

# **The Effect of Work Culture, Employees' Motivation on Work Ability and Its Impact on Farming Productivity**

Tibertius Nempung

*Faculty of Economics and Business, Universitas Halu Oleo*

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**Abstrack.** The research aimed at analyzing and explaining the productivity change that are influenced by work culture and work motivation toward work ability and the impact to agricultural business productivity at South Konawe of Southeast Sulawesi. The analysis unit in the research was pepper farmers at South Konawe of Southeast Sulawesi. The data type was primary data. The population of pepper farmers of 345 unites, taken 30 percent purposively, with homogenous characteristic. The returned questionnaire were 115 units, spread at four neighborhood associations at Mowita village and Mataiwoi village of Landonu Sub district, South Konawe Regency of Southeast Sulawesi. The statistical analysis to test hypothesis was path analysis with significance level of 95% ( $p < 0,05$ ). The results showed that the stronger work culture, the higher productivity and work ability in the agricultural business. The more productivity in agricultural business, then the higher work motivation the higher work ability and agricultural business productivity. And the stronger work ability the higher agricultural business.

**Keywords** - *work culture, motivation, ability and productivity*

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## **I. INTRODUCTION**

Agricultural development is an integral part of national development. Agricultural development has a strategic role because it can create more jobs for the population. Nationally, the agricultural sector contributes 52 million farm households and 24 million or 46% of whom are small-scale farm households with an average size of 0.3 ha / household (BPS, 2006). Farmland is narrow, often a constraint in increasing the income of farmers who have low productivity. This situation illustrates that farming can not be done effectively and efficiently (Soekartawi 1995: 1).

The quality of farm produce is important, because the production must compete with the production of other countries, this is the consequence of Indonesia's entry into the current free trade agreement (21st century). Free trade and global markets have been ratified both on international scale such as WTO and GATT as well as regional scale such as AFTA and APEC. This indicates that Indonesia's production output enters a free trade competition in which excellence is determined from the efficiency of the resulting product, including the role of the workforce.

Free trade agreements are a consequence of today's global economic system, with the nature of high competition so that every commodity can not avoid competition. Competition is what will give birth to superior products with better quality for the interests of the wider community.

Wright in Danta (2004) states that global competition must be faced by companies by increasing the contribution of human resources, especially the farming sector. When the productivity increases with better quality then the cost of production becomes more efficient, so it can compete in the global market.

Furthermore Pfefer (2003) states that competitive advantage can be achieved through increasing the role of human resources in the agricultural sector with good productivity and quality and more efficient. In order to improve the productivity of farming, one of the best ways to improve the skill of farmers is still limited and less dynamic (Soekartawi 1986: 2).

High work productivity will contribute to the company, including individual businesses so that the company's survival will be more secure. The productivity of farming in Indonesia is still low, Zadjuli (2001: 6) states that one of the reasons for the quality of Indonesian workers today compared to the workforce of ASEAN countries is still low resulting in low productivity per hour (World Development Report in Koesmono, 2003), which further affects various sectors relating to production processes that employ manpower.

Low labor productivity for Indonesia is experienced by the agricultural sector (BPS, 2006). According to Sutrisno (1978) the cause of low work productivity is evident from the aspects of work culture such as: work ethic, morale, prestige, diligence, discipline, values and behavior. These aspects greatly affect the ability and productivity of his farm work.

The results of research on the work culture of farmers have an effect on the productivity of farming (George et al., 2010), others say that empowerment has an effect on farm productivity (Chen, 2008 and Sumodiningrat, 2002). Another study suggests that work motivation has an effect on farm productivity (Clark, 2003 and Eka, 2009). Other authors state that work culture, empowerment and work motivation affect the ability of work (George et al., 2010, and Suwanto, 2008, Carter, 2002) Further work skills affect the productivity of farming (Hallorand, 2004 and Supriadi 1996: 16)

Various research results related to farm productivity are still unclear. Is the work culture, work motivation, better, able to increase productivity of farming or directly improve the ability of farmers work and further improve the productivity of pepper farming in South Konawe Sultra.

Further Devito and Supriadi in Ardiyanto (2004), stated that the ability is part of the creativity possessed by every person and this potential exists from birth. The ability of creative means, spirit, power, and strength that exist in the farmers so that farm productivity increases. Farmers' ability to work is important because it includes: intellectual ability and physical ability (Robbins, 2000: 46) that can affect farm productivity.

The explanation, it can be seen that the ability variable part of work reactivity that can affect the productivity of farming. This research has shown:

Table 1. Pepper Productivity in Indonesia (2005 - 2007)

Year	Production ton/year	Productivity (ton/ha/year)
2005	74.5	0, 88
2006	73.2	0,83
2007	75.3	0,84

Source: Plantation Statistics, 2009.

Table 1. shows the level of productivity per ha that tends to decline for three years. The ideal production of pepper in Indonesia is 1-1,2 ton / ha / year. Compared to the overseas production of Cambodia and Malaysia which can reach 3-5 tons / ha / year. The low productivity of pepper farmers in Indonesia is due to the inadequate processing capacity and other influential factors such as work culture, work motivation in the management of farming (Sahara, 2003).

## II. LITERATURE REVIEW

### Role of Human Resources

Many approaches are adopted regarding the management of human resources in various businesses. The current approach to human resources has been facing a shift. Originally human in the company regarded as a factor of production, now humans have become an active and dynamic resources that experience a shift of influence that emphasizes more work. So it can be said that HR has a very important role for the company or farming business.

### Culture

Culture in the opinion of Cartwright (1999: 11) is a powerful determinant of people's beliefs, attitudes and behaviors and their effects can be measured through people who are motivated to respond to their environment. On that basis Cartwright defines culture as a collection of people who are organized with different goals, beliefs and values that are equal and measurable and their influence on one's motivation.

Koentjaraningrat (1990: 180) defines culture as the whole system of ideas, actions and the work of human beings in the life of society make the human self continue to learn and improve the ability. Hodge and Anthony (1991: 699) define culture as the sum total of the traits of human nature in behaving of members of a society, including: values, norms, artifacts and behavioral patterns, which a society recognizes and can become a reference in people's lives .

The views of Harris (1998), with cultural characteristics within the organization, are (1) identity and reason, (2) standards and objectives, (3) circumstances and appearances, (4) activities and processes, (5) Organizational communication. Furthermore, these characteristics by Harris are detailed into, (1) objectives and missions, (2) attitudes, beliefs, principles and philosophies, (3) priorities, values, ethics, status and reward systems, (4) norms and regulations (5) design, structure, organization and technology, (6) policies, procedures and processes, (7) communication systems, languages and terminology, (8) monitoring and reporting and (9) making decisions, and solving problems.

The work culture is part of the cultural form. According to Harris (1998) and Moeljono (2003: 21), the definition of work culture is: Work culture as a value system that is believed by all members of the organization and studied, applied, and developed continuously, serves as an adhesive system and can be used as a benchmark of behavior in the organization Work to achieve defined business objectives.

### **Work Culture**

The view of work culture is defined as part of a cultural form. The views of work culture vary from Robbins (1996), work culture as a value system that is believed by all members of the organization and is studied, applied, and developed on an ongoing basis, as a system of glue and work behavior. So culture forms the way of work, so that a work culture based on a work system of every worker who becomes a habit or tradition within a community group, Alhabski (2009)

The work culture includes values with the system embodies a work culture. Interestingly from Moeljono's opinion, the value and value system of work culture can be learned and developed. These efforts make the organization more developed and can be differentiated with other organizations.

Triguno (2004) in Marfianeldi, a work culture is a customary value and begins with customs, religions, norms and rules that are beliefs in the self that performs in the organization. Further defined by George Thomason (1992: 24) in Taliziduhu, declaring work is the process of value creation in a single unit of resources, work seems indirectly of economic value, but psychological, social and spiritual values such as recreation, relaxation, retreat, calm and peace Getting the person concerned to gain a new spirit of inspiration or new potential in work.

The work culture by Sutrisno (1778) modifies the work culture, so that the work culture includes: work ethic, experience, persistence, values and behavior, functioning as inspiration, passion and binding in the organization, can be developed for the benefit of members. The value of work is every value produced (output) through work as the process and value perceived by the recipient through use or enjoyment (outcome), in the form of new value, added value. The core value of work is the work ethic means as

### **Work motivation**

Motivation is the willingness to do something, while the motive is need, desire, encouragement. A person's motivation depends heavily on the power of his motive. Motives with great power will determine a person's behavior. Strong motives often diminish when they reach satisfaction or vice versa for failure. For motivational farmers it refers to the opinion of Buchari Zainun (1990) which says that motivation can be seen from the fundamental part of management activities so that something can be shown on the direction of human resource potential that creates high desires and creates togetherness for individual work. Motivation is needed as a strong motivator in farming, strong motivation is a source of success in farming and beneficial to future business.

Gibson (1992) argued that, motivation is a concept of the forces that exist in a person that leads to encouragement and behavior with a specific purpose.

Shane et al., In Zulkarnain (2003) states that the desire to achieve goals by improving the ability and achievement of work is a motivation for a worker, in order to obtain optimal results. Motivation also through a process related to human needs, so that with motivation can spur growth or business development.

A worker who has a desire to get results, will give effect to others, so that influence can be used as a bridge to achieve the desired goal. High motivation will provide strong determination, determination and resilience to continue to focus on the desired goal, so it can be an important capital for the improvement of work or business.

Suryaningsih (2009) examines the motivation of work is a boost to farmers to meet the needs of life for his family, then do farm work to earn income. This study obtained significant results to improve work ability and increase productivity of farming.

Similarly Clark (2003), work motivation is a process that initiates and maintains goal-oriented performance. Work motivation can empower, power a person or power as emotionally positive, to promote farming in order to encourage farmers to succeed in their farming efforts.

### **Productivity**

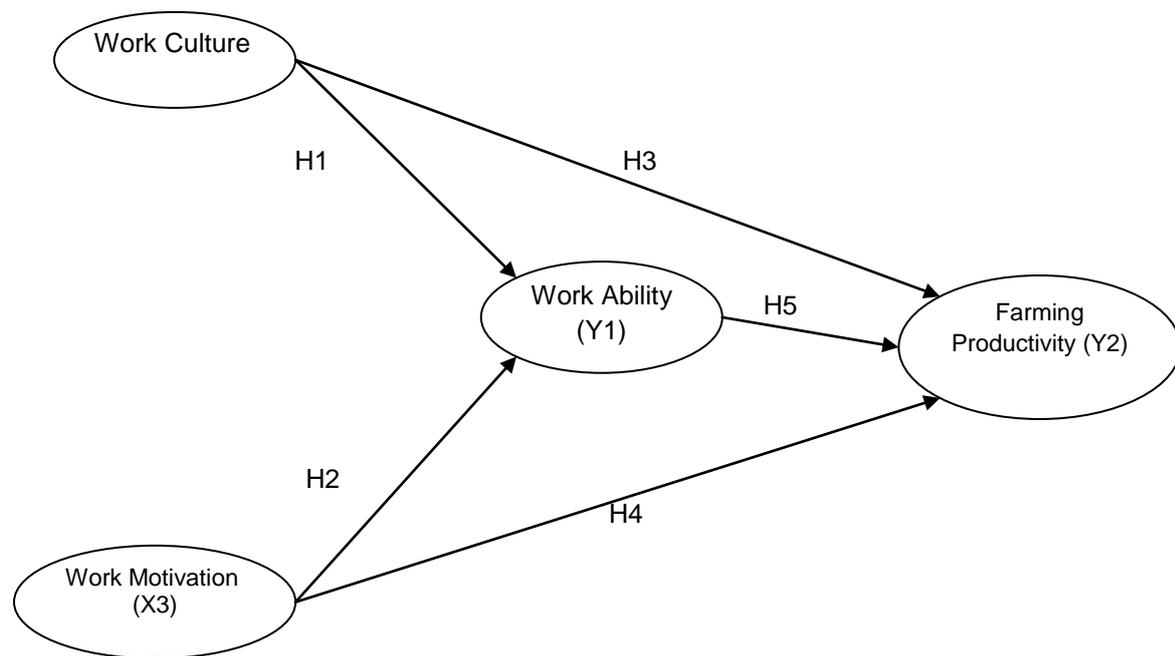
Efforts to increase productivity to increase the role of various resources such as labor resources, capital, skills and others that play an important role in the production process, especially farming that absorbs a lot of labor on the other hand low productivity so that the increase in farmer's income becomes slow due to low productivity. In order to obtain high productivity then needed one of the mentioned him on in order to more efficiency in production, especially in the current era of globalization. In particular for pepper farming produced by rural farmers, it is necessary for the government to empower farmers to accelerate and improve farming. Particular attention needs to be given because of its contribution that absorbs a lot of workers compared to other sectors (Nurmala, 2011: 95), so that the increasing productivity of the farmers' work is so important that the farmer's income may increase. Other contributions are due to the large number of farmers who rely on their livelihoods from farming and Pepper contribution as raw material for ready-to-serve industry, pharmaceutical ingredients, pharmaceutical industry and foreign exchange earner number four from the plantation sector. *eterminants of Increased Productivity*

Increased productivity is an important effort in spurring economic growth. Similarly, a company to achieve the level of business development is expected, then the need for efforts to increase productivity (Siagian, 2009: 10).

The factors that affect productivity, different factors vary in each approach used. Macro productivity, in contrast to micro productivity and organizational productivity with partial productivity. Therefore, the discussion is differentiated for each dimension in order to obtain a clear picture of the productivity used.

Winaya (1989: 126) Farmer productivity consists of factors that influence are: 1). Education, 2) skills, 3) land management system, 4) land preparation, 5) discipline, 6). fertilization. Some experienced or educated workers productivity is easy to understand, quick to work, responsive, willing to accept explanations about productivity.

### III. CONCEPTUAL FRAMEWORK



### IV. METHODOLOGY

#### Data analysis method

This research uses two analytical techniques that is descriptive analysis to describe in depth about variable and indicator of research. While to test the hypothesis that produce a fit model (fit), analysis used is Path Analysis (path analysis).

#### Inferential Statistics Analysis

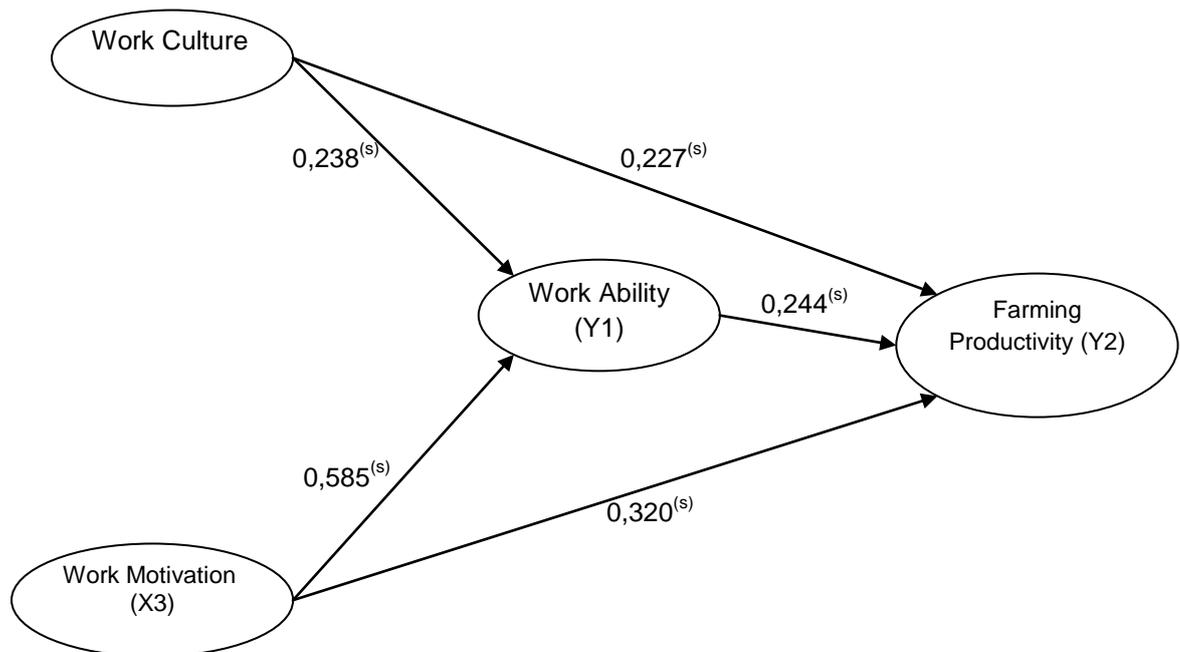
Inferential statistical analysis is an analysis conducted to test the research hypothesis that has been made which in this study used anali method

The path analysis that Pedhazur definitively under Husin (2011) is a method used to look at the direct and indirect effects of a variable hypothesized as causation (kauses) against the variables treated as a result. Variables in this path analysis used indirect variables to find explanations about the pattern of linear relationship of recursive model that is, is a one-way flow system, variable minimum scale interval observed variable without error and rebel based on theoretical considerations and knowledge of the researchers, which will be displayed In the drawing (path diagam / diagam), which serves to assist in conceptualizing complex problems and the empirical implications of the theory to be tested.

**V. RESULT AND DISCUSSION**

**Result**

Path analysis is used to test the hypothesis of this dissertation study. The approach used in the calculation process is with Standardized Regression, P-Value test significance value and the sign of the relationship of each independent variable to the dependent variable partially, the results can be fully seen in Appendix 5. Hypothesis testing performed on each path of direct influence partially. The result of the hypothesis testing of direct effect paths can also be seen in five variables that affect the ability and productivity of farming, as in the path diagram as follows.



Description: s = significant

Figure 1. Line Chart of Hypothesis Testing Results

Based on the picture above, then obtained the results of hypothesis testing as follows.

1. The stronger the working culture of farmers will be to increase the productivity of pepper farming in South Konawe of Southeast Sulawesi is acceptable. Path analysis yields coefficients of 0.227 and  $p < 0.001$  (significant). The coefficient of the track is marked positive and significant to the productivity of farming, indicating that the stronger pepper farming culture in South Konawe of Southeast Sulawesi, then the productivity of their farming is increasing.
2. The stronger the work culture will be to improve the pepper farmer's working ability in South Konawe Sultra is acceptable. Path analysis yields coefficients of 0.238 and  $p = 0.004$ . Because  $P\text{-Value} < 5\%$ , then the hypothesis stating that the work culture has a significant direct effect on the ability of work is acceptable. The coefficient of the tracks is marked positive, indicating that the strengthening of pepper farming culture in South Konawe Sultra will be able to improve their work ability.
3. The stronger the role of work motivation will be to improve the pepper farmer's working ability in South Konawe Sultra is acceptable. Path analysis yields a coefficient of 0.585 and  $p < 0.001$  (significant). The coefficients of the tracks are marked positive and significant on the ability of work, indicating that the higher the motivation of pepper farmers in South Konawe of Southeast Sulawesi will be able to improve their work ability.
4. The stronger the role of work motivation of farmers will be to increase the productivity of pepper farming in South Konawe of Southeast Sulawesi is acceptable. Path analysis yields coefficients of 0.320 and  $p < 0.001$  (significant). Path coefficient marked positive and significant to productivity of farming, this indicates that the higher motivation of pepper farmer work in South Konawe of Southeast Sulawesi, hence productivity of their farming progressively increase.
5. The stronger the role of farmers' ability to improve productivity of pepper farming in South Konawe of Southeast Sulawesi is acceptable. Path analysis yields coefficients of 0.244 and  $p < 0.001$  (significant) .The

line coefficients are marked positive and significant on farm productivity, this indicates that the higher pepper farming ability in South Konawe of Southeast Sulawesi will be able to increase the productivity of their farming.

### **Discussion**

The results of the path analysis above for this dissertation study examination can be seen that the influence of work culture, empowerment and work motivation on the ability of work with regression standard calculation can be obtained regression coefficients for more details direct influence path analysis done partially, the coefficient of this path, looking closeness relationship Among variables, as follows.

#### **The influence of work culture on work ability**

Based on the analysis of direct effect of work culture on work ability with approach of calculation process of Standardize regression is attached at appendix 5. Then analysis with standardize obtained 69% influence farmer work ability, whereas 31% influenced by other factor beyond farmer work ability. While the indicators of work culture include work ethic, independence in work culture means the stronger the work culture will be the higher the ability of the farmers work.

Then the correlation relationship between work culture variable to farmer work ability can be obtained path coefficient 0,238 and  $p = 0,004$  (significant). Path coefficient is marked positive, it indicates that the strengthening of pepper farmer work culture, will be able to improve their work ability.

Empirical facts show the ability of farmers to increase the productivity of pepper business and the production can overcome the constraints of pepper plants. Then the pepper commodity market situation varied because the price of pepper depends on the water content of the pepper. The water content of the pepper is tested by means of a pepper tester when it is sold at the local or local market level. The price of the pepper commodity remains attractive, because the demand for pepper is never saturated, however much a farmer can afford to be absorbed by the market (collecting traders), such conditions can encourage farmers to be motivated to improve their employability.

Researchers related to the ability of work, Halloran (2004) asserted that farmers must have the ability and creativity in farming. Creative effort is synonymous with new findings, solutions to farming constraints that arise diverse, so it takes creative attitude to overcome such obstacles such as; Efficiency, climate, pests, farming methods, so it takes farmers ability to overcome them.

In addition, the cultural and mental factors of farmers are still weak and inconsistent in the work so that the impact on the development of pepper, as well as pepper farmers are not adaptive to access technology, so that pepper farming has no effect in increasing pepper production. So the views of the benefits of improving skills and skills of farmers, need to be corrected and improved. So the research of Bryant and White (1987) that efforts to foster greater power and authority to farmers so that farmers become strong and improve work skills. Supadi and Achmad (2004) said the addition of farmers' skills and the ability of farmers to be self-sufficient and to take advantage of access to economic opportunities for increased income of farmers is not proven, because the ability of work does not increase.

#### **Effect of work motivation on work ability**

Path analysis yields coefficients of 0.585 and  $p < 0.001$  (significant) This means that 58.5% motivation may affect the ability of the farmer's work. Path coefficient marked positive means, there is a unidirectional relationship between work motivation with the ability of pepper farmers in Konawe Selatan. This indicates that the higher the motivation of pepper farmers will increase their work ability.

The results of descriptive analysis show that farmers give high perceptions of work motivation of 0.988 respondents who provide important and very important answers. Furthermore pepper farmers feel proud because of the work motivation of high farmers. While the high value of the income earning indicator is the dominant indicator of the variable of work motivation of farmers. This revenue will increase the motivation of farmers and ultimately improve the ability of the farmers. In line with Vroom's (1994) opinion, one will be motivated to work hard, to achieve income-generating desires, the result of hard work, identical to the dominant labor perseverance, in the working culture of peasants.

#### **Effect of work ability on farm productivity**

Ability is a person's power, strength, ideas, skills and motivation. In this research can dianalisis how influence of work ability to productivity of farming. Based on analysis of the direct effect of work ability on farm work productivity, there is probability 69,9%. This shows the ability of work affect the productivity of farming, The rest of the percentage of 31.1% influenced by other factors, outside the model.

The results of this study are in line with the results of previous research by Devito and Ardijanto (2004), affirming the ability and creativity can increase farming, resulting in the farmers' work in the form of income, to meet the needs of farmers and their families.

Furthermore Ban (2002) states that agricultural ability is associated with an understanding of the agricultural environment, especially with regard to weather and climate, as well as entrepreneurship, as well as developing efficient farming. Thus Supriadi (1996) states, the creative ability of each farmer. Different, can also take advantage of local potentials available. In line with Pier's (1976: 268) view of creativity born out of a series of creative processes that enhance strong skills and motivation in farming.

## VI. CONCLUSION

VII. Based on the results of analysis and discussion in the previous chapters, the results obtained as conclusions as follows:

1. The strength of the working culture of farmers can improve the productivity of pepper farming, the result is that the strong culture of farmers 'work is a reflection of the persistence of farmers' work, thus increasing the achievement of production targets which is a reflection of the productivity of pepper farming in South Konawe.
2. Strong working culture of farmers can support the ability of farmers 'work, meaning that the perseverance of the farmers' work can increase the achievement of production targets, which is a reflection of increasing productivity of pepper farming in South Konawe.
3. Work motivation of farmers impact on work ability. Motivation of motivation, desire and certain purpose with indication of work motivation of farmer strengthened to work ability, existence of peasant assessment with strong criterion, reflecting motivation to support farmer work ability because is a strong element of farmer to earn income to fulfill requirement of farmer and family. So that the work motivation is strong, because the desire.
4. Work motivation of farmers impact on productivity of farming. Indication of work motivation of farmers strengthened to productivity of farming. An assessment with strong criteria to support and mobilize farmers to improve farm productivity that includes all the elements present in work motivation. This result is a powerful impetus that can make the power by deploying the maximum capacity (Tifano, Contrad 1999: 50 in Rosseling Rosdi) In improving the productivity of farming.
5. The ability of farmers has impact on productivity of farming. Reflected from the indication of farmers 'ability with strong criteria to productivity of other indicator farms with regular / neutral value, the existence of the farmers' credible element can provide the power to support the work ability which includes the dynamic, self-employed, entrepreneurial work spirit, efficiency and open information. As for the kreaktif / dynamic element in managing the resources with the spirit of supporting the farmers with the experience, can achieve the work performance for increasing the productivity of pepper farming in South Konawe Southeast Sulawesi.

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