

The Influence of Emotional Intelligence and Motivation toward Agricultural Extension Worker's Performance at Agricultural Office of Tanggamus District

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The Influence of Emotional Intelligence and Motivation toward Agricultural Extension Worker's Performance at Agricultural Office of Tanggamus District

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Abstract

The most significant element of bureaucracy, dealing directly with farmers and becoming the spearhead of agricultural development, is agricultural extension workers. Their presence is very crucial in determining the success of farmers' development activities. The objectives of this research are (1) to investigate the influence between emotional intelligence and motivation toward agricultural extensions' performance; (2) to investigate the influence of emotional intelligence and motivation partially toward agricultural extension worker's performance; and (3) to prove that emotional intelligence has a dominant influence compared to motivation toward agricultural extension worker's performance. The research on agricultural extension worker's performance was carried out at Agricultural Office of Tanggamus District. The analytical technique used in this research was multiple regressions to find out the influence of independent variables (X) which was examined simultaneously as well as partially toward dependent variables (Y). Based on the result of F-Test, it is proved that independent variables affect significantly toward performance variable (Y), so that the first hypothesis is accepted. On the other hand, based on the T-test, it is proved that X variables partially affect significantly toward the Y variables so that the second hypothesis is accepted. The independent variable which affects dominantly is motivation variable, not emotional intelligence, so that the third hypothesis is rejected.

Keywords: *emotional intelligence, motivation, agriculture extension*

Abstrak

Unsur birokrasi yang paling depan, berhadapan langsung dengan petani dan menjadi ujung tombak pengembangan pertanian adalah penyuluh pertanian. Keberadaannya menjadi sangat penting dalam menentukan keberhasilan kegiatan pembinaan petani. Tujuan penelitian ini untuk (1) mengetahui pengaruh antara variabel kecerdasan emosional dan motivasi terhadap kinerja penyuluh pertanian; (2) mengetahui pengaruh variabel kecerdasan emosional dan motivasi secara parsial terhadap kinerja penyuluh pertanian (3) membuktikan variabel kecerdasan emosional memiliki pengaruh dominan dibandingkan motivasi terhadap kinerja penyuluh pertanian. Jenis Penelitian yang dilakukan adalah survey yang dilakukan terhadap penyuluh pertanian Dinas Pertanian Kabupaten Tanggamus. Teknik analisis yang digunakan: analisis regresi berganda untuk mengetahui pengaruh variabel bebas (X) yang diteliti baik secara bersama-sama maupun parsial terhadap variabel terikat (Y). Adapun model regresi linier berganda harus memenuhi syarat asumsi umum regresi dengan melakukan uji heteroskedastisitas, autokorelasi serta multikolinieritas. Berdasarkan hasil analisis Uji F terbukti bahwa variabel bebas berupa kecerdasan emosional (X₁), motivasi (X₂) mempunyai pengaruh yang signifikan terhadap variabel kinerja (Y) sehingga hipotesa pertama diterima. Sedangkan berdasar hasil Uji t terbukti bahwa variabel X secara parsial berpengaruh secara signifikan terhadap variabel Y sehingga hipotesa kedua diterima. Variabel bebas yang dominan mempengaruhi kinerja adalah variabel motivasi bukan variabel kecerdasan emosional sehingga hipotesis ketiga ditolak.

Kata kunci: Kecerdasan Emosional, Motivasi, Penyuluh Pertanian

Introduction

Agriculture sector has a crucial role in dealing with global crisis threat recently. It is because the agricultural sector is food supplier for Indonesian people. Effort to increase agricultural development is to align agricultural sector to development of agribusiness system. Agribusiness is a major foothold in the economic recovery from the prolonged economic crisis since in the Indonesian economy, agribusiness is a source of foreign exchange, and be able to provide jobs, and also be able to provide

a variety of food, and be able to support the industrial sector. (Soekartawi, 2001 in Prihantiwi et al, 2016: 145).

Basically, as an individual, farmers don't have ability to change their farming operation. Therefore, an assistance from outside is needed by them, either directly in form of mentoring and business coaching or indirectly in form of intensive that can encourage farmers accept new things in contemplating changes (Soetrisno, 2006 in Marliati et al, 2008:97). One element of bureaucracy which is at the front and directly deal with farmers is

the Agricultural Extension. As a spearhead of the development of agriculture, its presence becomes very crucial in determining whether the development activities of farmers successful or not. Agricultural Extension empowerment which can work based on their responsibility become important to be pursued. Extension workers in agricultural extension activities work together to establish long-term goals of the organization and to plan how to achieve it and run the organization (Dann, 2004). As stated by Daniel Goleman (in Chandra, 2003:27) achievement of performance is determined only 20% from IQ whereas 80% is determined by emotional intelligence (EQ – Emotional Quotient) and this emotional intelligence according to Joan Beck (in Mangkunegara, 2005) someone's ability to understand him/herself and others correctly, has an identity, mature mentality, no jealousy, no hate, no hurt, no grudges, no excessive guilty, not anxious, no easily angry and easily frustrated.

Human behavior is explored in workplace and in doing their job. Human is also explored with the job, physical working environment, and social working environment, those things are a reciprocal and mutual influence relationship (Effendi, 2007). Those things are not only from intellectual cognitively or mastery of the task, but also intelligence which emotionally affect the performance. The aims of this research are (1) to investigate the influence between emotional intelligence and motivation toward agricultural extension's performance; (2) to investigate influence of emotional intelligence and motivation partially toward agricultural extension's performance; (3) to prove that emotional intelligence has a dominant influence compared to motivation toward agricultural extension's performance.

Framework

The framework in this research is:



Based on the framework above, hypotheses in this research are:

1. Emotional intelligence (X₁) and motivation (X₂) together affect positively toward the agricultural extension's performance (Y).
2. Emotional intelligence and motivation partially affect toward the agricultural extension's performance of Tanggamus.
3. Emotional Intelligence is more dominant than motivation variable toward the performance.

Research Method

The type of this research is survey which was done to agricultural extension at Agricultural Office of Tanggamus district, collecting data directly (primer) by asking some direct questions to respondents by using the prepared questionnaire. Beside that, supporting data (secondary) was done by using literature study. The survey was done to 32 agricultural extensions at Tanggamus district which spread out at 20 sub-district based on each work unit. To prove the hypotheses in this research, multiple regression analysis was done, T-test and F-test.

Results and Discussions

Economic activities will affect growth and development of Tanggamus. Gross Domestic Regional Product (GDRP) is one of indicators to realize the development of region. GDRP of Tanggamus in the last 4 years (2010-2014), is 10,2%, that thing mostly affect by various superior sectors of region, such as, agriculture, tourism and trade sector. In the process of developing agriculture sector, it runs well. It is supported by citizens who work mostly as a farmer, 26.822 people. Beside that, geographic condition and agro climate are very supportive, like condition of land, soil, weather, climate, irrigation and other agriculture facilities (Gustina, 2016).

Economic structure of the region is a basic factor which distinguish one region with others. That difference is very closely related with condition and potential of a region in terms of the physical environment, socio-economic and institutional. For rural area development, it is needed a center of development which serves as a center of market, service, and settlement, and as an element of strategic planning and settlement, and as an element of strategic planning and implementation of rural development. The approach of rural area development focuses on self-sufficiency and self-reliance in the development of

small territorial level. The main dimension is increasing production through economic diversification, expansion of trade in the region and among regions, improving the quality of life, the application of the principles of resources and independence.

Contribution of agriculture sector in establishing Gross Regional Domestic Product (GRDP) of Tanggamus district is one of the most substantial sector when compared with other sectors. Therefore, the local government's commitment to the development of agribusiness in Tanggamus is very important, strategic and urgent to be taken seriously and comprehensively in order to answer the challenges of globalization, free trade and competition which is getting tighter.

The development of agropolitan and empowerment of agriculture society through agropolitan approach in Tanggamus district is considered strategic in the development of agri-minded agricultural commodities with the goal of achieving development synergies between sectors and spatially between villages and cities in supporting the development program of agricultural sector. One of the alternatives is agricultural extension empowerment which is a right and strategic answer in order to improve the income and welfare of farmers through agribusiness development and strengthening food security that are specific localities with attention to the preservation of natural resources and the environment with the spirit of regional autonomy, democracy and participation. To achieve that goal, it is required to do empowerment of agricultural extension in order to work based on their responsibilities start from activity as a partner of farmers until how agricultural extension facilitates in making an extension program which is the basic reference in carrying out agricultural extension activities (Gustina, 2016).

Therefore, agribusiness development in Tanggamus district becomes very important, strategic and urgent to be taken seriously and comprehensively in order to answer the challenges of globalization, free trade and competition which are getting tighter. One of the alternatives is agricultural extension empowerment which is a right and strategic answer in order to improve the income and welfare of farmers through agribusiness development and strengthening food security that are specific localities with attention to the preservation of natural resources and the environment with the spirit of

regional autonomy, democracy and participation.

To achieve that goal, it is required to do empowerment of agricultural extension in order to work based on their responsibilities start from activity as a partner of farmers until how agricultural extension facilitates in making an elucidation program which is the basic reference in carrying out agricultural extension activities (Rausan, 2007). The change of agricultural extension's competence in dimension of planning ability of extension programs and agricultural extension's leadership skills will enhance the independence of extension on the dimensions of intellectual independence and social independence. The results are consistent with the opinion of Mardikanto (2002:19-20) who said that performance of organization is influenced by three factors, they are capacity, motivation, and organization environment and they relate to each other.

Variable Description

This research focused on two independent variables (consisted of nineteen conceptual variables), emotional intelligence variable and motivation variable which affect agricultural extension's performance at Agricultural Office of Tanggamus as dependent variable. Description about each variable will be explained below:

a. Emotional Intelligence

Emotional intelligence is an ability to understand ourselves and others correctly, has an identity, mature mentality, no jealousy, no hate, no hurt, no grudges, no excessive guilty, not anxious, no easily angry and easily frustrated (Chandra, 2003:45). This variable was measured based on the choice of respondents' statements in a questionnaire which stated whether the employees can control their emotion in handling their task and work or not, so that they can reach the goal which is determined by the organization (Setiawan, 2005:57).

The respondents' choice was in form of score consist of strongly disagree (1); disagree (2); agree (3); strongly agree (4). The scale used in this research was ordinal scale.

Based on the result of the research about emotional intelligence of agricultural extension as stated in some conceptual variables:

1. Self awareness, respondents stated strongly agree 12%, 88% agree, disagree and disagree 0% 0%.

2. self management, respondents stated very able to organize 44%, enough to organize 56%, less able to adjust the 0% and can not organize to 0%.
3. Understanding others, respondents state very understanding 30%, enough to understand 70%, less able to understand 0% and could not understand 0%.
4. Social skills, respondents stated highly skilled 26%, 74% quite skilled, less skilled 0% and not skilled 0%.

The result indicated that variables which support the emotional intelligence of agricultural extension will strongly support the improvement of extension's performance in doing their task. The emotional intelligence had by most of agricultural extensions of Tanggamus showed that by having a high self awareness toward task and responsibility, self control, empathy to trained farmers and social skill beside technically skill would be very needed as a basic competence for agricultural extension in supporting their performance in facing the farmers on the field with heterogeneous characteristics. So that, it demanded that an agricultural extension to not only focus on the content of the message delivered by them but also on the way and the method which will use in delivering the content of the extension message.

This thing became important to be noticed by an agricultural extension officers in performing their duties, because the main purpose of holding an extension, especially held in rural communities was (1). Dynamism (arouse the active participation of the community; (2). Modernization (economic and social progress); (3). Democratization (devolution of confidence in the people to take the initiative) (Hamijoyo, 2005: 94). For those reasons the nature of agricultural extension work in developing the agricultural community in Tanggamus was to educate, diffusion or communication. The education was not just education in the narrow sense but public education in the broad sense. The work of dynamize, modernize and democratize rural communities was accomplished by studying carefully first about psychological factors that would help in determining the success of the process of the messages transfer from extension workers to farmers.

b. Motivation

Motivation is a power which forces an employee that

raised, directed or directed to achieve organizational goals. Mental attitude of employees which were pro and positive toward work situation that can strengthen their motivation to achieve maximum performance. This variable was measured based on the selection statement for respondent in the questionnaire which was stated about whether or not the employee wants to give the best for their work, important or not the hard work to achieve the objectives in meeting the needs of occupational standards which was determined by the organization.

The respondents' choice was in form of score which consist of four options, strongly disagree (1); disagree (2); agree (3); strongly agree (4). The scale used in this research was ordinal scale. Based on the result of the research about motivation of agricultural extension as stated in some conceptual variables:

1. Control of the work itself, the respondents said that very control 50%, enough to control 48%, less control 2% and not control 0%.
2. Work environmental condition, respondents stated strongly support 10%, enough to support 44%, less support 38% and 8% not support.
3. Respect for workers, the respondents expressed very much appreciated 30%, quite appreciated 62%, 8% less appreciated and unappreciated 0%.
4. Opportunity to move forward, respondents said strong to get 56%, enough to get 44%, less get of 0% and not get 0%.
5. Recognition of the officers, respondents expressed very much needed 48%, Needed 50%, still required 2% and not required 0%.
6. Agree to be supervised, respondents stated strongly agree 18%, agree 64%, 14% less agree and disagree 4%.
7. Arrange a work program, 70% of respondents said they make, sometimes 28%, no need to make 2% and never make 0%.
8. Salary and other benefits, respondents expressed very adequate 12%, Quite adequate 38%, less adequate 46% and not adequate 4%.
9. Social status of the officer, respondents expressed very proud 56%, quite proud 42%, 2% less happy and not happy to 0%.
10. Responsibility, respondents stated strongly agree 6%, agree 48%, disagree 34% and strongly disagree 12%.

By looking at the motivation of most agricultural

extension of Tanggamus, it indicated that they had a high motivation. It can be seen from indicator that they can do their responsibility, always arrange a clear work program, have a sense of responsibility and want to be supervised.

Beside that, the high motivation emerged because agricultural extension felt the supportive work environment, there is an appreciation toward their performance, recognition, chance to go forward, get an adequate income and social status. All of these are strongly supported the establishment of a high motivation within agricultural extension.

Then, if it was observed from conceptual variable of agricultural extension's performance it can be concluded that in terms of:

1. Quality, respondents said very confident 30%, sure 62%, less sure 8% and not sure 0%.
2. The quantity, respondents expressed very much 16%, quite much 76%, few 8% and very few 0%.
3. Timeliness, 74% of respondents said always, sometimes 26%, rare 0% and never 0%.
4. Cost effective, respondents expressed very often 8%, often 54%, seldom 32% and never 6%.
5. In accordance with conditions (Organization), respondents expressed a very complete 6%, quite complete 26%, less complete 68% and nothing 0%.
6. Relationships with co-workers, respondents expressed very good 36% good 64%, 0% less good and Not good 0%.

From the evaluation toward the performance of most agricultural extension of Tanggamus generally showed that they had good performance. It can be seen from the indicator that they were good in quality and quantity can show a good work result, can complete the task on time with effective cost as desired by the organization and can have good relation with work mate. It means that in the process of delivering and managing message to farmers, agricultural extension in Tanggamus have done it well.

It had already in line with the need that an agricultural extension must be qualified, can use time effectively to reach a group of farmers which were numerous, on time based on the season (in relation to plant), process packaging the message which were appropriate with situation and condition of farmers include the way deliver

to farmers. These things were done to make the results which were achieved in accordance with the purpose of implementation and the desire of leader (organizations).

Analysis Research Result

F-test

The result of multiple regression analysis can be seen on the table below:

Tabel 1. The Result of Multiple Regression Analysis of Variables which Affect Agricultural Extension's Performance

Variabel	b_1	Beta	t_{hitung}	Signif t
X_1	0,108	0,078	0,722	0,474
X_2	1,000	0,694	6,401	0,000
Konstanta	= - 0,443			
F ratio	= 26,332			
R squared	= 0,528			
Signif F	= 0,000			
Multiple R	= 0,727			
N	= 50			

Source : Processed Primer Data

Based on the measurement result on Tabel 1 then the regression equation is:

$$Y = - 0,443 + 0,108 X_1 + 1 X_2 + \varepsilon$$

Constant score of - 0443 is negative so when X_1 and X_2 variable is zero then the performance of agricultural extension will decrease. This cause the two variables (emotional intelligence and motivation variable) have a big impact to the performance of agricultural extension.

F test was used to test the first hypothesis proposed in this research, *it is suspected that emotional intelligence and motivation variable together affect positively toward the performance*. F test was done by comparing F count with F tabel on sig. level $\alpha = 0,05$. Based on calculation on table 2 it can be seen that probability score was = 0,000^a or in other words F count was 26,332 bigger than F table 0,000. It means that on sig. level $\alpha = 0,05$ can be said that emotional intelligence and motivation variable had a positive impact toward agricultural extensions' performance in Tanggamus or it can be said that the first

hypothesis was accepted.

R squared score or R^2 (coefficient of multiple determination) showed the contribution of all X variables toward the performance of agricultural extensions in Tanggamus (Y). R^2 score was 0,528 or 52% meant that independent variables (X_1 and X_2) can give a contribution toward the performance of agricultural extensions in Tanggamus 52,8%. Meanwhile other variable which was not included in this research had a contribution 47,2%. The contribution of other variable which was not included in this research had a score which was quite high so that it can be a concern of organization (Agriculture Office of Tanggamus District). Multiple R score or multiple regression showed the closeness relation or correlation between emotional intelligence variable (X_1) and motivation variable (X_2) toward the performance of agricultural extensions of Tanggamus (Y).

Multiple R score 0,727 or 72,7% showed the closeness relation between the two independent variables (X) with dependent variable (Y). It meant that someone's performance in this case an agricultural extension was determined by emotional intelligence and motivation they had. This was possible because in doing their duties agricultural extensions were not only required to master the material to be delivered but also must had the ability to manage emotions well. The condition of each region and socio-economic conditions of the farmers which became audience of agricultural extension sometimes required the instructor to be able to manage their emotional well.

For example, sometimes agricultural extension officers were required to convey the material over and over again to make sure the audience really understand the material delivered by them. Beside that, conditions of region in some sub districts that still needs power and long journey times required agricultural extension officers had a strong motivation to carry out their duties.

T Test

Partial test (T test) was used to examine the closeness relation of each variable, X_1 dan X_2 , toward dependent variable (Y) so that it can be found whether the relation of independent variables and dependent variable significant or not. From the result test of second

hypothesis proposed in this research: it is suspected that emotional intelligence and motivation variable partially affect positively toward the performance, it was proved that T- count for emotional intelligence was 0,722 bigger than T-table 0,474 and T-count motivation variable was 6,401 bigger than T-table 0,000. It means that the second hypothesis was accepted that emotional intelligence and motivation variable partially affect toward the performance of agricultural extension in Tanggamus.

If it was compared the standardized regression coefficient (beta) each independent variable so emotional intelligence (X_1) had a regression coefficient 0,078 meanwhile motivation variable (X_2) had regression coefficient 0,694 so that the third hypothesis: it is suspected that emotional intelligence is more dominant than motivation variable its effect toward performance is not proved so that the third hypothesis is rejected. This result indicated that in doing the duties neither emotional intelligence nor motivation factor was not dominant, it is very possible because the results of field observations indicated that between emotional intelligence and motivation of agricultural extension should go hand in hand.

Discussions

Emotional Intelligence Variable

Based on statistical computation, it was gained that emotional intelligence variable had a positive effect toward the performance of agricultural extensions though not a dominant factor affecting the performance of agricultural extension of Tanggamus. Emotional intelligence variable together with other variables affect the performance of agricultural extensions. Theoretically has submitted that the variables of emotional intelligence can improve performance, but that does not mean the performance of the extension is only influenced by emotional intelligence variables alone. This study has shown that emotional intelligence variables significantly influence together with other variables on the performance of agricultural extension of Tanggamus.

Based on observations and experience, at this time, emotional intelligence is very necessary owned by an agricultural extension because of the demands of work

in the field which have to face the farmer by background levels of education which are not the same, different past experience of farmers, character and age of farmers which are varied needs different approach to make them get the delivered information, willing to try and implement new innovations that need to be delivered. Emotional intelligence of agricultural extension will be very visible, especially when the social conditions and areas that require extra energy and ideas, such as farmers who have the majority of the basic education level (or even not attending school), the condition of the area which is difficult to reach and some other factors.

Motivation Variable

Based on statistical computation, it was found that motivation variable had a positive effect toward the performance of agricultural extension of Tanggamus and partially had a dominant influence compare with other variables. The fact is beyond the expectation that motivation variable is more dominant than emotional intelligence which is more favorable in the hypothesis.

This is a proof that is irrefutable and also showed that among several variables proposed, they influence on the performance turned out to be a motivational variable indicates a very high value. According to the hierarchy of needs theory from Abraham Maslow, that the need is a fundamental underlying employee's behavior, such needs include: physiological needs, safety needs, the need for a sense of belonging, the need for self-esteem and the need to actualize themselves (Ferry, 2003: 48 ; Bahua, 2010).

Some of these needs are very important to know by leader of the organization to get the desired employee behavior by the organization. The leader of the organization can not possibly understand employee behavior without understanding their needs. It means that the motivation factor owned by an agricultural extension will correlate with their performance. Based on the research results revealed that the main motivation of agricultural extension in carrying out their task are economic factors, increased capacity and self-esteem. This shows that if agricultural extension officers obtain adequate economic rewards, it will significantly influence the execution of tasks. This is somewhat understandable because most of the agricultural extension officers who work in Tanggamus district are still a contract employee

(non-civil servant) that gain corresponding minimum wage salary with minimum allowances. While the social conditions and areas that often faced sometimes require more energy from agricultural extension officers.

Performance development for agricultural extensions in Tanggamus district is very needed because some of them are contract employee and not all of them have educational background which is appropriate with their task. Therefore, to do their task maximally, the agricultural extension officers need to be given the opportunity to participate in various trainings and educations relevant to the work they entailed.

Other Variables

Based on statistically analysis about performance measurement which is suspected affected by 2 (two) variables, emotional intelligence and motivation variable, it is proved that they affect 52,8%. It means that other variables are not taken into account that also affect the performance. In accordance with the theory stated by Keith Davis (in Mangkunagara, 2005) who formulated that:

$$\begin{aligned} \text{Human Performance} &= \text{Ability} \times \text{Motivation} \\ \text{Motivation} &= \text{Attitude} \times \text{Situation} \\ \text{Ability} &= \text{Knowledge} \times \text{Skill} \end{aligned}$$

Psychologically, the ability consists of the potential ability (IQ) and the reality ability (knowledge + skill). This means that extension workers who have an IQ above average (IQ 110-120) let alone a superior IQ, very superior, gifted and genius with an adequate education and do the daily work then it will be easier to achieve maximum performance. IQ and knowledge factor expressed in the above theory and other factors including 47.2% the variables that are not counted as variables that affect performance. However, to prove this point requires further research.

Referring to the results obtained emotional intelligence and motivation variables are two factors that can not be released in an effort to enhance the role of agricultural extension workers in the farming community empowerment. As revealed by Prihantiwi, et al (2016: 150-151) the role of agricultural extensions are: (1). agriculture as a motivator, it indicates that the extension is already performing tasks as a mediator with good

extension. Various information and innovations from research institutions and government policies delivered by extension workers upon extension in farmer groups and extension at *Gapoktan* meetings held every three months. (2). The role of agricultural extension as a supervisor indicates that agricultural extension role in overseeing the development of cabbage agribusiness system is already good. (3). The role of agricultural extension as a facilitator to prove that his role in facilitating the activities of farmers, is quite good. It is proved in every extension activities, agricultural extensions always prepare the required infrastructure.

Conclusion

Based on the result analysis and discussion of the research, it can be concluded that:

Variables which are explored are emotional intelligence (X_1) and motivation variable (X_2) together affect positively toward agricultural extension's performance (Y). It means that emotional intelligence and motivation will improve performance of agricultural extensions at Agricultural Office in Tanggamus in doing their duties. It is also strengthened by the result gained from F score measurement 26,332 with significant level 0,000. Hence, the first hypothesis can be accepted and tested on 5% standard.

Contribution of all independent variables (X) toward dependent variable (Y) is 52,8% which is shown by multiple determination coefficient (R^2) 0,528 means that independent variables (X_1 and X_2) together are able to give contribution toward agricultural extensions' performance (Y) 52,8%. Therefore, the second hypothesis is accepted. Improvement of emotional intelligence quality and motivation variable partially able to improve agricultural extensions' performance. However, regression coefficient score which has been standardized (beta) From each independent variable shows that emotional intelligence variable (X_1) has regression coefficient 0,078 (less than) regression coefficient of motivation variable (X_2) 0,694, so that the third hypothesis is rejected.

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