



## THE MEDIATION ROLE OF MOTIVATION IN ENHANCING PERFORMANCE: THE IMPACT OF INDIVIDUAL CHARACTERISTICS AND COMPENSATION

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### Abstract :

This study aims to analyze the effect of Individual Characteristics, Compensation on the Performance of Extension Workers with Motivation as a Mediating Variable in the UPTD of the Agricultural and Fisheries Agricultural Counseling Center, Sleman, Yogyakarta. The object of this study is the Extension of the status of Civil Servants (PNS) in UPTD Food and Fisheries Agricultural Counseling Center, Sleman, Yogyakarta, amounting to 46 extension agents. This research was conducted in January 2020 - February 2020. Data collection techniques in this study used a questionnaire method. The analytical tool used is path analysis. Based on the analysis that has been done, the results are obtained that partially individual characteristics significantly influence the performance of the instructor at the UPTD Extension Service Center for Agriculture and Fisheries in Sleman Regency. Compensation has a significant effect on the performance of the instructor in the UPTD extension agent of the Sleman Regency Food and Fisheries Agricultural Counseling Center. There is a Positive Effect of Individual Characteristics on Performance Mediated by Motivation at the UPTD Agricultural and Fisheries Counseling Center, Sleman, Yogyakarta. And there is a Positive Effect of Compensation on Performance Mediated by Motivation at the UPTD of the Agricultural and Fisheries Agricultural Counseling Center, Sleman, Yogyakarta.

**Keywords: Individual Characteristics, Compensation, Performance, and Motivation.**

### Introduction

Efforts to improve the quality of agricultural human resources, can not be separated from the existence of agricultural extension. As one of the functional positions of the Civil Servants in the agricultural sciences cluster, agricultural instructors have a very important and strategic role in improving the knowledge, attitudes and skills of farmers. The agriculture instructor acts as a facilitator and dynamic for farmers and families so that they are willing and able to organize themselves to be more

independent so that their lives are more prosperous. The thing that proves the importance of the role of agricultural extension is the ability of Indonesia to be self-sufficient in food and many prosperous families.

Factors that can affect performance include individual characteristics, compensation and motivation, individual characteristics needed to increase work motivation and improve the ability of agricultural instructors to meet the work targets set by agricultural food and fisheries extension centers in Prambanan, Sleman, Yogyakarta. The phenomenon that occurs is due to the lack of understanding that farmers want, as well as less than optimal training and development.

So that farmers trust more private extension workers who are more patient and continue to provide agricultural extension services to farmers and private extension workers also understand farmers better and teach farmers how to grow crops that are good and effective and produce superior results. Professional agricultural civil servant (PNS) agriculture instructors should have jobs that require them to carry out official work to various institutions throughout Indonesia and even abroad, to improve their ability for farmers to better increase food self-sufficiency.

Factors that can affect performance include individual characteristics, compensation and motivation, compensation is needed to increase the motivation of agricultural instructors to work and achieve predetermined work targets. The phenomenon that occurs is the sub-optimal performance of field agricultural extension workers which results in a decrease in farmer confidence in agricultural extension workers (PPL). Agriculture instructors should be professional and improve their performance so that the targets set can be reached. Motivation is able to mediate between individual characteristics, compensation for performance where there is a positive influence between individual characteristics of motivation and compensation for performance.

Based on the phenomena that occur, the researchers intend to examine how the effect of individual characteristics, compensation on the performance of instructors with motivation as a variable at the UPT of agricultural food and fisheries extension services in Prambanan, Sleman, Yogyakarta.

## **Literature Review**

### **Individual Characteristics**

According to Robbins (2012) individual characteristics are the overall behavior and abilities that exist in individuals as a result of

the carrying of their environment. Individual characteristics can be measured by attitudes, interests, and needs. The individual carries inherent values that are formed by the environment in which he lives, those values which will later be brought into the work situation.

Any attempt to find out why people behave as they do in organizations requires an understanding of individual differences. Managers need time to make decisions about compatibility between individuals, work tasks, and effectiveness. Decision making about who will carry out what tasks in a certain way without knowing behavior can lead to long-term problems that cannot be changed anymore (Gibson, et al, 1995).

Hurriyati (2005), individual characteristics is a psychological process that affects individuals in obtaining, consuming and receiving goods and services as well as experience. Individual characteristics are internal (interpersonal) factors that move and influence individual behavior.

Everyone has different views, goals, needs and abilities from each other. This difference will carry over into the world of work, which will cause the satisfaction of one person with another is also different, even though working in the same place. Individual characteristics in this study include: Ability, Values, Attitudes, Interests.

The following dimensions of individual characteristics include: Ability, Value, Attitude, Interest.

1. Ability (ability) is the capacity of an individual to do various tasks in a job Robbins (2003). In other words, ability is a function of knowledge and skill, so the formula is  $A: f(K.S)$ .
2. Value According to Robbin (2003), the value of a person is based on the work of satisfying money, enjoyment, relationships with people, intellectual development and time for the family. clear information about how well the work has been done.
3. Attitude (attitude) According to Robbins (2003) attitude is an evaluative statement-whether favorable or unprofitable-regarding objects, people, or events. In this study attitude will be focused on how a person feels about work, work groups, providers and organizations.
4. Interest (interest) Interest (interest) is an attitude that makes people happy about the object of the situation or certain ideas. This is followed by a feeling of pleasure

and a tendency to find the object that is liked. Patterns of one's interests are one of the factors that determine the suitability of people with their work. People's interest in different types of work also (Moh. As'ad, 2004)

Individual characteristics are every person who has different views, goals, needs and abilities from each other. This difference will carry over into the world of work. Each individual will have a different level of satisfaction, according to the value system that applies to him. The more aspects of work in accordance with individual desires, the higher the level of satisfaction felt and vice versa (As'ad, 2000).

H1: Individual characteristics significantly influence performance of UPTD Agricultural and Fisheries Counseling Center

### **Compensation**

Compensation is variously defined by experts. According to Daft (2003: 416), compensation refers to: (1) all payments of money and (2) all goods or commodities used are based on the value of money to reward employees. Meanwhile, according to Bernadin (2007: 252), compensation refers to all forms of financial results and actual benefits received by employees as part of an employment relationship.

Meanwhile Kreitner and Kinicki (2008: 643), define compensation based on its classification, which consists of cash compensation, gross compensation and net compensation. Cash compensation is compensation in the form of salary, cash bonus, and short-term incentives. Gross compensation is compensation in the form of salary costs for all employee benefits and benefits, both total and cash compensation. While net compensation is the benefit used by comparing the benefits calculated after tax.

According to Hasibuan (2009: 118), compensation is all income in the form of money or goods directly or indirectly received by employees in return for services provided to the company. Meanwhile, according to Mathis (2001: 85), compensation is all forms of wages or rewards that apply to employees and arise from their work, and have two components. There are direct financial payments in the form of wages, salaries, incentives, commissions and bonuses. There are indirect payments in the form of financial benefits such as insurance money and vacation money paid by employers.

According to Hasibuan (2012, p.127) factors that influence the amount of compensation include:

1. Supply and demand for labor

If there are more job seekers than available job vacancies, the compensation is relatively small.

1. The ability and willingness of the company

If the company's ability and willingness to pay is better, the level of compensation will be even greater.

2. Trade unions

If the union is strong and influential then the level of compensation will be even greater.

3. Employee work productivity

If employee work productivity is good then the amount of compensation will be even greater.

4. Government with laws and decrees

The government, by law and Presidential Decree, stipulates the amount of the minimum wage or remuneration. The government is obliged to protect the people from arbitrary actions by companies in determining the size of compensation.

5. Living costs

If the cost of living in the area is high then the level of compensation will be even greater.

5. Position of employee

Employees who occupy higher positions will receive a higher salary or compensation. This is reasonable because employees who have greater authority and responsibility must get a bigger salary or compensation.

6. Education and work experience

If the employee's education level is high and his work experience is long then the salary or compensation is also getting bigger, because his skills and skills are better.

7. National economic conditions

If the condition of the national economy is progressing, the level of compensation will be even greater, because it will approach the condition of full employment.

8. Types and nature of work

If the type and nature of work is difficult and has a large risk, the level of compensation will be even greater, because it requires skill and accuracy to do it.

According to Wirawan (2012: 9), performance has a causal relationship with competency (competency or ability). Performance is a function of attitude and action competencies. Competence describes the characteristics of knowledge, skills, behavior, and experience to perform a particular job or role effectively.

H2: Compensation has a significant effect on performance of UPTD Agricultural and Fisheries Counseling Center

### **Motivation**

Motivation is an important element to improve work productivity, every work actor needs to have a clear understanding of how motivation relates to satisfaction and reward systems. Various studies on the condition of the organization have spent a lot of time, energy and effort by the work actors to try to improve the effectiveness and efficiency of the work system. Understanding job satisfaction and work motivation can be a key basis for improving work productivity.

The literature review on motivation from the three leading theories about motivation, Maslow, Herzberg and McClelland, shows that the typical reward system used in public organizations only meets the hygiene factor and does not reach a higher level of need that will truly motivate people. How to try to motivate workers requires a deeper understanding of these two theories of motivation.

McClelland's Theory of Needs Achievement is based on Maslow's self-actualization theory. The similarity with Herzberg's theory is that people who have high levels of achievement tend to be attracted to Herzberg's theory while those with low levels of achievement are more related to hygiene factors. McGregor Y's theory is in accordance with Maslow's theory of self-actualization according to the level of motivation. This theory is based on the assumption that self-direction, self-control and the maturity of hygiene factors. The reward system must be in accordance with intrinsic factors if you want to motivate workers. Meeting the extrinsic factor is usually sought to motivate workers but this theory shows that the effort is not going well to motivate workers towards employee commitment; motivation has a significant effect on employee performance.

The leadership's step in efforts to improve employee performance

is done by increasing motivation to encourage increased organizational commitment to improve employee performance. Together the motivational variables, job satisfaction and commitment affect employee performance. McClelland conveys motivation theory which is very closely related to the concept of learning. The theory states that when a person has strong needs, the effect is to motivate someone to use behavior that leads to the fulfillment of the need for satisfaction. The essence of this theory is that needs are learned through adaptation to one's environment. Because needs are learned, given behavior tends to occur at a higher frequency (Gibson, Ivancevich and Donnely, 2007: 111)

The need for achievement (Achieve) includes the desire to independently master objects, ideas, or others, and to increase one's confidence through talent training. Based on the results of the study, McClelland developed a set of descriptive factors that reflected the need for high achievement. These factors:

1. Achievers like situations where they have a personal responsibility to find solutions to problems
2. Achievers have a tendency to set average achievement goals and calculate risk.
3. Achievers want to use real feedback about how well they are doing (McClelland and Johnson, 2004: 3)

David McClelland's Motivation Theory. This theory states that a worker has potential energy that can be used depending on motivation, situation, and opportunities. The needs of workers who motivate workplace passion are the need for achievement (need for achievement), the need for friendship or affiliation (need for affiliation), and the need for power (need for power) (Robbins 2006: 222) Employees will be enthusiastic for high achievers, provided given a chance. One realizes that only achieving high work performance can earn large incomes, with large incomes finally being able to own and fulfill their needs (Hasibuan 2003: 112). The need for affiliation is a driving force that motivates one's enthusiasm for work, because everyone wants: (1) the need for feelings to be accepted by others in the environment he lives and works, (2) the need for feelings of respect, (3) the need for feelings of progress and not fail, (4) the need for a feeling of participation. Someone because of the need for affiliation, this will motivate and develop themselves and utilize all his energy to complete his tasks. So someone is motivated by the need for affiliation The need for power is a driving force that motivates an employee's morale. The human ego wants to be more powerful, giving rise to competition.

This competition by leaders is fostered in a healthy manner, providing equipment, creating a good work atmosphere and providing opportunities for promotion, so that someone will increase enthusiasm.

H3: Motivation significantly mediate the relationship of individual characteristics and performance in UPTD UPTD Agricultural and Fisheries Counseling Center

H4: Motivation significantly mediate the relationship of compensation and performance in UPTD UPTD Agricultural and Fisheries Counseling Center

## Research Method

The research method used in this study is a quantitative research method. Submission of hypotheses in this study was carried out by path analysis. Path analysis is an extension of multiple regression analysis which aims to estimate the significant level of relationship between several variables and involve intervening / mediating variables (Ghozali, 2009). Path analysis is a multivariate method (more than one dependent variable) that can be used to estimate direct effects, indirect effects, and total effects, among several variables (Ghozali, 2009).

To provide a clearer understanding of all the variables used in this study, it can be explained as follows:

### 1. Individual characteristics (X1)

According to Miftah Thoha, 2007: related to individual characteristics, that individuals bring into the organizational structure, abilities, personal beliefs, expectations of needs and past experiences. These are all characteristics possessed by individuals and these characteristics will enter a new environment, namely the organization. Meanwhile Bashaw & Grant (Almalifah Mahmudha Siti, 2005 :) revealed several personal characteristics including: gender, marital status, age, education, family income, and tenure.

- a. Ability (X1,1): level of education, physical condition, professionalism.
- b. Interests (X1,2): in accordance with the style or characteristics of the self, the job is in accordance with the wishes of the self (passion), work that requires ideas or ideas.
- c. Value (X1,3): creativity, work with the help of technology in adding references, time for family.
- d. Attitude (X1,4): cooperative attitude (working together) with



other parties, respecting direction, proposals and criticism, psychological conditions.

## 2. Compensation (X2)

Compensation is variously defined by experts. According to Daft (2003: 416), compensation refers to: (1) all payments of money and (2) all goods or commodities used are based on the value of money to reward employees. Meanwhile, according to Bernadin (2007: 252), compensation refers to all forms of financial results and actual benefits received by employees as part of an employment relationship.

- a. Salary (X2,1): Rights received by employees because of compensation to the company.
- b. Facilities (X2,2): Compensation given to employees as a support for fluency to work and motivate employees to work morale.
- c. Benefits (X2,3): Additional compensation is given based on company policy for all employees in an effort to improve employee welfare.

## 3. Motivation (Z)

McClelland conveys motivation theory which is very closely related to the concept of learning. The theory states that when a person has strong needs, the effect is to motivate someone to use behavior that leads to the fulfillment of the need for satisfaction. The essence of this theory is that needs are learned through adaptation to one's environment. Because needs are learned, given behavior tends to occur at a higher frequency (Gibson, Ivancevich and Donnely, 2007: 111)

- a. Need of achievement (Z1): Encouragement of work passion and passion in carrying out and completing tasks
- b. Need for Affiliation (Z2): Can work together with others and have a good relationship with coworkers
- c. Need of Power (Z3): Desire for promotion and challenged for greater responsibility and authority

## 4. Performance (Y)

Bernadin in Sudarmanto (2015: 8) explains: Performance is a record of the results produced (produced) for a particular job function or activities during a certain period. Then Murphy in Sudarmanto (2015: 8) explains: Performance is a set of behaviors that are relevant to the goals of the organization or organizational unit where people work.

- a. Performance appraisal of PNS employees consists of the elements of the Employee Work Target (SKP) with a weight of 60% (Y1,1)
  1. Quantity (Y1,2) is a measure of the amount of work achieved by a Civil Servant (PNS).
  2. Quality (Y1,3) is a measure of the quality of each work achieved by a Civil Servant (PNS).
  3. Time (Y1,4) is a measure of the length of the process of each work achieved by a Civil Servant (PNS).
  4. Costs (Y1,5) is the amount of the budget used from each work by a Civil Servant (PNS).
- b. Assessment of work behavior of Civil Servants (PNS) with a weight of 40% (Y2,1)
  1. Service orientation (Y2,2) constitutes the attitude and work behavior of Civil Servants (PNS) in providing services to those served, including among others the community, superiors, colleagues, related work units, and other agencies.
  2. Integrity (Y2,3) is the ability of Civil Servants (PNS) to act in accordance with values, norms and ethics in the organization.
  3. Commitments (Y2,4) is the willingness and ability of a Civil Servants (PNS) to be able to strike a balance between attitudes and actions to realize the goals of the organization by prioritizing the interests of the service rather than the interests of oneself, a person, or class.
  4. Discipline (Y2,5) constitutes the ability of a Civil Servant (PNS) to obey obligations and avoid prohibitions specified in statutory regulations or official regulations which if not obeyed or violated are subject to sanctions.
  5. Cooperation (Y2,6) is the willingness and ability of a Civil Servant (PNS) to cooperate with colleagues, superiors, subordinates both in their work units and other institutions in completing a task and responsibility they carry.
  6. Leadership (Y2,7) is the ability and willingness of Civil Servants (PNS) to motivate and influence subordinates or others related to their field of work in order to achieve organizational goals.

## Result

Submission of hypotheses in this study was carried out by path analysis. Path analysis is an extension of multiple regression analysis which aims to estimate the significant level of relationship between several variables and involve intervening / mediating variables (Ghozali, 2009). Path analysis is a multivariate method (more than one dependent variable) that can be used to estimate direct effects, indirect effects, and total effects, among several variables (Ghozali, 2009).

### 1. Path Analysis

#### a. Effect of individual characteristics and compensation and on work motivation

The first multiple linear regression analysis to determine the effect of individual characteristics and compensation on work motivation. The summary results of the results of multiple linear regression analysis can be shown as in Table 4.7 as follows:

The equation model

$$z = f(x_1, x_2) \dots \dots \dots (1)$$

The results of multiple linear regression model I are as follows:

Table 1  
The Result of multiple Regression Model I

Variable	Coefficient	Beta	t hitung	Sig-t
Individual Characteristics ( $X_1$ )	0.510	0.509	4.608	0.000
Compensation ( $X_2$ )	0.339	0.381	3.450	0.001
Coefficient of Determination ( $R^2$ )	0,533			

Source: Calculated Data, 2020

Based on table 1 can be arranged multiple linear regression equations namely:

$$Z = 0,510X_1 + 0,339X_2$$

R square = 0,533

$$Pe 1 = \sqrt{1 - 0,533} = \sqrt{0,467} = 0,683$$

The results of the path coefficient (beta coefficient) of individual characteristics amounted to 0.509, indicating that the individual characteristics variable ( $X_1$ ) has a positive influence on work motivation ( $Z$ ), meaning that the better the individual

characteristics the work motivation will increase. The statistical calculation results obtained t count of 4.608 and p value of  $0.000 < 0.05$  means that there is a significant influence between individual characteristics with work motivation.

The results of the path coefficient (beta coefficient) of compensation amounted to 0.381, indicating that the compensation variable ( $X_2$ ) has a positive influence on work motivation ( $Z$ ), meaning that the better the compensation the work motivation will increase. The results of statistical calculations obtained t count of 3.450 and p value of  $0.001 < 0.05$  means that there is a significant influence between compensation and work motivation.

Based on Table 4.15 above it can also be seen the coefficient of determination ( $R^2$  square) of 0.533. The coefficient of determination is 0.533, it can be interpreted that 53.3% work motivation can be explained by individual characteristics and compensation variables. While the remaining 46.7% is influenced by other variables not included in the research model.

b. Effect of Individual Characteristics, Compensation, and Work Motivation on instructor performance

The second stage of multiple linear regression analysis explains the effect of Individual Characteristics, Compensation, and Work Motivation on instructor performance. The results of the summary results of multiple linear regression analysis can be shown as in Table 4.8 as follows:

The Equation Model

$$y = f(x_1, x_2, Z) \dots \dots \dots (2)$$

From the analysis of the data in the attachment the following results can be obtained:

Tabel 2  
The Result of multiple Regression Model II

Variable	Koefisien	Beta	t hitung	Sig-t
Individual Characteristics ( $X_1$ )	0.234	0.271	2.681	0.010
Compensation ( $X_2$ )	0.183	0.239	2.564	0.014
Work Motivation ( $Z$ )	0.436	0.506	4.431	0.000
Coefficient of Determination ( $R^2$ )	0.755			

Source: Calculated Data, 2020

Based on table 2 can be arranged multiple linear regression equations, namely:

$$Y = 0,271 + 0,239 X_2 + 0,506Z$$

R square = 0,755

$$PE 2 = \sqrt{(1 - 0,755)} = \sqrt{0,245} = 0,495$$

The results of the path coefficient (beta coefficient) Individual Characteristics of 0.271, shows that the Variable Individual Characteristics (X1) has a positive effect on performance (Y), meaning that the better the Individual Characteristics, the performance will increase. The statistical calculation results obtained t count of 2.681 and p value of 0.010 < 0.05 means that there is a significant influence between Individual Characteristics and performance, thus the first hypothesis stating "H1: Individual Characteristics has a Positive Influence on Performance in UPTD of Agricultural and Fisheries Agricultural Counseling Center, Sleman, Yogyakarta" proven.

The results of the path coefficient (beta coefficient) of Compensation of 0.239, indicate that Variable Compensation (X2) has a positive effect on performance (Y), meaning that the better the Compensation, the performance will increase. The statistical calculation results obtained t count of 2.564 and p value of 0.014 < 0.05 means that there is a significant influence between Compensation and performance, thus the second hypothesis stating "H2: Competence has a Positive Influence on Performance in UPTD Agricultural and Fisheries Agricultural Counseling Center, Sleman, Yogyakarta" proven

The results of the path coefficient (beta coefficient) Work Motivation of 0.506, indicate that the Variable Work Motivation (X3) has a positive effect on performance (Y), meaning that the better the Work Motivation, the performance will increase. The statistical calculation results obtained t count of 4.431 and p value of 0.000 < 0.05 meaning that there is a significant influence between Work Motivation and performance.

Based on Table 4.8 above also can be seen Coefficient of Determination (R<sup>2</sup> square) of 0.755. Coefficient of Determination value of 0.755, it can be interpreted that 75.5% of instructor performance can be explained by Variable Individual Characteristics, Compensation and Work Motivation. While the remaining 24.5% is influenced by other variables not included in the research model.

c. The Result of Line Analyzes

From the results of the two regression analyzes, it can be summarized the results of the direct effect or Direct Effect (DE) between independent variables with dependent variables are as follows:

1. Effect of Individual Characteristics and Compensation on Work Motivation

$X1 \square Z : 0.509$

$X2 \square Z : 0.381$

$R^2 = 0,533$  sehingga  $e = \sqrt{(1-0,533)} = \sqrt{0.467} = 0,683$

2. Effect of Variable Individual Characteristics, Compensation, and Work Motivation on company performance

$X1 \square Y : 0.271$

$X2 \square Y : 0.239$

$Z \square Y : 0.506$

$PE 2 = \sqrt{(1-0,755)} = \sqrt{0.245} = 0,495$

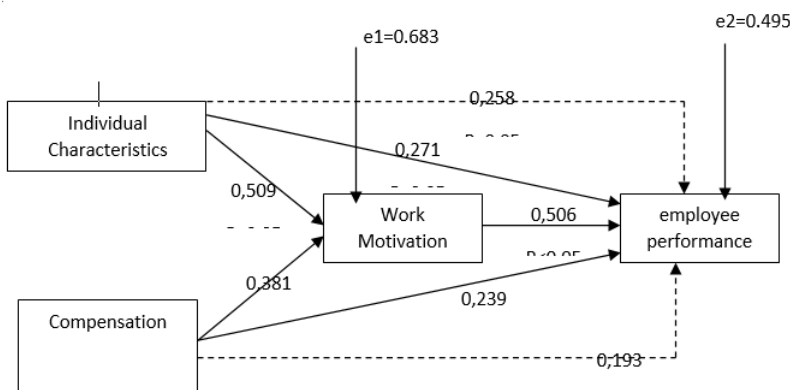


Figure 1. Result of path Analysis

Indirect effect (Indirect Effect or IE) between free Variables to Variables bound through Variable mediation. Effect of Individual Characteristics on employee performance through Work Motivation:

$X1 \square Z \square Y = 0,509 \times 0,506 = 0,258$

Effect of Compensation on employee performance through Work Motivation:

$X2 \square Z \square Y = 0,381 \times 0,506 = 0,193$

A summary of the calculation of the direct and indirect effects of Variable Individual Characteristics (X1), Compensation (X2)

and Work Motivation (Z) on employee performance (Y) can be seen in the following table:

**Tabel 3. Direct effect, Indirect effect and Total effect**

Variable	Direct Effect		Indirect Effect		Total effect	
	Work Motivation (Z)	Employee Performance (Y)	Work Motivation (Z)	Employee performance (Y)	Work Motivation (Z)	Employee Performance (Y)
Individual Characteristics (X1)	0.509	0.271	-	0.258	0.509	0.529
Compensation (X2)	0.381	0.239	-	0.193	0.381	0.432
Sobel Test 1	T =3.428 sig=0.0006					
Sobel Test 2	T =3.105 sig=0.0018					

The results of the analysis of the indirect effect of Individual Characteristics on employee performance through Work Motivation amounted to 0.258, with a direct effect of 0.271 and a total effect of  $0.271 + 0.258 = 0.529$ . Based on the results of the sobel test it can be seen that the indirect effect of Individual Characteristics on employee performance through Work Motivation t value = 3.428 and p value of 0.0006 means p value <5% ( $0,0006 < 0.05$ ). So it can be concluded that Individual Characteristics has a significant effect on employee performance through Work Motivation, thus the third hypothesis stating “H3: There is a Positive Effect of Individual Characteristics on Performance Mediated by Motivation at UPTD Agricultural and Fisheries Extension Services Center, Sleman, Yogyakarta” is proven.

The results of the analysis of the indirect effect of Compensation on employee performance through Work Motivation amounted to 0.193, with a direct effect of 0.239 and a total effect of  $0.239 + 0.193 = 0.432$ . Based on the sobel test results it can be seen that the indirect effect of compensation on employee performance through Work Motivation with a calculated T value = 3.105 and a p value of 0.0018 means p value <5% ( $0.0018 < 0.05$ ). So it can be concluded that Compensation has a significant effect on employee performance through Work Motivation, thus the fourth hypothesis stating “H4: There is a Positive Effect of Compensation on Performance Mediated by Motivation at

UPTD Agricultural and Fisheries Extension Services Center, Sleman, Yogyakarta” is proven.

## Discussion

### Effect of Individual Characteristics on Extension Worker Performance

The results of testing with Regression Analysis prove that Individual Characteristics has a significant effect on the performance of extension workers at the UPT Center for Food and Fisheries in Sleman Regency (H1 accepted). This shows that the higher the Individual Characteristics will improve the performance of extension workers at the UPTD Extension Center for Agriculture and Fisheries in Sleman Regency.

Robbins (2006), stated several characteristics of Individual Characteristics including: gender, marital status, age, education, family income, and tenure. Robbins (2006) states that, the older the employee is, the higher the commitment to the organization, this is because the opportunity for individuals to get other work becomes more limited as age increases. These limitations on the other hand can increase more positive perceptions about superiors so as to improve their performance of the organization. Robbins (2006) also states that, there are no consistent differences between men and women in problem solving skills, analytical skills, competitive encouragement, motivation, sociability or learning ability. But psychological studies have found that women are more willing to obey authority and men are more aggressive and are more likely than women to have expectations for success. Thus Individual Characteristics has a positive and significant effect on employee performance, the higher the employee's Individual Characteristics, the higher the employee's performance, and vice versa, because employees respond positively to Individual Characteristics.

This is supported by the opinion of Arieni et al (2017) who found that Individual Characteristics which includes Variable attitudes, interests, motivation and compliance have a positive and significant impact on employee performance at UPTD. PSMB - Tobacco Institution of Jember. The results are also supported by Hidayat and Cavorina's research (2017) which found a partial effect on Variable Individual Characteristics on the performance of employees of PT Cladtek Bi-Metal Manufacturing. The results of the study were also supported by the research of Ramdhani and Sridadi (2019) who found that finding that Individual Characteristics had a positive and significant effect on employee performance, the higher the Individual Characteristics in responding to work, the higher the



employee's performance, and vice versa.

### **Effect of Compensation on Extension Worker Performance**

The results of testing with Linear Regression prove that Compensation has a significant effect on the performance of extension workers at the UPTD Extension Service Center for Agriculture and Fisheries in Sleman Regency (H2 received). This shows that the higher compensation will increase the performance of extension workers at the UPTD Extension Center for Agriculture and Fisheries, Sleman Regency.

Robbins (2006) illustrates that the principle of Compensation, namely: They feel the existence of fairness in payroll, rewards that are related to their performance and related to individual needs. The principle of fair and proper should receive attention to stimulate employee passion and job satisfaction in order to be able to improve its performance. The amount of compensation paid to each employee must be adjusted to work performance, type of work, occupational risks, responsibilities, job titles and meet internal consistency requirements. So, being fair does not mean that every employee receives the same compensation. The principle of fairness must be the basis for the assessment, treatment, and giving of gifts or punishment to each employee. With the principle of fairness, a similar working atmosphere will be created, both morale, discipline, loyalty and stabilization of employees will be better. Proper and Fair Principle, compensation received by employees can meet their needs at an ideal normative level. A reasonable yardstick is relative, so the determination of the amount of compensation is based on the minimum government wage and external consistency. The personnel manager must monitor and adjust Compensation with the applicable external consistency. This is important so that the enthusiasm of work and qualified employees does not stop, the demands of trade unions are reduced, and others.

The results support the study of Pratama et al (2015) who found that both simultaneous and partial financial compensation variables and financial compensation used in this regression equation contributed to employee performance. The results of the study also support the research of Muhlisin and Restu (2018) who found that there was an effect of Compensation on the performance of the Agricultural Extension Workers (THL-TBPP) Workforce at the Agricultural, Fisheries and Forestry Executing Agency at Musi Banyuasin District. In addition, the results of research by Tanto Wijaya and Fransisca Andreani (2015) found that compensation had a positive and significant effect on employee performance.

## The Effect of Individual Characteristics on the Performance of Extension Workers with Work Motivation as Mediation.

The results of testing with SOBEL with the Indirect Effect test prove that there is an indirect effect of Individual Characteristics that has an indirect and significant positive effect on the performance of instructors with Work Motivation as a Mediating Variable. This means that the better the Individual Characteristics in the UPTD of the Agricultural and Fisheries Counseling Center in Sleman Regency, the higher the Work Motivation of the employees so that the performance of the counselors will increase.

Employees can carry out their duties to the maximum, among others, determined by motivation that encourages employees to work diligently, and discipline that is applied so that organizational goals under leadership can be achieved that can create a conducive atmosphere for the work environment. Every employee is not necessarily willing to exert his work performance optimally, so there is still a need for encouragement so that someone is willing to use all his potential to work. This impulse is called motivation. However, motivation will emerge or not largely determined by a person's Individual Characteristics. Employees who have high ability and work interest and good attitude towards work will certainly be motivated more than employees who have low ability, interest and attitude towards the job. Thus Individual Characteristics will determine whether a person's motivation arises so that it will affect the achievement of their performance results.

The results support the research conducted by Ramdhani and Sridadi (2019) which shows that job characteristics and Individual Characteristics have a positive and significant effect on employee performance through Work Motivation as a Mediating Variable. The results of the study are also in accordance with Ananda and Sunuharyo's (2018) research which found that Individual Characteristics indirectly influences employee performance through Work Motivation. with the Variable Work Motivation of employees, the effect of Individual Characteristics on employee performance is getting higher and is a positive influence. If the employee has the ability, good attitude, high interest in his work, and has needs that must be fulfilled then the employee will have a strong drive to work hard so that his performance will also increase according to the expected goals.

## **Effect of Compensation on the Performance of Extension Workers with Work Motivation as Mediation**

The test results with the Indirect Effect prove that there is an indirect effect of Compensation indirectly and significantly influence the performance of instructors with Work Motivation as a Mediating Variable. This means that the higher the satisfaction of the compensation felt by the instructor at the UPTD of the Yogyakarta Agricultural Food and Fisheries Counseling Center, the higher the Work Motivation will be so that the performance of the extension will increase.

These results indicate that motivation is a significantly positive mediating variable in relation to compensation with employee performance. People are usually motivated or compelled to work in a particular position that they feel will get rewarded (Dessler, 2007). For Gary Dessler, this statement was called the law of motivation. Based on the Work Motivation law, an employee requires two absolute conditions for meWork Motivation, namely the ability to work and willingness to work. Motivation according to Marihot Tua Efendi Hariandja (2002) is defined as factors that direct and encourage one's behavior or desire to carry out an activity expressed in the form of a hard or weak business. Understanding of employee motivation will be very important in relation to achieving goals, namely productivity and efficiency.

The results support the research of Lusiana et al (2015) who found that there is an indirect effect between Compensation on Employee Performance through Work Motivation. The results support the research of Sasongko and Yuniawan (2016) who found the influence of Variable Compensation on employee performance through Work Motivation of 0.431. The results of the study are also in accordance with the research of Rini et al (2014) who found that the motivation variable to become an intervening variable is based on the calculation of standardized coefficients for the indirect effect of Compensation on performance through Work Motivation of 48.1% greater than the direct effect between Compensation on performance only by 24.3%.

## **Conclusion**

Based on the results of data analysis and discussions that have been carried out, the following conclusions can be drawn:

1. Individual Characteristics has a significant effect on the performance of the instructor in the UPTD extension agent of the Sleman Regency Food and Fisheries Agricultural Extension Center
2. Compensation has a significant effect on the performance

of the instructor in the UPTD extension agent of the Sleman Regency Food and Fisheries Agricultural Counseling Center.

3. There is a Positive Effect of Individual Characteristics on Performance Mediated by Motivation at UPTD Agricultural and Fisheries Agricultural Counseling Center, Sleman, Yogyakarta.
4. There is a Positive Influence of Compensation on Performance Mediated by Motivation at UPTD Agricultural and Fisheries Agricultural Counseling Center, Sleman, Yogyakarta.

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