

## **The Influence of Work Culture, Empowerment, and Work Motivation on Work Ability and Farming Productivity (A Study of Pepper Farmers at South Konawe, Southeast Sulawesi)**

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**Abstract:** *Tibertius Nempung, Doctoral Program of Management Science, Postgraduate of Faculty of Economic and Business, University of Brawijaya Malang, 2013. "The Influence of Work Culture, Empowerment, and Work Motivation on Work Ability and Farming Productivity". Promotor: Ubud Salim. Co-Promotor: Djumilah Zain and Solimun.*

*Research was aimed at analyzing and explaining the productivity change that was influenced by work culture, empowerment, and work motivation, and understanding the influence of work culture, empowerment, and work motivation on work ability and farming productivity at South Konawe of Southeast Sulawesi.*

*The analysis unit of research was pepper farmers at South Konawe of Southeast Sulawesi. Data type was primary data. Research population was 345 units of pepper farmer which were 30 percents purposively taken as sample through purposive sampling technique. Respondent characteristic was homogenous. The returned questionnaire was 115 units that were previously distributed to Mowila Village and Mataiwoi Village, Landono Subdistrict, South Konawe Subdistrict, Southeast Sulawesi. Statistic analysis tool to test the hypothesis was path analysis at significance rate of 95 % ( $p < 0.05$ ).*

*Result of research indicated that strong work culture increased productivity and work ability of the farming. Less empowered farmers could not increase their work ability, while more empowered farmers successfully increased their farming productivity. Higher work motivation seemed increasing work ability and farming productivity. Stronger work ability was surely increasing farming productivity.*

**Keywords:** *work culture, empowerment, motivation, ability and productivity*

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Agriculture development was an integral part of national development. It was indeed that a strategic role played by agriculture development was creating extensive employment for the people. In national level, agriculture sector contributes to 52 millions farmer households. Of this number, 24 millions or 46 % were farmer household with narrow land, that was 0.3 ha cultivated land average per household (BPS, 2006). The narrow agriculture land was often a barrier hindering farmers from increasing their income, and was a cause of their low productivity. It meant that farming was not effective and efficient (Soekartawi, 1995).

The quality of farming yield was always important because the production yield must compete with counterpart from other countries. Indonesia, as a consequence, had been forced to engage within free trade agreement (twenty-first century). Free trade and global market were ratified at international level through WTO and GATT, or at regional level through AFTA and APEC. It was confirmed that Indonesia's production would enter free trade competition where the superiority would be determined by product efficiency, including the role of workers.

Free trade agreement was a consequence of a global economic system. High competitive nature was inevitable by every commodity. Such competition resulted in a superior product with better quality for the wide interest of people. Each production required various inputs, including workers. Efficiency concerned with various inputs, times, and workers to produce a commodity.

Wright quoted in Danta (2004) admitted that global competition must be dealt by company by increasing the contribution of human resource, especially from farming sector. If the productivity increased to better quality, the production cost became more efficient and supported the competition in global market.

Pfefer (2003) asserted that competing ability was achievable through the improvement of the role of human resource at agriculture sector in addition to good and more efficient productivity and quality.

One way for increasing farming productivity was by empowering the workers by improving *skill* of farming workers who were previously limited and less dynamic (Soekartawi 1986:2). Empowering farmers was reflecting the increase of the role of government in the farming to improve skill, sense of empowered, and sense of self-support among farmers in the farming.

High work productivity gave huge contribution to the company, including individual enterprise, such that company wellbeing was ensured. Farming productivity in Indonesia, however, was low. Zadjuli (2001:6)

said that one cause why Indonesia had lower farming productivity was that the quality of recent Indonesia workers was lower than others at ASEAN countries, such that it produced lower productivity per work hour (World Development Report quoted in Koesmono, 2003). This bad trend influenced many sectors related to the production process with workers.

At Indonesia context, low work productivity had been experienced by agriculture sector (BPS,2006). According to Sutrisno (1978), the cause of low work productivity might be seen from work culture aspects such as work ethos, work enthusiasm, prestige, perseverance, discipline, value and behavior. These aspects might influence ability and work productivity of farming.

Work culture of farmers influenced farming productivity (George et al., 2010). Others added that empowerment was influencing farming productivity (Chen, 2008 and Sumodiningrat, 2002). Other researches showed that work motivation had influenced farming productivity (Clark, 2003 and Eka, 2009). Other authors asserted that work culture, empowerment, and work motivation were influencing work ability (George et al., 2010, and Suwanto, 2008, Carter, 2002). Subsequently, work ability could influence farming productivity (Hallorand, 2004 and Supriadi, 1996:16).

Some results of research about farming productivity were not clear. It had not been answered yet whether work culture, empowerment, and work motivation would better increase farming productivity or directly improve work ability of farmers, especially increasing productivity of pepper farming at South Konawe of Southeast Sulawesi.

Government intervention seemed necessary because pepper farming was always developed at small plantation level. It needed empowerment to increase farming productivity. Simanjuntak (1995) as quoted in Baharumin (2004) developed three factors influencing productivity such as:

1. Related to the quality of workers (personnel);
2. The physical ability of workers;
3. Education of workers and work motivation.

The increase of workers productivity might need government policy, especially in relative with empowerment of farming workers. The increased skill of farmers would increase the farming, production yield, and plantation extension.

Devito and Supriadi quoted in Ardiyanto (2004) persisted that ability was a proportion of creativity owned by everyone, and such potential was already existed since the birth was given. Ability meant as creative, enthusiastic, energetic, and power that were owned by farmers to increase their farming productivity. Work ability of farmers included *intellectual ability* and *physical ability* (Robbins, 2000:46) which strongly influenced farming productivity.

This explanation declared that the variable “ability” was a part of work creativity with possible influence on farming productivity. This research attempted to examine variable “farming productivity” by figuring out the influence of work culture, empowerment, and work motivation on work ability and farming productivity.

Work ability could support workers to gain more achievements, responsibilities and competences in their farming. Ability reflected smoothness, grace, and originality. The ability to elaborate any ideas would increase skill that was required to increase farming productivity.

Therefore, the increase of farming productivity was very important for the farmers and indeed, helping the government to absorb workers and to receive foreign exchange from pepper export. Any supports from The Official of Plantation and Horticulture, especially from the activity of agriculture counseling, were helpful to increase skill of rural pepper farmers.

The productivity of pepper farming was necessarily increased because pepper referred to a main income source for farmers and it was always involving great number of rural farmers compared to other commodity. Pepper was the most suitable plant for the existing land at South Konawe of Southeast Sulawesi. The description of Indonesia pepper production was shown in Table 1.

**Table 1. Indonesia Pepper Productivity (2005 – 2007)**

<b>Year</b>	<b>Production (ton/year)</b>	<b>Productivity (ton/ha/year)</b>
2005	74.5	0.88
2006	73.2	0.83
2007	75.3	0.84

Source : Plantation Statistic, 2009.

Table 1 indicated that productivity rate per ha was often decreased for three years. Ideal production rate of Indonesia pepper was 1–1.2 tons/year. Compared to abroad production from Kamboja and Malaysia with 3-5 tons/ha/year, the Indonesia production might be a tiny. Low productivity of pepper farmers in Indonesia had been caused by less intensive cultivation ability and other factors such as work culture, work motivation and

empowerment in the farming management (Sahara, 2003).

### **I. Role of Human Resources**

Many approaches were taken to manage human resources. Recent approaches to human resources were shifting. Human in the company was considered as a factor of production, but human began to be recognized as one active and dynamic resource. Such shifting gave more emphasis on work result. Therefore, human resources played a very important role for the company or the farming.

#### **Culture**

Culture, based on Cartwright (1999:11), was a strong determinant that was made from faith, attitude and behavior of people. The influence of culture was measured through people who were motivated to respond their environment. Taking this into account, Cartwright defined culture as a group of people who were organized themselves for various goals, faiths and values that were similar and measurable, in order to influence the motivation of others.

Koentjaraningrat (1990:180) was defining culture as a whole system of idea, action, and piece of work of human to improve their learning and ability. Hodge and Anthony (1991:699) defined culture as the total number of the characteristics of the human when they behaved as the member of community. These characteristics involved value, norm, artifact and behavioral pattern, which were admitted by a community or guiding the community life.

Harris (1998) proposed some characteristics of organizational culture, such as (1) identity and reason, (2) standard and objective, (3) condition and appeal, (4) activity and processes, and (5) information and communication of organization. Harris gave the detail of these characteristics, such as (1) objective and mission, (2) attitude, faith, principles and philosophy, (3) priority, value, ethic, status and gift system, (4) norm and regulation, (5) design, structure, organization and technology, (6) policy, procedure, and process, (7) communication system, language and terminology, (8) supervisory and reporting, and (9) decision-making and problem-solving.

Work culture was a part of the manifestation of culture. According to Harris (1998) and Moeljono (2003:21), work culture was defined as a value system appreciated by all organizational members that was learned, applied and developed in sustainable manner, and also functioned as a bonding system or used as the behavioral guide for work organization to achieve the predetermined enterprise objective.

#### **Work Culture**

Work culture represented a proportion of the shape of culture. Robbins (1996) asserted similar definition to the previous in which work culture was defined as a value system respected by all organizational members that was learned, applied and developed in sustainable manner, and also functioned as a bonding system or as the behavioral guide for work organization in achieving enterprise objective. Culture would shape how to work. In such, work culture should be a work system that was implemented by every worker based on habit or tradition of community group (Alhabski, 2009).

Work culture covered some values in the system. The interesting part of Moeljono's opinion was that the values and the value system of work culture could be learned and developed. By this, organization should be developed and different from others.

Katter and Heskett (1997: 8) clarified that work culture was stable over time, but it was never static. Work culture comprised to individual autonomy, structure, support, identity, performance reward, conflict tolerance and risk tolerance (Robbins, 1998: 245).

Triguno (2004) quoted in Marfianeldi added that work culture was a value that was becoming a habit, which based on custom, religion, norm and principle as well as self-belief at organizational work. As defined by George Thomason (1992:24) quoted in Taliziduhu, work culture was a process to create values for a unit of resource. It was something invisible but valuable in economical, psychological, social and spiritual terms, such as recreation, relaxation, retreat, comfort and peace which could give the people new passion, inspiration, support or potential of work.

Sutrisno (1978) modified work culture explanation such that work culture included work ethos, experience, perseverance, value and behavior, which all of them functioned as inspiration, spirituality and bond of the organization, and possibly developed for member interest. Work value could take a shape of a resulted value (output) through work as a process, and of value perceived by the acceptor through the use or enjoyment (outcome) as a new value or added value. Jansen Sinamo quoted in Taliziduhu (2005) explained that ethos was a spirit of success, and a power supporting someone to work hard. Work ethos was inclusive with work productivity and work quality. Work ethos was measured by low-high or strong-weak levels. Therefore, the valuable work must be always repeatable (Nawawi, 2003).

### **Work Motivation**

Motivation was a willingness to do something, while motive was demand, desire and impetus. People motivation depended on their motive power. The powerful motive might determine people behavior. Strong motive could decrease if the satisfaction was met, but increase if failed. For farmers, their motivation was consistent with Buchari Zainun (1990) who said that motivation was a fundamental part of management that was oriented to the use of human resource potential to meet the high desire and to create collectivity of work. Motivation was needed as the strong impetus in the farming because strong motivation was a key success of farming and useful for the future enterprise.

Gibson (1992) added that motivation was a concept about the power of self that was oriented toward impetus and behavior for certain objective.

Shane et al., quoted in Zulkarnain (2003) believed that desire to achieve the objective of increasing the ability and work achievement was truly motivation of a worker to obtain optimum result. Motivation could be realized through a process of meeting human demand, and therefore, motivation might trigger the growth or the development of enterprise.

A worker with a desire to get a result would influence others to obtain their results. This influence was a bridge of achieving the collective goal. High motivation produced strong determine, perseverance, and resistance to give great focus on the objective. Therefore, it was an important capital for the improvement of work or enterprise. A worker should not easily be despaired or exhausted with the changing work condition. An entrepreneur or a worker must be tough because any conditions could be transient.

Luthans (1992:165) quoted in Porter and Lawer presupposed the premise that *motivation (effort or forcer) did not equal to satisfaction and /or performance because motivation, satisfaction and performance were all separated variables and related in ways different from what was traditionally assumed.*

Robbins (2002:57) declared that motivation was a bigger desire to do something and to determine the action in meeting individual demand. The demand meant the condition of lacking something physically or psychologically.

Malthis et al., (2000) insisted that motivation was a desire of somebody to commit action. People with high motivation tended to do serious job, be enthusiastic, and have high ability.

Suryaningsih (2009) had examined work motivation and found that it was an impetus for farmers to meet the life demand of their household. Farming work was selected to bring income into the household. This research indicated a significant result that work ability and farming productivity were increased with work motivation.

Moreover, Clark (2003) persisted that work motivation was a process to start and to defend the objective-oriented performance. Work motivation might produce power to somebody, but this power was positive emotion to advance the farming, thus implying farmers to have successful farming.

### **Empowerment**

Empowerment was something felt by farmers, but still accepted and implemented by them because it was useful, providing skill to farmers, and increasing their ability. Indeed, empowerment was a concept mostly used by government in the last ten years. The understanding of empowerment was varied with different arguments although the essence was similar. Empowerment concept was a program to help community to increase their skill and ability such that they became strong and self-support in various economic sectors or others. The ability of farmers to be skilled of increasing the enterprise might increase their income.

The constitution had explained economic development for economic sector. Article 33 National Constitution had stated that Indonesia economic system was a democracy of economic. It was people-based economic development and dominated by agriculture sector. Many subsistence works were relying on agriculture sector, and therefore, this sector provided great contribution to Gross Domestic Product. Agriculture sector also delivered foreign exchange to the country (Ramaluddin, 2005).

Friedmann (1992) described that the failure of economic development models in eradicating the poverty and sustainable environment issues was triggering the search for alternatives including democratic values, inter-generation equality, gender quality, and economic growth. The empowered community could increase some values such as collectivity, usefulness, powerfulness, skilled farmers or strong group.

Empowerment concept could also be used for development concept because the essence was emphasizing on the autonomy of a community group in the decision making by considering values such as personal resource, participation, democracy, and social learning through direct experience. The empowered community was not only enlightened in economic, but also politic. They would have stronger bargaining power at national level (Friedmann,1992).

It was therefore understandable that the empowerment concept was a solution to advance the community, especially those economically weak. This concept had been trialed in many developing or

developed countries with various results.

### **Productivity**

Productivity was increased to improve the role of various resources such as worker, capital, skill and other that were important to the production. Farming always absorbed great number of workers, but its productivity was low. Farmers, therefore, experienced reduction of income due to the lower productivity. High productivity was important and possibly realized through efficiency in the production. Indeed, efficiency was important during globalization era. Pepper farming cultivated by rural farmers might still need government support to empower farmers in order to accelerate and to increase farming. Specific attention should be given onto this farming because the contribution of pepper farming absorbed greater workers compared to other sector (Nurmala, 2011: 95). It was not surprised if the increase of farming productivity was very important to increase income of farmers. Other contribution was witnessed because many farmers were relying on farming for their life. Pepper also gave contribution to many industries such as being raw material for fast-food industry, being raw material for pharmacy industry, and being the fourth-rank foreign exchange producer from the plantation sector.

### **Factors Determining The Productivity Increase**

Increasing productivity was important step to accelerate economic growth. A company should achieve the expected development rate and it was achieved through increasing productivity (Siagian, 2009:10).

There were factors influencing productivity. These factors differed with different approach. Macro productivity differed from micro productivity, while organizational productivity was distinguished from partial productivity. Therefore, the discussion would differ with each dimension to obtain a clear description about productivity.

Winaya (1989:126) explained that productivity of farmers involved the influential factors such as: 1) education, 2) skill, 3) land processing system, 4) land preparation, 5) discipline, and 6) fertilization. Most experienced or educated workers usually understood easily, implemented quickly, seemed responsive, and had willingness to accept explanation about productivity.

## **II. Research Method**

### **Data Analysis Method**

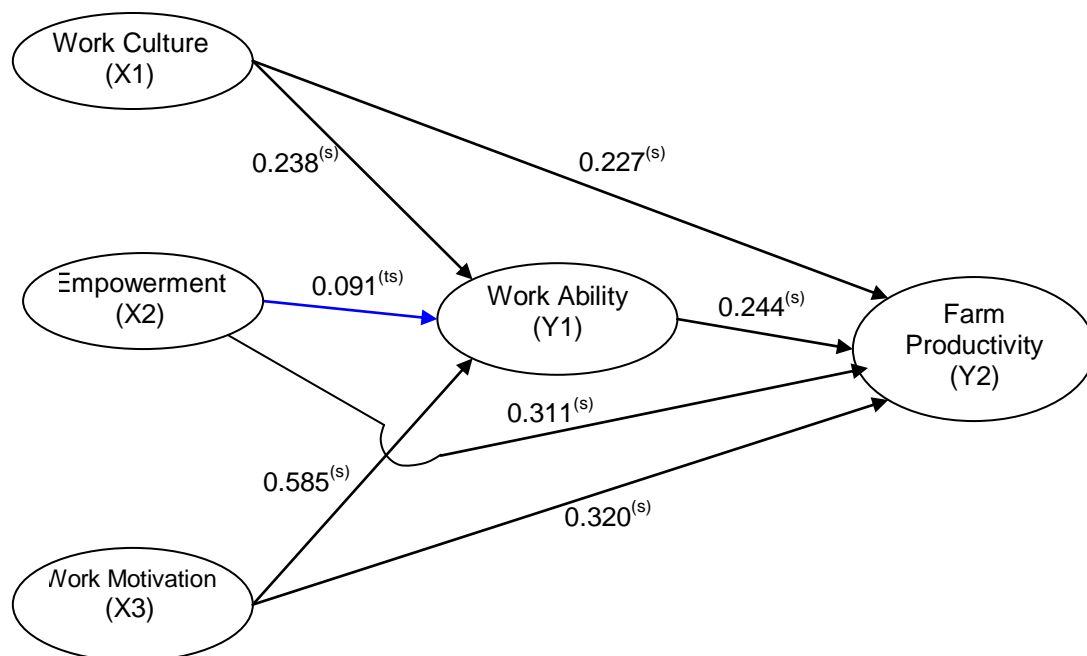
Two analysis techniques were used. Descriptive analysis was used to provide deep description about variables and indicators of research. Hypotheses were tested to produce a model that was reliable (*fit*) by analysis tool called *Path Analysis*.

### **Inferential Statistic Analysis**

Inferential Statistic Analysis was an analysis conducted to test the hypotheses. The current research employed path analysis for hypotheses testing. Pedhazur quoted in Husin (2011) asserted that path analysis was a method used to see the consequence (effect), directly and indirectly, of a variable that was hypothesized as the reason (cause) of the variable treated as the effect. Path analysis employed indirect variable to search for explanations about the linear relationship pattern in the recursive model that was representing one-direction flow system. Minimally, the observed variables were measured without error and should be reliable based on theoretical and scientific considerations. Path diagram was made to help the construction of a complex concept, while the empirical implication of the theory would be tested.

### **Result of Hypotheses Testing**

Path analysis was used for hypotheses testing. The approach was Standardized Regression. The significance rate of P-Value and the partial relational sign of each independent and dependent variables were shown in Enclosure 5. Hypotheses testing had been subjected to each path of direct partial effect. Result of hypotheses testing over direct effect paths indicated that there were five variables influencing ability and farming productivity, as shown in the following path diagram.



Note: s = signifikan and ts = not signifikan

**Figure 1. Path Diagram of Result of Hypotheses Testing**

Based on this figure, result of hypotheses testing was showed as following:

1. It was hypothesized that stronger work culture among farmers would increase farming productivity at South Konawe of Southeast Sulawesi. This hypothesis was accepted. Path analysis produced a coefficient of 0.227 and  $p < 0.001$  (significant). Path coefficient was positive signed and significant on farming productivity, indicating that the stronger work culture among pepper farmers at South Konawe of Southeast Sulawesi could increase their farming productivity.
2. It was hypothesized that stronger work culture would increase work ability of pepper farmers at South Konawe of Southeast Sulawesi. This hypothesis was also accepted. Path analysis resulted in a coefficient of 0.238 and  $p = 0.004$ . Due to P-Value was  $< 5\%$ , the hypothesis that work culture had significant influence on work ability was supported. Path coefficient was positive signed, indicating that the stronger work culture among pepper farmers at South Konawe of Southeast Sulawesi could increase their work ability.
3. A hypothesis that empowerment could increase work ability of pepper farmers at South Konawe of Southeast Sulawesi was rejected. Path analysis produced a coefficient of 0.091 and  $p = 0.176$  (not significant). It was indicating that the empowered pepper farmers at South Konawe of Southeast Sulawesi could not increase their work ability. It was because of less maximum technological access, less adaptation due to less willingness to differ from the tradition, and limited creativity for technological adaptation.
4. A hypothesis that the empowered farmers would increase productivity of pepper farming at South Konawe of Southeast Sulawesi was accepted. Path analysis resulted in a coefficient of 0.311 and  $p < 0.001$  (significant). Path coefficient was positive signed and significant on farming productivity, therefore indicating that the empowered farmers could increase their farming productivity.
5. It was hypothesized that stronger work motivation would increase work ability of pepper farmers at South Konawe of Southeast Sulawesi. This hypothesis was accepted. Path analysis produced a coefficient of 0.585 and  $p < 0.001$  (significant). Path coefficient was positive signed and significant on work ability, indicating that the higher work motivation among pepper farmers at South Konawe of Southeast Sulawesi could increase their work ability.
6. It was hypothesized that stronger work motivation of farmers would increase productivity of pepper farming at South Konawe of Southeast Sulawesi. This hypothesis was accepted. Path analysis resulted in a coefficient of 0.320 and  $p < 0.001$ . Path coefficient was positive signed and significant on farming productivity, indicating that higher motivation of pepper farmers at South Konawe of Southeast Sulawesi could increase their farming productivity.
7. A hypothesis that stronger work ability of farmers would increase productivity of pepper farming at South Konawe of Southeast Sulawesi was accepted. Path analysis produced a coefficient of 0.244 and  $p < 0.001$  (significant). Path coefficient was positive signed and significant on farming productivity, indicating that higher work ability of pepper farmers at South Konawe of Southeast Sulawesi could increase their farming

productivity.

### **Discussion of Result of Hypotheses Testing**

Result of path analysis in this dissertation showed that the influence of work culture, empowerment and work motivation on work ability was understood through regression standard. The coefficient of regression was clearly determined. The analysis of effect path was partially conducted to obtain path coefficient that was facilitating the examination of the relationship of variables as following.

#### **The Influence of Work Culture on Work Ability**

The analysis of the direct influence of work culture on work ability was employing the approach of Standardized Regression as shown in Enclosure 5. Result of analysis indicated that 69 % influenced farmers' work ability, while 31 % were influenced other factors out of farmers' work ability. The indicators of work culture included work ethos and self-support, meaning that stronger work culture, higher farmers' work ability.

There was a close relationship between variable work culture and variable farmers' work ability through path coefficient of 0.238 and  $p = 0.004$ . Path coefficient was positive signed, indicating that the stronger work culture among pepper farmers would increase their work ability.

Empirical fact showed that farmers' ability could increase pepper productivity, and the production output could settle the pepper cultivation barriers. However, market for pepper commodity was varied because pepper price depended on water content of the pepper. Water content of pepper was tested by pepper tester that was used during the sale of pepper at local level or immediate market. Pepper price was still attractive because the demand was never saturated. Any prices that were offered by farmers could be absorbed by market (the collector seller). It motivated farmers to increase their work ability.

Among researchers of work ability, Halloran (2004) determined that farmers had ability and creativity in the farming. Creativity was identified with new invention or new solution for their problems in the farming. Creative action must be needed to deal with problems related to efficiency, climate, pest, and planting method.

#### **The Influence of Empowerment on Work Ability**

The analysis of direct influence of empowerment on work ability was using standardized regression that was resulting in probability of 69 %. The remaining 31% was influenced by other factors outside the model.

Result of path analysis produced path coefficient of 0.091 and  $p = 0.176$  (not significant). It indicated that the empowered pepper farmers could not increase their work ability. It was because pepper farming was a traditional farming at agrarian sector with many barriers and limits. Some opinions stated that this farming was a marginal enterprise that was difficult to develop.

Cultural and mental factors of farmers were weak and inconsistent such that it influenced pepper development. The pepper farmers were not adaptive to the technological access such that pepper farming was not influencing the increase of pepper production. Therefore, the supposition that empowerment could increase skill of farmers was requiring a correction and improvement. Bryant and White (1987) found that empowerment was an effort to produce greater power and discretion of farmers to realize the stronger farmer and to increase their work ability. Supadi and Achmad (2004) asserted that empowerment represented one additional skill and ability for farmers to realize their self-support and to use any accesses to economical opportunity in order to improve their income. Both statements were not proved because work ability did not increase.

#### **The Influence of Work Motivation on Work Ability**

Path analysis produced coefficient of 0.585 and  $p < 0.001$  (significant), meaning that motivation was 58.5% and influencing work ability of farmers. Path coefficient was signed positive, meaning that there was a parallel relationship between work motivation and work ability of pepper farmers at South Konawe. It indicated that higher work motivation of pepper farmers could increase their work ability.

Result of descriptive analysis showed that farmers gave high perception to work motivation by 0.988. Some respondents provided answers of "important" and "very important". Pepper farmers seemed feeling proud with their high work motivation. Higher rate of the indicator of desire to obtain income was placing this indicator as the dominant indicator of the variable work motivation of farmers. Desire to obtain income might increase motivation of farmers, thus increasing their work ability. It was consistent to Vroom (1994) who said that somebody would be motivated to work hard because there was a desire to obtain income. The result of hard work was identified with perseverance that was dominant in the work culture of farmers.

#### **The Influence of Work Ability on Farming Productivity**

Work ability was matter of power, strength, idea, skill and motivation. Current research analyzed the influence of work ability on farming productivity. The analysis of direct influence of work ability on farming productivity produced the probability of 69.9 %. It indicated that work ability influenced farming productivity.

The remaining 31.1 % was influenced by other factors outside the model.

This result was consistent with previous findings by Devito and Ardijanto (2004) who asserted that ability and creativity could increase farming such that the output of farmers' work, usually income, would meet the demand of farmers and their household.

Ban (2002) added that ability in agriculture was always related to the understanding of agriculture environment, especially in relative with weather, climate, ability of entrepreneurship, and ability of developing efficient farming. Supriadi (1996) clarified that creative ability was presented among farmers but it differed with the local potential. Pier (1976:268) supported this view by saying that creativity was delivered from a set of creative processes to improve the skill and motivation of farming. Creativity, therefore, was a process toward achievement, and thus, reflecting a strong motivation that was increasing work ability of farmers.

### **III. Conclusion And Suggestion**

#### **Conclusion**

Based on the result of analysis and discussion in the previous chapters, some conclusions and suggestions were remarked as following:

1. Work culture influenced farming productivity. The culture shaped knowledge and work method of individuals based on their habit. Therefore, cultural element influenced farming productivity. The perception of farmers on work culture was strong for all indicators of criteria. Work culture was internalized by farmers. The indicators of work culture included work ethos, perseverance, experience and discipline. Work output was excluded due to its low score. It was indeed inspiring farmers to get more advances. Perseverance and work behavior were elements of work culture that were supporting the work culture to increase farming productivity at South Konawe of Southeast Sulawesi.
2. Work culture influenced work ability of farmers, by indication that work culture was increased with farming productivity. Farmers gave high score for elements of work culture such as work ethos, discipline, and work behavior, except for work output due to low score. It really inspired farmers to get more work ability. Creativity to use available resource, perseverance, work behavior and work experience were elements that were supporting the work culture to increase work ability of farmers.
3. The empowered pepper farmers increased their work ability of farming. Farmers were empowered because they had access to technology, and thus, also had opportunity to improve their skill. Despite its regular/neutral rate, some elements were still supporting empowerment such as access to technology, agriculture information, and commitment of counselor. This result was inspiring farmers to increase empowerment because the category was regular/neutral. Once empowered, work ability of pepper farmers at South Konawe did not increase, but decrease. It seemed that farmers' mentality and commitment to the agrarian sector were low, less adaptive and weak access to the farming technology.
4. The empowered farmers influenced farming productivity. Indeed, the empowered farmers might increase their skill. The judgment was in the regular/neutral category. Some supporting elements were technological access, agriculture information, and commitment of counselor. The result inspired farmers to be more creative in increasing empowerment to increase farming productivity.
5. Work motivation of farmers influenced work ability. Work motivation developed from impetus, desire and objective. Work motivation of farmers increased with work ability. Farmers perceive high for this criterion, thus supporting the perception that work motivation supported work ability of farmers. It was a strong element that was helping farmers to obtain income for themselves and household. Strong work motivation often emanated from such desire, and thus, it was possible to support and increase work ability of farmers.
6. Work motivation of farmers influenced farming productivity. The indication of farmers' work motivation was strong for farming productivity. The strong criterion indicating that farmers were supported by all indicators of work motivation to increase their farming productivity. This result gave strong impetus to use the power to utilize maximum capacity (Tifano, Conrad 1999:50 quoted in Rosseling Rosdi) in order to increase farming productivity.
7. Work ability of farmers influenced farming productivity. It was indicated by the strong criterion of farmers' ability on farming productivity. Other indicators remained regular/neutral. Creativity could give power to farmers to support work ability. Some supporting elements of creativity were creative/dynamic, self-support, work enthusiasm, entrepreneurship, efficiency, and open to any information. Being creative or dynamic in managing resource in sense of supporting farmers with useful experience would obtain work achievement that was then increasing productivity of pepper farming at South Konawe of Southeast Sulawesi.

#### **Suggestions**

1. The generalization required observation of the pepper land. The difference between regions should be explained by examining the land. Pepper was an adaptive plant that could grow on any regions but the



- climate, land condition and work culture must be different across regions.
2. The Official of Plantation and Horticulture of South Konawe District of Southeast Sulawesi, or the government of Southeast Sulawesi Province, through their agriculture counselor, must observe the pepper pest and figure out the method of dealing the pest. These were important because farmers were relying on pepper farming for living. Government policy should develop pepper as the superior commodity for export objective and as the producer of foreign exchange for the nation.
  3. The academician could play important role considering that the pepper had high economic value, was based on agrarian sector, had less saturated marketing, and had available land resource. Agriculture students could develop superior variety that was resistant to the pest to improve pepper productivity and income of farmers. Such role would give real academic contribution to the increased income of the pepper farmers at rural region

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