


**THE INFLUENCE OF WORK MOTIVATION, COMPENSATION, AND WORK PROCEDURES ON JOB SATISFACTION AND FIELD EXTENSION PERFORMANCE FAMILY PLANNING IN SOUTH SULAWESI**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 20 February 2023</p> <p><b>Accepted</b> 08 May 2023</p>	<p><b>Purpose:</b> This study was conducted with the aim of (1). Analyzing and interpreting the impact of work motivation on job satisfaction of family planning instructors (PLKBs) in South Sulawesi. (2) Analyzing and interpreting the impact of compensation on PLKB job satisfaction in South Sulawesi.</p>
<p><b>Keywords:</b></p> <p>Work Motivation; Compensation; Work Procedures; Job Satisfaction; Performance.</p>	<p><b>Theoretical framework:</b> The theoretical implication is that this study integrates the theory of reinforcement of motivation and self-determination to investigate the determinants of extension worker performance. The theory of motivational reinforcement was put forward by Skinner (2014), who states that behavior is influenced by its consequences.</p>
	<p><b>Design/methodology/approach:</b> The research methods used in this study are descriptive analysis and SEM (structural equation modeling) analysis using the AMOS program. The research method used is a survey research method, i.e., primary data collection using a questionnaire (Suzerweni, 2020: 13). A representative of the Regional Family Planning Agency (OPDKB) of the National Family Planning Population Organization of South Sulawesi developed the questionnaire to measure job motivation, compensation, work methods, job satisfaction, and employee performance.</p> <p><b>Findings:</b> The results of the study show that (1). Job motivation (X1) has a direct positive and significant effect on job satisfaction. Compensation has a positive and significant effect on job satisfaction (3). Work methods have a positive and significant effect on job satisfaction (4). Expanding work motivation has a positive and negligible impact on employee performance.</p> <p><b>Research, practical and social implications:</b> The summary of the discussion of the results of this study is that according to the results of the research analysis, each observation is described in a coherent manner based on the interpretation of the effect between variable variables and variable indicators, then supported by several relevant theories and links to several previous studies.</p> <p><b>Originality/Value:</b> Compensation indirectly has a positive and significant impact on the performance of extension workers. Indirect expansion of work approaches has a positive and not significant impact on employee performance.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i5.2180">https://doi.org/10.26668/businessreview/2023.v8i5.2180</a></p>

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## A INFLUÊNCIA DA MOTIVAÇÃO NO TRABALHO, REMUNERAÇÃO E PROCEDIMENTOS DE TRABALHO NA SATISFAÇÃO NO TRABALHO E NO DESEMPENHO DE EXTENSÃO DE CAMPO PLANEJAMENTO FAMILIAR NO SUL DE SULAWESI

### RESUMO

**Objetivo:** Este estudo foi conduzido com o objetivo de (1). Analisando e interpretando o impacto da motivação para o trabalho na satisfação profissional de instrutores de planejamento familiar (PLKBs) em South Sulawesi. (2) Analisar e interpretar o impacto da remuneração na satisfação no trabalho de PLKB em South Sulawesi.

**Referencial teórico:** A implicação teórica é que este estudo integra a teoria do reforço da motivação e autodeterminação para investigar os determinantes do desempenho do extensionista. A teoria do reforço motivacional foi proposta por Skinner (2014), que afirma que o comportamento é influenciado por suas consequências.

**Desenho/metodologia/abordagem:** Os métodos de pesquisa utilizados neste estudo são análise descritiva e análise SEM (modelagem de equações estruturais) usando o programa AMOS. O método de pesquisa utilizado é um método de pesquisa de levantamento, ou seja, coleta de dados primários por meio de um questionário (Suzerweni, 2020: 13). Um representante da Agência Regional de Planejamento Familiar (OPDKB) da Organização Nacional de População de Planejamento Familiar de South Sulawesi desenvolveu o questionário para medir a motivação no trabalho, remuneração, métodos de trabalho, satisfação no trabalho e desempenho do funcionário.

**Resultados:** Os resultados do estudo mostram que (1). A motivação no trabalho (X1) tem um efeito direto positivo e significativo na satisfação no trabalho. A remuneração tem um efeito positivo e significativo na satisfação no trabalho (3). Os métodos de trabalho têm um efeito positivo e significativo na satisfação no trabalho (4). A expansão da motivação no trabalho tem um impacto positivo e insignificante no desempenho do funcionário.

**Pesquisa, implicações práticas e sociais:** O resumo da discussão dos resultados deste estudo é que, de acordo com os resultados da análise da pesquisa, cada observação é descrita de maneira coerente com base na interpretação do efeito entre variáveis variáveis e indicadores variáveis, então apoiado por várias teorias relevantes e links para vários estudos anteriores.

**Originalidade/Valor:** A remuneração indiretamente tem um impacto positivo e significativo no desempenho dos extensionistas. A expansão indireta das abordagens de trabalho tem um impacto positivo e não significativo no desempenho do funcionário.

**Palavras-chave:** Motivação no Trabalho, Remuneração, Procedimentos de Trabalho, Satisfação no Trabalho, Desempenho.

## LA INFLUENCIA DE LA MOTIVACIÓN LABORAL, LA COMPENSACIÓN Y LOS PROCEDIMIENTOS DE TRABAJO EN LA SATISFACCIÓN LABORAL Y EL DESEMPEÑO DE LA EXTENSIÓN DE CAMPO PLANIFICACIÓN FAMILIAR EN SULAWESI DEL SUR

### RESUMEN

**Propósito:** Este estudio se realizó con el objetivo de (1). Analizando e interpretando el impacto de la motivación laboral en la satisfacción laboral de los instructores de planificación familiar (PLKB) en Sulawesi del Sur. (2) Analizar e interpretar el impacto de la compensación en la satisfacción laboral de PLKB en South Sulawesi.

**Marco teórico:** La implicación teórica es que este estudio integra la teoría del refuerzo de la motivación y la autodeterminación para investigar los determinantes del desempeño del extensionista. La teoría del refuerzo motivacional fue propuesta por Skinner (2014), quien afirma que el comportamiento está influenciado por sus consecuencias.

**Diseño/metodología/enfoque:** Los métodos de investigación utilizados en este estudio son el análisis descriptivo y el análisis SEM (modelo de ecuaciones estructurales) utilizando el programa AMOS. El método de investigación utilizado es un método de investigación de encuestas, es decir, la recopilación de datos primarios mediante un cuestionario (Suzerweni, 2020: 13). Un representante de la Agencia Regional de Planificación Familiar (OPDKB) de la Organización Nacional de Población de Planificación Familiar de Sulawesi del Sur desarrolló el cuestionario para medir la motivación laboral, la compensación, los métodos de trabajo, la satisfacción laboral y el desempeño de los empleados.

**Hallazgos:** Los resultados del estudio muestran que (1). La motivación laboral (X1) tiene un efecto directo positivo y significativo sobre la satisfacción laboral. La compensación tiene un efecto positivo y significativo en la satisfacción laboral (3). Los métodos de trabajo tienen un efecto positivo y significativo en la satisfacción laboral (4). La expansión de la motivación laboral tiene un impacto positivo e insignificante en el desempeño de los empleados.

**Implicaciones de investigación, prácticas y sociales:** El resumen de la discusión de los resultados de este estudio es que de acuerdo con los resultados del análisis de investigación, cada observación se describe de manera coherente con base en la interpretación del efecto entre variables variables e indicadores variables. , luego apoyado por varias teorías relevantes y enlaces a varios estudios previos.

**Originalidad/Valor:** La compensación indirectamente tiene un impacto positivo y significativo en el desempeño de los extensionistas. La expansión indirecta de los enfoques de trabajo tiene un impacto positivo y no significativo en el desempeño de los empleados.

**Palabras clave:** Motivación Laboral, Remuneración, Procedimientos Laborales, Satisfacción Laboral, Desempeño.

## INTRODUCTION

The dynamics of government management in Indonesia have gone through long episodes, starting from centralization since the beginning of independence to the New Order era, then changing to decentralization in the reform era, until now Law Number 23 of 2014 concerning Regional Administration as Law Number 9 of 2015 (UU local government) which tends to recentralize. One of the programs affected by the ups and downs of government management is the field of Family Planning (KB) counseling. The change in the national strategic environment was marked by a shift in the centralized administration system to a dispersed one in accordance with Law Number 22 of 1999 concerning Regional Administration as amended by Law Number 32 of 2003 or better known as the Regional Autonomy Law, directly or indirectly have an impact on the mechanism for implementing population control and family planning programs carried out by the government in stages and continuously at the field level carried out by field extension workers. There are two important points in the division of the KB Extension sub-assignments, First the function of management and utilization of family planning counselors, which was originally carried out by the district/city government, now this authority is divided where the management function is carried out by the BKKBN while the function of utilization is by the district/city government; second from this distribution of authority, the transfer of management from the regency/city government to the BKKBN is limited to the transfer of field personnel, namely the family planning extension officers, while the agencies that previously hosted the family planning educators and their equipment were not included. These two points are quite a tough job for the BKKBN, which carries out concurrent government affairs; it is given the authority to set norms, standards, procedures, and criteria in the form of statutory provisions as guidelines for implementing the utilization and management of family planning extension agents.

Law Number 23 of 2014 concerning the Regional Administration describes that the

existence of family planning counselors has changed their status to become central employees. In the sense that the Management of PKB/PLKB is handled by the Central Government (BKKBN), starting from recruitment, capacity building, certification, and payroll. The transfer of staffing status for family planning counselors is only a transfer to employee status, but the utilization of performance is still the responsibility of the local government through the Family Planning Organization (OPD KB) according toward Regulation of the Head of BKKBN Number 12 of 2017 concerning Utilization of Birth control Allowance staff; Regulation of the Minister of Governmental Reform and Bureaucratic Reform Number 21 of 2018 concerning Functional Positions; and Regulation of the Head of BKKBN Number 5 of 2018 concerning Management of Functional Positions of Family Planning Instructors. With the stipulation of formal rules regarding the utilization and management of family planning counselors, the Provincial BKKBN is the work unit that carries out some of the BKKBN's tasks at the lowest level and at the same time as the technical manager of family planning counselors with limited human resources feels overwhelmed by the increased job functions and workload. Forming a new work unit at the district/city level to minimize staffing administrative problems for family planning counselors is not an easy solution to implement, and there are indeed concerns that there will be overlapping functions with district/city OPD-KB. Adjustment of the management of family planning counselors with such institutional conditions requires a long time to achieve the word order. Modernization of governance through the digitization of the personnel information system and performance monitoring is the only necessity that is the hope that the implementation of the management of family planning counselors can be controlled. Institutionally, family planning counselors in carrying out their duties are inseparable from serving the community. So this task is the realm of public service. Public services are always associated with activities conducted by an individual or group or specific organization to provide support and benefits to the community to achieve specific goals. This public service is very important because it is always associated with people who have different interests and goals. In addition, the low factor of work concerns all issues related to job design, job description, and resources to work on. Although this is not very conclusive in public institutions, it may show that instrumental work did not generate internal motivation arising from employees' self-awareness: (1) doing important work; (2) feeling responsible for the consequences of their actions; and (3) to know the actual results of his work. From the above description, it is written (in context) that motivation is an important factor that can affect employee performance improvement. The behaviorist school, introduced by John Broadus

Watson (1878-1958), looked at humans with the concept of stimulus-response (S-R). Human behavior is formed through classical habituation (classical conditioning), the law of effect (law of effect), operant habituation (operant conditioning), and exemplary (modeling). While the Humanistic school pioneered by Abraham H. Maslow views humans as having good potential and being dignified, responsible, and able to realize their potential according to their identity so as to achieve self-actualization. Incentive has three features that are most narrowly connected to one another, consisting of wants, drives, and aims.

Traceable motivational theories generally use theories that are grouped into content theory, behavior theory, process theory, and reinforcement theory. Reading Maslow's thoughts on the theory of needs cannot be separated from the theory of motivation, which forms its basis. There are seventeen basic concepts used by Maslow in understanding human beings as a whole, including First, humans are fully integrated individuals. Second, the characteristics of the drives or needs that arise cannot be allocated to one particular type of need. Third, the study of motivation must be part of the study of ultimate human goals. Fourth, the theory of motivation cannot ignore the life of the subconscious. Fifth, the absolute and fundamental human desire is not far from his daily life. Sixth, a desire that arises and is realized is often the originator of other hidden goals. Seventh, motivation theory must assume that motivation is constant and never-ending, and there are several other basic concepts. Maslow's theory of motivation is useful for providing strong arguments for the use of the need structure as a driving force for human motivation as a whole. This is what characterizes Maslow's thought before there was any previous human philosophy. That is about human needs. The overarching structure of Maslow's theory is built on another hierarchy of needs. Rhee (2019), explains in his research that the early development of motivation theory was categorized into three classifications of fulfillment theory, incentive theory, and internal theory (Handy, C. (1993). Many theories have emerged to describe the various reasons after the incentive. Previous study included requirement-based analyses such as existential demand/connection demand/growth demand theory (Alderfer C. (1969), Achievement Needs Theory/Affiliation Needs/Power Needs (McClelland, D. (1988), Hygiene-Motivation Multiple Factor Theory (Herzberg F (1964), Reinforcement theory (Skinner, B. (1938), Expectancy theory (Vroom, V., Porter, L., Lawler, E. (2005), Equity theory (Adams, J. (1963) and others) Depending on the level of employee satisfaction, each category can be consistently summarized at the level of productivity, policies such as providing diverse incentives to workers will ultimately pay, and employees weigh the value and appropriateness of reward expectations in the form of money because employees as

individuals are intrinsically diverse from other animals. Each third of these explanations seems plausible and valid. With the growth of the study of incentive theory, satisfaction theory and internal theory merge with progress process theory, and incentive theory and internal theory combine to create content theory, because there is overlap between satisfaction theory and internal theory and incentive theory and internal theory. This, of course, results in theoretical gaps, so this research builds a framework of thinking from the integration of motivation theory. This study uses theories that correlate with the motivational behavior of family planning instructors in South Sulawesi by integrating and modifying these theories, which can be referred to as the Trans Motivation Theory.

This is because it is based on various research gaps using motivation, Compensation, work procedures, employee satisfaction, and performance variables using conventional motivation theory constructs. In addition to theoretical gaps, there is also the use of theory in research areas with different methodologies. This theoretical gap is then rooted in theoretical substance, which universally produces varied findings. To provide an overview of the urgency of employee incentive and job approval on presentation, it can be seen in several previous studies, where this study produced findings that were still inconsistent. This inconsistency is not without reason, but it needs to be located in accordance with the area and research base. Some studies show significant results, but some studies also show insignificant results, so this then creates gaps in various studies.

Maslow's theory of motivation is useful for providing strong arguments for the use of the need structure as a driving force for human motivation as a whole. This is what characterizes Maslow's thought before there was any previous human philosophy. That is about human needs. The overarching structure of Maslow's theory is built on another hierarchy of needs. Based on Law number 52 of 2009, Regarding Populace Development and Family Growth which states that the National Population and Family Planning Agency is a non-ministerial government agency that has the main task of carting out administration tasks in the area of populace control and implementing family planning in realizing excellence families and residents. Balanced growth, which is described in the form of missions as follows:

1. Controlling population growth in order to maintain the quality and structure of a balanced population
2. Carrying out comprehensive Family Planning and Reproductive Health
3. Organizing holistic, integrative family development according to the life cycle
4. Building partnerships, community participation networks, and global

cooperation

5. Strengthening innovation, information, and communication technology
6. Building institutions, increasing the capacity and welfare of apparatus human resources

These indicators are outlined in the Strategic Plan (Renstra) of the Bangsa Kencana program, which is a derivative of the 2020-2024 RPJMN. The target indicators and achievements of the BKKBN program in 2020 are contained in the 2020-2024 RPJMN can be seen in Table 1 below. In general, the target achievements of the populace growth and family planning (Bangsa Kencana) platforms at the national and South Sulawesi provincial levels are still far from the targets set. The achievement of the target of reducing TFR, especially in South Sulawesi, of 2.78 children per woman of childbearing age in 2020 is still far from the national average of 2.45 and the national target of 2.26. This is also the case with the increased use of modern contraception. South Sulawesi Province is only 50.7 percent, while the national average has reached 57.9 percent, but it is still far below the target of 61.7 percent.

Table 1. Performance Indicators and Targets of the South Sulawesi BKKBN

No	Strategic target	Strategic target indicators	Unit	Target	National	South Sulawesi
1	Decreasing total birth rate	<i>Total Fertility Rate (TFR)</i> per WUS aged 15-49 years	Average children per woman	2,26	2,45	2,78
2	The increasing prevalence rate of modern contraception	<i>Modern Contraceptive Prevalence Rate (mCPR)</i>	Percent	61,78	57,9	50,7
3	Reducing the need for family planning that is not met	Percentage of family planning needs that are not met ( <i>Unmet Need</i> )	Percent	8,6	13,4	18,9
4	Decreasing teenage birth rates	<i>Age Specific Fertility Rate (ASFR)</i>	Births per 1000 WUS 15-19 years	25	31,9	31,1
5	Increased Family Development Index	Family Development Index (iBangga)	Index (scale 1-100)	53,57	53,94	48,13
6	Increasing Median Age of First Marriage for Women	Median Age of First Marriage for Women (MUKP)	Year	21,9	20,7	20,5

Source: BKKBN Agency Performance Report 2022

These indicators are program goals of the 2020 BKKBN Strategic Plan (Renstra), but nothing has been achieved in South Sulawesi. Family Planning Extension Staff (PKBs) are working as BKKBN Human Resources (HR). Family planning instructors are given full responsibility, responsibility, authority, and authority by executive officers, called family planning instructors, civil servants who meet eligibility and eligibility standards, and officers

authorized to administer population, family planning and development program family extension events, services, integration, and expansion programs. Each family planning extension agent is responsible for the designated work location (village/ward). The goals to achieve for each expansion agent are the national goals, the expansion of goals set periodically from the province to the village/ward level. The low performance of population, family planning, and family growth programs in South Sulawesi is an example of the low performance of existing family planning delay officers.

This can be explained by the fact that there are still family planning counselors who do not take advantage of working time in completing assignments but only fulfill administrative attendance, as well as completing assignments that only report documentation through the E-Visum application, and physical reports that are sober, on the one hand, facilities from year to year such as infrastructure (offices) which previously were still attached to the local kelurahan/village office and currently 95% already have their own offices supported by office facilities, as well as official two-wheeled vehicles, besides that they have also received performance allowances, rewards for outstanding family planning counselors. On the one hand, family planning extension officers are expected to play an active role and make a real contribution to achieving the strategic goals that have been set. Approaches to family planning educators to make a significant contribution to the achievement of the Population, Family Planning, and Family Development programs through variables of motivation, compensation, and good work procedures, in order to create satisfaction and performance of family planning educators that meet expectations. The phenomenon of performance of family planning counselors in South Sulawesi province may be due to poor work motivation as a result of the process of changing status as a result of regional autonomy. Motivation is something that affects people's behavior; Motivation is also known as a driver, desire, support, or need that can excite a person and act in certain ways that will lead to the best results.

In addition to motivational factors, one factor that affects the performance of expansion workers is related to compensation. Compensation is everything received in physical or non-physical form. Compensation also refers to all rewards or money received by an employer/employee for the results of a company's services or in the form of money or products. Compensation can be divided into two forms, namely shortest recompence and indirect compensation. Shortest recompence is in the form of basic pay (basic pay) such as wages and salaries, while indirect recompence is in the form of profits, for example, insurance benefits, health, payments made while not working, and pension compensation. Compensation has



significant implications for improving employee performance (Katidjan, Pavirosumamarto, & Isariadi, 2017). Vardani (2017) argues that every employee with a high level of motivation and compensation will show a positive attitude toward job satisfaction. When you have a positive attitude towards job satisfaction, the quantity of output provided by employees increases, and the company also experiences an increase in income. An employee who is satisfied with the work they have done. They will be able to put out a better performance. According to (Harahap & Khair, 2020), job satisfaction is a form of attitude that is very common for someone towards his job. In addition to job satisfaction, work procedure factors also have a very important role, as in research Pratama and Simanjuang (2021), which state that five employee performance indicators are productivity, quality, timeliness, cycle time, and cost is good enough. While one indicator, namely the utilization of resources, is still not good. As for the inhibiting factors, such as the age of employees, the lack of quality human resources, the occurrence of the Covid-19 pandemic, and budget cuts (refocusing). The research gaps related to this research, as contained in the research mapping table, can be explained by the fact that the research findings are still not consistent with the study construct. Research with the same concept as Manalo (2020) that motivation influences satisfaction and performance. Arifin (2015), motivation influences satisfaction but not performance. Nazah et al. (2021), with the same concept, it was found that incentive directly had a confident and significant impact on job satisfaction; Indirectly, motivation does not impact performance. Nurperinayati, N. M. (2021) With the same result that motivation is not significant for performance. Kumari (2021), with similar results, had no effect on internal and external motivation performance.

This is different from research Talashina, (2019) and Adam, and Jeny Kamase (2019), that motivation has a positive impact on satisfaction and concert. From some of these studies, conceptually, the results are diverse. Furthermore, research phenomena related to the compensation relationship with the same pattern can be explained by the fact that there are still inconsistent research findings, such as the research of Emil Salim et al. (2022), with the finding of a important positive connection among compensation on satisfaction and presentation. Talashina (2020) found that job satisfaction mediates the connection among motivation and performance. Darma et al. (2017), job satisfaction mediates compensation with performance Purnama, and Iqbal (2020), with the same findings. However, it is different from Baledi and Saed's (2017) findings that compensation impacts performance but not job approval. Pudjiastuti, Sijuang. (2020), Idris, dkk 2020, with the finding that compensation has no effect on satisfaction. Furthermore, the results of research on the relationship between work

procedures and satisfaction and performance also knowledge the same conditions. Study Ramhit, K.S. (2019), with negative results, on the connection among job narratives and job satisfaction, Winkelhaus (2019) findings that work procedures do not affect satisfaction, but affect performance, Arief, Nisak (2022), states that work procedures have a negative effect on job satisfaction. Meanwhile, the research by Migiro S. O, Kyule (2018), and Palmero (2022), Raka Ardiana (2020), Andjarwati et al. (2020) found a positive and significant connection from the construct or research pattern with this research and a whole, has differences in the structure of the variables, this is what distinguishes this research from previous research. For this purpose, study on motivation, compensation, and good work procedures for family planning counselors is needed in order to create satisfaction and performance that is in line with expectations.

## **METHODOLOGY**

### **Research Approach**

The method used in this study is descriptive (descriptive research) and quantitative method (quantitative research). Descriptive methods are used because research seeks to explain research variables using descriptive analysis tables, while a quantitative approach is used to explain the relationships and effects between research variables. The research method used is a survey research method, i.e., primary data collection using a questionnaire (Suzerweni, 2020: 13). A representative of the Regional Family Planning Agency (OPDKB) of the National Family Planning Population Organization of South Sulawesi developed the questionnaire to measure job motivation, compensation, work methods, job satisfaction, and employee performance.

### **Method of Collecting Data**

The data collection method in this study is intended to obtain data that is relevant and accurate to the issues discussed. The data collection method is as follows:

1. Observation

This method is used as a tool for collecting data based on direct observation.

2. Interview

Interviews with various parties relevant to the research problem.

3. Questionnaire

Questionnaires are data collection techniques that ask a number of questions in writing

which are given to respondents with the intention of obtaining accurate and valid data.

#### 4. Documentation

Documentation is data obtained through records of documents contained in the research location.

### Data Types and Sources

#### 1. Data Primer

Primary data is data obtained through direct research on the object under study. The data was obtained through the method of observation and the results of questionnaires from respondents.

#### 2. Data Seconds

Secondary data is data obtained from various sources, including documentation/writing (books, reports, scientific papers, and research results) and from information from parties related to the study being studied (task descriptions, work procedures, and references other).

### Population and Sample

#### 1. Population

The population in this study were all family planning counselors who served in 24 districts/cities, as many as 1,388.

#### 2. Sample

A good sample is Representative of the population. Determining the number of samples to be used in this study using the slow formula.

## RESULTS AND DISCUSSION

### Research Result

Based on the experimental model proposed in this study, it is possible to test the proposed hypothesis by examining the path coefficient of the structural equation model. The criteria for testing the hypothesis by looking at a <-value of 0.05, then the relationship between the variables is significant. The results of the hypothesis test can be presented in the following table:

Table: 2 Hypothesis Testing Results

Hip	Variable			Direct	Indirect	Total	P-Value	Moaning kets
	Independent	Intervining	Dependent					
1	Work Motivation (X1)	-	Job Satisfaction (Y)	0,344	-	0,344	0,009	(+) Significant
2	Compensation (X2)	-	Job Satisfaction (And)	0,285	-	0,285	0,013	(+) Significant
3	Work Procedure (X3)	-	Job Satisfaction (And)	0,190	-	0,190	0,011	(+) Significant
4	Work Motivation (X1)	-	Extension Performance (Z)	0,069	-	0,069	0,414	(+) Insignificant
5	Compensation (X2)	-	Extension Performance (Z)	0,147	-	0,147	0,047	(+) Significant
6	Work Procedure (X3)	-	Extension Performance (Z)	0,206	-	0,206	0,000	(+) Significant
7	Job Satisfaction (Y)	-	Extension Performance (Z)	0,367	-	0,367	0,000	(+) Significant
8	Work Motivation (X1)	Job Satisfaction (And)	Extension Performance (Z)	0,344	0,126	0,470	0,017	(+) Significant
9	Compensation (X2)	Job Satisfaction (And)	Extension Performance (Z)	0,285	0,104	0,389	0,022	(+) Significant
10	Work Procedure (X3)	Job Satisfaction (And)	Extension Performance (Z)	0,190	0,070	0,260	0,694	(+) Insignificant

Source: Results of data processing, 2023

Table 2 shows that of the ten (10) paths analyzed, there are eight (8) significant paths and two (2) insignificant paths. The interpretation of these results can be explained as follows:

1. Work motivation (X1) directly has a positive and significant effect on job satisfaction (Y) with  $p\text{-value} = 0.009 < 0.05$ . This coefficient indicates that strong motivation will increase the job satisfaction of family planning instructors. Thus, the first hypothesis is accepted.
2. Compensation (X2) has a positive and significant effect on job satisfaction with  $p\text{-value} = 0.013 > 0.05$ . This coefficient indicates that good compensation will be able to increase the job satisfaction of family planning educators. Thus, the second hypothesis is accepted.
3. Work procedures (X3) have a positive and significant effect on job satisfaction (Y) with  $p\text{-value} = 0.011 < 0.05$ . This coefficient indicates that good work procedures will increase the job satisfaction of family planning educators. Thus, the third hypothesis is accepted.
4. Work motivation (X1) has a positive and not significant effect on extension

worker performance (Z) with  $p\text{-value} = 0.414 > 0.05$ . This coefficient indicates that work motivation (X1) cannot improve the performance of family planning instructors. Thus, the fourth hypothesis is rejected.

5. Compensation (X2) has a positive and significant effect on extension worker performance (Z) with  $p\text{-value} = 0.047 < 0.05$ . This coefficient indicates that good Compensation (X2) can improve the performance of extension workers. Thus, the fifth hypothesis is accepted.

6. Work procedures (X3) have a positive and significant impact on the performance of extension workers (Z) with  $p\text{-value} = 0.000 < 0.05$ . This coefficient indicates that work procedures (X3) can improve the performance of extension workers (Z). Thus, hypothesis six is accepted.

7. Job satisfaction (Y) has a positive and significant effect on extension worker performance (Z) with  $p\text{-value} = 0.000 < 0.05$ . This coefficient indicates that high job satisfaction (Y) can improve the performance of extension workers. Thus, hypothesis seven is accepted.

8. Work motivation (X1) indirectly has a positive and significant influence on the performance of the instructor (Z) with a  $p\text{-value} = 0.017 < 0.05$ . This means that good motivation will increase job satisfaction and can also improve the performance of family planning instructors. Thus, hypothesis eight is accepted.

9. Compensation (X2) indirectly has a positive and significant effect on the performance of extension workers (Z) with a  $p\text{-value} = 0.022 < 0.05$ . This means that appropriate compensation will increase job satisfaction and, in turn, can also improve the performance of family planning counselors. Thus, hypothesis nine is accepted.

10. Work procedures (X3) indirectly have a positive and not significant impact on the performance of extension officers (Z) with  $p\text{-value} = 0.694 > 0.05$ . Thus, the tenth hypothesis is rejected.

## DISCUSSION OF RESEARCH RESULTS

After presenting the results of this study, the researcher then presents the discussion. The summary of the discussion of the results of this study is that according to the results of the research analysis, each observation is described in a coherent manner based on the interpretation of the effect between variable variables and variable indicators, then supported by several relevant theories and links to several previous studies. Further details are described

as follows:

### **Direct Effect of Work Motivation on Job Satisfaction**

Based on the results of hypothesis testing, it is stated that job motivation directly has a positive and significant effect on job satisfaction. (Y)  $P\text{-value} = 0.009 < 0.05$ . This coefficient indicates that strong motivation will increase job satisfaction among family planning instructors, so the first hypothesis is adopted in this study. To explore this relationship, researchers can explain trends in each index. The first index with four statement items. Of the four items in this statement, family planning is strongly sourced to the behavioral aspects of the instructor, in this case ideological responsibility and operational responsibility in counseling tasks related to the nature of personal behavior, including response values in good categories (4.03). The first statement relates to the work of managing family planning counseling due to a sense of responsibility as a family planning consultant, who is paid by the state. Based on the respondent's response, it can be explained that the family planning counselor accurately understands what their job is and what to achieve, as reflected in the family planning teacher's work style. Family Planning (KB) aims to raise public awareness by realizing the age of marriage, birth control, family resilience, family welfare, and the small ideals of a happy and prosperous family (NKBS). This was confirmed as a replacement for the 2021 Parmenpan 10 and 2022 Parmenpan 52 as a replacement for the 2018 Parmenpan 21 regarding the functional status of family planning extension trainers (Jabfung-PKB). This means that family planning consultants in South Sulawesi understand the agency's (BKKBN) approach to the programs set out in the BKKBN rules. In the case of the existence of bonds between employees, in the case of family planning consultants and organizational regulations, it has become a natural thing that as state civil servants, both family planning consultants, civil servants, and non-PNS must have relationships with organizations regulated by Law No. 5 of 2014, including implementation rules. BKKBN with internal regulations of the company. Based on the results of this study, the correlation of motivation for satisfaction in this study supports some of the same studies conducted by Raisal et al. (2021), Sulaiman et al. (2022), Manalo et al. (2020), Arifin (2015), Nazah, et al. (2021), Riyanto et al. (2021), Tiyanto and Sudiarningsih (2021), Talashina & Ngatno (2019), Fikri Adam, Jeny Kamase (2019), with positive results and significant between work motivation on satisfaction. Meanwhile, Made Nurperinayati's research (2021) produced negative findings.

### **Effect of Compensation on Satisfaction**

Based on the results of the hypothesis test, it is stated that compensation has a positive and significant effect on job satisfaction,  $p\text{-value} = 0.013 > 0.05$ . The value of this coefficient indicates that good compensation will be able to increase job satisfaction among family planning educators. Thus, the second hypothesis can be accepted.

Most respondents classified compensation variables into good categories. Organizations need to pay close attention to the compensation policies implemented in work units by maintaining policies considered good by extension workers and reviewing policies deemed necessary for improvement. Things that support the evaluation of compensation variables are fairly good indicators, including aspects of pay, incentives, and proportional benefits of work position, and leaders appreciate when extension workers achieve job performance as a form of appreciation. In addition, there are several indicators that still need to be improved because they score lower than the average variable, such as a basic pay payment that is felt to be lacking, and extension workers want a decent salary according to the workload. The compensation variables in this study use four indicators, and each index can be interpreted as follows. Salary index, with four statements. Where the salary received by the family planning consultant is sufficient to meet your daily needs for accommodation, food, and drink, whether the salary received is consistent with the workload, whether the salary received is considered satisfactory and proportionate, the cumulative response average value is 3.56. The compensation package includes salary and benefits, which are major expenses that critically impact employee satisfaction. Compensation levels determine lifestyle, status, self-esteem, and employees' feelings toward the organization. In addition, compensation can have a major impact on hiring, motivation, productivity, and employee turnover rates. The results of this response are consistent with Munasip (2019) that there are two aspects of compensation, namely direct payments in the form of wages, salaries, incentives, bonuses, and commissions, and indirect payments in the form of financial benefits such as insurance and holiday money that are regulated by the rules. Idris, Adi, et al. (2020) explained that compensation is an important function in human resource management. Since compensation is one of the most sensitive aspects of the employment relationship, there are problems with compensation and related aspects such as benefits, compensation enhancements, compensation structures, and compensation scales in employment relationships. The compensation system helps to provide reinforcement of the core values of the organization and helps in achieving organizational goals. Some feel that by implementing minimum compensation they feel that they comply with the

applicable compensation provisions, so they hope that there will be no problems related to workers' compensation. Compensation here refers to the company's reward for the time, effort, and dedication of thought given to the company. Overall, the results of this study also support several studies, such as those conducted by Imanuel Wellem, Djawoto (2022), Mercy Monde (2022), Azhari and Riadi (2022), Purnama and Iqbal (2020), Pudjiastuti (2020), Talashina & Ngatno, (2020), Salim, et al. (2022), Kumari, at. Al (2021), Baledi, Saed (2017), Thamrin, M. F., Semmaila, B., & Aminuddin, A. (2020), Wardani, R. (2017), Nurhidayati, M., & Anggraini, J. (2021), Manalo (2020), Parimita, et al. (2018), Rachmasari, P. (2021), Rifa'i, M., Sela, et al. (2021), Prayoga, and Supriyanto, (2017), Pudjiastuti, and Sijuang, (2020), with the finding that compensation makes a positive and significant contribution to job satisfaction. While in Tamali's research and Munasip (2019), Okwudili, B. E., Edeh Friday Ogbu (2017). Idris et al. (2020), with insignificant findings.

### **The Influence of Work Procedures on Job Satisfaction**

Based on the results of the study, it was reported that work methods had a positive and significant effect on job satisfaction, with a coefficient value of 0.190 and a p-value of 0.011. These results indicate that if the work method is better, job satisfaction will also be better. The methods of work in the study are in a continuous phase whose goal is to ensure that any activity conducted can run smoothly; With stages, employees performing these activities are not confused because, at each stage, there are rules and ways to work that can help you understand and understand how to do it. The method of action in this study uses indicators of planning, organizing, integration, and control, which are in the tagline of Terry's POAC theory. Of these four indicators, there are driving indicators that have high average values, followed by planning, then organizing and controlling, which have low average values. These four indicators are explained as follows. The first plan. In this index, the researcher used four statements related to the extension officer to perform the task in accordance with the plan prepared by the organization; The extension officer understood the elements contained in the action plan document, that the action plan I prepared was just a formality to meet Dupak, and tried to realize the goals to achieve what had become my job through careful planning. Based on the results of respondents' responses to the planning indicators, an average value of 3.15 was achieved. According to Sugiyono (2017: 95), on a consistent scale, the achievement of respondents' answers in this index is not good or still low. In other words, the planning of activities conducted by the Family Planning Field Extension Institution (PLKB) has not yet been classified as good



in terms of implementation. In other words, good planning and implementation is not good. Planning is a number of activities that are predetermined to be conducted within a certain period of time to achieve a specific goal. From another perspective, planning is an idea of what will be done to achieve a particular goal, who will do it, how it will be done, where, and the support benefits for this plan. Based on the concept of theoretical definition of HR management, in the BKKBN organizational concept, family planning expansion is defined as a continuous activity/activity to achieve the objectives of the program based on the main functions and functions of the expansion agent, which is formed to facilitate time division, job division, and at the same time provide leadership information, including the goals and location of the activities. The material and all interested parties so that all activities can be conducted effectively to achieve the set goals. Success is the goal of the organization. In this case, the family planning program cannot be separated from the outreach function. Family planning counseling is an activity that provides information to increase the knowledge, attitudes, and behaviors of families and communities to create quality families. Extensions are often separated from information, although both are educational endeavors. From this communication process, we want to build a society where there will be sensitive attitudes and problem-solving capabilities.

### **The Direct Effect of Work Motivation on Instructor Performance**

Based on the results of the study, it was stated that work motivation had a positive and negligible effect on the performance of extension workers (Z) with  $p\text{-values} = 0.414 > 0.05$ . This coefficient indicates that work motivation (X1) cannot directly improve the performance of family planning instructors, so with these results, the fourth hypothesis of this study is rejected. This study used a number of indicators, including individual behaviors and characteristics, needs, and goals, with average values of 4.03, 3.90, and 3.09, respectively. So that it can be seen that the highest average value is an indicator of individual behavior and characteristics, and the lowest is the goal. Based on respondents' answers, in this case, individual characteristics related to PLKB behavior, routine work and obligations, job reports, and KB field extension employee behavior and fair rewards in the form of fair rewards can be monitored. This means that work is a moral obligation from state employees, and arises from fair behavior in every organizational policy, the expansion of cognitive knowledge, the positive attitude or perception desired by employees, perceptions derived from internal trainers, and external sources. Based on the above explanation, it can be said that extension officers in the

family planning sector in South Sulawesi have a good understanding of personal behavior and characteristics. It is certainly linearly related to responsibility and responsibility, and he seeks organizational justice in the form of rewards as a source of inspiration. Related to the Requirements Index, this index describes the response of extension workers to compensation, as well as the adequacy of needs as well as the existence of work benefits that support daily activities. Respondents' responses indicated that rewards, demands, and job benefit factors were personal expectations from extension employees. This means that if the salary received is not enough to meet individual needs, extension workers will look for additional income outside of their original work. Similarly, inadequate job opportunities will reduce their work motivation, so that performance cannot be achieved. The results of respondents' responses to this hypothesis give us further confidence that the relationship between motivation and performance in theoretical studies and different studies has produced inconsistent results. The results of this study also reinforce the idea that work motivation needs to be mediated by factors that strengthen motivation, such as reward factors such as pay, appreciation, fairness, and job benefits. The results of this study reinforce the idea that extension workers work as civil servants before their work in Indonesia's reward system, giving rise to a stimulus called personal satisfaction. This means that civil servants are paid first and then appointed; Even with different forms of compensation, they are still considered unable to fulfill their wishes. This, of course, has an impact on behavioral factors and individual characteristics, which are ambiguous between meeting needs and fulfilling desires (Hanaisha & Hussain, 2018). Based on theoretical studies and research data, the relationship between motivation and performance, which is negative, can be taken scientifically. This can also be proven by the degree of scientific confidence, i.e. 95% of these estimates can be accounted for. The scientific effect is that performance requires mediation assistance between a government agency, including the government (PNS). Because so far people have considered civil servants as the preferred place to work from different social perspectives. Andriant and Prino's research (2023) suggests that work motivation has a positive and negligible effect on teacher performance.

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

Based on the results of the study, it was stated that compensation had a positive and significant effect on the performance of extension workers with  $p\text{-values} = 0.047 < 0.05$ . With these results, good compensation expansion can improve employee performance. Thus, this fifth assumption can be accepted. The results of this study indicate that direct expansion without

mediation is associated with a strong degree of compensation for employee performance. The indicators used in this study are salary, incentives, excess employee income (TPP), and benefits. This index was developed from theoretical and research sources such as Muzanah, (2019: 1) and Suwatno et al. (2018: 220). Based on respondents' answers, in this case, the overall average response value of family planning counselors in South Sulawesi is 3.65. Meanwhile, if you search for each indicator, the maximum value of the benefit index is 3.87, followed by TPP 3.75 and salary and incentives 3.56 and 3.43, respectively. This trend can be explained as follows. First pay. This index uses Dessler's theoretical basis. (2015:12), Notoatmodjo (2015:12), and Priansa (2018:332). Kasmir (2015:251), and Simamora (2015:445). We can also prove the results of this study with performance appraisal rules for extension workers or civil servants, both in PP number 30 of 2019 and then refined in Permenpan-RB number 8 of 2021 concerning PNS performance appraisal and internal rules from each vertical organizational unit, including regulations and decisions of the Head of BKKBN, which are related to the assessment of functional positions, where the performance issues of family planning extension officers have also been regulated, with elements of evaluation such as loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative, and leadership. Perka BKKBN number 5 of 2018 states that the performance evaluation of family planning counselors is measured using work performance evaluation (article 39). The work performance evaluation, as referred to in paragraph (1), consists of elements: employee work goals; and assessment of work behavior. In the relationship between compensation and Performance, Performance cannot stand alone. Many factors influence it. Factors that influence Performance, according to Armstrong (2021), namely (1) Personal/individual factors, including knowledge of skills, abilities, self-confidence, motivation, and commitment possessed by each individual; (2) Leadership factors which include quality in giving encouragement, enthusiasm, direction and support, given by leaders, managers and team leaders; (3) Group/work partner factors include the quality of support and enthusiasm given by colleagues in a team, trust in fellow team members, cohesiveness and closeness of team members; (4) System factors include work systems, work facilities and infrastructure provided by the organization, organizational processes, and performance culture within the organization. Armstrong's theory is in accordance with the variables and indicators used, in addition to Herzberg's theory and equity theory, which in essence, emphasizes that if the facilities provided are considered unwise, then family planning educators will decrease their productivity. The results of this study support several studies such as Mediaty et al. (2023), Kadar Santosa et al. (2023), Djawoto (2022),

Christian, Cendana, E., & Yuniar (2022), Wang et al. (2022), Emil Salim, et al. (2022), Kalpina Kumari (2021), Andri Pratama (2021), M. Ali Iqbal, (2020), Sherly Shinta Emalia, (2022), Andalib, et al. (2021), Okwudili, B. and Ogbu (2017), Talashina & Ngatno, (2019), Fikri Adam, Jeny Kamase, (2019), Rhee and Haekyung (2019), Dwiyanto (2019), Prayoga, Supriyanto, (2017), M. Baledi, R. Al Saed, (2017), Manik (2014), Fauzan, F. (2018), with positive and significant research results from the relationship between compensation and Performance. The research results also do not support the research of Mohammad Yahya Arief, Maghfirotn Nisak (2022), Idris et al. (2020), and Tamali et al. (2019), with negative findings.

### **The Direct Effect of Work Procedures on Performance**

Based on the results of the study, it was reported that work methods had a positive and significant effect on the performance of family planning field extension workers (PPLKBs), with  $p\text{-values} = 0.000 < 0.05$ . This coefficient indicates that an extension of work method (x3) can improve employees' (z) performance (Fauziah et. al 2023). Thus, hypothesis six is accepted. The variables in the method of work in this study use planning, organizing, performing, and control indicators. Management control is not limited to measuring performance, but is also concerned with the application of a code of supervisory functions, standards, and ethics, which includes incentives, opportunities, and efforts to work to force the best interests of the organization. In the nature of a single feedback loop in the form of performance measurement efforts, management control activities compare actual performance with standards and take corrective action if necessary. Management control is more proactive than reactive because it is designed to prevent problems that adversely affect the organization. Therefore, management control must be supported by an appropriate organizational structure, human resource management, and a favorable environment. The focus of management control is on organizational units as accountability centers, thus requiring an organizational structure that is in accordance with the design of the control system. In addition to performance assessment, performance can be assessed by applying rewards and punishments as an attempt to align employee behavior with organizational interests. A note is that the application of reward and punishment is not only related to compensation in the form of money. Two things that need to be understood in the implementation of management control systems in public organizations are the differences in strategic control (control system) and management control (management control). Strategic control is related to dynamic environmental influences, so there is an effort to analyze whether the organization's strategy can still adjust to existing developments.

Strategic control issues lead to problems external to the organization. Meanwhile, management control is more about a continuous control process regarding internal organizational problems, whether employees always behave as expected and perform well. Several causes of behavioral aspects of management control problems arise, including, first, lack of direction from superiors (lack of direction). Achievement of organizational goals. Second, motivational problems due to misalignment between individual goals and organizational goals (motivational problems), third, personal limitations, such as lack of knowledge and experience (personal limitations). Therefore, management control is expected to be a bridge for the alignment of individual goals and organizational goals (goal congruence), both in the form of formal and informal controls. Formal controls include systems of rules and rewards and punishments, while informal controls can be in the form of organizational culture, management style, and communication style. Research results support research (Widya, 2020) and (Oktiffani, 2021) also state that work procedures cannot significantly affect employee productivity. However, the results of this study are not in line with those (Darmayanti, 2017) (Boihaki, Halimah, & Rahma, 2022), (Kusumadewi, 2022), and (Fauziah & Rangkuti, 2020) which states that work procedures have a significant effect on work productivity, which means that the better work procedures will affect work productivity.

### **Effect of Job Satisfaction on Performance**

Based on the results of respondents' responses, it can be said that expansion with job satisfaction  $p\text{-values} = 0.000 < 0.05$  has a positive and significant effect on employee performance ( $Z$ ). This coefficient indicates that extending high job satisfaction can improve employee performance. Thus, Hypothesis Seven is accepted. The indicators used in this study consist of work type, reward or punishment, work condition, and colleagues. The first indicator is the type of work, with an average value of 3.85 on good criteria. These results indicate that family planning consultants in South Sulawesi feel they are comfortable enough to work, have a workgroup divide following their skills, and are happy to be family planning consultants because the work team is compact. In addition, there is a statement about the goal that is difficult to achieve due to the causes of disruption, which are obstacles in the field. The results of this study support the theory of satisfaction (Hasibuan, 2014) that job satisfaction is a sentimental attitude that is demonstrated by being happy to take a job. This means that the perceptions of extension workers have been incorporated into the theory of job satisfaction. When a person works for a company, organization, or organization, the results of the work he or she complete

will affect the productivity level of the organization. Therefore, the individual's views and feelings towards his work must be maintained on the positive side of his work. In other words, the individual must have and maintain job satisfaction so that his productivity can continue to be increased. These results are in accordance with Eddie Sutriso's theory (2019, 74). Job satisfaction is issues related to employee attitudes toward work related to working conditions, collaboration between employees, rewards received in the workplace, and physical and emotional factors. Index reward or punishment. The average value of this index is 3.74 and it is included or agreed upon in good criteria. These results support Khan et al.'s (2011) finding that safe, profitable, and satisfactory work environments also contribute to increased employees' work motivation. It is assumed that when employees work in good health conditions, it will be affected by job motivation and employee performance. According to Jumadi (2006), the work environment is the workplace where employees do their work. The KB Field Officer (PLKB) must be in an area. The work environment that supports their performance because development programs in the family planning sector can be implemented through the hard work of these officers. Index of colleagues. This index contains several statements regarding peer support in the field. Based on the results of the questionnaire, the average response of the extension staff was good. It shows that Family Planning Field Extension Officers in South Sulawesi provide mutual support to fellow extension officers while performing their duties on the field so that they can assist with field level maintenance. Colleagues are fellow employees who are skilled and support each other in their work. Colleagues in a team can affect an employee's job satisfaction. Being in a good team will make work more enjoyable (Utomo, (2022). Mentoring, friendship, and positive feedback from colleagues can be associated with increased peer support, job satisfaction, and performance. This happens because colleagues are an important source of support and information. The experience of communicating with colleagues greatly affects performance so that employees can contribute to the quality and quantity of work (Seung, 2017).

### **Indirect Effect of Work Motivation on Performance**

Based on the results of the study, it is known that work motivation indirectly has a positive and significant effect on the performance of extension workers, with a p-value = 0.017 < 0.05. This means that good motivation will increase job satisfaction and, in turn, can also improve the performance of family planning counselors. Based on the results of the study, job motivation is a factor that affects the performance of extension workers through job satisfaction.

Work motivation is considered good if seniors are able to provide encouragement and appreciation while working, and expansion is able to provide as much and good work relationships as possible between employees and leaders. Meanwhile, job satisfaction is considered good when reality matches or even exceeds the instructor's expectations in the workplace (Talashina & Nagatno, 2019). Job motivation uses three indicators, namely individual behavior, needs, and goals. Based on the results of this study, it is clearly explained that job satisfaction as a mediating variable may strengthen the relationship between motivation and performance. This statement is in accordance with the theory put forward by Ramadhon (2021) that motivation is the strength, direction, and persistence of an individual to achieve goals with the aim of being able to satisfy needs (Sahito & Vaisanen, 2017). Unmotivated employees will reduce Performance (Osabiya, 2015), and (Hanaysha & Hussain, 2018). The agreement between the results of the study and the description of this theory is that there is a unilateral determination of motivation, satisfaction, and performance; That is, one is motivated because he feels satisfied, someone satisfied will be motivated, while performance is nothing more than a function of skill and motivation. Capabilities include the skills, training, and resources needed to perform the task. Motivation is an intrinsic force that is able to drive a person to take action. Performance is how much an individual is able to contribute to the organization, which includes output quantity and quality, output duration, workplace presence, and cooperative attitude. By meeting all the needs or aspirations of employees, a sense of satisfaction will be created, and employees with a high level of satisfaction will automatically experience performance enhancement. Factors of employee satisfaction not only affect the quality of service but also improve the quality of human resources to create enhanced performance. Cardona C (2022). That said, motivation talks about how to encourage one's work enthusiasm, so that they want to do their best by providing skills and skills to achieve organizational goals. With high motivation, every employee wants to work hard and achieve high job productivity with enthusiasm. The relationship between the results of this study further confirms that motivation and satisfaction are a function of individual behavior and is a construct of Herzberg's theory. Thus, the motivation theory of HR has its roots in the context of job motivation, job satisfaction and compensation and performance, so satisfaction is an explanation of the nature and conditions of the job. Falter's research is consistent with the theoretical formulation of motivational content and motivational processes. The results of this study support the Reinforcement Theory theory group, Self-determination theory (SDT), where both theories focus on behavior, intention, and Performance. The results of this study are in line

with research by Raisal et al. (2021), Raisal et al. (2021), Norbu (2020), Riyanto, Al (2021), Tiyanto and Sudiyarningsih (2021), Talashina & Ngatno, (2019), Fikri Adam, Jeny Kamase, (2019), produced the same findings that job satisfaction strengthens the relationship between motivation and Performance.

### **Indirect Effect of Compensation on Performance**

Based on the results of the study, it was stated that compensation had a positive and significant indirect effect on the Performance of family planning extension officers in South Sulawesi, with a p-value = 0.022 < 0.05. This means that appropriate compensation will increase job satisfaction and, in turn, can also improve the Performance of extension workers. By taking into account the tendency of extension workers' perceptions, this significant correlation indicates that the job satisfaction factor also has a determination that is in the same direction as motivation and Performance. Based on the results of the study, compensation is a factor that influences the Performance of extension workers through job satisfaction. In theory, compensation is considered good when the organization's policies regarding material compensation (basic salary, incentives/TPP, and facilities) and non-material compensation (commendations and insurance) are considered appropriate in accordance with government regulations and in accordance with what is expected of extension workers. Likewise, job satisfaction is considered good by the instructor if the facts that occur match or even exceed what is expected at work. Mujanah (2019:1), Rivai (2019), and Suwatno et al. (2018:220) explain that compensation is a financial and non-financial appreciation from the organization to employees. In this position, the position of the satisfaction variable is the effect of compensation, and the formation of motivation, where the employee's Performance is in a position as a goal. Employees can be satisfied because they are motivated by compensation, and motivation will also arise because of compensation. If there is a gap between these relationships, the employee will feel dissatisfied. The theoretical implication of the results of this study is a strong belief in the tradition of using motivational theory in research in the field of HRM. The Behavioristic school pioneered by John Broadus Watson (1878-1958) looked at humans with the concept of stimulus-response (S-R). Human behavior is formed through classical conditioning, the law of effect, operant conditioning, and modeling. While the Humanistic school pioneered by Abraham H. Maslow views humans as having good potential and being dignified, responsible, and able to realize their potential according to their identity so as to achieve self-actualization. The results of this study are also in line with the research of



Talashina & Ngatno (2019) and Immanuel Wellem and Djawoto (2022). Tamali, et al (2019). Saiful Anwar, (2022), Rozali, M, & Kusnadi, K. (2020), Syaputri, A., Gw, et al, (2022), Pudjiastuti, and Sijuang. (2020), Darma, and Supriyanto, (2017). Muhammad Arifin (2015) states that job satisfaction is able to mediate the relationship between compensation and Performance in a positive and significant way. And this study does not support the research of Idris et al. (2020), with negative or insignificant research results.

### **Indirect Effect of Work Procedures on Employee Performance**

Based on the study's results, it was stated that work procedures had an indirect positive effect on Performance, with  $p\text{-value} = 0.694 > 0.05$ . This means that work procedures must first increase satisfaction and then only be able to improve the performance of family planning educators. Thus, the tenth hypothesis is rejected. The results of this study indicate that family planning counselors in carrying out their duties are not fully in accordance with work procedures. This can be seen from the very low average value. The results of this study are in accordance with the practical view of Helwinda et al. (2022) that work procedures are important because they contain a series of steps that must be carried out in work. Each agency has different work procedures from other agencies. Work procedures are structured so that each instructor can complete the work in the same steps so that it is expected to get the same results (Bodur, 2018). By implementing work procedures, it is hoped that each extension worker can minimize the occurrence of differences and errors and become a control in carrying out the work. The application of procedures in the work environment functions to provide information to each extension agent to do the job properly and prevent time differences in doing a job (Dewi Hartati, 2022). In relation to the Performance of an extension worker, it is said to be good if they can do the job correctly, on time, and has the expected results. Implementing work procedures is one of the steps to ensure the good Performance of extension workers. Research by Andriani et al. (2018), Hidayattulloh and Ridwan (2019), and Waris et al. (2020) state that the application of work procedures has a significant effect on Performance. The cause of the inability of job satisfaction to mediate the relationship between work procedures and the Performance of extension workers is that the instructor's perception of the items in the research questionnaire is low. The theoretical implication is that this study integrates the theory of reinforcement of motivation and self-determination to investigate the determinants of extension worker performance. The theory of motivational reinforcement was put forward by Skinner (2014), who states that behavior is influenced by its consequences. Furthermore, as the reinforcement

theory suggests, a person's behavior can be changed using punishment and reinforcement. Rewards can be used to reinforce and promote desired and positive behavior, whereas punishment can be used to deter unwanted behavior. One of the ways to control employee activities is by creating standard work patterns and mechanisms as contained in standard operating procedures (Job Procedures). (Dewi Hartati 2022). The results of this study support the research of Mohammad Yahya Arief and Maghfirotn Nisak (2022), which results in a statement that work procedure variables do not partially affect employee productivity. Only the job satisfaction variable has a significant effect on employee productivity. In another study, Ramhit, K.S. (2019) stated that when tasks are not explained properly or when tasks are not in line with current responsibilities, it will cause employees to be dissatisfied. Likewise, the more likely employees are not given the opportunity to be promoted, the more dissatisfied they feel (Susanto et. al 2022).

### **Research Findings**

Many studies in the field of human resources (HR), especially related to family planning field extension officers (PLKB), have been carried out with various methodological differences and different research results; this is mostly found in academic research at various levels of strata. At the same time, research at the Doctoral level is still very difficult to find (under research). Likewise, research with field extension performance analysis units (PLKB), especially in government agencies (BKKBN), has not yet been found. Research with the object of research at the BKKBN agency and its unit of analysis is the Performance of extension workers, resulting in varied findings, both at the methodological level and especially the theoretical aspects. One thing that is very urgent in photographing a research result is the fundamental differences and factual conditions. Some of the research findings that are the focus of the findings of this study are as follows.

1. Work procedures that indirectly have a positive and insignificant effect on the Performance of extension workers. This means that work procedures must first increase satisfaction and then only be able to improve the performance of family planning educators.

This study underlines that job procedure analysis is very important in the HR management process. HR management practices have been shown to have a large impact on organizational Performance. Improving organizational HR management practices can improve employee and organizational Performance. Job analysis can be interpreted as an activity to

study, study, collect, record, and analyze the scope of a job in a systematic and systemic manner. Analysis of work procedures at BKKBN is essential to find and determine the appropriate human resource requirements to take on the job. Job analysis is the first step in recruiting human resources according to their position. This step has been formally stated in the organizational rules of the Minister of Finance Regulation 52 of 2022 regarding the functional position of the family planning counselor. Theoretically, analyzing work should not be ignored in human resource management, where work procedures are an important part of the process of achieving the success of an organization or institution. Job procedure analysis is a systematic activity to examine a job by determining the duties, obligations, and responsibilities of a job, as knowledge, abilities, and skills needed to do work in the organization. (Sinambela, 2016:28).

## 2. Reinforcement Organization.

In relation to work procedures, the organization, in this case, the BKKBN, must be an organization that is ambidextrous, resilient, and adaptive to change management which is considered a failure at this time, to change technology, and has leadership agility. Researchers suggest this because they see several strategic factors that allow us to identify the phenomenon of the Performance of family planning field extension officers in Indonesia, especially in South Sulawesi. One of the interesting findings in this study is related to the work procedures and Performance of family planning extension officers at the field level and the role of the organization in observing this phenomenon. Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 21 of 2018 concerning the Functional Position of Family Planning Instructor as amended by Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 10 of 2021 concerning Amendments to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 21 of 2018 concerning The Functional Position of the Family Planning Extension Instructor was deemed no longer suitable so that Permena-RB number 52 of 2022 regarding the same matter was issued. This regulation further sharpens the ambiguity of institutional roles between BBKN and local governments regarding performance appraisal through Law No. 23 of 2014 concerning Regional Government. There are two important points in the distribution of family planning extension officers' sub-functions, firstly the function of management and utilization of family planning counselors, which was originally carried out by the district/city government, now this authority is divided where the management function is carried out by the BKKBN while the utilization function is carried out by the district/city government; secondly, from the division of authority, the transfer of management from the district/city government to the BKKBN is

limited to the transfer of field personnel, namely the family planning extension officers, while the agencies that previously hosted the family planning educators and their equipment were not included. These two points became a boom time that was quite heavy for the BKKBN because as the central government that administers concurrent government affairs, it is given the authority to set norms, standards, procedures, and criteria in the form of statutory provisions as guidelines for implementing the utilization and management of family planning extension agents.

## RESEARCH LIMITATIONS

1. The extent of the object of research conducted. In this case, the object of research is carried out at the provincial level of South Sulawesi, with the unit of analysis of the Performance of extension workers, so research requires many instruments that strengthen phenomena at the field level for each research object. A very urgent phenomenon is related to the performance records of extension officers, as well as the Performance of family planning organizations at the regional level, as well as organizational instruments such as the nomenclature of staffing aspects, which are related to discipline, reward, promotion, and career development, and organizational Performance in each district and city. These factors become limitations for researchers to fulfill because of the asymmetry of organizational relationship patterns.
2. In this case, the researcher also faces limitations in terms of coordination and communication at the extension worker level, as an important part of the research subject. This limitation allows for constraints in evaluating the level of accuracy and thoroughness of the perceptions of extension agents as the subjects studied.
3. The theory of Human Resource Management used in this study is very limited, in terms of accommodating important research findings, in this case, organizational work procedures.
4. The heterogeneous population and sample of the study as well as regional characteristics, also become part of the researcher's limitations in generalizing assumptions from these differences.

## CONCLUSIONS AND SUGGESTIONS AND LIMITATIONS

### Conclusions

Based on the results of the research and discussion in this section, the researcher draws the following conclusions. Work motivation directly has a positive and significant influence on the job satisfaction of family planning field extension workers (PLKB). Based on the sign of the coefficient of the relationship, it shows that strong motivation will increase PLKB job satisfaction in South Sulawesi. Compensation directly has a positive and significant effect on job satisfaction. Extension Based on the sign of the correlation coefficient, it shows that high compensation will increase PLKB job satisfaction in South Sulawesi. Work procedures directly have a positive and significant influence on job satisfaction. Based on the sign of the correlation coefficient, it shows that good work procedures will increase PLKB job satisfaction in South Sulawesi. Work motivation has a positive indirect effect and is not significant on the Performance of extension workers. The sign of this coefficient indicates that work motivation cannot directly improve the Performance of family planning educators and must go through a mediating variable. Compensation has a positive and significant direct effect on the Performance of extension workers. Based on the sign of this coefficient, it shows that good compensation can directly improve PLKB performance in South Sulawesi. Work procedures have a positive and significant direct effect on the Performance of extension workers. Based on the sign of this coefficient indicates that work procedures can improve the Performance of extension workers. Job satisfaction has a positive and significant direct effect on the Performance of extension workers. Based on the sign of this coefficient, it indicates that high job satisfaction can improve PLKB performance in South Sulawesi. Work motivation (X1) indirectly has a positive and significant influence on the Performance of extension workers. Based on the sign of the coefficients, it shows that good motivation will increase job satisfaction and, in turn, can also improve PLKB performance in South Sulawesi. Compensation indirectly has a positive and significant effect on the Performance of extension workers. Based on the sign of the coefficients, it shows that good compensation will increase job satisfaction and can further improve PLKB performance in South Sulawesi. Work procedures indirectly have a positive and not significant effect on the Performance of extension workers. Based on the sign of the coefficients, it shows that good work procedures will first increase job satisfaction and then also improve PLKB performance in South Sulawesi. Suggestion Work motivation must be managed and coordinated properly. Especially on the target indicator. City District Government Organizations should be better able to manage the motivation of extension

workers. By providing motivating factors, understanding a good goal will strengthen the instructor's motivation. Compensation must be increased again, especially incentives, and must be paid on time and proportionately. Recommend that incentive arrangements be made fairly. Work procedures must be improved and paid attention to by BKKBN and Family Planning Organizations in City Regencies. It is recommended that activity planning be carried out in collaboration across agencies and with existing structures for all segments. Organizing needs to get the attention of regional heads and heads of services in districts and cities. Organizational control must be carried out jointly, coordinated, and guarantee good and harmonious relations. It is recommended that organizations, especially Regents and Mayors, understand carefully the importance of development in the population sector by supporting the organization in terms of the BKKBN as a representative of the central government. Extension workers' job satisfaction must receive serious attention from the district and city governments in South Sulawesi. It is suggested that the working conditions of the extension workers, in this case, the work environment, should be created as conducive as possible so as to further facilitate the activities of the extension workers. In relation to the Performance of extension workers, it is suggested that the Heads of the Family Planning Service pay attention to the competence and skills of extension workers. It is suggested to the heads of the Family Planning Service in South Sulawesi that providing performance appraisals must be carried out objectively so that promotion and career development policies increasingly follow the principle of meritocracy. In HR planning, the ASN recruitment pattern must be coordinated with the central government, in this case, the BKKBN, in order to produce the procurement of ASN personnel that the organization really needs. It is suggested to the regional government in South Sulawesi to remove the stigma or the tagline that the Family Planning Service is a stepping stone for ASN so that this does not form the involvement of extension workers, who love their work and defend organizations that focus on population control and development. For future researchers, please add or arrange other variables so that various interesting theoretical and empirical problems within the BKKBN organization are known. It is suggested to develop HRM theories and converges HR theory with other social science theories.

### **CONFLICT OF INTEREST**

The Author declares that there is no conflict of interest.

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Self

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