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The Influence of Job Variety, Career Promotion, Rewards, and Motivation on The Performance of Civil Servant Agricultural Extension Officers in West Java Province

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Abstract: *Agricultural Extension Officers play a vital role in enhancing farmers' capacity and agricultural productivity. This study examines the direct and indirect effects of job variety, career promotion, and rewards on the performance of Agricultural Extension Officers through work motivation. A quantitative approach was employed using Structural Equation Modelling–Partial Least Squares (SEM–PLS). The sample consisted of 200 respondents, including 100 Civil Servant Extension Officers (PNS) and 100 Government Contract Extension Officers (PPPK) from 27 districts and municipalities in West Java Province, Indonesia. The results indicate that job variety and rewards significantly influence motivation among both PNS and PPPK officers, while motivation significantly affects performance in both groups. Career promotion significantly influences motivation and performance among PNS officers but has no significant effect among PPPK officers. Rewards directly affect performance only among PNS officers. The mediation analysis shows that motivation mediates the effects of job variety and career promotion on performance among PNS officers, whereas rewards affect performance through motivation in both employment categories. These findings reveal differences in performance determinants between PNS and PPPK extension officers and underscore the critical role of motivation in improving performance. Strengthening reward systems, enhancing career development opportunities, increasing job variety, and fostering employee motivation are therefore essential strategies for improving agricultural extension effectiveness and supporting sustainable agricultural development in West Java.*

Keywords: Agricultural Extension Officers, Career Development, Civil Servant, Civil Worker, Job Characteristics

I. INTRODUCTION

The agricultural sector constitutes one of the strategic pillars of the Indonesian economy, playing a vital role in food security, employment generation, and regional development support. In West Java Province, this sector contributes significantly to the Gross Regional Domestic Product (GRDP) and remains the primary economic backbone for rural communities. Nevertheless, the optimization of agricultural development is heavily contingent upon the quality of human resources, particularly agricultural extension officers who act as frontline agents of change.

Civil Servant Agricultural Extension Officers (comprising both PNS and PPPK cadres) hold a critical mandate to enhance farming capacity through the dissemination of innovations, modern technologies, agricultural assistance, and institutional strengthening. Complex contemporary agricultural challenges—such as climate change, volatile commodity pricing, and the imperative for technological modernization—demand highly adaptive and professional performance from extension personnel. However, over recent years, the total headcount of civil servant extension officers in West Java has steadily declined. This demographic contraction has triggered escalating workloads, which potentially undermine the efficacy of field assistance.

Beyond quantity-related issues, empirical reports indicate that extension officers' performance has not reached its optimal threshold. This sub-optimal performance is driven by an interplay of internal and external factors, including low job variety, ambiguous career progression, perceived inequity in compensation systems, and fluctuating motivational levels. The multifaceted nature of extension work—spanning technical, administrative, social, and cross-sectoral duties—demands a high degree of adaptability. Concurrently, institutional disparities in career promotion mechanisms between PNS (permanent) and PPPK (contractual) staff may significantly impact their respective motivation and job satisfaction.

Furthermore, discrepancies between operational workloads and rewarded compensation breed perceptions of inequity, directly impairing employee drive and aggregate productivity.

Organizational behaviour literature firmly establishes that job variety [1], career promotion [2], rewards [3], and motivation [4] serve as critical determinants of workforce performance. Nonetheless, empirical investigations mapping how these four variables collectively shape the performance of agricultural extension officers, specifically within the geoeconomic context of West Java Province, remain critically scarce. Moreover, the structural variations in career trajectories dictated by PNS and PPPK employment statuses render a comparative analysis highly salient.

In light of these conditions, this study is imperative to analyse the structural effects of job variety, career promotion, rewards, and motivation on the performance of civil servant agricultural extension officers in West Java Province. The empirical insights derived from this research are expected to formulate policy recommendations to fortify the agricultural extension framework, elevate human resource capacity, and foster sustainable regional agricultural growth.

II. RESEARCH METHODS

This study adopted a quantitative research design utilizing the Structural Equation Modelling–Partial Least Squares (SEM-PLS) framework. The research cohort comprised 200 Civil Servant Agricultural Extension Officers (consisting of PNS and PPPK personnel) distributed across 27 regencies and cities within West Java Province. Primary data were gathered via questionnaires structured on a Likert scale, whereas secondary data were compiled from government statistical publications and academic literature. The investigation was carried out from August to September 2025.

The empirical model evaluates several variables: (1) Performance (Y) as the endogenous variable, and (2) Job Variety (X1), Career Promotion (X2), Rewards (X3), and Motivation (X4) as the exogenous variables. The structural framework was designed to systematically evaluate the determinants governing extension officer performance. The hypothesized causal pathways among these constructs are illustrated in Figure 1.

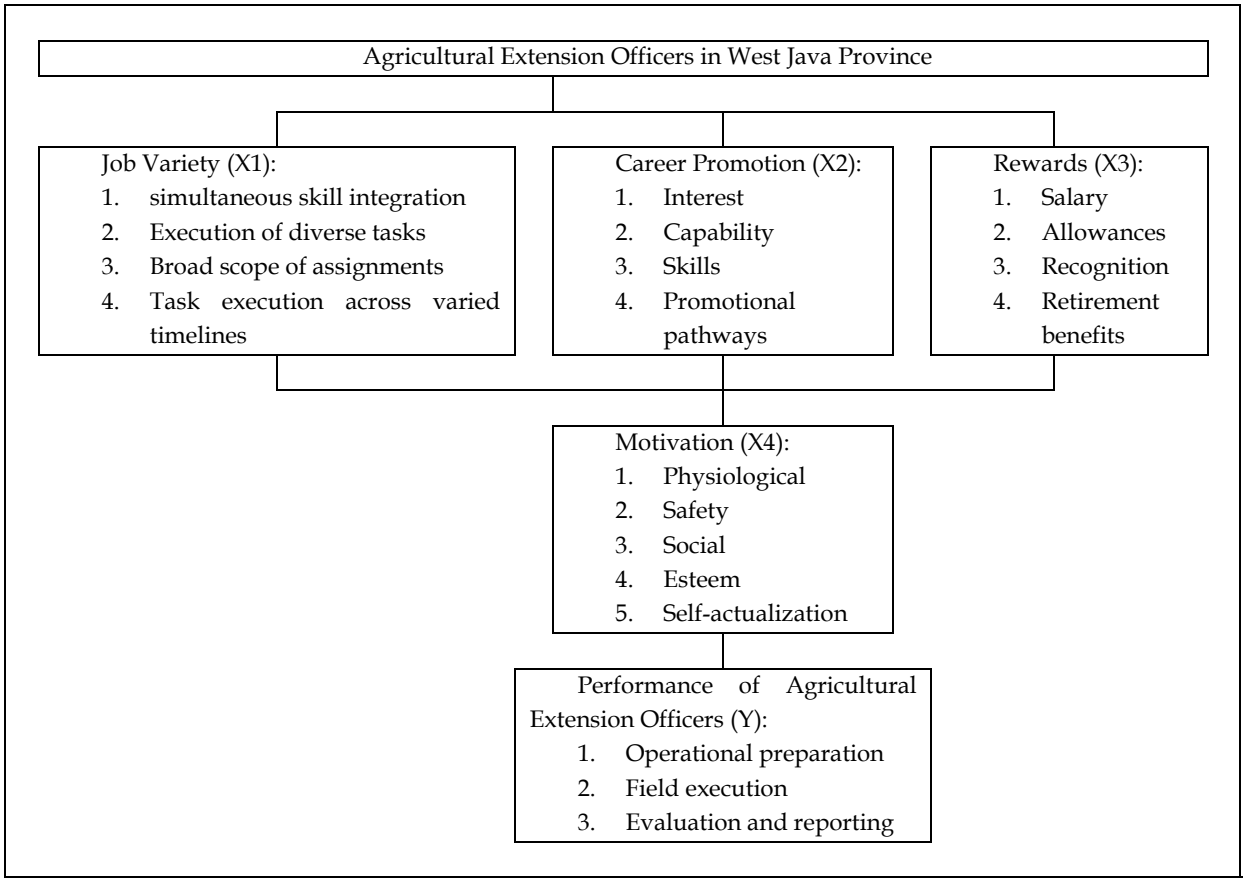

Figure 1. Conceptual Framework

Construct validity was verified by establishing a robust conceptual framework, developing operational standards, determining measurement indicators for each variable, and conducting field testing of the instruments. Construct reliability was evaluated using Cronbach's Alpha coefficients. Data analysis was performed via SEM utilizing SmartPLS

software version 4.0. This investigation incorporates both manifest (observed) variables and latent constructs, the latter being unobservable variables operationalized through distinct manifest indicators.

The sample size was determined using the Slovin formula, applying a simple random sampling technique with a 10% margin of error. The baseline population of PNS Agricultural Extension Officers in West Java Province totalled 1,433 individuals, yielding a calculated minimum sample of 94 respondents. To ensure a more robust data distribution, this sample size was optimized to 100 participants. Concurrently, the baseline population of PPPK Agricultural Extension Officers stood at 1,321 individuals. The Slovin formula dictated a minimum sample of 93 respondents for this stratum, which was subsequently increased to 100 participants to secure an optimal and symmetrical data distribution.

The dimensions of Job Variety (X1) were operationalized using four distinct indicators adapted from [1]: simultaneous skill integration, execution of diverse tasks, broad scope of assignments, and task execution across varied timelines. Career Promotion (2) indicators were derived from [2], encompassing interest, capability, skills, and promotional pathways. The Rewards (3) construct was measured via four indicators adapted from [5]: salary, allowances, recognition, and retirement benefits. The Motivation variable was modelled based on Maslow hierarchy [4], comprising five motivational tiers: physiological, safety, social, esteem, and self-actualization needs. Finally, Extension Officer Performance (Y) was operationalized through three primary indicators mandated by the Ministry of Agriculture [6]: operational preparation, field execution, and evaluation and reporting.

III. RESULTS AND DISCUSSIONS

3.1. Measurement Model Assessment

The convergent validity of the reflective measurement model was evaluated based on the outer loadings, which reflect the correlations between individual indicators and their respective latent constructs calculated via PLS. While an outer loading exceeding 0.70 is statistically ideal and indicates robust validity, values above 0.50 remain acceptable provided they do not fall below the 0.50 threshold [7]. Figure 2 illustrates the outer model configuration for PNS Agricultural Extension Officers.

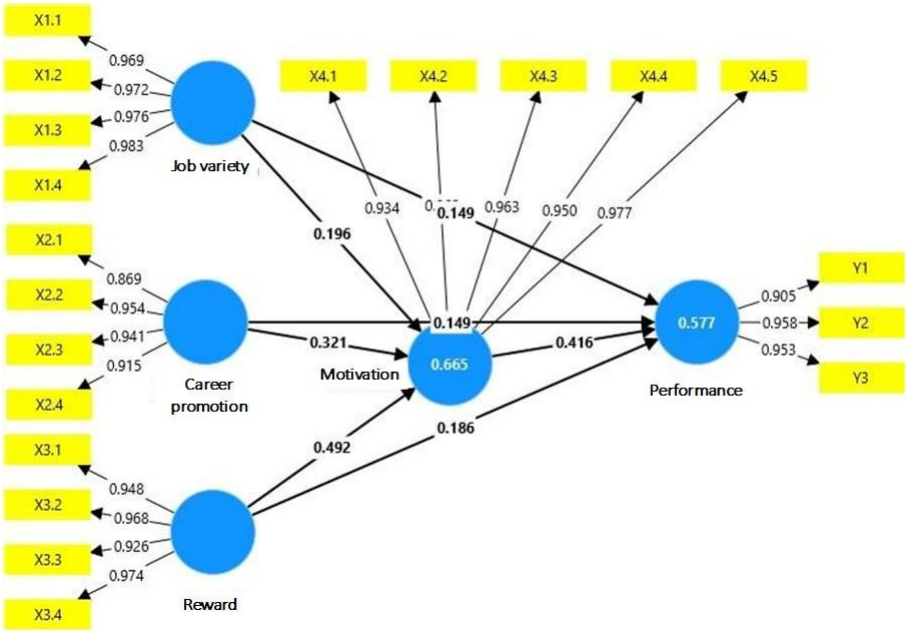

Figure 2. outer model configuration for PNS Agricultural Extension Officers

As demonstrated in Figure 2, the outer loading values for all manifest indicators underlying Job Variety (X1), Career Promotion (X2), Rewards (X3), Motivation (X4), and Performance (Y) for the PNS cohort exceeded the 0.70 threshold. These metrics substantiate the convergent validity of the empirical instruments. Figure 3 displays the corresponding outer model metrics for the PPPK cohort. Consistent with the PNS findings, all outer loading values for the PPPK parameters exceeded 0.70, validating the construct indicators for this employment stratum.

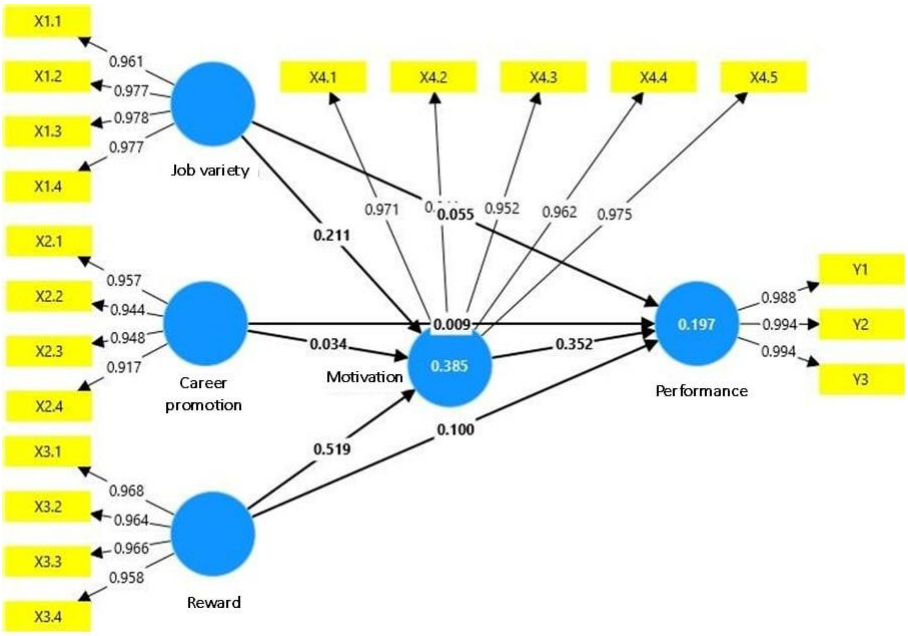

Figure 3. outer model configuration for PPPK Agricultural Extension Officers

As illustrated in Figure 3, the outer loading values for all manifest indicators underlying Job Variety (X1), Career Promotion (X2), Rewards (X3), Motivation (X4), and Performance (Y) for the PPPK agricultural extension officers exceeded the critical threshold of 0.70, substantiating robust convergent validity. Furthermore, cross-loading analysis confirms that all indicators for both PNS and PPPK employment strata exhibited the highest outer loading values on their respective target constructs, establishing satisfactory discriminant validity, while construct reliability is supported by Composite Reliability (CR) and Cronbach's Alpha (α) exceeding 0.70 in alignment with established criteria [8].

As presented in Table 1, the Cronbach's Alpha values range from 0.933 to 0.983, while the Composite Reliability (CR) metrics span between 0.957 and 0.987. These indices comfortably exceed the recommended psychometric benchmarks, indicating that all measurement indicators demonstrate a high degree of precision, internal consistency, and instrument accuracy in operationalizing their respective latent constructs.

Table 1. Construct Reliability Metrics for PNS Agricultural Extension Officers

Variables	α	CR
Job Variety (X1)	0.983	0.987
Career Promotion (X2)	0.939	0.957
Rewards (X3)	0.967	0.976
Motivation (X4)	0.977	0.982
Performance (Y)	0.933	0.957

As presented in Table 2, the Cronbach's Alpha values range from 0.959 to 0.992, while the Composite Reliability (CR) metrics span between 0.969 and 0.995. These indices comfortably exceed the recommended psychometric benchmarks, indicating that all measurement indicators demonstrate a high degree of precision, internal consistency, and instrument accuracy in operationalizing their respective latent constructs.The structural model assessment (inner model evaluation) is subsequently executed to examine the hypothesized causal configurations among the unobservable latent constructs. In accordance with [8], this structural path analysis commences with the evaluation of the coefficient of determination (R square) for each endogenous latent variable.

Table 2. Construct Reliability Metrics for PPPK Agricultural Extension Officers

Variables	**α**	**CR**
Job Variety (X1)	0.981	0.986
Career Promotion (X2)	0.959	0.969
Rewards (X3)	0.974	0.981
Motivation (X4)	0.979	0.983
Performance (Y)	0.992	0.995

The structural model evaluation presented in Table 3 indicates that the coefficient of determination R-Square for the Motivation variable among PNS agricultural extension officers is 0.665. This metric demonstrates that 66.5% of the variance in Motivation is collectively explained by Job Variety, Career Promotion, and Rewards, while the remaining 33.5% is attributable to external factors outside the scope of this model. Concurrently, the R-Square value for Job Performance is 0.577, indicating that 57.7% of its variance is accounted for by Job Variety, Career Promotion, Rewards, and Motivation, whereas the residual 42.3% is explained by extraneous variables omitted from the investigation.

Table 3. Coefficient of Determination Metrics for PNS Agricultural Extension Officers

Variables	**R-Square**
Motivation	0.665
Performance	0.577

Structural analysis for PPPK agricultural extension officers indicates that Motivation is 38.5% explained by Job Variety, Career Promotion, and Rewards, while Job Performance (Y) variance is 19.7% accounted for by these factors combined with motivation. The structural model's predictive power is validated through the GoF via R-Square values and the Q^2 metric, which measures model quality and parameter estimation, analogous to total determination coefficients [9]. For the full, original analysis, visit the specified research documentation.

Table 4. Coefficient of Determination Metrics for PPPK Agricultural Extension Officers

Variables	**R-Square**
Motivation	0.385
Performance	0.197

The statistical significance of the estimated parameters provides robust empirical insights concerning the causal relationships among the hypothesized latent variables. Within the Partial Least Squares (PLS) structural equation modeling framework, statistical evaluation of each structural pathway is executed via non-parametric bootstrapping computations. This resampling procedure is implemented to generate empirical standard errors and t-statistics, effectively mitigating potential non-normality constraints inherent in the primary data distribution [8]. The empirical metrics generated via the bootstrapping procedure for the PNS Agricultural Extension Officers cohort are consolidated in Table 5.

Table 5. Path Coefficients and Structural Significance (PNS Officers)

No.	Hyphotesis	Original Sample	T-Statistics	P-Values	Statistical Decision
1	Job Variety -> Motivation	0.196	3.036	0.002	H_1 Supported
2	Job Variety -> Performance	0.149	1.544	0.123	H_2 Rejected
3	Career Promotion -> Motivation	0.321	3.547	0.000	H_3 Supported
4	Career Promotion -> Performance	0.149	2.082	0.037	H_4 Supported
5	Rewards -> Motivation	0.492	5.682	0.000	H_5 Supported
6	Rewards -> Performance	0.186	2.155	0.031	H_6 Supported
7	Motivation -> Performance	0.416	4.172	0.000	H_7 Supported
8	Job Variety -> Motivation -> Performance	0.082	2.095	0.036	H_8 Supported
9	Career Promotion -> Motivation -> Performance	0.133	3.071	0.002	H_9 Supported
10	Rewards -> Motivation -> Performance	0.204	3.354	0.001	H_{10} Supported

A parallel bootstrapping analysis was executed for the PPPK Agricultural Extension Officers cohort to determine the statistical significance of the structural relationships among Job Variety, Career Promotion, Rewards, Motivation, and Job Performance. The resulting path coefficient estimations reveal distinct variations in the structural and behavioral influence patterns compared to the PNS cohort. The empirical metrics generated via the bootstrapping procedure for the PPPK stratum are detailed below.

Table 6. Path Coefficients and Structural Significance (PPPK Officers)

No.	Hyphotesis	Original Sample	T-Statistics	P-Values	Statistical Decision
1	Job Variety -> Motivation	0.211	2.336	0.020	H_1 Supported
2	Job Variety -> Performance	0.055	0.559	0.576	H_2 Rejected
3	Career Promotion -> Motivation	0.034	0.538	0.591	H_3 Rejected
4	Career Promotion -> Performance	0.009	0.085	0.932	H_4 Rejected
5	Rewards -> Motivation	0.519	5.401	0.000	H_5 Supported
6	Rewards -> Performance	0.100	0.842	0.400	H_6 Rejected
7	Motivation -> Performance	0.352	2.819	0.005	H_7 Supported
8	Job Variety -> Motivation -> Performance	0.074	1.615	0.106	H_8 Rejected
9	Career Promotion -> Motivation -> Performance	0.012	0.515	0.607	H_9 Rejected
10	Rewards -> Motivation -> Performance	0.183	2.669	0.008	H_{10} Supported

The predictive power of the structural model was evaluated using the Stone-Geisser (Q2) predictive relevance metric alongside the coefficients of determination (R2). In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM), the Q2 value functions as an indicator of total determination within a path analysis configuration, evaluating how effectively the model reproduces observed values and parameter estimations [9]. Applying the predictive relevance formula established by Ghozali [8]:

$$Q^2 = 1-(1-R12)(1-R22)$$

Where R12 represents the variance explained in the first endogenous mediator and R22 denotes the variance explained in the ultimate endogenous variable.

For the PNS stratum, the model yielded a Q^2 value of 0.8582, demonstrating that the structural framework robustly explains 85.82% of the data variance, with the remaining 14.18% attributed to extraneous factors omitted from the model. For the PPPK stratum, the model generated a Q^2 of 0.5059, accounting for 50.59% of the structural variance. According to the psychometric thresholds [8], where values of 0.02, 0.15, and 0.35 signify weak, moderate, and strong predictive relevance respectively, both structural models exhibit high predictive validity as they comfortably exceed the 0.35 benchmark and approach unity.

3.2. Direct Effects Analysis

The analysis of direct effects indicates that job variety, career promotion, rewards, and motivation contribute differently to the motivation and performance of agricultural extension workers across employment statuses. Job variety demonstrated a positive but relatively modest effect on motivation. Among civil servant agricultural extension workers (PNS), job variety contributed 3.84% (β = 0.196) to motivation, while among government employees with work agreements (PPPK), the contribution was slightly higher at 4.45% (β = 0.211). These findings suggest that greater diversity in work tasks and responsibilities can enhance employees' motivation by providing more challenging and engaging work experiences. However, the direct influence of job variety on performance was considerably weaker, accounting for only 2.22% (β = 0.149) among PNS extension workers and 0.30% (β = 0.055) among PPPK extension workers. This finding indicates that although task diversity may increase enthusiasm for work, it does not necessarily translate directly into higher performance levels.

Table 7. Direct effect analysis of job variety towards motivation and performance

No.	Influenced variable	Employment group	β	Q^2
1	Motivation	PNS	0.196	3.84%
		PPPK	0.211	4.45%
2	Performance	PNS	0.149	2.22%
		PPPK	0.055	0.30%

Table 8 showed that career promotion exhibited contrasting effects between the two employment groups. For PNS extension workers, career promotion contributed 10.30% (β = 0.321) to motivation, indicating that the availability of clear promotion opportunities serves as an important motivational factor. In contrast, career promotion accounted for only 0.12% (β = 0.034) of motivation among PPPK extension workers, suggesting that the limited career advancement opportunities available under the PPPK employment scheme provide little motivational value. Similar patterns were observed for performance outcomes. Career promotion contributed 2.22% (β = 0.149) to the performance of PNS extension workers, whereas its contribution to PPPK performance was negligible, amounting to only 0.01% (β = 0.009). These results imply that career advancement mechanisms remain more relevant and influential within the PNS employment structure than within the PPPK system.

Table 8. Direct effect analysis of career promotion towards motivation and performance

No.	Influenced variable	Employment group	β	Q^2
1	Motivation	PNS	0.321	10.30%
		PPPK	0.034	0.12%
2	Performance	PNS	0.149	2.22%
		PPPK	0.009	0.01%

Among all exogenous variables examined, rewards emerged as the strongest predictor of motivation. Table 9 presents the direct effect of rewards on motivation reaching 24.21% (β = 0.492) among PNS extension

workers and 26.94% (β = 0.519) among PPPK extension workers. These findings demonstrate that an effective reward system plays a crucial role in fostering employee motivation regardless of employment status. In terms of performance, rewards contributed 3.46% (β = 0.186) to the performance of PNS extension workers and 1.00% (β = 0.100) to the performance of PPPK extension workers. Although the direct effects on performance were relatively modest, the substantial impact of rewards on motivation suggests that rewards may influence performance primarily through motivational mechanisms.

Table 9. Direct effect analysis of rewards toward motivation and performance

No.	Influenced variable	Employment group	β	Q^2
1	Motivation	PNS	0.492	24.21%
		PPPK	0.519	26.94%
2	Performance	PNS	0.186	3.46%
		PPPK	0.1	1.00%

Furthermore, motivation was found to be a significant determinant of performance in both groups. The direct contribution of motivation to performance was 17.31% (β = 0.416) among PNS extension workers and 12.39% (β = 0.352) among PPPK extension workers. Compared with the direct effects of job variety, career promotion, and rewards on performance, motivation exhibited the largest contribution, highlighting its central role in driving employee effectiveness. These findings indicate that efforts to improve agricultural extension workers' performance should focus not only on enhancing organizational factors such as job design, career development, and reward systems but also on strengthening employees' motivational levels, as motivation serves as the most influential mechanism linking these factors to performance outcomes.

3.3. Indirect Effects Analysis

The indirect effects analysis demonstrates that motivation plays a mediating role in the relationship between job variety, career promotion, rewards, and the performance of agricultural extension workers (Table 10). For civil servant agricultural extension workers (PNS), the indirect effect of job variety on performance through motivation was 3.32% (β = 0.033), indicating that job variety contributes to performance improvement primarily by enhancing employees' motivational levels. This finding suggests that increased diversity in tasks and responsibilities does not directly improve performance but instead stimulates motivation, which subsequently leads to better work outcomes. In contrast, the indirect effect among PPPK extension workers was substantially lower, amounting to only 0.71% (β = 0.007). This result indicates that the existing level of job variety among PPPK employees is insufficient to generate a meaningful increase in motivation and, consequently, performance.

A similar pattern was observed for career promotion. Among PNS extension workers, career promotion exerted an indirect effect of 3.89% (β = 0.038) on performance through motivation. This finding suggests that favorable career advancement opportunities enhance employee motivation, which subsequently contributes to improved performance. However, the indirect effect of career promotion on PPPK performance through motivation was virtually nonexistent, with a coefficient close to zero 0.04% (β = 0.0004). This outcome may be attributed to the limited career progression opportunities available within the PPPK employment scheme, reducing the extent to which promotion opportunities can serve as a motivational driver.

Rewards also demonstrated a substantial indirect influence on performance through motivation. For PNS extension workers, the indirect effect of rewards on performance reached 5.64% (β = 0.056), representing the largest indirect effect among the antecedent variables examined. This finding highlights the importance of motivation as a mediating mechanism through which rewards contribute to improved employee performance. Likewise, among PPPK extension workers, rewards exerted an indirect effect of 2.06% (β = 0.020) on performance through motivation. Although smaller than the effect observed among PNS employees, this result indicates that reward systems remain an important factor in enhancing performance by strengthening employees' motivational levels.

Table 10. Indirect effect of X variables towards performance through motivation

No.	X variable	Employment group	β_1	β_2	β_3	Q^2
1	Job Variety	PNS	0.149	0.416	0.535	3.32%
		PPPK	0.055	0.352	0.368	0.71%
2	Career Promotion	PNS	0.149	0.416	0.628	3.89%
		PPPK	0.009	0.352	0.121	0.04%
3	Rewards	PNS	0.186	0.416	0.729	5.64%
		PPPK	0.1	0.352	0.584	2.06%

Overall, the findings confirm that motivation serves as a significant mediating variable linking organizational factors to employee performance. The indirect effects of job variety, career promotion, and rewards on performance were generally stronger among PNS extension workers than among PPPK extension workers, reflecting differences in employment systems, career structures, and organizational incentives. Furthermore, rewards exhibited the strongest indirect effect on performance through motivation, emphasizing the critical role of motivational processes in translating organizational support into improved performance outcomes among agricultural extension workers.

IV. Conclusions And Recommendations

The research showed that Job Variety had significantly positive impact on Motivation of Agricultural Extension Office, but conversely had no direct influence on their Performance. There was also a significant and positive influence of Career Promotion towards the Motivation and Performance of PNS officers, but had no direct nor indirect impact on PPPK officers. Rewards had positive and significant impact on Motivation of both groups, but only had direct influence on PNS's Performance, while there was no significant influence towards PPPK officers. Motivation proved to consistently influence Performances of both groups. Job Variety and Career Promotion had indirect influence towards Performance and Motivation of PNS officers only, whereas Rewards gave indirect impact on Performance and Motivation of both groups.

Based on this data, it is recommended that the government should develop policies to proportionally increase the job variety through training and development, create a more fair and transparent mechanism of career promotion, and also oversee consistent reward regulation in accordance with the workload. All these efforts are necessary to increase motivation and performance. It is also necessary to create a conducive work environment, convey clear appreciation for officer's achievements, and employ a coaching approach that strengthens motivation as a foundation for maintaining sustainable performance.

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