regency

The results of the t test show that the work environment variable has a positive and insignificant effect on the performance of agricultural instructors in Sikka Regency. Having a positive influence can mean that if the work environment is improved, the performance of the instructor will increase. Having an insignificant effect means that if the work environment is further improved, the performance of agricultural instructors in Sikka Regency will increase with an insignificant increase. Thus, the results of this research reject the third hypothesis (H3) proposed, namely: The work environment has a significant effect on the performance of agricultural instructors in Sikka Regency.

According to Sunyoto (2015), the work environment is a very important component when employees carry out work activities. If an employee likes the work environment where he works, then the employee will feel at home at work, carrying out his activities so that working time is used effectively. On the other hand, if an employee works in an environment that is inadequate and does not support optimal work, the employee will become lazy and get tired quickly so that the employee's performance will be low.

Agricultural Extension Officers have the task and function of providing counseling to farmers through a farmer group approach so that farmers' knowledge, skills and attitudes become better in managing farming to improve their welfare. In order to carry out their duties effectively and efficiently, every agricultural instructor needs adequate work equipment and supporting work facilities. Based on descriptive analysis, of the two work environment indicators (physical work environment and non-physical work environment) the lowest is the physical work environment which consists of workplace buildings, adequate work equipment and facilities.

To confirm the results of this research, researchers conducted interviews with several agricultural instructors in Sikka Regency. Based on the results of the interview, information was obtained that since COVID-19, the Regional Government of Sikka Regency has issued a policy to refocus and reallocate the budget to handle the impact of the COVID-19 pandemic in Sikka Regency. The government's efforts are to reduce spending from all regional apparatus, both direct and indirect spending. Direct cost reductions here include reductions in the costs of building workplaces, work equipment and facilities from all regional officials including the Sikka Regency Agricultural Service.

Reducing the costs of building workplaces (building official residences for agricultural instructors and renovating existing official residences), work equipment and facilities certainly has an impact on reducing the performance of agricultural instructors in Sikka Regency. The research results show that work environment variables have an insignificant effect on instructor performance variables. This means that if the work environment variable decreases (as a result of reducing the costs of building workplaces, work equipment and facilities) then the performance of instructors will decrease with an insignificant decrease.

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Based on the results of interviews, agricultural extension workers in Sikka Regency stated that reducing the costs of building workplaces, work equipment and facilities actually reduced their performance. Even though there has been a reduction in the costs of building workplaces, work equipment and facilities, the majority of agricultural extension workers remain enthusiastic about working because of their closeness to farmers and their sense of responsibility for their work. Thus, the work environment is not the main measure in improving the performance of agricultural instructors in Sikka Regency, so it is not surprising that the work environment does not have a significant effect on the performance of instructors.

The results of this research are in accordance with previous research conducted by: Basori et al, (2017). This research was able to prove that the work environment does not have a significant effect on employee performance.

## 4) The Influence of Work Motivation on the Performance of Agricultural Instructors in Sikka Regency

The results of the t test show that the work motivation variable has a positive and insignificant effect on the performance of agricultural instructors in Sikka Regency. A positive influence can be interpreted as meaning that if work motivation increases, the instructor's performance will increase. Having an insignificant effect means that if work motivation increases, the performance of agricultural instructors in Sikka Regency will increase with an insignificant increase. Thus, the results of this research reject the fourth hypothesis (H4) proposed, namely: work motivation has a significant effect on the performance of agricultural instructors in Sikka Regency.

According to Mundakir and Zainuri, (2018), work motivation is something that creates enthusiasm or encouragement to work. Humans as one of the basic components in an organization must have motivation stored in their hearts or desires that can encourage them to achieve what they aspire to. Employee motivation for a company is important because it is hoped that every employee will work harder and be more active in their work. The more employees are motivated, the totality of employees at work will increase and will have an impact on increasing employee performance.

Agricultural instructor motivation is encouragement from within and outside the instructor towards a behavioral direction that begins with the desire to develop creativity and direct all the abilities and energy they have in order to achieve optimal work performance. This drive is triggered by various needs which are indicators in this research, such as physiological needs, the need for security, social needs, the need for esteem and the need for self-actualization. Based on descriptive analysis, of the five indicators of work motivation, there are two indicators that are the lowest. These indicators are physiological needs which are measured from adequate and satisfactory benefits and security needs which are measured from work equipment and tools that are safe and adequate for use.

To confirm the results of this research, researchers conducted interviews with several agricultural instructors in Sikka Regency. Based on the results of the interview, information was obtained that since COVID-19, the Regional Government of Sikka Regency has issued a policy to refocus and reallocate the budget to handle the impact of the COVID-19 pandemic in Sikka Regency. The government's efforts are to reduce spending from all regional apparatus, both direct and indirect spending. Cost reductions here include reductions in allowance costs and procurement costs for equipment and work equipment.

Reducing the cost of allowances and the cost of procuring equipment and work equipment certainly has an impact on decreasing the performance of agricultural instructors in Sikka Regency. The research results show that the work motivation variable has an insignificant effect on the instructor's performance variable. This means that if the work motivation variable decreases (as a result of reducing the cost of allowances and the costs of procuring equipment and work tools) then the performance of the instructor will decrease with an insignificant decrease.

Based on the results of interviews, agricultural instructors in Sikka Regency stated that the reduction in allowances and costs for procuring equipment and work equipment had indeed reduced their performance. Even though there has been a reduction in costs, the majority of agricultural extension workers remain enthusiastic about working because of their closeness to farmers and their sense of responsibility for their work. Thus, work motivation is not the main measure in improving the performance of agricultural instructors in Sikka Regency, so it is not surprising that work motivation does not have a significant effect on the performance of instructors.

The results of this research are different from several empirical evidence from previous research relating to the influence of work motivation on the performance of instructors, including research conducted by: 1) Candradewi and Dewi, (2019); 2) Kasiyanto (2019); 3) Wardayana and Yudistiro, (2018); 4) Basori et al, (2017); 5); and Meutia, M. et al. Furthermore, the results of this research are in accordance with previous research conducted by Yuliana (2017).

## 5) The Influence of Competency on Performance is Mediated by Work Motivation

The results of the path analysis show that the work motivation variable is able to act as an intervening variable or is able to mediate the influence of the competency variable on employee performance. Based on the Sobel test analysis, the statistical t



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value is greater than the t table, so it can be concluded that the mediation coefficient is significant. Thus the fifth hypothesis (H5) which states that motivation mediates competence on the performance of instructors is accepted.

Mutual support between co-workers, superiors who always appreciate the work of instructors and open opportunities to obtain high positions make the work motivation variable able to mediate the relationship between competency variables and the performance variable of instructors. The reduction in technical guidance (bimtek) and agricultural training is not an obstacle for extension workers to improve their performance. Mediated by motivation, agricultural extension workers will see change as an interesting opportunity, they will always look for opportunities to learn new technology and skills (for example from colleagues) and always innovate by making continuous improvements. This condition shows that the influence of competency variables on instructor performance will be better if mediated by work motivation variables.

The results of this research are in accordance with previous research relating to the position of work motivation variables as intervening variables, including research conducted by: 1) Kasiyanto (2019), 2) Dwi (2016), 3) Basori et al, (2017), 5) Meutia, M. et al., (2016), 6) Anggraini (2018). These studies are able to prove that competence has a significant effect on work performance through work motivation.

### 6) The Effect of Compensation on Performance is Mediated by Motivation Work

The results of the path analysis show that the work motivation variable is able to act as an intervening variable or is able to mediate the influence of compensation variables on employee performance. Based on the Sobel test analysis, the statistical t value is greater than the t table, so it can be concluded that the mediation coefficient is significant. Thus the sixth hypothesis (H6) which states that motivation mediates compensation on instructor performance is accepted.

Mutual support between co-workers, superiors who always appreciate the work of instructors and open opportunities to obtain high positions make the work motivation variable able to mediate the relationship between compensation variables and the performance variable of instructors. The reduced payment of Additional Income Improvement (TPP) allowances will not be a barrier for extension workers to improve their performance. This condition shows that the influence of competency variables on instructor performance will be better if mediated by work motivation variables.

The results of this research are in accordance with previous research relating to the position of work motivation variables as intervening variables, including research conducted by: 1) Candradewi and Dewi, (2019), 2) Kasiyanto (2019), 3) Ari, W., (2018). These studies are able to prove that compensation has a significant effect on work performance through work motivation.

### 7) The Influence of the Work Environment on the Performance of Extension Workers Mediated by Work Motivation

The results of the path analysis show that the work motivation variable is able to act as an intervening variable or is able to mediate the influence of work environment variables on employee performance. Based on the Sobel test analysis, the statistical t value is greater than the t table, so it can be concluded that the mediation coefficient is significant. Thus the seventh hypothesis (H7) which states that motivation mediates the work environment on the performance of instructors is accepted.

Mutual support between co-workers, superiors who always appreciate the work of instructors and open opportunities to obtain high positions make the work motivation variable capable of mediating the relationship between work environment variables and instructor performance variables. The reduced costs of building workplaces, work equipment and facilities do not become a barrier for extension workers to improve their performance. This condition shows that the influence of competency variables on instructor performance will be better if mediated by work motivation variables.

The results of this research are in accordance with previous research relating to the position of work motivation variables as intervening variables, including research conducted by: 1) Sari and Aziz (2019), 2) Dwi, FY, (2016). These studies are able to prove that the work environment has a significant effect on work performance through work motivation.

## V. CONCLUSIONS AND RECOMMENDATIONS

### A. Conclusion

Based on the results of the analysis that has been discussed, the conclusions from the results of this research are as follows:

- 1) Competence has a positive and insignificant effect on the performance of agricultural instructors in Sikka Regency. A person who has high competence in knowledge, skills and attitudes appropriate to his position will work more effectively, efficiently and productively in his work.
- 2) Compensation has a positive and insignificant effect on the performance of agricultural instructors in Sikka Regency. The compensation provided by the company aims to help employees meet their living needs. If the compensation provided by the company is proportional to the workload given, it can improve employee performance.

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- 3) The work environment has a positive and insignificant effect on the performance of agricultural instructors in Sikka Regency. If an employee likes the work environment where he works, then the employee will feel at home at work, carrying out his activities so that working time is used effectively.
- 4) Work motivation has a positive and insignificant effect on the performance of agricultural instructors in Sikka Regency. The more employees are motivated, the totality of employees at work will increase and will have an impact on increasing employee performance.
- 5) Work motivation is able to mediate the relationship between competency variables and instructor performance variables.
- 6) Work motivation is able to mediate the relationship between compensation variables and instructor performance variables. The reduced payment of the Additional Income Improvement (TPP) allowance will not be a barrier for extension workers to improve their performance.
- 7) Work motivation is able to mediate the relationship between work environment variables and instructor performance variables. The reduced costs of building workplaces, work equipment and facilities do not become a barrier for extension workers to improve their performance.

#### **B. Limitations**

Some limitations in this research are as follows:

- 1) There are still inconsistent questionnaire answers from respondents, possibly because respondents tend to be less careful in answering questionnaires, resulting in inconsistent and not actual answers.
- 2) There are agricultural extension workers who do not receive questionnaires themselves because they work in distant areas, so there may be misperceptions in understanding each question asked.

#### **C. Suggestion**

Based on the conclusions of this research, several things can be suggested as follows:

- 1) The Sikka Regency Agricultural Service Office is advised to:
  - a. Improving the Performance of Extension Workers by paying attention to competency through work motivation. Leaders must motivate agricultural extension workers so that they can work under time pressure, can work together and be oriented towards farmer service.
  - b. Improving the Performance of Extension Workers by paying attention to compensation through work motivation. Leaders need to provide additional income and allowances as well as incentives for agricultural extension workers.
  - c. Improving the Performance of Extension Workers by paying attention to the work environment through work motivation. Leaders must prepare good work facilities for agricultural instructors.
- 2) To other researchers, if they want to conduct similar research, it is recommended to involve other variables that influence the performance of instructors that have not been included in this research, so that they can be used as reference material for the Sikka Regency Agricultural Service Office in making decisions.

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