

## **The Effect of Motivation, Work Characteristics, Organizational Climate and Human Resources Development Policy of Manager's Work Productivity at State Owned Plantation Enterprise of PTPN III and PTPN IV**

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**Abstract:** *The motivation of employer and manager is a think which very important to develop because it give significant effect to development of employers and enterprise.*

*Manager is the higher leadership in enterprise should make conducive conditions so that has composure in enterprise and will be a good organization climates.*

*However, within occupation characteristics which have every employer can be foundation in developing enterprise productivity so that the work problems can be solved by manager because every employer has different occupation characteristics.*

*Human resources as implementer in enterprise should be developed their capability through educational development and training until they will be professional employers.*

*Professional human resources will give good effect to develop productivity enterprise so that what the aims to develop the enterprise's profit will be attainable.*

*Four variables are work motivation, work characteristics, organizational climates and human resources developments policy in partial and simultaneous give effect to enterprise productivity development.*

**Keywords:** *Work Motivation, Work Characteristics, Organizational Climates, Human Resources Development Policy, and Work Productivity.*

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### **1. INTRODUCTION**

Indonesia is a country that is very rich in potential natural and human resource potential that will provide an enormous influence in Indonesian society.

The magnitude of the natural potential if managed properly will provide benefits to people's lives and the country.

From the potential range of natural and plantation agriculture is a very promising natural potential for the improvement of people's life in which this sector is a sector that will provide a lot of employment opportunities to the community.

Observe from the fact that Indonesian society is very much dependent on agriculture and plantation sector, so the government should help people in managing the estates owned by the community and aided also by the availability of seeds, fertilizers, pesticides and capital.

Indonesia's land area is very large very promising for the empowerment of agriculture and plantation sector to be managed properly so as to contribute to the public revenue.

The government should be responsible for the empowerment of land to be managed by the community in a fair and equitable income distribution in order to reach the people in the agricultural sector.

The agricultural sector is a sector that is very good in the long run because they do not have limited its use in terms of time because the agricultural sector is a natural resource that can be renewed.

The Oil and gas sector is a major sector contributing to the increase in state revenue, but oil and gas sector, the agricultural sector is not like that does not have a limited time use.

The Oil and gas sector is a natural resource that could not be updated because the oil and gas sector have limited time and could not be preserved where the potential for oil and gas will run out of the bowels of the earth.

The limited of oil and gas sector, the government should focus on the empowerment of the agricultural and plantation sectors so that the necessary expansion of agricultural land and plantations in Indonesia.

The government should not favor any plantation owner who has the capital strength to manage the breadth of existing land, but the government should empower the public to participate in the empowerment of this vast land.

Agricultural products and plantations can be traded to foreign countries in order to provide additional state of export and import sector because there is a trade between countries.

The extent of land in Indonesia and contribution that can be expected from agriculture and plantations, the government is interested to manage the agricultural and plantation sectors.

The government set up a business unit to manage the farm and plantation farms and plantations in Indonesia, called the unit of state-owned enterprises in the plantation called the State-Owned Enterprises (BUMN).

State Owned Enterprises (BUMN) in plantation called PT. Perkebunan Nusantara (PTPN) is spread across a very large Indonesian made its contribution to the increase in state revenue, employment and an increase in other sectors, including the tourism sector.

State Owned Enterprises (BUMN) engaged in the plantation of PTPN have different types of crops such as rubber, cocoa, tea, palm oil, coffee, tobacco, sugar cane, etc..

Indonesia is the largest palm oil producer in the world where the company states that there are currently very much to plant oil palm in various regions in Indonesia.

With the presence of State-Owned Enterprises (BUMN) estate is very much beneficial to countries such as:

- For the people of Indonesia in the presence of State-Owned Enterprises (BUMN) plantation of great benefit where some people's needs can be met from the plantation commodities such as tea, cocoa, rubber, palm oil, etc..
- Can absorb a lot of labor.
- Can increase the value of export and import.
- Increasing the empowerment of vacant land used for plantations.

Especially for the Province of North Sumatra there are three (3) state-owned plantations, namely: PTPN III and PTPN IV scattered throughout the district in North Sumatra, but that made the object of research is PTPN III and PTPN IV.

North Sumatra Province is very much benefited economically by the presence of state-owned plantation company in which an increase in income of North Sumatra.

The increase in revenue is increasing North Sumatra also influenced the extent of the plantation owned by PT. Nusantara plantation in North Sumatra as shown in the following table:

**Table1.** *Plantation development of commodity volume in Indonesia (in thousands ton)*

No.	Industrial	2005	2006	2007	2008	2009	2010
1.	Rubber	2510	2565	2623	2642	2678	2712
2.	Coconut Oil	1696	2046	2078	2098	2156	2168
3.	Coconut Fruit	1386	1396	4048	4024	4086	4126
4.	Palm Oil	4678	4765	4856	4894	5126	5242
5.	Palm Fruit	1923	1934	1965	1986	1998	2012
6.	Coffee	1386	1394	2012	2024	2028	2056
7.	Tea	402	408	421	428	435	445

**Sources:** *North Sumatra Plantations Media*

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The development of plantations in North Sumatra is very large due to several factors, among others:

- The extent of North Sumatra sloped good ground is sloping so it is very suitable for the development of agriculture and plantation.
- The geographical position of the region of North Sumatra excellent very close to the sea, making it easier to process the import export of agricultural products.
- Availability of human resources that many in North Sumatra, making it easier for plantation expansion and improvement of farm productivity.
- Political and social conditions in North Sumatra are very conducive to supporting investors to come to North Sumatra to invest.

Described in the Proenas Program that the availability of human resources has a significant influence on the increase of development in Indonesia. (Proenas, 2005).

Availability of human resources will greatly assist organizations in accelerating the achievement of the goals and objectives of the organization are focused on improving the productivity of the company.

In improving work productivity of human resources and organization, the role of motivation merupakan very important things that will give an impetus to the respective employees to work with produce maximum output.

Maslow (Stephen P. Robbins, 2000) says that the individual will be motivated to do the activity if the individual concerned to see that the activity meets their needs at this time.

Then Dessler (2000) provide an understanding of the conditions that affect the motivation is generating, maintaining and directing the behavior associated with the work environment.

To increase the productivity of employees it is expected that existing employees have worked ability at least 2 (two) areas of expertise is termed the job characteristics so as to ensure continuity of the work of employees and the company.

According to Robbins (2001) and Gordon (2000) says that job characteristics have a strong relationship with job design is how the management process determines the duties and responsibilities of individual members of the organization.

Gibson et al (2003) also said that the design work will explain the objectives of the job characteristics through technical analysis of the manager's job to design the work in the form of activities to produce a specific outcome. (Job design describes the objective characteristics of jobs. That is through job analysis techniques managers can design jobs in terms of activities required to produce a specified outcome).

Then the opinion Wexley and Yukl (2002) says that the labor productivity is influenced by the characteristics of the job where someone thinks labor productivity is determined by how much the manager managers have autonomy in their work.

In addition to the work characteristics of organizational climate also has a very important role in increasing the productivity of the company's work because it will create an atmosphere that is conducive to work.

Organizations positive climate tends to benefit the organization in improving employee productivity managers working in it. If the organizational climate is a dynamic work environment that is experienced and perceived by people in the organization that the atmosphere can stimulate employees to increase their productivity. (Campbell in Muhammad, 2001).

While the organizational climate with centralized decision-making rules and procedures as well as rigid labor can lead to low productivity and lead to a negative attitude in the working group (Litwin and Stringer in Burton, 2000 :).

Sikula (1991) said that the policy of human resource development is the management's efforts to improve the motivation and ability of members of the organization which in turn is expected to spur

an increase in the productivity of the organization's members are then expected to spur an increase in the productivity of the organization's members.

The purpose of human resource development is to prepare all employees are encouraged or employees of the company to be superior, more skilled, more knowledgeable, and more courageous in the face of competition among companies in the business world.

In this study the authors are very interested in conducting research that focuses on how major internal and external factors affecting the productivity of labor in the State Owned Enterprises (BUMN) plantations in North Sumatra.

### **1.1. The Research Problem**

With descriptions that have been described in the background, it can be concluded that a formulation of the problem: How much influence work motivation, job characteristics, organizational climate and human resource development policies on work productivity in PTPN III and PTPN IV.

### **1.2. The Research Purposes**

This study would like to describe the problem that will find a way out of the influence of work motivation, job characteristics, organizational climate and human resource development policies on work productivity manager at Agency PTPN III and PTPN IV.

### **1.3. Research Objectives**

The purpose of this study is to determine how much influence of work motivation, job characteristics, organizational climate and human resource development policies on work productivity PTPN III and PTPN IV.

### **1.4. Use of Research**

- Operational usefulness is thought to contribute PTPN III and PTPN IV to pay attention to that work motivation, job characteristics, organizational climate and human resource development policies have an influence on the increase in labor productivity in the company PTPN III and PTPN IV.
- The usefulness of the development of science is highly expected that the research results are useful to enrich and add to previous findings on the influence of work motivation, job characteristics, organizational climate and human resources development policies on work productivity manager at PTPN III and PTPN IV.

## **2. LITERATURE**

### **2.1. Motivation**

Motivation comes from the Latin word 'movere' which means a push or move. In the science sense of motivation developed in accordance with the progress of science well.

Sedarmayanti, (2000) provide an understanding of the motivation is mental conditions that encourage activity and provide energy that leads to achievement needs and deliver the satisfaction or reduce imbalances.

Motivation to work as a condition that affects arouse, direct and maintain behavior related to work environment of attitude (attitude) an employee in a situation (situation) work. (Dessler, 2000).

Maslow (Stephen P. Robbins, 2000) says that the individual will be motivated to do the activity if the individual concerned to see that the activity meets their needs at the time.

Basic needs theory proposed by Maslow (in Stephen P. Robbins, 2000) are:

- Humans are social creatures who wish that he always wants more where this desire continuously and only stops when the end of his life arrived.
- A requirement has been satisfied does not become a tool for the culprit and the only motivator unmet need that would be a motivator.
- Human needs are arranged in a ladder or hierarchy.

Frederick Herzberg's theory (in Stephen P. Robbins, 2001) which is famous for Herzber theory, s Two Factors Motivation Theory. The theory put forward is related to employee satisfaction which is

always associated with job content (job content) and dissatisfaction with work is always caused by the employment relationship with the surrounding aspects related to the work (job context).

Satisfactions in work by Herzberg called motivators, while dissatisfaction called hygiene factor.

Herzberg distinguishes two types of work are:

- Factors "Motivators" who can encourage someone to work better and vibrant as: recognition from others, opportunities for achievement, challenges and responsibilities, and opportunities for growth.
- Factor "Hygiene" where the existence of these factors will increase the satisfaction, but these factors will cause if there is no dissatisfaction like: salary, how to control, relationship between workers, labor conditions, policies and administration of the company.

David MC. Clelland (in Stephen P. Robbins, 2001) explains that there are three human needs, namely: the need for achievement is the drive to outperform and excel in connection with sets standard, the need for power is the need to make others behave in a way that those people would not behave so and the need for affiliation is the desire to have a personal inter-friendly and familiar.

Victor Vroom, (in Robbins, 2001) explains that the people or employees will be motivated to work or do certain things when they believe that the achievement of them will be able to expect a great reward.

According to the expectancy theory of motivation is the result of three kinds, namely the valence feelings, hopes and instrumentalists.

## **2.2. Job Characteristics**

Job characteristics are factors that may affect the achievement of the productivity of the enterprise so that it should receive serious attention from the highest leaders of the company.

Job characteristics related to job design that is a model of approach and actions to be implemented in decision-making at the company.

Design work is a process that focuses on the effort to create a design on everything related to the job in which this strategy should bring together the contents of the job include: tasks, functions and relationships as well as remuneration and qualifications, which is hinted as: skills, knowledge, and ability to each job.

Characteristics of the work can be described as a bridge between the employee and the organization and work jobs that is causing the need for the organization will be a reliable human resource capable of contributing to the work of the company.

Gibson, Ivanicevich and Donnelly, (2003) says that the design works as a process where the manager decides the duties and authority (job design refers to the process by the which managers decide individual task and authority jobs).

Furthermore, Gibson (2003) also said that the design work to specify three things: the range, depth and work relationships.

The range of work describes the number of tasks that must be performed individual job holder. The depth of the work describes the flexibility for individual job holder can have a choice of how a work can be done while explaining the employment relationship interpersonal relationships that are required or permitted to work.

According to Spector in Sugiarto, (2001) said that the characteristics of the work refers to the content and assignment conditions of the job tasks themselves.

Robbins (2001) says that the model seeks to identify the characteristics of the work task characteristics of jobs, how these characteristics are combined to form different jobs and the relationship of the characteristics of the task with motivation, satisfaction and performance of employees.

(They have responded by developing a number of theories that task characteristics to identify task characteristics of jobs, or Reviews These characteristics are combined to form different jobs and

relationship of Reviews These task characteristics to employee motivation, satisfaction, and performance).

Approach the task characteristics (task characteristics) began with the pioneering work of Turner and Lawrence (in Robbins, 2001) in the mid 1960s where they developed a research study to assess the influence of the types of different jobs based on employee satisfaction and absenteeism. They predict employees will prefer complex and challenging work means that such work will increase job satisfaction and lower absenteeism.

They define the complexity of the work in the six characteristics of the task, namely: (1). Varieties, (2). Autonomy, (3), responsibilities (4). Knowledge and skills, (5). Social interaction is required and (6). Social interaction options.

In a further development of the above six characteristics of the revised work by Hackman and Lawler (in Gibson, 2003) to:

1. Variety (diversity)

Degree to the which a job requires employees to perform a wide range of operations in the work, and / or degree to the which employees must use a variety of equipment and procedures in their work. (The degree in which a job requires employees who can do the operation with a wide range and or the degree to which employees must use a series of tools and procedures in their work).

2. Autonomy (autonomy)

Extent to which employees have a major say in the scheduling Reviews their work, selecting the equipment they use, and deciding on Procedures to be followed. (The degree to which employees have a say key areas of their work schedule, selecting the equipment used and the procedures to be followed to decide).

3. Task Identity (identity task)

Extent to the which employees do an entire or whole piece of work and can clearly identify with the results of Reviews their Efforts. (The degree to which employees do everything any or all parts of the work and can clearly identify the results of their efforts).

4. Feedback (feedback)

Degree to the which employees, as they are working, receive information that reveals how well they are performing on the job. (The degree in which employees', because they work received information stating how well they carry out their work).

5. Dealing with others (relating to others)

Degree to the which a job requires employees to deal with other people to complete Reviews their work. (The degree to which a job requires the employee dealing with other parties in order to complete their work).

6. Friendship Opportunities (friendship opportunities)

Degree to the which a job Allows employees to talk with one another on the job and to establish informal relationships with other employees at work. (The degree to which a job allows employees to talk to each other on the job and establish an informal relationship with other employees in the workplace).

### **2.3. Organizational Climate**

Each company has a different climate produced on the activities that have occurred during the processes of a long time so that it becomes a habit.

Good organizational climate will be a good condition and very help managers perform every day activities because of the attitude and behavior of employees will be formed from the existing work environment.

According to Stoner and Wankel (2006) said that the organizational climate is a psychological structure describes the organization as a feeling, personality or character of the perceived organizational environment as a result of perceptions of organizational members.

Meanwhile Steers (2000) says that organizational climate can be explained as follows: When we discuss the concept of organizational climate we are actually talking about the properties or characteristics that are considered in the work environment and organizational activities arise mainly because of conscious or and is not considered that the organizational climate can influence behavior later.

In other words that the organizational climate can be seen as an organization's personality as seen by its members so that existing employees can feel with real working conditions there.

Litwin and Stringer (in Gibson, 2003) says that the organizational climate is the term used to describe the organizational structure that is a feeling of psychological, personality or character of the perceived organizational environment as a result of perceptions of organizational members.

According to him, the organizational climate can be analyzed based on the existing dimensions as follows:

- Responsibility that is associated with the level of responsibility delegated task completion to the members of the organization.
- Standard is related to the conditions set out the organization of the quality of the work of members of the organization.
- The conflict is related to managers and other employees who want to hear different opinions.
- Reward is associated with a reward for any work done.
- Structure that is related to the employees in an organization has limitations.
- The risk is related to the ability to take risks and challenge in the job.
- Support that is associated with the support received from managers and other employees in an organization.
- Identity is related to our existence within an organization and how valuable we are as members of the organization.
- Warmth that is associated with a level of friendship that exist in the working atmosphere in an organization.

#### **2.4. Human Resource Development Policy**

The availability of resources that a lot of very profitable businesses in Indonesia, especially North Sumatra that is not an obstacle in the development of the company's business in the future.

Existing human resources must be properly managed so as to produce the maximum output of the company and the goals that have been set by the company will be achieved.

Skilled human resources, capable and skilled labor not guarantee good productivity when low morale and discipline. They just helpful and can support the realization of organizational goals high and if they wish to achieve and if human resources are less able and less skilled and unskilled, the one resulting work can't be solved optimally quickly and just in time.

Companies need to pay attention to the survival of the company so that the company should always improve the quality of human resources through education and training.

According Marwansyah (2000: 6) to improve the competence of workers, management in a planned attempt to perform human resource development. Policy development of human resources is expected to result in an increase in productivity of the company, where the company would remain consistent with efforts to improve the quality of human resources.

Dessler (2000: 86) says that human resource development is an effective way to bring together a number of opportunities or challenges faced by the organization. These challenges include changes in the external environment and internal company employees by completing the challenge will be to maintain its effectiveness.

Mathis and Jackson (2001) said that human resource development is a long-term process to improve the capability and motivation to become a valuable corporate asset.

According to Robbins, (in Lumban Raja, 2006) explains that there are several dimensions in human resource development policies, namely: education and training, career development, assessment and work achievement reward system.

So the development of human resources here are not only training but also career and a variety of other experiences.

The purpose of human resource development programs in the opinion and Jackson Mathis are:

- Increasing labor productivity.
- For the realization of a harmonious relationship between superiors and subordinates and the opportunities for innovative thinking.
- The occurrence of the decision-making process more quickly and precisely because it involves personnel.
- Improving the morale of all employees.

Each employee would want to have hope in the future such as: career promotion, increased competence, increase revenue, etc..

Bambang Wahyudi (2002) however said that a career is a requirement that should grow themselves a workforce that is able to push its capabilities.

Meanwhile, according Tohardi (2002) says that a career ladder position (job) ever on hold (held) by a person for the person working in an organization or company.

The basic concept of career planning can be described as follows:

- Career is an entire working position held during the life cycle of a person's job.
- Career path is a sequential model of job positions that make up a person's career.
- Position next career objective is pursued achievement by someone as part of a career.
- Career planning is a process by which we select career goals and career path.
- Career development consists of personal improvement made in achieving one's career plans. (Rival, 2004).

## **2.5. Work Productivity**

The end result of a activity is how to create an employee productivity and good company so that an increase enterprise productivity every year.

Achievement a manager is when the manager can create an increase in labor productivity throughout the year so this is the basis for the assessment of a manager in the works.

In the philosophy of labor productivity is the mental attitude that always had the view that life should be better today than yesterday and tomorrow should be better than today. How it works today should be better than yesterday and how the results were achieved tomorrow more or better than those obtained today.

Given this view, each employee has the attitude of always looking for improvements and enhancements and employees who have such an attitude will be encouraged to have the attitude of a dynamic, creative, innovative, and open and will remain critical of new ideas and change-changes.

David Mc. Clelland (King Mangkunegara Anwar, 2000) explains that the employee will be able to achieve maximum productivity is not only determined by its ability alone, but is also determined by the presence of high achievement motivation.

Hackman and Oldham (in Mathis and Jackson, 2001) explains that productivity will increase if the manager's job skills provide more variety, task identity, task significance, autonomy and feedback.

Labor productivity is a measure of the success of the employees who have the mental attitude to always strive to improve the quality of life and a productive employee said if mempunyai mental attitude to continue to challenge and push herself so as not to be easily satisfied but continue to develop themselves and improve the workability of each human being.



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Availability of human resources is a strategic factor to be considered by the company as human resource is the driving force of all activities in the company that developed or resignation of the company's productivity is strongly influenced by the availability of human resources.

To realize the hopes and expectations of the company employees in improving work productivity so desperately needed a leader who could carry out the management functions that can work together in carrying out all the activities of the company.

With the presence of a manager, the manager is able to influence, encourage or moving and directing all employees to work well in achieving the stated goals.

The manager is one of the managerial aspects of organizational life which is a key position as a manager's leadership role as aligning the process of cooperation between people in the organization.

Employees who have a high productivity will be more creative in dealing with the world around it by creating a work through and the ability to use the mind and feelings.

**3. RESEARCH**

Based on the theories mentioned above, it can be associated with earlier theories such as the results of research related to this study are:

- Janssen, Jonge, and Nijhuis, (2001) which examines the effect of job characteristics on motivation. Research results lead to the conclusion that the existence of different job characteristics will encourage employees to be challenged to complete the work so as to increase the motivation of the employee.
- Patterson, (2004) describes a research result that there is a relationship between job characteristics, organizational climate can also make a meaningful contribution towards motivation and work performance.
- War and West, (2005) explains that there are significant organizational climate on work productivity.
- Dessler, (2000) explained that the policy of human resource development is the management's efforts to improve the motivation and ability of member organizations that have an influence on work motivation and productivity.
- Robbins, (2001) Gibson, Ivancevich and Donnelly, (2003) explains that the job characteristics have a close relationship with the design work that shows the process by which management determines the duties and responsibilities of the authority of the individual members of the organization.
- Hackman and Oldham (in at.al Robbins, 2003) suggested six dimensions of job characteristics, namely: 1 Variety (diversity), 2 Autonomy (autonomy), 3 Task Identity (identity task), 4 Feedback (feedback), 5. Dealing with others (relating to others), 6 Friendship opportunities (friendship opportunities).
- Wright, (2003), Gottschalg and Zollo, (2004), Lamp Li, (2003) and Gagne and Deci, (2005) describes the effect of work motivation on individual behavior to achieve labor productivity.
- Eka Nuraini Rachmawat, (2002) explains that the reward that can be expected is acceptable if the individual held a task or achieve a goal can motivate someone in work.

The following table can be made to explain previous studies that can provide recommendations on current research as described in the following table:

**Table2.** *Research*

<b>Penulis</b>	<b>Judul</b>	<b>Research Variable</b>	<b>Description</b>
Haukus I, Janssen, De Jonge and Nijhuis (2001)	Specific relationship between work characteristics and intrinsic work motivation	There are dimensions of job characteristics variables with motivation.	Job characteristics have a positive correlation on work motivation.
Malcolm G. Patterson (2004)	Validating the organizational climate measure : links to managerial practice, productivity and innovation	There is a dimension of organizational climate variables, motivation and productivity.	Organizational climate influence on work motivation and work productivity

Lamp Li (2000)	Human motivation in the work organization	Assessing factors that affect work motivation	External factors influence to employee motivation
Burton, Lauridsen and Obel (2000)	Tension and Resisten to change in organizational climate	Organizational climate and work motivation	The change in the organizational climate and the effect on employee motivation
Gottschalg, Oliver, and Maurizo Zollo (2004)	Towards a motivation-based theory of the firm	Assessing motivation with organizational climate	Organizational climate affects the motivation
Wright, E. Balley (2003)	Towards Understanding task, mission and public service motivation	Examines the characteristics of the job and work motivation	Job characteristics have an influence on work motivation
Warr, P., Malcolm, and Michael A. West, (2005)	Organizational Climate and Company productivity : The Role of Employee affect and Emplyoee level	Assessing the organizational climate and its relation to labor productivity.	Organizational climate effect on labor productivity.
Meilan Sugiharto (2001)	Effect of compensation and job characteristics on job satisfaction	There are dimensions of job characteristics variables	Job characteristics have a positive effect on job satisfaction.
Sutarjo Wijono (2002)	Relations job characteristics and job satisfaction supervisors market	There are dimensions of job characteristics and job satisfaction	Job characteristics have a positive effect on job satisfaction
Gagne, Marylene and Edward L. Deci (2005)	Self-determination theory of work motivation	Examines theories of motivation associated with labor productivity	Intrinsic and extrinsic job motivation effect on labor productivity.
Hackman dan Oldham (dalam Robins, 2001)	Job characteristic models – JCM	Examines the characteristics of the work relationship with labor productivity	There is a significant relationship between job characteristics with work productivity

#### 4. PARADIGM RESEARCH

Based on the description above research framework of thought in the research paradigm can be formulated as follows:

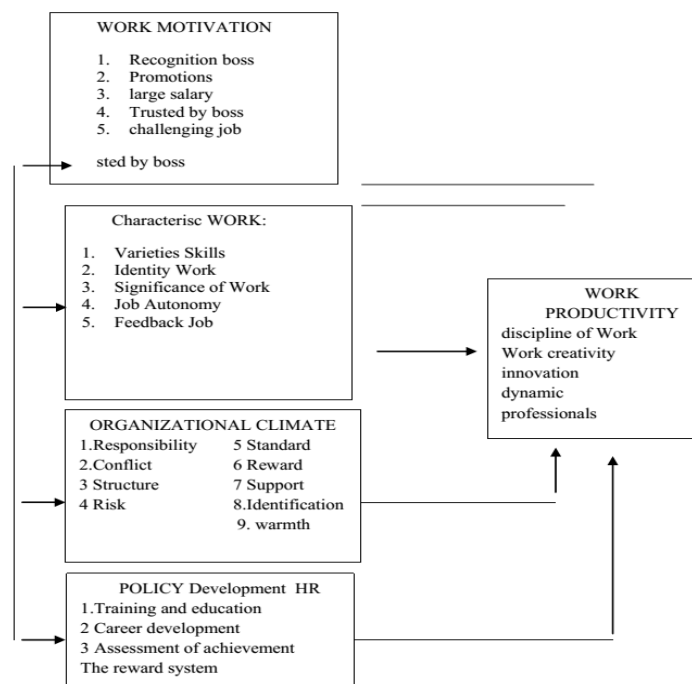


Fig1. Research Model

#### 5. RESEARCH HYPOTHESIS

To give birth to the hypothesis in this study begins from frame theory called the premise.

The premise is basic logic or basic thoughts that shape the process of reasoning based on the logic that tried to connect two different propositions to derive a conclusion.

The premise can also be regarded as a statement supporting the birth of conjectural hypothesis that requires temporary evidence to find the truth.

For the following multiple premises described as follows:

### **5.1. Premise 1**

Motivation will encourage individuals to achieve labor productivity. The stronger the excitatory power of the individual work (motivation), the greater the possibility of work productivity. (Anwar King Mangkunegara, 2000; Wright, 2003; Gottschalg and Zollo, 2004; Lamp Li, 2003; Gagne and Deci, 2005).

### **5.2. Premise 2**

Organizational climate is the term used to describe the organizational structure as a psychological feeling, personality or character of a neighborhood organization that perceived organizational members as a result of perceptions that can be analyzed based on the dimensions: (a). Responsibility, (b). Stanadart, (c). Conflict, (d). Reward, (e). Structure, (f). Risk, (g). Support, (h). Identity, (i). Warmth. (Litwin and Stringer in Gibson, 2003).

### **5.3. Premise 3**

Organizational climate can make a meaningful contribution towards motivation and work productivity. (Patterson et al, 2004, Warr, Patterson and West, 2005).

### **5.4. Premise 4**

Characteristics of different jobs will encourage employees to be challenged to complete in order to improve employee productivity is concerned. (Nijhuis, 2001).

### **5.5. Premise 5**

Human resource development includes several things: training, education and career development, performance appraisal and reward system.

Human resource development policy is an effort to improve the management of motivation and ability of members of the organization which in turn is expected to spur increased productivity. (Dessler, 2000).

Based on this premise, the author can draw the following research hypothesis: "There is a reciprocal relationship between motivation, job characteristics, organizational climate and human resource development policies on work productivity manager at PTPN III and PTPN IV. (The premise 1, 2, 3, 4, 5.)".

## **6. OBJECT OF RESEARCH**

In this study, the object of research is the relationship variables of work motivation, job characteristics, organizational climate and human resource development policies on work productivity manager at PTPN III and PTPN IV.

Work motivation, job characteristics, organizational climate and human resource development policy is an exogenous variable while labor productivity is an endogenous variable.

In this study will be explained how the symptoms that arise with regard to the factors which the behavior and motivation as the research object is PTPN III and PTPN IV.

Type the necessary data is the primary data derived from questionnaires distributed to selected respondents who are on the whole unit in the plantation PTPN III and PTPN IV.

Respondents in this study were all managers there at PTPN III and PTPN IV were 117 people in which each manager given a questionnaire to be answered by each manager.

The managers are given time to answer the questionnaires were distributed and filled in the questionnaire after the questionnaires were collected back to be sorted in an effort grouping of data.

Sorting data and tabulation is done is to look at the relationship between the data with the fact that there are so existing data will help researchers to provide information on the problems that exist on the object of research in PTPN III and PTPN IV.

## **7. METHODS**

### **7.1. Object Research**

This research was conducted by survey method in which the survey is an attempt to collect information from the respondents which is an example using a structured questionnaire.

The information already collected data that will be tested to see the relevance and validity of these data through validity and reliability test using a structural equation model analysis or Structural Equation Modeling (SEM).

In this study, there are five main variables (construct variables) that work motivation variable (X1), job characteristics variables (X2), organizational climate variables (X3), and human resources development policy variable (X4) and labor productivity (Y).

The manager is in PTPN III and PTPN IV and subsequently used as a population sample of 117 people and is the unit of analysis.

The procedure of data collection in this study conducted by the following steps:

- Observation that went down to the field researchers to make observations on the object of research.
- Person interviews with respondents.
- Completion of questionnaire were distributed.
- A review of the literature.

Furthermore the operational and measurement of each dimension of the indicator variables used Likert-type scale that is often used by researchers to measure the behavior and response matched the attitude of the respondents towards the object variables studied.

Likert scale is ordinal it is still to raise the measurement interval to first performed the data transformation process that used the technique of "Method of Successive Interval" (MSI).

## **8. OPERATIONAL VARIABLE**

### **8.1. Work Motivation**

Work motivation in this study is a strong incentive for an individual to do something because of the three feelings are: valence, expectancy and instruments.

Valence is an employee's desire to achieve the goal of the work is the relative strength of one's desires and needs are most needed.

Expectations (expectancy) is an organization of employees confidence to be able to achieve what they want to do a certain effort.

The instrument is the belief that employee a reward or prize will be accepted if the task completed properly.

These three indicator establishes a feeling of motivation, namely: recognition superiors, promotion, earn a great salary, trusted by superiors, and to obtain a challenging job.

### **8.2. Job Characteristics**

Characteristics of the work are divided into several sub-variables: skill variety, job identity, job significance, job autonomy, job feedback.

### **8.3. Organizational Climate**

Organizational climate is psychology structure depicts the organization as a feeling, personality or character of the neighborhood as a member of the organization perceived perception results.

Organizational climate dimensions are as follows: responsibility, standards, conflict, rewards, structure, risk, support, identity, and warmth.

### **8.4. Human Resource Development Policy**

Human resource development policy has several dimensions: career development, performances appraisal, reward systems and training and development.

### **8.5. Work Productivity**

Labor productivity is output over the production process are sourced from the mental attitude and the improvement and enhancement of cooperation which has the following dimensions: increase discipline, creative enhancement, improvement of innovative, dynamic and professional.

For the purpose of testing such hypotheses have been formulated before the quantitative testing technique use, the measurement data latent variable (construct variable) and the manifest variables (observable variable) must be converted into quantitative data.

In the measurement set of tools will be used in the form of questions / statements in which each question / statement has rated answers in a Likert-type scale that starts on a scale of 1 rank scores represent the lowest and the answer to 5 scale to rank the highest response.

## **9. DATA COLLECTION PROCEDURES**

The procedure of data collection in this study conducted by step - step as follows:

- Observation of data collection by conducting direct observation of the object under study in order to better know the real situation on the ground.
- Person interviews with target respondents in each section either structured or unstructured interviews.
- Questionnaire in order to gather data related to the variables under study is the ability of employees, motivation and performance of employees.
- Research literature that complement the primary data secondary data obtained through library research methods

## **10. DATA ANALYSIS MODEL**

### **10.1. Test Validity**

In analyzing the data, the previous data validity should be tested through the test so that the data can actually be used by the real.

Test validity describes the extent to which the measuring device to measure what you want to measure. (Uma Sekaran, 2000).

Test the validity of the research is done by correlating the score of each item with the total score for each variable.

Test the validity of this research will use spermen rho correlation techniques formulated by Jamaluddin Ancok (in Masri Singarimbun and Sofian Effendi, 1995: 137) as follows:

$$r = \frac{n \sum xy - (\sum x) (\sum Y)}{\sqrt{(n \sum x^2 - (\sum X)^2) (n \sum y^2 - (\sum Y)^2)}} \quad (1)$$

Dimana:

r = Correlate coefficient between X and Y

X = Score in every item

Y = Total Score in every item

$\sum X$  = Total Score distribution X

$\sum Y$  = Total Score distribution Y

$\sum X^2$  = Total quadratic for each X

$\sum y^2$  = Total quadratic for each Y

N = Population.

## 10.2. Uji Reliability

Reliability test is performed to determine whether the data collection tool shows the level of precision, accuracy, stability or consistency of the tool in expressing certain symptoms of a group of individuals, although carried out at different times. Reliability test conducted on item valid statement to determine the extent of the measurement results remained consistent when measured back to the same symptoms.

The formula used is as follows:

$$C - R = \frac{(\sum \text{std. loading})^2}{(\sum \text{std. loading})^2 + \sum e_j} \quad (2)$$

Limit values are used to assess an acceptable level of reliability is  $C-R \geq 0,7$

Variance Extracted (V – E) get from formula:

$$V - E = \frac{(\sum \text{Std. Loading})^2}{(\sum \text{Std. Loading})^2 + \sum \epsilon_j} \quad (3)$$

Where:

- Std Loading obtained from the standardized loading for each indicator.

-  $E_j$  is the measurement error of each indicator.

To simplify the calculation of the existing data and then used the data analysis program (Software) LISREL 8.30

## 11. DATA ANALYSIS TOOLS

The data analysis tool used in this study using analysis of Structural Equation Modeling (SEM). Structural equation model is a set of techniques that allow testing very complicated relationship and simultaneously (Ferdinand, 2000).

Solimun (2002) says that the Structural Equation Modeling (SEM) or LISREL is an integrated approach to the analysis of factors.

Structural Equation Modeling (SEM) aims to obtain confirmation of the values of the parameters of the variance of the variables included in the structural models where the model is, in principle, a deviation from the basic explanation of the theories and concepts (basic concept) and the relationships the variables of a phenomenon or problems in the form of visualization diagrams that are easier to understand.

In the SEM approach is used to check for this is so that the confirmatory factor analysis, which also included measurement model (Solimun, 2002).

In order for the structural relationship variables were constructed in an SEM models can be interpreted in a systematic and simple to understand, then there are several stages or steps that underlie the formation of SEM modeling, namely:

- Development of Theoretical Model which is done through the study and exploration theory deduction from the study of a number of scientific literature and the results of previous empirical research to strengthen the justification of the assumed causal relationship variables in the model or in other words without a strong theoretical justification, the SEM cannot be used where this is because the SEM is not used to produce a model, it is used to confirm the theoretical model through empirical data (Agusty Ferdinand, 2002).
- Diagram Development Path (Path Diagram) which is constructed on the basis of a strong theory to explain the relationships of variables then the next step (the second) is to describe the causal relationship between variables in the path diagram (path diagram) and structural equation thus more attractive and easier understood. In this case there are two things that need to be done: first develop a structural model of the links between latent constructs of both endogenous and exogenous, and second, develop a model which connects the measurement of endogenous or exogenous latent constructs with indicators or manifest variables (Iman Widodo, 2004).

- In the Convert to Path Diagram of Structural Model in which this is the third step which converts path diagrams and structural model into a mathematical equation models.
- Evaluating the Goodness of Fit Criteria for measuring the degree of fit between the hypothesized models with the data presented, it is necessary to UJIA suitability models. (Achmad Tobing Bachrudin and Hope, 2003).

## **12. TEST STATISTICS**

Based on the reference normal distribution, the Student-t each parameter estimation can be formulated in the form of hypotheses and statistical significance determined by t test (t-test) at the 0.05 probability criterion to accept or reject the hypothesis.

Form of formulas and statistical hypothesis testing are as follows:

- Parameter correlation (r):  
Ho:  $r \leq 0$   
Ha:  $r > 0$   
Criteria t is greater than t table then Ho is rejected, Ha accepted
- Parameter  $\gamma$ :  
Ho:  $\gamma \leq 0$   
Ha:  $\gamma > 0$   
Criteria t is greater than t table then H0 is rejected, Ha is accepted
- Parameter  $\beta$ :  
Ho:  $\beta \leq 0$   
Ha:  $\beta > 0$   
Criteria, t count greater than t table then H0 is rejected, Ha is accepted
- Parameter  $\lambda$  (loading factor):  
Ho:  $\lambda \leq 0.40$   
Ha:  $\lambda > 0.40$   
Criteria, t count more according t table then Ho is rejected, Ha is accepted
- Parameter R, which describes the simultaneous influence of two independent variables or more towards one dependent variable, will use the value of the F test (F test) and at the five percent significance level alpha ( $\alpha = 0.05$ ). The formulation of statistical hypotheses are as follows:  
Ho:  $R^2 \leq 0$   
Ha:  $R^2 > 0$

## **13. RESULTS**

Based on the data that has been analyzed then testing the hypothesis about the influence of variables of work motivation (X1), job characteristics variables (X2), organizational climate variables (X3) and variable human resource development policies (X4) on work productivity (Y).

Furthermore, the results obtained using Litkell program for structural equation models are consistent with the hypothesis is as follows:

$$\text{PROD} = 0.54 + 0.22 \text{ MOT KP} + 0.27 + 0.36 \text{ KPSDM IO}, \text{ Errorvar} = 0.16, R^2 = 0.84$$

$$(0.19) (0.072) (0.081) (0.05)$$

$$2.84 \quad 3.05 \quad 3.33 \quad 7.20$$

With the structural equation above, visible magnitude of the direct effect of work motivation variables on work productivity managers are managers of  $(0.54 \times 0.54 \times 100\%) = 29.16\%$ . The magnitude of

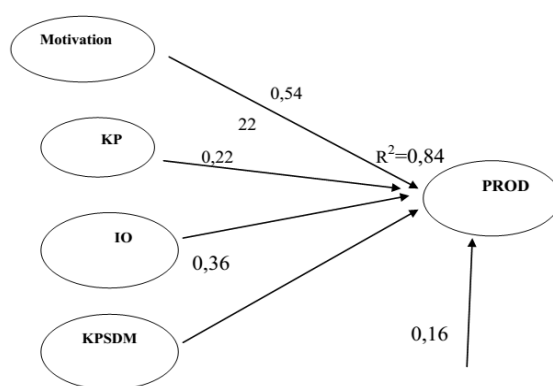
the direct effect of job characteristics on work productivity is equal to  $(0.22 \times 0.22 \times 100\%) = 4.84\%$ . The magnitude of the effect of organizational climate on the productivity of labor is equal to  $(0.27 \times 0.27 \times 100\%) = 7.29\%$ . While the magnitude of the effect of human resource development policies towards work productivity is equal to  $(0.36 \times 0.36 \times 100\%) = 12.96\%$ .

Thus variables of work motivation, job characteristics variables, organizational climate variables, human resource development policy variables affect labor productivity partially manager.

Furthermore, the simultaneous effect of work motivation, job characteristics, organizational climate and human resource development policies on the productivity of managers working on plantations in North Sumatra SOEs amounted to 84% and the remaining 16% is influenced by other factors.

Partial test showed that t count respectively amounted to 2.84; 3.05; 3.33 and 7.20 so  $H_0$  is rejected and  $H_a$  accepted. Thus variables of work motivation, job characteristics variables, organizational climate variables and the variables of human resource development policies in the respective managers affect work productivity.

It can be concluded that the organizational climate, human resource development policies simultaneously affect the work motivation of managers in BUMN plantations in North Sumatra.



**Fig2.** Effect of Work Motivation, Job Characteristics, Organizational Climate, Human Resource Development Policy and Work Productivity Manager.

## 14. CONCLUSIONS AND RECOMMENDATIONS

### 14.1. Conclusion

Work motivation, job characteristics, organizational climate and human resource development policies have an influence on labor productivity manager.

PTPN III and PTPN IV according to the perceptions of managers have a conducive organizational climate that can support managers to work optimally.

Human Resource development policy as perceived by managers has been applied fairly and adequately supported at each PTPN III and PTPN IV.

Work motivation is quite good managers in improving their productivity where it was driven by the desire to gain recognition from the manager boss, get a job promotion, can be trusted by the boss, earn big salaries, and get a more challenging job.

### 14.2. Suggestion

- To increase the influence of job characteristics on work motivation and productivity of labor in which organizations need to redesign the jobs (job design) to avoid monotony and boredom does not lead to employment and managers are given the freedom to determine their work schedule and determine the procedure so as to improve the employee's responsibility for the results job.
- Organization or organizations need to create a climate conducive working atmosphere, dynamic, flexible, and fun for its members so that members of the organization can work well, relaxed, professional and able to push the spirit and productivity of the organization's members.
- Motivation of managers can be enhanced by the organization should familiarize provide recognition for the achievements of its members.



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