

## RINGKASAN

**PENGARUH VARIABEL IKLIM ORGANISASI, MOTIVASI DAN  
SISTEM KERJA TERHADAP KINERJA PENYULUH PERTANIAN  
DI KABUPATEN JEMBRANA**

## I WAYAN SUTAMA

Penelitian ini dilakukan atas dasar asumsi bahwa tuntutan terhadap peningkatan kualitas kinerja yang berpijak pada kondisi kerja, motivasi dan sistem kerja adalah sangat penting dalam pengembangan kualitas sumber daya manusia. Tujuan penelitian ini adalah : (a) untuk menganalisis pengaruh variabel iklim organisasi, motivasi dan sistem kerja terhadap kinerja penyuluh pertanian, (b) untuk menganalisis variabel bebas mana yang dominan pengaruhnya terhadap kinerja penyuluh pertanian di Kabupaten Jembrana. Penelitian ini dilakukan pada bulan Mei - Juni 2004 di Dinas Pertanian Kehutanan dan Kelautan Kabupaten Jembrana, Bali dengan maksud penjelasan atau eksplanatori. Sampel penelitian untuk penyuluh pertanian sebanyak 70 responden (seluruh populasi diambil semua) yaitu untuk menilai variabel iklim organisasi dan variabel sistem kerja, Kepala Bidang sebanyak 4 responden (diambil semua) untuk menilai variabel kinerja penyuluh pertanian, sedangkan rekan sejawat (mantri tani) sebanyak 16 orang (diambil semua) untuk menilai tingkat motivasi kerja dari penyuluh pertanian. Teknik untuk pengumpulan data dalam penelitian ini adalah menggunakan angket. Teknik analisis data menggunakan analisis regresi berganda.

Hasil penelitian menunjukkan bahwa variabel iklim organisasi di Kabupaten Jembrana termasuk kategori sedang (cukup baik) dimana sebanyak 12,86 % responden menyatakan kurang baik, 47,14 % menyatakan cukup baik, 35,71 % menyatakan baik dan 4,29 % menyatakan sangat baik. Ditemukan nilai variabel motivasi kerja yang tinggi, yaitu 28,57 % responden dinyatakan cukup tinggi, 47,14 % dinyatakan tinggi dan 24,29 % dinyatakan sangat tinggi. Variabel sistem kerja ditemukan kurang baik, yaitu 4,29 % responden menyatakan sangat tidak baik, 48,57 % menyatakan kurang baik, 38,57 % menyatakan cukup baik dan 8,57 % menyatakan baik. Nilai variabel kinerja termasuk kategori sedang (cukup baik), yaitu 5,71 % responden dinyatakan berkinerja tidak baik, 47,14 % responden dinyatakan memiliki kinerja cukup baik, 42,86 % responden dinyatakan memiliki kinerja baik dan 4,29 % responden dinyatakan memiliki kinerja yang sangat baik.

Pengaruh variabel iklim organisasi, motivasi kerja dan sistem kerja terhadap kinerja penyuluh pertanian di Kabupaten Jembrana secara bersama-sama adalah positif dan signifikan, dengan koefisien korelasi ganda (R) sebesar 0,427, F hitung 4,897 dan sig F 0,004. Sedangkan kontribusi variabel bebas terhadap variabel terikatnya berdasarkan koefisien determinasi ganda ( $R^2$ ) sebesar 0,182 atau 18,2 % varian skor kinerja dipengaruhi oleh variabel iklim organisasi, motivasi kerja dan sistem kerja secara bersama-sama. Pengaruh variabel iklim

organisasi (X1), motivasi kerja (X2) dan sistem kerja (X3) terhadap kinerja (Y) berdasarkan koefisien regresi ( $\beta$ ) sesuai dengan persamaan berikut :

$$Y = 33,346 + 0,137 X1 + 0,575 X2 - 0,311 X3.$$

Pengaruh secara parsial antara variabel iklim organisasi (X1) terhadap kinerja (Y) adalah tidak signifikan (t hitung 1,049 dan sig t 0,298) dengan koefisien determinasi parsial ( $r^2$ ) 0,013 atau 1,3 % varian skor kinerja dipengaruhi oleh variabel iklim organisasi. Pengaruh variabel motivasi kerja (X2) terhadap kinerja (Y) adalah signifikan (t hitung 3,392 dan sig t 0,001) dengan koefisien determinasi parsial ( $r^2$ ) 0,104 atau 10,4 % varian skor kinerja dipengaruhi oleh variabel motivasi kerja. Variabel ini merupakan yang dominan pengaruhnya terhadap kinerja dibandingkan dengan variabel bebas lainnya. Ketiga unsur dalam motivasi kerja yang pengaruhnya signifikan adalah motivasi berprestasi. Sedangkan pengaruh variabel sistem kerja (X3) terhadap kinerja (Y) ditemukan negatif dan tidak signifikan, dengan t hitung -1,604 dan sig t 0,114 serta koefisien determinasi parsialnya ( $r^2$ ) 0,022 atau 2,2 % varian skor kinerja dipengaruhi oleh variabel sistem kerja.

Terbukti bahwa korelasi X1, X2, dan X3 terhadap Y setelah diparsialkan ternyata nilainya semakin kecil. Temuan ini menunjukkan bahwa pengaruh variabel bebas terhadap variabel terikatnya secara bersama-sama saling mendukung dan tanpa meniadakan. Dengan demikian variabel iklim organisasi akan lebih berpengaruh apabila variabel motivasi kerja diperhatikan/ditingkatkan dan variabel sistem kerja dimantapkan, variabel motivasi kerja akan lebih berpengaruh apabila variabel iklim organisasi dan sistem kerja diperbaiki (ditingkatkan /dimantapkan), demikian pula variabel sistem kerja akan lebih berpengaruh apabila variabel iklim organisasi dan motivasi kerja diperbaiki/ditingkatkan.

Hasil penelitian ini berbeda dengan hasil penelitian Zaenuddin (2001) dimana iklim organisasi dan motivasi kerja tidak mempunyai pengaruh yang signifikan terhadap kinerja pegawai yang dilakukan menjelang pelaksanaan otonomi daerah di Sekretariat Kota Semarang. Hasil penelitian ini mendukung teori Davis (1981 :122) yang menyatakan "*Climate can influence motivation, performance and job satisfaction*" atau iklim organisasi dapat mempengaruhi motivasi, kinerja/prestasi kerja dan juga kepuasan kerja.

Untuk meningkatkan kinerja penyuluh pertanian di Kabupaten Jembrana disarankan untuk memenuhi kebutuhan berprestasi bagi penyuluh pertanian didukung dengan penciptaan iklim organisasi yang kondusif dan memantapkan sistem kerja "LAKUSI" (latihan, kunjungan dan supervisi) terhadap penyelenggaraan penyuluhan pertanian melalui revitalisasi institusi/kelembagaan penyuluhan pertanian baik di tingkat Kabupaten maupun kecamatan sebagai "*home base*" penyuluh pertanian di lapangan.

## SUMMARY

### **The Influence of Organizational Climate, Motivation and Work System Variables to the Performance of the Agricultural Extension Officers in Jembrana Regency.**

**I Wayan Sutama**

The research is based on the assumption that it is very important to increase the human resource quality depends on the work condition, motivation and the work system. The aims of the research are :

- a) to analyze the influence of the organizational climate, motivation and work system variables to the performance of the Agricultural Extension Officers.
- b) To analyze which of the free variable may has a dominant influence to the performance of the Agricultural Extension Officers in Jembrana Regency.

The research was done on May to June 2004 in the Farm, Forestry and Marine Departement of Jembrana Regency, Bali for explanatory purposes. There are 70 respondents as specimen or sample from Agricultural Extension Officers in which all population are take. The intentions of the activity is to evaluate the climate and work system variable of the Agricultural Extension Officers. There are 4 respondents from the head officials of the departement to evaluate the performance variable of the Farm Instructors. Sixteen co-workers are also take to evaluate the work motivation level of the Agricultural Extension Officers.

The technic of collecting data in this case is Quiz or list of Question which should be answered by the respondents. Meanwhile, the analyzing data techniq is by using multiple regression method. The research states that the organizational climate variable in Jembrana Regency belongs to "good" category, in which there are 12,86 % of the respondents state that it is "not so good" ; 47,14 % say " good enough" ; 35,71 % state "good" and 4,29 % say "very good" It is found that the variable of motivation is "high". The 28,57 % of the respondents state "high enough"; 47,14 % say " high" and 24,29 % say "very high". The work system variable is in the "bad category" because 4,29 % of the respondents say "very bad" ; 48,57 % say "not so good" ; 38,57 % state "high enough" and 8,57 % say "good".

The performance variable point belongs to the "high enough" category, since 5,71% of the respondents have a " low" category ; 47,14 % of them are in the "high" category and 4,29 % are stated to be a " very high" performance..

The influence of organizational climate, motivation and work system variables to the performance of the Agricultural Extension Officers in Jembrana Regency is found to be positive as well as significant, with the coefficient of multiple correlation ( R ) of 0,427 ; F count of 4,897 and sig F of 0,004. Furthermore, the contribution of free variable to the bound one is 0,182 or 18,2 % variant performance score is influenced by the organization climate, motivation

and work system variables simultaneously. The fact above is based on the multiple determined coefficient ( $R^2$ ).

The influence of organizational climate variable (X1), work motivation variable (X2) and work system variable (X3) to the performance or work quality (Y) based on the coefficient of regression (B) is in accordance with the following equivalence :

$$Y = 33,346 + 0,137 X1 + 0,575 X2 - 0,311 X3.$$

The partial influence between organizational climate variable (X1) to the performance (Y) is not significant (t count 1,049 and t sig t 0,298) with the coefficient of partial determination ( $r^2$ ) of 0,013 or 1,3 % performance score variant is influenced by the organizational climate variable. The influence of the work motivation variable (X2) to the performance variable (Y) is significant ( t count of 3,342 and sig t of 0,001) with the partial determined coefficient ( $r^2$ ) of 0,104 or 10,4 % performance score variant is influenced by the work motivation variable. This variable has more dominant influence than the free one. The three aspects is the work motivation which has a significance influence is "Achievement Motivation". The influence of the work system variable (X3) to the performance (Y) is found to be negative and not significant with t count of - 1,604 and sig t of 0,114 with partial determined coefficient ( $r^2$ ) of 0,022 or 2,2 % performance score variant influenced by work system variable.

It is proved that the correlation between X1, X2, and X3 to Y is become smaller after they are devided partially. The invention states that the influence of free variable to the bound variable supports each other. So, the organization climate variables will be more dominant if the work motivation variable is developed, and the work system variable is being stable. The work system variable will be more dominant if the organization climate variable and work motivation is developed or increased.

The result of this research is different from Zaenuddin's research (2001), in which the organization climate and work motivation don't have a significance influence to the performance of the worker. The research was done before the Region Autonomy held in Semarang.

The result of this research supports Davis theory (1981 : 122) which states " Climate can influence motivation, performance and job satisfaction"

To developed the performance of the Agricultural Extension Officers in Jembrana Regency, it is suggested to fulfill their needs for achievement supported by creating a condusive situation and make the work system (LAKUSI) stable. LAKUSI stands for Latihan, Kunjungan dan Supervisi ( Training, Visit and Supervision). It can be done through the revitalization of Agricultural Extension Institution in the regency area as a home base of the Agricultural Extension Officers in the field.

## ABSTRACT

### **The influence of Organizational Climate, Motivation and Work System Variables to the Performance of the Agricultural Extension Officers in Jemberana Regency**

**I Wayan Sutama**

The aim of the research is to analyze the influence of organizational climate, motivation and work system variables to the performance of the Agricultural Extension Officers, this way simultaneous although partially. Another purpose of the research is to know which of the variable has dominant influence among all of the independence ones in Jemberana Regency. This survey research is intended to explain the cause effect and analyze the relationship among facts of climate, work motivation and work system to the performance of the Agricultural Extension Officers in Jemberana Regency. The primary information concerning the research variable uses Quiz technique, meanwhile the analyze system uses the multiple regression method, the SPSS For Windows program is used to analyze the data.

The research show that the organizational climate, work motivation and work system variables give a very significant influence to the performance is this way simultaneously, with the F count of 4,687 and sig F of 0,004. The contribution of the free variable to the bound one based on the multiple determined coefficient ( $R^2$ ) is 0,182 or 18,2 % performance score variant influenced by the organizational climate, work motivation and work system variables, simultaneously.

In other case, partially, the influence of organization climate variable to the performance is not significant with t count of 1,049 and sig t of 0,298. with the coefficient partial determination ( $r^2$ ) of 0,013 or 1,3 % performance score variant is influenced by the organizational climate variable. The work motivation variable influence is found to be significant to the performance of the employees with t count of 3,392 and sig t of 0,001, with coefficient partial determination ( $r^2$ ) 0,104 or 10,4 % performance score variant is influenced by the work motivation variable and this variable has more dominant influence than the free one. Then, the influence of the work system to the performance is not significant with t count of -1,604 and sig t of 0,114, with the contribution of 2,2 % to the performance.

#### **Keywords :**

**Organizational Climate, Motivation for achievement and Performance Study.**