

# The Affecting of Competence, Work Experience, Compensation, and Innovation towards Performance

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**Abstract:- The purpose of this study is: (1) to partially analyze the influence of competence, work experience, and compensation on extension innovation in South Sulawesi. (2) to partially analyze the influence of competence, work experience, compensation, and innovation on the performance of agricultural extension workers in South Sulawesi. (3) to partially analyze the influence of competence, work experience, and compensation on the performance of extensionists through innovation in South Sulawesi. Research sites in Sidrap, Pinrang, and Bone districts. The population was 1,767 people and the sample was 327 people. Sampling methods use proportionated stratified random sampling and convenience sampling. The data collection method uses questionnaires. The analysis method uses the Structural Equation Model (SEM). The results of the study proved that: (1) Partially competence and work experience have a positive and significant effect on extension innovation in South Sulawesi. (2) Partial performance of competence, work experience, compensation, and innovation has a positive and significant effect on the performance of extension workers in South Sulawesi. (3) compensation has a positive and insignificant effect on extension innovation in South Sulawesi. (4) Partial innovation can mediate positively and significantly between the influence of competence and work experience on the performance of extension workers. (5) Innovation cannot mediate the influence between compensation and work experience on the performance of the extension.**

**Keywords:-** *Competence; Work Experience; Compensation; Innovation; Performance.*

## I. INTRODUCTION

The era of globalization has affected all aspects of human life, including the agricultural sector. Competition in agriculture that was originally only on a local level, has now shifted to national and even global. Advances in information and communication technology have made it easier for humans to access information including agricultural information through various channels. On the other hand, the existence of global warming, seasonal shifts, environmental damage, soil damage as a result of chemical fertilizers, and

other problems are the dynamics of challenges for agricultural extensionists in the field.

Counseling in Indonesia is in a condition of limitations and lack of extension. The performance of good agricultural extension is the desire of all of us for the success of Indonesia's agricultural development. The current state of farmers who are still heavily shackled by poverty is a characteristic that agricultural extension still needs to continue to increase its role in order to help farmers solve their own problems, especially in aspects of their agricultural business as a whole.

The performance of agricultural extensionists has an important role in helping business actors and their families in overcoming problems in farming activities. Good agricultural extension performance is the desire of every agricultural stakeholder. The current state of farmers who are still heavily shackled to poverty is a characteristic that agricultural extension still needs to continue to increase its role in order to help farmers solve their own problems, especially in the aspect of their agriculture as a whole. This is in line with the definition of agricultural extension itself as a non-formal education for farmers and their families that aims to improve the welfare of farmers with a focal point on changes in knowledge, attitudes and skills.

Several factors that affect the performance of extensionists and are supported by some previous research, namely competence, work experience, compensation, and innovation. Competence based on Law No. 13/2003 on Employment: article 1 (10), is the employability of each individual that covers aspects of knowledge, skills and attitudes of work in accordance with established standards. The ability to exhibit stable characteristics related to a person's physical and mental maximum. The extent to which the extension has affects performance. Knowledge based view (KBV) theory that explains that competence in various forms is in the interests of extensionists. The competence of extensionists allows extensionists to adapt to various problems more effectively and efficiently. KBV asserts that knowledge holds the most strategic meaning for extensionists. Extensionists develop competencies that are essential to creating innovation from the unique combinations that exist in knowledge. The results of a study from Lindung (2020),

Mohammad et al (2017), Murgianto et al (2016) membuktikan that competence has a significant effect on performance. However, the results do not support the findings of Adam (2018) which prove that competence has a positive and insignificant effect on performance.

Work experience demonstrates the ability of the work that a person has done and provides a great opportunity for an extension to do a better job. The amount of work experience that a person has an extension, then the extension will be more master of his work, so that he can complete his work properly. This means that the extension has good work effectiveness. In addition, work experience will help mature a person's extension in the face of managerial tasks that will be carried out. Any work experience a person gained, will help him improve performance. The results of research from Abdul et al. (2020), Edi (2019) showed that employees who have better work experience, then employees will get a better income.

Compensation is important, which is the main motivation or motivation of someone who is the extension to work. (Suwanto and Priansa, 2011:219). Compensation is needed by the company and to improve its performance. In order to achieve improved performance, compensation programs based on fair and reasonable principles, labor laws and pay attention to internal and external consistency. The forms of direct compensation are salaries, benefits, bonuses and commissions. As for indirect compensation including training, authority and responsibility, appreciation for performance and a supportive work environment. The results of research from Asriani (2020), Noer et al (2020) prove that compensation has a significant effect on performance. However, the results of this study do not support the findings of Wijayanti (2019), Putra et al (2018), Katidjan et al (2017) which prove compensation has a positive and insignificant effect on performance.

Innovation is not only a design of a new idea, a new finding or a continuation of a new market, but also a reflection of the whole process (Amri, 2014). The need to be a good company and able to compete, requires the company to establish innovation as the company's main strategy (Leifer, O'Connor and Rice, 2011). Innovation can be an idea, a way or object perceived by someone as something new. Innovation is also often used to refer to changes perceived as new by experienced communities (Dama and Ogi, 2018). Results of research from Kumaat, R. J., & Dotulong, L. O. (2015), Dama and Ogi (2018), Putra and Bayu (2017) who proved innovation has a positive and significant influence on employee performance.

## II. LITERATURE REVIEW

### 2.1 Competence

Competence based on Law No. 13/2003 on Employment: article 1 (10), is the employability of each individual that covers aspects of knowledge, skills and attitudes of work in accordance with established standards. According to Wibowo (2012: 115), explaining there are several types of competencies, namely: Planning

competency, Influence competency, Communication competency, Interpersonal competency, Thinking competency, Organizational competency, Human resources management competency, Leadership competency, Client service competency, Business competency, Self management competency, Technical or operational competency, Leadership competency, Client service competency.

### 2.2 Work Experience

Work experience is the length of time extension work at work when it began to be accepted until now (Wirawan, 2016). Factors that affect work experience according to Handoko (2013) are: 1) Personal background, which includes education and work experience and what has been done in the past; 2) Talents and interests are related to a person's abilities and capacities; 3) Attitudes and needs that are to estimate one's responsibilities; 4) Analytical and manipulative abilities include the ability to analyze; 5) Skills; and 6) Health and energy are related to a person's physical abilities.

### 2.3 Compensation

Compensation is everything that extension workers receive in return for their work in the form of basic wages / salaries whose payments are received by extension workers on a monthly, weekly or hourly basis as a result of their work. The factors affecting compensation according to Hasibuan (2012:128-129) are: supply and demand, ability and willingness of companies, trade unions / extension organizations, extension work productivity, government by law and presidential decree, cost of living costs, position of extension position, education and work experience, national economic conditions, types and nature of employment.

### 2.4 Innovation

Innovation in a broad concept is actually not just limited to products. Innovation can be an idea, a way or object perceived by someone as something new. Innovation is also often used to refer to changes perceived as new by experienced communities (Dama and Ogi, 2018). According to Ayuningrum & Pangestuti (2018) two innovation strategies are as follows: (1) Incremental Innovation. This strategy is done by adding something new to the product that has been created before and expanding the share of the product. (2) Radical Innovation. This strategy seeks to lead to the economic of a business by developing new market share. Where the market share is combined with the latest technological ideas or by reducing costs substantially.

### 2.5 Performance

Dama and Ogi (2018) define the performance of extension is an overview of the level of achievement of the implementation of an activity or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. According to Iskandar (2018: 38) performance assessment has benefits reviewed from a variety of development perspectives, especially human resource management, namely as follows:

Performance improvements. Performance feedback is beneficial for all extensions to improve performance. Training and development planning. Poor performance identifies a

decision to retrain, every extension should always be able to develop themselves. Placement decision. Transfer promotions and demotions are usually based on past and anticipatory performance. Planning and career development. Performance feedback helps the decision-making process about a more specific career. Feedback on human resources. The good and bad performance of the extension identifies how good the management is in utilizing human resources.

**III. RESEARCH METHODOLOGY**

The approach used in this study is the quantitative approach. Quantitative research is based more on data that can be calculated to produce a solid quantitative assessment (Umar, 2014:38). The primary data collection etodein this study is: observation, interview, questionnaire, documentation. This study has a population amounting to 1,767 people penyuluh pertanian status in South Sulawesi. Then the sample was used as many as 327 people. The study also used the Structural Equation Model (SEM) as a method of data analysis.

Table 1. Operational Definitions and Their Measurements

Variable	Definition	Indicators
Competence (X1)	The characteristics inherent in the extension self that determine the effectiveness of the extension's performance in carrying out an extension mission based on knowledge, skills, abilities, understanding, and work attitudes.	Wibowo (2013); Isyandi (2014): (a) Knowledge, (b) Skills, (d) Ability, Understanding (e) Work attitudes.
Work Experience (X2)	A measure of the length of time or period of work, the level of work routine, mastery of work and the type of work that an extension has taken in understanding the tasks and has been carried out properly.	Chalimatus (2013:78): (a) Length of time or working time. (b) Routine. (c) Mastery of work. (d) Type of work
Compensation (X3)	Reward of services or retaliatory services provided by the company to extension workers who have contributed energy and thoughts for the progress of the organization / company to achieve the goals that have been set	Budget (2004:76-77): (a) Salary. (b) Allowance. (c) Incentives. (d) Indirect compensation.

Variable	Definition	Indicators
Innovation of Agricultural Extension(Y1)	The ability of extensionists to apply creativity in order to solve problems.	Mardikanto (2002) A. Exploration opportunities. b. Development of ideas. c. Support ideas. d. Application of ideas.
Extension Performance (Y2)	The results of work that have a strong relationship with the strategic objectives of the organization, consumer satisfaction, and contribute to the economy.	Bestina et al (2005) include: Responsiveness, Responsibilities, (3) Quality of service.

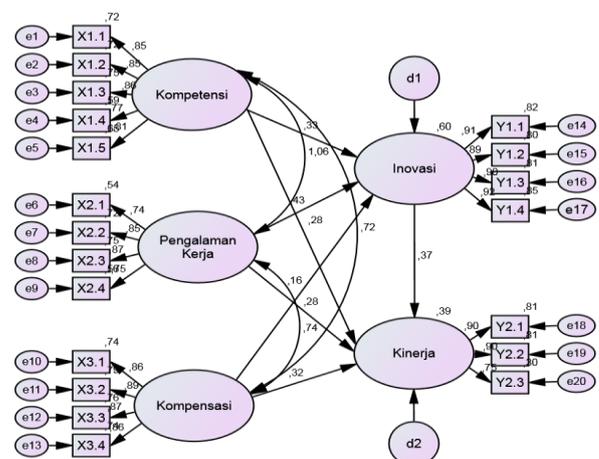
**IV. RESEARCH FINDINGS**

The model conformity test(goodness of fit)for each of the variables of competence, work experience, compensation, innovation, and overall extension performance is in the good category. This indicates that the hypothesized model is in accordance with existing sample data.

Goodness of Fit

Goodness of Fit Index	Cut-off value	Model Results	Information
Chi square ( $\chi^2$ )	$\leq 52,587$	23,453	Good
Probability	$\geq 0.05$	0,940	Good
RMSEA	$\leq 0.08$	0,080	Good
GFI	$\geq 0.90$	0,957	Good
AGFI	$\geq 0.90$	0,970	Good
TLI	$\geq 0.95$	0,958	Good
CFI	$\geq 0.95$	0,957	Good

Structural models describe the relationship between exogenous latent constructs and endogenous latent constructs.



chi square = 56,433; p = ,000; RMR = ,079; GFI = ,709; AGFI = ,619; CFI = ,892; RMSEA = ,116

#### 4.1 Competence to Innovation

Statistical test results showed competence to have a positive and significant effect on innovation. Extensionists who have increasing competence will increase innovation. Knowledge, skills, abilities, understanding, and work attitudes possessed by extensionists can increase innovation as measured through the realization of ideas, including testing ideas and modifying ideas. The results of the study are supported by knowledge based view (KBV) theory which explains that competence in various forms is in the interests of extensionists.

The competence of extensionists allows extensionists to adapt to various problems more effectively and efficiently. KBV asserts that knowledge holds the most strategic meaning for extensionists. Extensionists develop competencies that are essential to creating innovation from the unique combinations that exist in knowledge. KBV identifies that knowledge, characterized by scarcity and difficult to transfer and replicate, is an essential resource for creating innovation. The capacity and effectiveness of extension workers in generating, sharing, and conveying knowledge and information determines the value of an innovation reflected through the speed at which to adopt an innovation, a broader range of innovation, and improved quality of incentives. The results of this study are supported by opinions from Ancok (2012), Ni Made (2019), Griese, Pick, & Kleinaltenkamp (2012).

#### 4.2 The Impact of Work Experience on Innovation

Statistical test results showed work experience had a positive and significant effect on innovation. Extensionists who have a longer working life, routines of doing similar work, and mastery of technical work and equipment that are indicators of work experience can increase innovation measured through realizing ideas, including testing ideas and modifying ideas. The theory of self-development cycle describes every human resource that develops and advances, inseparable from four interrelated elements, namely the element of knowledge according to educational background, skills according to the level of expertise, work experience according to work period and attitude in accordance with work mastery. These four elements can support extensionists to create innovation.

#### 4.3 The Effect of Compensation on Innovation

Statistical test results showed positive and insignificant compensation for innovation. Extension workers who receive compensation are not able to create innovation. Salaries, wages, incentives, and non-financial compensation are indicators that cannot directly increase innovation measured through the realization of ideas, including testing ideas and modifying ideas. The results of this study lead to findings from Ancok (2012) that prove that compensation has a positive and significant effect on innovation. However, the results of this study do not support the findings of Zukhruf and Ertambang (2015) which prove that compensation has a positive and significant effect on innovation.

#### 4.4 Competence to Extension Performance

Statistical test results showed competence to have a positive and significant effect on the performance of the

extension. Extensionists who have increasing competence will increase innovation. Knowledge, skills, abilities, understanding, and work attitudes possessed by extension workers can improve the performance of extension workers as measured through responsiveness, responsibility and quality of service. The results of this study support the findings of Mohammad (2017), Lindung (2020), Murgianto et al (2016), Pujiyanto (2017), Novika (2017). However, the results do not support the findings of Adam (2018) which prove that competence has a positive and insignificant effect on performance.

#### 4.5 Effect of Work Experience on Extension Performance

Statistical test results showed that work experience had a positive and significant effect on the performance of extension workers. Extensionists who have a longer duration or working life, routine doing similar work, and mastery of technical work and equipment that is an indicator of work experience can improve performance in the form of responsiveness, responsibility and quality of service. Extensionists who have a length of time or working period can understand the tasks of a job well. While extensionists who increasingly routinely carry out similar tasks will generally get better work experience. Similarly, extension with mastery of work techniques and equipment can support the operation of work implementation. The results of this study support the findings of several previous researchers, such as Suci and Mauli (2021), Abdul et al. (2020), Edi(2019) who proved work experience has a positive and insignificant effect on performance. Similarly, the findings of Azizka and Muhammad (2020) show also that employees who, despite their experience but not, are compensated in line with their expectations, have no significant effect on performance. This is because the organization's compensation system is not based on work experience.

#### 4.6 Effect of Compensation on Extension Performance

Statistical test results showed a positive and significant effect on the performance of the extension. Compensation received by the extension and in accordance with it can improve the performance of the extension. Salaries, benefits, incentives, and non-financial compensation are indicators that can directly increase the extension kineja. The study also showed that the compensation given to extensionists directly affects work morale and work motivation. Motivated extensionists will strive to improve their performance. The results of this study are supported by previous findings related to compensation for positive and significant effects on performance, such as Samsuddin (2006), Arep et al (2003), Anton (2020), Asriani (2020), Abdul (2014) and Noer et al (2020). However, the results of this study did not contain findings from Putra et al (2018), Katidjan et al (2017) that proved compensation had a positive and insignificant effect on performance.

#### 4.7 Effect of Innovation on Extension Performance

Statistical test results showed that innovation had a positive and significant effect on the performance of extension workers. Extensionists who have the ability to create innovation will improve their performance. This is because extensionists have opportunities for exploration, idea

development, idea support, and application of ideas, which are indicators of innovation that can support improved performance. To strengthen the spirit of innovation, the extension performance assessment system must support innovation, if the work performance assessment system does not include the innovation component in the assessment of extensionists, then the innovative spirit will be less maximal. The results of this study are supported by findings from Kumaat, R. J., & Dotulong, L. O. (2015), Dama and Ogi (2018), Hafizah, et al (2017), Putra and Bayu (2017) which prove innovation has a positive and significant influence on employee performance.

#### 4.8 Competence to The Performance of Extension Through Innovation

Statistical test results showed that competence had a positive and significant effect on the performance of extensionists through innovation. Innovation can interfere with the influence between competencies on the performance of extension workers. Extension with knowledge, skills, abilities, and work attitudes can create innovation. The innovative behavior of extensionists can improve their performance. This is because extensionists have opportunities for exploration, idea development, idea support, and application of ideas can support their performance improvement.

#### 4.8 Work Experience on Extension Performance Through Innovation

Statistical test results showed that competence had a positive and significant effect on the performance of extensionists through innovation. Innovation can interfere with the influence between competencies on the performance of extension workers. Extension with knowledge, skills, abilities and a good work attitude will be able to create innovation. The innovative behavior of extensionists can improve their performance. This is because extensionists have opportunities for exploration, idea development, idea support, and application of ideas can support their performance improvement.

#### 4.9 Compensation for Extension Performance Through Innovation

Statistical test results showed positive and insignificant compensation for extension performance through innovation. Innovation cannot interfere with the effect between compensation and the performance of the extension. Extension workers who receive salaries, wages, incentives, and non-financial compensation that do not match expectations cannot create innovation. The innovative behavior of the extension is unable to increase the effect of compensation on its performance. This is because extensionists do not have opportunities for exploration, idea development, idea support, and application of ideas can support improved performance.

## V. CONCLUSION

Competence and work experience have a positive and significant effect on innovation. Knowledge, skills, abilities, and work attitudes give meaningful meaning to innovation.

Compensation has a positive and insignificant effect on innovation. Knowledge, skills, abilities, and attitudes of work do not give meaningful meaning to innovation. Competence, work experience, and compensation, and innovation have a positive and significant effect on the performance of extension workers. Knowledge, skills, abilities, and work attitudes give meaningful meaning to the performance of extension workers.

Competence and work experience have a positive and significant effect on the performance of extension workers through innovation. Innovation can interfere with the influence of competence on the performance of extension workers. Compensation has a positive and insignificant effect on the performance of extension workers through innovation. Innovation cannot interfere with the effect of compensation on the performance of extension workers.

## LIMITATION RESEARCH

This research was conducted at the district / city agriculture office in South Sulawesi using agricultural extension as an analysis unit, this provides limits in generalizing the findings of this study. There is a tendency to occur bias in the measurement of each question answered is a personality extension. The need for further research studies to analyze changes in the relationship between the variables studied in this study.

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