

**FACTORS AFFECTING WORKERS' MOTIVATION: A CASE STUDY OF
AGRICULTURE EXTENSION AGENTS
IN CENTRAL ACEH REGENCY, INDONESIA**

IDHAWATI

UNIVERSITI SAINS MALAYSIA

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by

IDHAWATI

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**FAKTOR MEMPENGARUHI MOTIVASI PEKERJA: SATU KAJIAN KES
EJEN PENGEMBANGAN PERTANIAN DI DAERAH ACEH TENGAH,
INDONESIA**

ABSTRAK

Sektor pertanian di Indonesia mempunyai peranan yang penting di dalam pembangunan ekonomi negara. Peranan pengembangan pertanian bukan sahaja untuk meningkatkan keluaran pertanian; tetapi juga untuk meningkatkan kebajikan petani; dan oleh itu terdapat peranan yang besar and penting oleh ejen pengembangan pertanian di dalam sektor ini. Ada banyak faktor yang boleh membendung dan meningkatkan motivasi ejen pengembangan pertanian. Tujuan kajian ini adalah untuk mengenal pasti dan menguji faktor-faktor yang meningkat and membendung motivasi ejen-ejen ini di daerah Aceh Tengah. Untuk tujuan kajian, kesemua 190 orang ejen pengembangan pertanian telah dipilih sebagai responden . Kajian ini menggunakan kaedah OLS untuk menguji adakah kekerapan melawat tempat kerja, sebagai proksi motivasi, ada hubung kait dengan faktor demografi (umur, jantina, taraf perkahwinan dan tahap pendidikan) responden serta faktor bukan demografi termasuk latihan, gaji, pengangkutan and penyeliaan. Dapatan kajian menunjukkan bahawa taraf perkahwinan, latihan, gaji dan pengangkutan adalah signifikan secara statistik dengan motivasi ejen pengembangan pertanian, sementara jantina, umur, tahap pendidikan dan penyeliaan adalah tidak signifikan. Nilai R^2 bersamaan lebih kurang 0.4 menunjukkan bahawa masih ada faktor lain yang belum dikenal pasti dan yang mungkin boleh membendung atau memotivasikan ejen pengembangan pertanian di daerah ini. Untuk membantu model statistik tadi, kajian ini juga

menggunakan satu kajian persepsi yang menggunakan instrumen 23 item untuk menguji persepsi responden terhadap kekerapan ke tempat kerja, program latihan, gaji, pengangkutan dan penyeliaan. Kesemua faktor ini dianggap penting oleh responden. Berkaitan "motivasi", maklum balas responden adalah berbagai. Ramai daripada ejen pembangunan melaporkan tiada perasaan bangga dengan tugas masing-masing serta syarat-syarat dan proses kerja yang menyusahkan tugas mereka. Hanya 43.5 peratus berpuas hati dengan kerja dan lebih kurang 19 peratus tiada pandangan dalam isu ini. Ini memberi gambaran umum yang ejen pembangunan pertanian tidak berpuas hati dengan tugas mereka. Sebagai implikasi dasar kepada kajian ini, masih banyak yang perlu dibuat untuk meningkatkan lagi motivasi ejen-ejen dan mereka yang bertanggung jawab perlu memberi perhatian untuk meningkatkan lagi persekitaran pekerjaan ejen bagi memajukan pembangunan pertanian Indonesia. Ejen-ejen hendaklah diberi sokongan terbaik bagi membolehkan mereka menghasilkan perkhidmatan yang lebih baik dan berkesan kepada pertanian penduduk luar bandar di daerah ini untuk kelestarian pertanian dan pembangunan ekonomi di masa hadapan.

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ABSTRACT

The agricultural sector in Indonesia has an important role in the nation's economic development. The role of agricultural extension is not just to improve agricultural production but also to improve the welfare of farmers, thus the big and vital role of the agriculture extension agents in the sector. There are many factors that can inhibit and increase the motivation of agriculture extension agents. The purpose of this study was to identify and test those factors that can motivate or those that inhibit the agents in Central Aceh Regency, Indonesia. For the purpose of the study, all the 190 agriculture extension agents were selected as respondents. The study used the OLS method to determine if the number of visits by the agent to the field, as proxy measure of their motivation, is correlated with the demographic factors (age, gender, marital status and education level) of the respondents and the non-demographic factors including training, salary, transportation and supervision. The findings of the study showed that marital status, training, salary and transportation are statistically significant with motivation of the agriculture extension agents, while gender, age, level of education and supervision are statistically insignificant. Given that the value of R^2 is about 0.4, this implies that there are other factors not identified that may inhibit or motivate the agricultural extension agents in Central Aceh Regency. To complement the statistical model, this study also used a 23-item perception study instrument to determine the respondents' perceptions towards

number of visits to the field, training program, salary, transportation and supervision. All these factors were deemed important by the respondents. On motivation, the perception responses are mixed. Many agriculture extension agents reported not having pride in their job with rules and procedures that made the job difficult. Only 43.5 percent like the things they do at work with about 19 percent with no opinion on the issue. It gives the general impression that the extension workers are not happy about their job. As a policy implication of this study, much still need to be done to improve the agents' motivation and those responsible needs to consider improving the work environment of these agents to propel Indonesia's agriculture growth. The agent need to be given the best available support to enable them deliver better and effective services to the rural agricultural population in the regency for a more sustainable agricultural and economic development in the future.

CHAPTER 1

INTRODUCTION

1.1 Background

In Indonesia, the agricultural sector still has an important role in the nation's economic development. The agricultural sectors, besides being the food provider for the Indonesian population, also earns foreign exchange through export of raw material for manufacturing activities, provides employment and business opportunities, contributes to the Gross Domestic Product (GDP) and help alleviate poverty. According to the first Indonesian president Sukarno "Agricultural and Food is life and death of this nation" (Soetrisno, 2004).

In agricultural, the agricultural extension system is an as essential pillar and should be part of the decentralization and devolution agenda (Haynes, 2008; Qamar, 2005; Tiraieyari, 2009). There are so many definition of agricultural extension. Van den Ban and Hawkins (1996) defined the agricultural extension as public service for human resource development (HRD) to work in the agribusiness sector, but it's also an avenue for mutual interaction and opportunity to help people to develop solutions for their problems.

Syngenta (2008) and Shinn (2009) defined agricultural extension as the communication, knowledge or information in agricultural, and a service system to rural people through educational procedures. Leeuwis (2004); Wubneh (2007) and Tenaw (2009) defined the agricultural extension as a non-formal education which is consciously aimed at helping farmers by giving advices as a way of solving their farming problems.

Mawardi (2005) defined the agricultural extension as a learning process directed by the agriculture extension agents to the farmers and helps them organize

themselves, provide them market information and enhance their capabilities to improve productivity, increase their income and welfare, increase awareness in the preservation of environmental functions.

Asiabaka (2002) looked at the definition of agricultural extension from modern perspective. He defines agricultural extension as an education system for both rural and urban population. The role of agricultural extension is not just to improve the production result but also to improve the welfare of farmers. In this perspective according to Slamet (2006) agriculture extension agent have a big and vital role in the agricultural sector.

An agriculture extension agent is a person who has the responsibility to conduct the agricultural extension activities in a practical manner and at a lower cost (Mgbada, 2006). According to Mosher (1978) agriculture extension agents are educators with the responsibilities to give agricultural extension education and the agricultural training for farmers to achieve their goals in agricultural activities.

According to Mawardi (2005) agriculture extension agent is the teacher to help the farmers in organizing themselves, provide them with market information, enhance their capabilities to improve productivity, increase their income and welfare, and increasing awareness in the preservation of environmental functions. Syamsiah (2000); Mengistu (2009) noted the role of agriculture extension agent is an advisor, as a technician, as a liaison, as an organizer and as a reformer. In other, Blum et.al (2010) noted the role of the agriculture extension agents as the facilitator between the farmers and researcher.

Today, agricultural development technology is fast advancing due to globalization. The globalization era characterized by "free trade", which calls for a shift in pattern in international trading system, including the trading of agricultural

products. With modern information and technology, it is now very easy for people to have access to information from all parts of the world. Globalizations also have increased income of many, including those in developing countries, which eventually affects their tastes and preferences. Agricultural is a very fast moving activity. Along with development and globalization, the demands on agricultural products are also increasing. For agricultural practitioners, globalization also give an impact in agricultural trading for better quality of agricultural products, which have competitive and comparative advantaged in the global market. The agricultural practitioner should be ready with the appropriate stock of consumer wants along with good costumer services. Thus the quality of agriculture extension agents should also be improved.

1.2 Overview of the Agricultural Extension in Indonesia

1.2.1. Colonial Era

Systematic agricultural development was initiated by the Dutch Government. In 1817, they built a botanical garden in Bogor, a small city near Jakarta and planted about 50 commercial agricultural commodities; including new rice varieties, nuts, palm oil, tea, tobacco, coffee, sugar cane, and cassava. After that, they developed many agricultural research centers and educational institutions in the area. They also carried out several agricultural extension efforts to increase agricultural production to fulfill domestic and colonial government needs. During that time, the colonial government discovered that there was a gap between farmers' practices and available technologies (Slamet, 2003).

In 1908 the Dutch Government appointed five agriculture extension agents and in 1910 they established the office of agricultural extension. The agriculture extension conducted an extensive range of work (including staple food and

commercial commodities), and from technical to credit system. This agricultural extension system worked well; educating people and modernizing agricultural system in Indonesia. They linked agricultural research to farmers, and distributed many commercial crops. They also conducted rural training for farmers, constructed demonstration plots, conducted study tours for farmers, and also made farming an economic activity.

During the Japan Colonial era, the agricultural extension activities were non-existence. The colonial government pushed farmers to plant staple food crops and other plants for their use during the going war. The Japanese also appointed officers to do the collecting of the agricultural products for their use.

1.2.2 Sukarno Era

The first systematic agricultural development conducted by the Government of Indonesia was detailed in the Kasimo Plan. However, due to political instability, the development plan was not well implemented. In 1950 the Government of Indonesia began to help farmers increase their farming productivity through the establishment of Rural Community Education Center, to introduce chemical fertilizers and pesticides, new variety of crops and improve the irrigation system.

Again, political instability created difficulties in implementing the program. However, during this period, the government had developed a new approach in agricultural extension services. They initiated an intensification project for 1,000 hectares of paddy field, and provided financial support for farmers (fertilizers, seeds, and cash). They had hoped that this intensification demonstration be imitated by other farmers.

In 1959 there was a little change in the agricultural extension development. The government changed agricultural extension approach from *slow-but-sure* to a

rapid personal approach; olievlek- system to water drop system, expecting that all people (beneficiaries) will obtain water from the agricultural extension services. The government launched the *Komando Operasi Gerakan Makmur* (Prosperity Movement Operation Command) to achieve self-sufficiency in rice. However, this movement failed, and at that time, due to the use of the "command" approach, farmers had negative perception towards agricultural extension.

During the last years of the Sukarno Era, Indonesia faced a serious problem due to lack of food. Many people became ill due to hunger. In 1963, the Faculty of Agricultural of the University of Indonesia (now Bogor Agricultural University) sent their students and professors to rural area to introduce new rice technology (5 varieties of rice) including seeds, chemical fertilizers, pest control, planting distance and irrigation) to farmers. This action research was successful in improving land productivity. Later, the Indonesian government took over the responsibility started by the university and called it BIMAS (Bimbingan Massal = Mass Guidance).

1.2.3 Suharto Era

Suharto regime continued the BIMAS as its main approach in agricultural development. Besides the agricultural extension services, the government also provided credit and low-price agricultural inputs (seeds, fertilizers, and pesticides). The government also provided cooperative institutions to help farmers obtain agricultural inputs and market their products.

During that time, agriculture extension agents were recruited from all over Indonesia, and the establishment of a very solid organization system. Around 35,000 agriculture extension agents with various expertises were placed all over Indonesia. Very strong agricultural extension organization existed from the central government to the village level.

During the three Five-Year Development Program (PELITA) in the Suharto Era, economic development was based on agricultural economics approach. Setiawan (2012) mentioned that in this era, the agricultural sector held a superior position, and played a core strategy in the development of a grand design. A very important result of the agricultural development in this era was the self-sufficiency in rice. The Food and Agricultural Organization (FAO) dedicated a special medal to Suharto for the achievement in his effort.

However, there were many criticisms against agricultural development in this era. Even though the government placed many agriculture extension agents and established a very strong organization for them, a democratic extension education approach was not demonstrated. Many experts said that the agriculture extension agents used "coercion" to change farmers' behavior. Slamet (2003) said that agricultural extension was used only as tool to increase agricultural (especially rice) production. Through this approach, the agricultural extension activities were in the same position as fertilizers or seeds, which was only to increase productivity but not to educate farmers. Saragih (2007) mentioned that agricultural development during the Suharto era had successfully overcome the first generation problem of agricultural development i.e. production and on-farm problems. According to Fakhri (2000), agricultural development during this era heavily used "modern" agricultural input, such as chemical fertilizers and pesticides. Overuse of these inputs during the green revolution in Indonesia had deteriorated the environment.

1.2.4 Democracy and Decentralization Era

After Suharto stepped-down in 1998, there were big changes in development approaches in Indonesia. Two of these changes that influenced agricultural extension were democratization and decentralization. With the decentralization approach, the

main decision makers and executors of agricultural development are local government, especially at the regency levels.

This development brought about serious problems for agricultural development in general and particularly for agricultural extension. In general, not so many local governments emphasized the agricultural sector as a main engine of economic development, and thus agricultural development became neglected. Subsequently, agricultural extension services became stagnant. In many local governments, agricultural extension institutions were abandoned. According to Slamet (2006), decentralization has brought agricultural extension in Indonesia to the worst situation, after 30 years of development. Balai Informasi Penyuluhan Pertanian (House of Information for Agricultural Extension) ceased to exist and agriculture extension agents missed their "home".

Current status after having been neglected for many years, on June 11, 2005 the Government of Republic of Indonesia launched a program called Revitalization of Agricultural, Fisheries, and Forestry. This program is one of the important programs of President Susilo Bambang Yudoyono with the tagline "pro-growth, pro-job and pro-poor". It acknowledges that the agricultural sector is very important in the Indonesian economy. It absorbs 46.3 percent of Indonesian employees, contributes 15 percent to the Indonesian Gross Domestic Product and 6.9 percent of Indonesian exports (excluding oil and gas).

In line with the agricultural revitalization, Indonesia also launched the Revitalization of Agricultural Extension in December 3, 2005. Another very important momentum of agricultural extension development is the declaration of Law number 16 2006, System of Agricultural, Fishery, and Forestry Extension on November 15, 2006.

The Law of Indonesian government number 16, 2006 is the guidance for the agricultural extension and for the agriculture extension agent's roles which consist of general and basic rules, aim and objectives, strategy, the agent's, implementation, facilities, budget, monitoring and punishment.

The law clearly explains that the agriculture extension agents are responsible in ensuring the implementation of efficient and effective agricultural extension activities in the villages. Agriculture extension agents' responsibilities as described in the extension law number 16, 2006, is not just to improve agricultural but also to strengthen the agricultural development with the modern system in a sustainable development manner.

1.3 Overview of the Governance and Agriculture Extension Agents In Central Aceh Regency

Central Aceh Regency is old regency marked the Indonesian law number 10, 1948 on the formation of Central Aceh Regency with Takengon as its capital, and is located in the middle part of Nanggroe Aceh Darussalam Province. Geographically, Central Aceh Regency is located between $040^{\circ}10'33''$ - $050^{\circ}57'50''$ north latitude and $95^{\circ}15'40''$ - $97^{\circ}20'25''$ east longitude. Occupying total area of 4,318 square kilometers, it consists 14 district, 2 sub-districts and 266 villages. The regency borders the Biruen and Bener Meriah Regencies in the north, and the Nagan Raya and Gayo Lues Regencies in the south, the Aceh Timur Regency in the East and Pidie Regency in the west. Topographically, the Central Aceh Regency generally comprises mountainous and hilly areas at altitude of between 200 until 2,600 meters above sea level. The livelihood of Central Aceh Regency is in agricultural (80%), trade (8%), services sector (5%) and 7% in other sectors. Total population of Central Aceh Regency according to 2011 census is 202,114 with an average density of 41 people

per square kilometer and the majority of the population is Muslim (97%), 85 % population are farmers and majority are the Gayo tribe.

Plantation is the dominant sector in Central Aceh Regency, this sector contributed most to the Regional Gross Domestic Product (GDP). The main plantation commodity in this sector is coffee. A total coffee plantation in Central Aceh Regency is 47,854 hectares or 11 percent of the total area of Central Aceh Regency with a total production of coffee (green beans) averaging of 21,186 tons per year. For the expansion of the coffee plant, there is still a potential area of 58,744 hectares to be cultivated. But the advantage of the production and sale of coffee was not siding with the farmers directly, but still on the traders, due to lack of knowledge and access to information by the farmers.

Besides coffee, other commodities that have potential to be developed in accordance with the potential of land and cultivation as well as prospects for both local and export markets are sugarcane. Sugarcane planted by farmers in Central Aceh Regency is used to make brown sugar. Until to 2009, the area planted with sugarcane was 5,532 hectares with average production of 31,118 tons per year.

Besides plantations crops, Central Aceh Regency is also rich with food crops as shown in the table 1.5. Potato, tomato, chili are major crops planted by the farmers. Average production of food crop is 14,855 tons per year, which is dominated by potatoes at 2,399 tons per year (16.15%) marketed at locally level and to several cities such as Medan, Banda Aceh. It also export to Malaysia includes 1,966 tons of tomatoes (13.23%), 1,896 tons (12.76%) chili, 3,552 tones (23.91%) is rice and others.

In Indonesia, there are several regions with autonomy. In 2001 the Indonesia government granted the special autonomy to Nanggroe Aceh Darusslam Province

approved by Law number 18, 2001. The special autonomy was granted because of the historical background, the uniqueness characteristics of the Aceh communities, their views on social life, dedication they gave during the war with the Dutch and their strong Islamic culture (Ricklefs, 2008).

Implementation of the autonomy in Central Aceh Regency as part of Nanggroe Aceh Darussalam Province started after signing the government law number 22 in 1999 and refurbished with government law number 32 in 2004 which concerned the distribution of the authority between the central to local governments (Anshoriy, 2008).

Since 1999, under the Law number 22/1999, Indonesia has decentralized almost all sectors, including the agricultural sector to provinces and district levels. Along with changes in the agricultural system, the agricultural extension also has a paradigm change and the agricultural extension system in Central Aceh Regency also changes.

In Central Aceh Regency, since 1999 and until 2008, the agricultural extension service was conducted by various departments such as the Agricultural Department, Plantation Department, Forestry Department, Fishery Department and Animal Husbandry Department. In 2009 the government of Central Aceh Regency published the Enactment number 3, 2009 and decided that the Extension and Food Security Board as the one institution that is responsible in managing the agricultural extension program and managing the agriculture extension agent.

In conducting the agricultural extension, the head of the Extension and Food Security Board has design some division of duties to help in the program. More detailed information on the division and their duties are described in Figure 1.1.

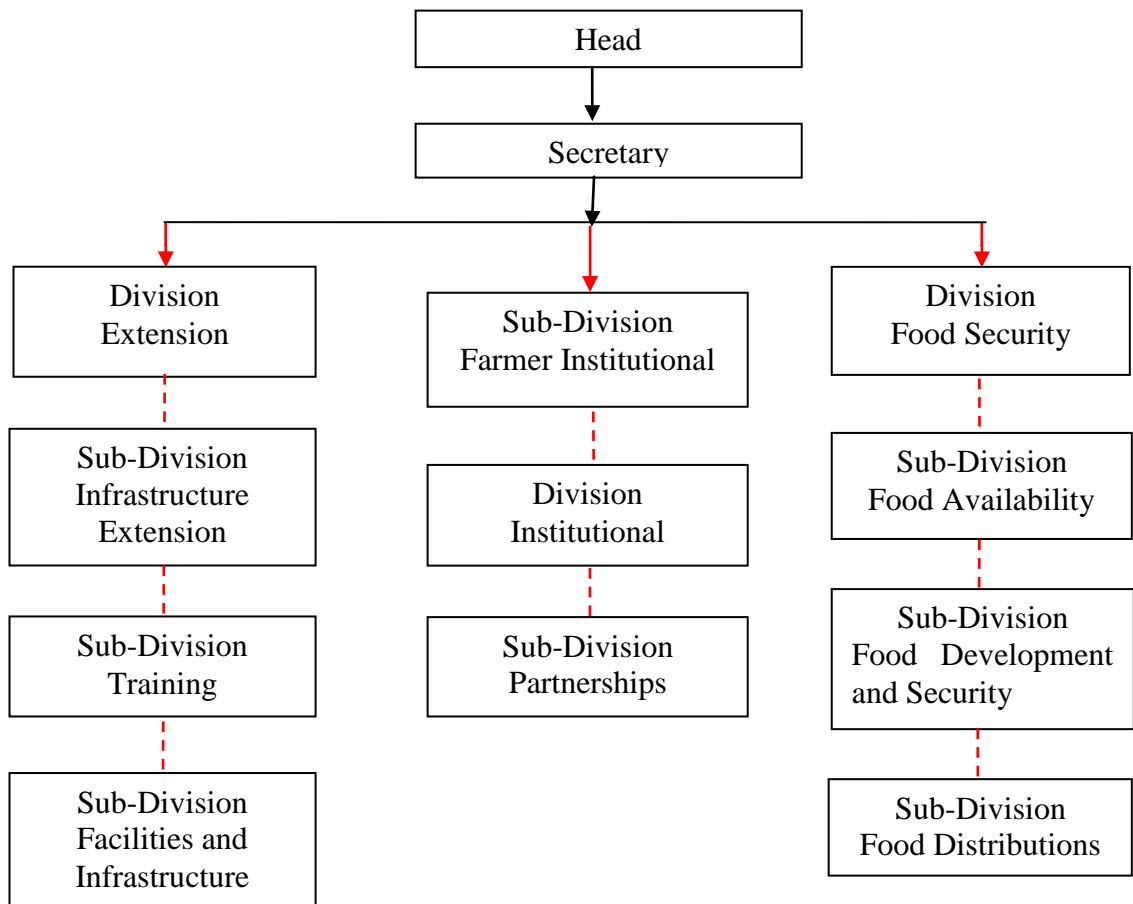


Figure 1.1 Organizational Structure Extensions and Food Security Board of Central Aceh Regency

Figure 1.1 shows division and sub-division in Extension and Food Security Board in Central Aceh Regency. For the purpose of this study the discussion only focuses on the duties and function of extension division and extension sub-division. Extension division has duties as follows:

1. Prepare materials and plan programs for agricultural extension development and policies.
2. Prepare materials and plan the implementation of policies and programs of agricultural extension and information
3. Prepare for expansion of facilities and infrastructure in the extension sector.

4. Plan for technological engineering, technology development, technology implementation and dissemination of information on technology through the media. Do assessment, examination, plots demonstration, method demonstrations and area demonstration
5. Provide feedback for consideration of the head of Extension and Food Security Board on the steps and future actions to be taken
6. Conduct other tasks given by Head of Extension and Food Security Board in their respective sectors

The Extension Division consists of three Sub-Divisions namely:

a. Extension Sub Division

The duties and function:

1. Preparation of methods and materials of agricultural extension.
2. Preparation of the material according to specific needs in extension area.
3. The implementation requirement analysis, identification and needs in program and programming extension work plan.
4. Prepare extension information needs for each region.
5. Give advice and consideration to head of division on the steps and actions to be taken in their respective sectors.
6. Implementation of their tasks given by the head of division in their respective sectors.

b. The training Sub Division

The duties and function:

1. The Implementation inventory, identification and the pattern of education and training and implementation of training extension workers, farmers/farmer groups and agricultural businesses.

2. Development planning, dissemination of information on agricultural technology.
3. Perform engineering of appropriate technology.
4. Develop materials and training methods.
5. Giving advice and consideration to head the division on the steps and actions to be taken in their respective sectors.
6. The implementation other tasks given by the head of division in their respective sectors.

c. The facilities and infrastructure Sub- Division

The duties and function:

1. The preparation of needs analysis, identification and use of facilities and infrastructure of agricultural extension
2. Implementation of inventory, the identification of patterns of provision of education infrastructure, procurement, productivity, infrastructure extension
3. Conducting evaluation and reporting of state agricultural extension infrastructure
4. Provide advice and consideration to head of division on the steps and actions to be taken in their respective sectors.
5. Implementation of other tasks given by the head of division in their respective sectors.

1.4 Agriculture Extension Agents : Laws and Regulations

In line with agricultural revitalization, Indonesia also launched the Revitalization of Agricultural Extension in December 3, 2005. Another very important momentum of the agricultural extension development is the declaration of Law number 16 2006, System of Agricultural, Fishery, and Forestry Extension on November 15, 2006.

The Law of Indonesian government number 16, 2006 described about guidance of the agriculture extension agent's roles toward the local government. A more detailed discussion on the task and the duty of the agriculture extension agent is in chapter of that law that consists of 12 chapters. Among others these include to general rule, base, aim and objective, strategy, the agent's, implementation, facilities, budget, monitoring and punishment.

From that law it is clearly described that the agriculture extension agent are responsible in ensuring the implementation of agricultural extension in village affairs efficiently and effectively. Agriculture extension agent responsibilities as described in extension law number 16, 2006, is not just to give the agricultural extension theory but also to strengthen the agricultural development with the modern system in sustainable development.

1.5 Problem Statement

With the autonomy granted, the local government now has great local capacity. It means that the local government has the full authority to manage everything in their regions. The local government must manage their development planning in all areas and be on target. To support the government in development planning especially in agricultural development, the agriculture extension agent should have appropriate qualifications, excellent morals and skills and also a good management system in doing their job in the field.

Suggestion for increasing the ability of the agriculture extension agent was outlined in many reports and conference meetings related with the agricultural development. Puspadi (2002) noted the implementation of agricultural extension in Indonesia was in a crisis condition, including its management, legitimacy, budget and that farmers' satisfaction on the agricultural extension are very low.

Central Aceh Regency is an agricultural area in Indonesia. Tables 1.1 and 1.2 show the productivity of some the dominant agricultural products and Gross Domestic Product of Central Aceh Regency by sectors, respectively.

Table 1.1 Productivity of Selected Agricultural Commodities in Central Aceh Regency 2005-2008

Commodity	Productivity (Ton/ Hectare)			
	2005	2006	2007	2008
Sugar Cane	75.00	77.00	80.00	80.00
Coffee	71.70	71.70	74.40	71.80
Pineapple	24.4	24.0	24.3	24.4
Tomato	12.0	12.0	12.0	12.0
Potato	11.7	12.5	18.1	8.4
Orange	8.6	8.6	8.6	8.6
Rice	3.3	3.3	3.3	3.3

Source: Agricultural Department of Central Aceh Regency, 2010

Table 1.2 Percent of Gross Domestic Product of Central Aceh Regency by Sector 2005-2009

Sector	Year				
	2005 %	2006 %	2007 %	2008 %	2009 %
Primary	57.38	56.20	55.29	55.57	55.47
Agricultural	56.66	55.52	54.68	55.05	54.97
Mining and Quarrying	0.72	0.67	0.62	0.52	0.50
Secondary	12.75	12.89	12.43	12.14	12.15
Manufacturing Industry	2.33	2.35	2.22	1.99	1.98
Electricity and Clean Water	0.50	0.45	0.39	0.34	0.33
Building Construction	9.93	10.08	9.82	9.81	9.84
Tertiary	29.87	30.92	32.28	32.28	32.38
Trade, Hotels and Restaurants	9.23	9.35	9.93	9.69	9.76
Transportation and Communication	6.11	6.07	6.10	5.77	5.66
Finance, Real Estate and Business	1.83	2.07	2.31	2.04	2.02
Services	12.70	13.43	13.93	14.78	14.94

Source: Statistic Center of Central Aceh Regency, 2010

Table 1.1 shows the total productivity of selected agricultural commodities in Central Aceh Regency in 2005-2008. Data shows that the production increases of the selected commodities from 2005 to 2008 were small and insignificant. Changes in GDP in all sectors were also small and insignificant for the years from 2005 to 2009.

The situation above can be caused by the farmers' low ability in managing their farms, the poor services provided by the agricultural extension organizations and the agriculture extension agents, and low roles of other related agricultural organizations, in addition to the possible ineffective national agricultural policies.

The World Bank report (2008) on poverty in Aceh mentioned that Aceh should focus on increasing the productivity of the agricultural sector. The research conducted by the United Nations Development Program (UNDP, 2011) stated that the implementation of agricultural extension is less effective and inefficient. The report also mentioned that the low productivity in Indonesia is also due to the inability of the farmers to absorb technology, and the inability of agriculture extension agent to play their roles of transferring technology to farmers because of government rules.

In other research, Mawardi (2004) noted there are some problem in the agricultural extension sector in regional autonomy areas, among others include the differences between local governments and legislative in understanding agricultural extension and its role in agricultural development, a small budget for agricultural extension activities, lack of information system in most of the agencies and a decline in managerial capacity of extension institutions.

The condition of agriculture extension agents is also describe by Subandriyo (2007) who noted the factors affecting the performance of agriculture extension

agent were due to agriculture extension agents, who are reluctant to do their job in a good manner and not performing their duties as it should be.

The problem described above shows that the role of agriculture extension agent has not been effective in majority of the places in Indonesia including in the Extension and Food Security Board in Central Aceh Regency. It also affects the role of agriculture extension agents and agricultural development program. The mission of local government to reduce poverty through the agricultural extension program is not achieved. The role of agriculture extension agents should be immediately improved to help in the development of the agricultural sector.

To the best of knowledge there is no available current information or research regarding the work motivation of agriculture extension agent in Central Aceh Regency. This research is an attempt to understand the possible factors that can influence the work motivation of the agriculture extension agent in helping the agricultural development of Central Aceh Regency.

1.6 Research Questions

There is several research questions that can be raised regarding the motivation of the agents, although only two are the focus of this study.

1. What are the possible factors that can inhibit and motivate the agriculture extension agent roles?
2. How these factors are perceived by the agents themselves.

1.7 Research Objective

The general objective of this research is to shed light on the importance of motivation for agriculture extension agent in Central Aceh Regency.

The specific objectives of this research are:

1. To identify and to test the factors those inhibits and motivate the agriculture extension agent roles in Central Aceh Regency.
2. To analyze job satisfaction of the agriculture extension agent themselves base on their perception.

1.8 Scope of the Research

The research will focus on the Extension and Food Security Board in Central Aceh Regency. The research targeted is 190 agriculture extension agents at the Extension and Food Security Board in Central Aceh Regency. The outcome of this research will determine the factors that inhibit the role of agriculture extension agent in playing their roles.

1.9 Definitions of Keywords

For the purpose of this research the following are the main terms and keywords used:

Agricultural extension

Agricultural extension is a learning process for the main actors (farmers) and business actors to make them able to help themselves and organize their work, accessing information, technology and capital to improve productivity, business efficiency, income and welfare as well as raise awareness of the environment conservation (Extension Law number 16,2006)

Agriculture extension agent

Agriculture extension agent is an Indonesian citizen who conduct the agricultural extension activities (Extension Law number 16,2006)

Role

Role is a dynamic aspect of persons status exercising the right and obligation in accordance with the position of showing him carrying out its role (Agricultural Department,2009)

Work motivation

Work motivation is defined as conditions which influence the arousal, direction and maintenance of behaviors relevant in work setting (Ernest in Mangkunegara, 2001). The proxy for motivation in this study is the number of visits made by the agent per month to their respective areas of responsibilities.

Motivation

Motivation is a critical dimension of capacity, defined as “the ability of people, institutions and societies to perform functions, solve problems and set and achieve goals (Balassanian, 2006)

Training

Training is a short term educational process utilizing systematic and organized procedure by which non managerial personnel learn

technical knowledge and skills for a definite purpose (Mangkunegara,2000)

Salary

Salary is a fixed amount of money or compensation paid to an employee by an employer in return for work performed (Heathfield,2000)

Transportation

Transportation is the set of the work facilities that needed by agriculture extension agents in performing their job. (Sherren,2005)

Supervision

Supervision in the relationship between senior and junior members of a profession that is evaluative, extend overtime, monitors the quality of the services offered by the junior person (Bernard, 2004)

Herzberg Theory

Two factors theory of Herzberg noted there are two factors that affect the motivation of an individual's work motivation; intrinsic factors which related to the job itself and extrinsic factors which related to the work environment (Strong, 2009)

1.10 Organization of the Study

The study is limited identify and to test the factors those inhibits and motivate the agriculture extension agent roles in Central Aceh Regency and analyze job satisfaction of the agriculture extension agent themselves base on their perception. The study is organized into five chapters.

Chapter one includes introduction, background of the study area, the problem statement, the objectives of the study, significance of the research, the research questions which serve as the road map of the study and the relative importance/or significance of the study.

Chapter two reviews existing literature that relates to the results of previous studies on roles of agriculture agents' and job satisfaction.

Chapter three explains the design and the methodology of the research. This chapter deals with number of the population of study. It also presents the data sources in terms of the quantitative and qualitative approaches, measurements of variables and the statistical analysis techniques which were used in the study, as well as the conceptual framework of the study. Generally, this chapter explains the way the research was conducted.

Chapter four discusses the findings, discussion and the interpretation of the data of the study. Both the quantitative and qualitative factors affecting the roles of agriculture extension agents, particularly the way by which each of the factors inhibits the roles of agriculture extension agents' was analyzed. This chapter presents the findings of the study, as they chronologically reflected in the questionnaire design. This chapter also shows the profile of the respondents. It reports percentages of the respondents by gender, age, marital status, educational levels and work experience. The respondents' answers to the four closed-ended questions are also

reported in this chapter, including twenty three statements related with motivation, training, salary and supervision to the agriculture extension agents.

Chapter five presents the summary, conclusion and recommendations, which are based on the findings of the study.

CHAPTER 2

LITERATURE REVIEW

2.1 Theoretical Framework

An agricultural extension activity is limited to conducting the agricultural extension services to farmers and completes their activities with writing report to their organization with using accepted reporting standards.

In the process, scope of extension activities is not only to provide the agricultural extension theories but are also responsible to inform, advice and educate the farmers in a practical manner (Mgbada, 2006).

2.2 Definition of Agricultural Extension

Syngenta (2008) and Shinn (2009) noted agricultural extension as the communication, knowledge or information in agriculture, and a service system to rural people through educational procedures. Van den Ban and Hawkins (1999) defined agricultural extension as the engagement of person to knowing how to communicate information in order to helps others make the right decision.

Agricultural extension according to Swanson (2008) is the process of developing of the human and social capital, enhancing skills and knowledge for production and processing, facilitating access to markets and trade, organizing farmers and producer group and working with farmer toward sustainable natural resources management practices.

The definition of agricultural extension by Birner et.al (2009) includes the entire set of organization that support people engaged in agricultural production and facilitate their efforts to solve problems, link to market and other players in the

agricultural value chain and obtain information, skills and technologies to improve their livelihoods.

The definition above will always change which signifies that the agricultural extension climate is non-static and will continuously to grow. Nowadays, agriculture extension agents should be the facilitator, consultant and advisor for farmers in learning the agricultural system (Karbasioun, 2007).

Leeuwis (2004) and Wubneh (2007) define the agricultural extension as non-formal educations which is consciously aimed to helping farmers and give an opinion to solve their farming problems.

2.3 The Role of Agriculture Extension Agents

The role of agriculture in economic development is sometimes complicated, controversial and not easily understood from within the agricultural sector alone (Wong, 2007). Agricultural extension is an important tool for rural development, and extension agents play a vital role in all extension activities (Rezaei & Fami, 2009). A role according to Uwakah (1984) defined as a set of norm, values and interactions patterns associated with a given category of individuals. According to Van den and Hawkins (1996) agriculture extension is not only a public service for human resource development (HRD) in the agribusiness sector but also an avenue for mutual interaction and opportunity to help farmers in solving and getting the solutions to their problems. In this respect, the agriculture extension agents play a vital role.

The dominant task of agriculture extension agents is to help farmers to realize alternative production opportunities and encourage them to try new methods (Mosher, 1966). Furthermore, Willet (1999) noted agriculture extension agents has been entrusted with various public functions, including collecting statistics,