

The Influence of Characteristics of Work, Organizational Climate and Policies of Human Resource Development towards the Managers' Working Motivation at State-Owned Plantations in North Sumatra

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Abstract: *In a company, then the company should be able to demonstrate its existence in society so that the neighboring communities will give confidence to the company.*

The various aspects that may affect the existence of the company at the center of the community where the factor of characteristics of work, organizational climate and Human Resource Development policies can provide an impact on increasing the motivation of working employees and the company

The existing of managers in a company is expected to exert the influence in order to create comfortable environmental conditions and preparing work in empowering the existing human resources in order to contribute to increased employee motivation at work.

The increase of managers' working motivation will give significant effects of increased work productivity company that will contribute greatly to the development of the organization in the future.

Key Words: *Working Characteristics, Climate Organization, Policy of Human Resource Development and Managers' Working Motivation.*

I. Introduction

The agricultural sector is the sector of non-petroleum and natural gas, which has an important role on the economy Indonesia because beside to provide employment for some residents of Indonesia can also generate the largest foreign exchange after petroleum.

The role of the petroleum and natural gas allegedly could not be maintained any longer because of that other foreign sources need to be excavated and prepared and one of Indonesia's potential can be a source of foreign exchange is the commodity plantations.

As a commodity, the plant of plantations has another mention of that plantation crops trade and industrial plants. The title clearly indicates a legitimacy that there are business opportunities from employers plant plantation.

The main business target crop plantations aiming for overseas markets and the domestic market so as commodity export crop plantations have an enormous contribution to national income.

Since the monetary crisis Indonesia melandah at the end of 1997, the agricultural sector occupies a strategic position and is able to become the leading sector and it is based on the potential of the agricultural sector in Indonesia where the country of Indonesia has a very broad nature and is an agricultural country and should have the advantage of value komperatif to become the country's major exporters of agricultural products (Spillane, 1996: 5).

One of the State-Owned Enterprises from State-Owned Enterprises engaged in agricultural sector sub sector is the Limited Liability Company Plantations of Indonesia (Limited) or often abbreviated with LLCP (PTPN) which was the mainstay of LLCP is oil palm, rubber, cocoa, tobacco and sugar cane.

Commodities produced by the LLCP is the commodity has an important role in generating foreign exchange, increase the income of farmers, growing tourism sector and increase employment, and as a source of foreign exchange of the country.

Commodities ptpn can be beneficial for indirectly on the country economic development in its widest sense among others:

1. By Considering marketing commodity of LLCP which is not only to ekspor but also to domestic consumption and commodities of plantation sector also a source of income for companies and a small farm.
2. Business LLCP in plantation sector give employment for locals, good for employees in plantations and for traders goods input and output are many various of mainfold (Gunara, 1996: 18).

Commodity plantations so far is part of the largest and most prominent even among non-petroluium and natural gas commodities is expected to be the development of the organization in the future

Plantation sector in North Sumatra gives a great contribution to the country's sources of income given the magnitude and extent of the existing area in North Sumatra. Volume plantation commodity development in Indonesia can be seen as follows:

Table 1. The Volume Commodity Development Of Plantation In Indonesia (In Thousand Tons)

N0.	BUSINESS FIELD	2005	2006	2007	2008	2009	2010
(1)	(2)	(3)	(4)	(5)	(6)	(8)	(9)
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.	Coffie	1386	1394	2012	2024	2028	2056
7.	Tea	402	408	421	428	435	445

Source: Media of North Sumatera Plantaion

Based on the table above, it can be noted that the development of plantation commodities volume from year to year increases and if we see the development of the plantation sector was good enough then develop this commodity is felt strongly the need for improved especially its role of economic growth in the country as well as to increase the country's foreign exchange (North Sumatra Plantations Office, 2001: 30).

One factor that could support for the development of the plantation sector is its human resources. A superior human resources reliable or become a necessity in every sector and is a mainstay of that play an important role in the forefront of international competition in the future.

The General objectives in the propenas put forth about the importance and its role in supporting Human Resource Development and affirmed that the existence of the substance of development is human development and mensyarakat completely (Propenas, 2005).

At this stage of the implementation of the enhanced role of the target as well as the essence of human resources lies in the desire to support the achievement of a General Development Productivity (GDP). The role of human resources is enormous in achieving the optimization of efficiency and effectiveness so that in turn increased national productivity can be achieved.

In discussing the increase in national income is very difficult to separate between the productivity of the country with the productivity of the company because it is the accumulation of corporate productivity

The importance of a sense of national well-being in improving productivity has been universally understood and therefore increased productivity is the very factor that needs to be given attention and effort is continuous and there is no kind of human activities that do not benefit from enhanced productivity as the power to produce more goods and services. Characteristic of a job IS closely related to a job of designed problems (Robbins, 2001, Gordon, 2000).

Design work shows how the management process determines the duties and responsibilities of individual members of the organization. Design this job determines the behaviour and productivity of member organizations through the contents of the work felt (perceived job content).

According to the opinion Wexley and Yukl (2002: 84) that productivity work influenced by characteristic of a job where according to him the productivity of work of someone manager determined by how big manager get autonomy in his work.

A positive Organizational climate tends to benefit the Organization in improving work productivity managers employees in it. If your climate organization is a work atmosphere climate dynamic is experienced and perceived by people in the organization that then the atmosphere can stimulate employees to increase productivity of work. (Campbell in Muhammad, 2001: 85).

While the climate of the organization by centralizing decision-making as well as the rules and procedures of a rigid work can lead to low productivity and cause negative attitude on working group (Litwin and Stringer in Burton, 2000: 8).

Dessler (1997), Sikula (1991) argues that human resources development policy is an effort to improve the management of the motivation and ability of member organizations which then is expected to spur an increase in productivity of member organizations who then is expected to spur an increase in productivity of the members of the organization.

Purpose of Human Resource Development is to prepare their employees to be more kompeten, more trampil, more broad-minded, and more bold in face competition with the purpose of can provide optimal results for the company.

An increase in skills, knowledge, and insight then their ability to bekerjapun will make the most and can improve the productivity of their work. Based on explanation above it can be concluded that internal factors were sourced from within an individual and an individual external factors are factors that can affect the productivity of work.

Formulation Of The Problem

The formulation of a problem is created to make it easier for the researchers in answering the existing problems on the phenomenon that's been going on.

By looking at the backgrounds of the research are described that can be taken in the formulation of research problem, namely:

“How big is the influence of the characteristics of the jobs climate, organization and human resource development policies towards the work of managers’ motivation in State-Owned Plantations in North Sumatra?”.

intention of the research

The intention of this research is to obtain accurate data in order to respond to the phenomenon of job characteristics, influence the climate of the Organization and human resource development policies towards the work motivation of managers.

Purposes Of The Research

The purpose of this research is to know the influence of characteristics of work, organizational climate and policies for Human Resource Development of Managers’ working motivation of State-owned enterprises of plantations in North Sumatra.

The Usefulness Of The Research

- a. The operational usefulness is expected that the result of this research can be useful to make a donation to the thought for leaders and managers of State-Owned Plantations in North Sumatra that the characteristics of the jobs climate, organization and Human Resource Development policy has particular implications for the work motivation of managers.
- b. Uses the development of science is the result of this research was can strengthen previous study about unmannerly organization that conducted in different conditions and to enrich and add to the findings of previous job, research concerning characteristics climate policy organization and human resource development with efforts to increase the motivation work.

II. Review Of Literatures

1. Characteristic of work

In carrying out daily activities that characteristic work felt very contributed to success a company activities or organization because these are related to conditions exist at any company.

The characteristics of the work have a very closely relation with design work where this is a model approach and actions that will be implemented in decision making in the company so that it can be made to a draft of the job (job design).

The design work is a process which is based on the engineering effort on everything to do with a job where this draft must bring together the contents of the forefront include: duties, function and relationships as well as retribution and the required qualifications such as: skills, knowledge, and skills for each job.

Works can be likened to the bridge as a liaison between employees and the Organization and job vacancy-which is the cause of skyrocketing organisation will need human resources. When the personnel department will help organizations to acquire and maintain the desired work units and personnel specialists must have an understanding of the design work.

Gibson, Ivanicevich dan Donnelly, (2003) says that job design refers to the process by which managers decide individual jobs task and authority).

Furthermore, Gibson (2003) also says that job design specify on three things, namely: range, depth and relations work. The range of work describes the number of tasks that must be done the individual holder of the work. The depth of the work describes the leeway for individual holders of jobs can have the choice of how a work can be done while the relationship of the work describes the necessary interpersonal relationships or possible for the job.

According to Spector ini Sugiarto, (2001) says that job description refers to contents and job condition itself. While Robbins (2001) says that models of job characteristics have responded by developing a number of task characteristics theories that to identify task characteristics of jobs, or these characteristics are combined to form different jobs, and relationship of these task characteristics to employee motivation, satisfaction, and performance).

Approach to task characteristics starting 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 kinds of work that are different based on employee satisfaction and objection. They predicted employees will prefer a complicated and challenging work that such work would increase job satisfaction and lower levels of objection. They

establish complexity work in six characteristic their jobs namely. : (1). varieties, (2). autonomy, (3), responsibility, (4). Knowledge and skills, (5). Needed social interaction and (6). Choiced social interaction.

Dalam perkembangan selanjutnya keenam karaakteristik pekerjaan tersebut diatas direvisi oleh Hackman dan Lawler (dalam Gibson, 2003) menjadi :

In the further development of such six work characteristic above revised by Hackman and Lawler (in Gibson, 2003) into:

1. Variety (keragaman).

Degree to which a job requires employees to perform a wide range of operations in the work, and/or degree to which employees must use a variety of equipment and procedures in their work.

2. Autonomy (otonomi).

Extent ti which employees have a major say in scheduling their work, selecting the equipment they use, and deciding on procedures to be followed.

3. Task Identity (identitas tugas).

Extent to which employees do an entire or whole piece of work and can clearly identify with the results of their efforts.

4. Feedback (umpan balik).

Degree to which employees, as they are working, receive information that reveals how well they are performing on the job.

5. Dealing With Others (berhubungan dengan pihak lain).

Degree to which a job requires employees to deal with other people to complete their work.

6. Degree to which a job allows employees to talk with one another on the job and to establish informal relationships with other empyees at work.

Climate Organization

Organization's climate is a very important thing to talk about at the moment because it is crucial in order to achieve the goal of working with efekti and efficient. If your organization is very conducive climate it can affect the Organization's activities and the productivity of its employees will be getting better.

The activity carried out by an organisation are always influenced by their environment and the working environment is closely related to working conditions that are felt by workers and the effect on their attitudes and behaviour in carrying out his job.

The environment has been interacting with the individual and determine their behaviour in organizations is commonly referred to as organizational climate. The climate of the organization is very tight and it's important to talk about at the moment because it is crucial in order to achieve work goals with efficient and effective and if the Organization very conducive climate it can affect the Organization's activities and the productivity of its employees will be getting better.

According to Stoner and Wankel (2006) says that climate organization describes the structure of the organization as a psychological feeling, personality or character from the perceived organizational environment member organizations as a result of its perception.

While Steers (2000) says that the climate organization can be described as follows: when we discuss the concept of organizational climate we really are talking about traits or characteristics that is felt in the work environment and organizational activities to especially since arise was done consciously or not and who considered that organizational climate can affect behavior later.

In other words that the climate of the organization can be viewed as the personality of the Organization as seen by its members so that employees are able to sense the real condition of the existing working environment.

Litwin and Stringer (dalam Gibson, 2003) says that climate organization is terminology that used to describe psychological structure of organization, that is a feeling, personality or character of organizational environment felt by member of organization as the result of his perception. According to him that climate organization can be analyzed based on dimensions as follows:

1. Responsibility that is associated with the task completion rate liability is delegated to the members of the organization.
2. Standart that is concerned with the provisions of that is stipulated organization about the quality of a result of working a member of the organization.
3. The conflict is associated to the other managers and employees who are eager to hear different opinions.
4. Reward that is associated with the rewards for every work that is done.
5. The structure that is related to employees have limits in an organization.
6. The risk that is associated with the ability to take risks and challenges in the work.
7. Support that is associated to the assistance received from managers and other employees in an organization.

8. Identity that is associated to our existence in an organization and how valuable we as members of the organization.
9. the warmth that is associated to the level of friendship that exist in an atmosphere of work in an organization.

Policy of Human Recource Development

Sumber daya manusia merupakan aset utama suatu organisasi yang menjadi perencana dan pelaku aktif dari setiap aktivitas organisasi. Sumber daya manusia yang cakap, mampu dan terampil belum menjamin produktivitas kerja yang baik apabila moral kerja dan kedisiplinannya rendah. Mereka baru bermanfaat dan dapat mendukung terwujudnya tujuan organisasi dan jika mereka berkeinginan tinggi untuk berprestasi dan jika sumber daya manusia yang kurang mampu dan kurang cakap serta tidak terampil maka salah satunya mengakibatkan pekerjaan tidak dapat diselesaikan secara optimal dengan cepat dan tepat pada waktunya.

Human resources are the main asset of an organization which became active from the perpetrators and planners of every activity of the organization. Human resources qualified, capable and skilled yet ensures good working productivity in work and dicipline low moral working. They have beneficial and can support the attainment of objectives of the organization and if they wished to perform and if human resources are less capable and less skilled as well as unskilled, then one of them resulted in employment cannot be solved optimally fast and on time. Human resources needs to develop sustainably to obtained human resources very in its true signification namely the works to unsettled will produce something desired.

Quality workers is not only clever but meet all qualitative requirements required of the job so that the job can really be resolved according to plan and, therefore, the companies are expected to be able to find employment which matches the needs of the company within the meaning of the development of the ability and quality of employees and so that they can contribute the best results for his company's survival.

According to Marwansyah (2000 : 6) to increase the competency workhouses, management in a planned fashion trying to develop human resources. A policy of human resource development very is expected to bring under the influence of the company, to increasing productivity which the company will certainly remain consistent of efforts to improve the quality of human resources.

Dessler (2000 : 86) says that Human Recource Development is the effective bring together a number of opportunities or challenges faced by the organization. These challenges include external as well as internal environment changes in company with the challenge of equipping employees will be able to maintain the effectiveness of its work.

Mathis and Jackson (2001) says that Human Recource Development is long process to increase capability and motivation of workers so it can beome the valuable and motivation for company.

So the purose of Human Resources Development here is not only training but also a career and a variety of other experience:

1. To increase working productivity.
2. In order to materialize a matching relationship between superiors and subordinates and an opportunity for innovative thinking.
3. The decision-making process more quickly and precisely because it involves employees.
4. Increase working spirit all of employees.

Bambang Wahyudi (2002) says that carrear is a need that must be grown up continuously by the the employee that it can be support and push his working ability.

While according to Tohardi Tohardi (2002) says that carrear is the level of office (a job) that was once in the hold (is) by a person during the person employed in organization or the company.

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

1. Career is all a position of employment that is the work of someone during his life cycle.
2. Levels of career is a model a position of employment sequence that forms a career a person.
3. Career goals is the next position that attempted accomplishments by someone as part of career.
4. Career planning is a process by which we select their career goals and career.
5. Career development consists of personal improvement that made a person in achieving career plan. (Rivai, 2004).

Motivation

Motivation deriving from latin namely movere which means impulse or impelling. In the development of science and understanding motivation grow according to scientific progress too.

Furthermore, Flippo (1997 : 37) says that motivation is essence, it is a skill in aligning employee and organization interest so that behavior result in achievement of employee want simultaneously with attainment or organizational objectives.

Maslow (Stephen P. Robbins, 2000) says that individuals will be motivated in doing activities when the individual concerned to see that the activities meet the needs at the time.

In his explanation Maslow said that teori it is developed on the basis of three dimensions namely:

1. Human being is “wanting beings” who are motivated by a desire to gratify their various needs. Sated need for it is not going to move compartment but needs which is sated not act as motivator.
2. Someone needs an arrayed in that hierarchy, from the most basic level to the most high.
3. Someone needs to move from the lowest level to the next level.

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

1. Humans are such social being desirous where he always want more where desire this continuous and only will stop if the end of her death arrived.
2. A need has slaked not be a motivator for the perpetrators and only need not yet fulfilled shall be motivator.
3. Human needs are arrayed in a level or that hierarchy.

Frederick Herzberg's theory (in Stephen p. Robbins, 2001) famous theory of Herzber’s Two Factors Motivation Theory. The theory put forward relates to the satisfaction of the workers who are always connected with the contents of the job (job content) and dissatisfaction at work always caused because the work relationship with the surrounding aspects related to employment (job context).

Satisfactions in work by Herzberg named motivator, as for the dissatisfaction it called factor hygiene. Herzberg separating two categories of work as follows:

1. Factor those ” motivators” could in someone employed to work better and passionate as: recognition of others, opportunities to athletes, challenges and responsibility, and opportunities to develop.
2. Factor “hygiene” where the existence of a factor will increase satisfaction, but if there is no factors this will create dissatisfaction as: their salary, means of control, the relationship between workers, the condition of workers, wisdom and administration of the company.

Furthermore, motivation theory of David Clelland MC. (in Stephen p. Robbins, 2001) explains that there are three human needs, namely: the need to excel is a boost to outperform and achievers in connection with the seperangan standard, the need for power is the need to make others behave in a way that people will not behave accordingly and need for affiliation is the desire to have a friendly interpersonal and intimate.

Based on theories that mentioned above can then be associated with previous theories in form of research results that deals with this research namely:

1. Janssen, Jonge and Nijhuis (2001) researching on the influence of characteristics of work motivation. His research results resulted in the conclusion that the existence of different work characteristics will encourage employees to be more challenged to finish the job so that it can increase the motivation of working employees are concerned.
2. Patterson (2004) describes the results of his research that there is a connection between the job characteristics, organizational climate can also contribute meaningfully towards the motives and results of the work.
3. War and the West (2005) explained that there were organizational climate influences on work productivity.
4. Dessler (2000) explains that human resource development policy is an effort to improve the management of the motivation and ability of members of organizations that have an impact on work motivation and work productivity.

The research previous that have of relevance to this research is as follows:

Tabel 2: Previous Researches

Writers	Titles	Equations/Differences	Explanations
Haukus I, Janssen, De Jonge and Nijhuis (2001)	Specific relationship between work characteristics and intrinsic work motivation	The equation: guiler dimensions variable characteristic work with motivation. The difference: it does not examine the variables productivity, organizational climate and human resource development	Characteristic of a work having positive correlation motivation to work.
Malcolm G. Patterson (2004)	Validating the organizational climate measure : links to managerial practice, productivity and innovation	The equation: There is a variable dimension of organizational climate, motivation and work productivity. The difference: do not examine variables for human resource development	Organizational climate influence on work motivation and work productivity
Lamp Li (2000)	Human motivation in the work organization	The equation: It examines the factors that affect the motivation of working The difference: There is no variable work productivity.	External factors affect the motivation of working
Burton, Lauridsen and Obel (2000)	Tension and Resisten to change in organizational	The equation: Organizational climate and work motivation	The presence of a change in the climate

	climate	The difference: examine also the tension and resistance in the organizational climate change	of the organization of employees and affect the motivation work
Gottschalg, Oliver, and Maurizio Zollo (2004)	Towards a motivation-based theory of the firm	Study on the motivation of organizational climate	Organizational climate influence on motivation
Wright, E. Balley (2003)	Towards Understanding task, mission and public service motivation	Study on the characteristics of the job and work motivatio	Characteristic of a work having influence against motivation work

Based on the description skeleton research thought up and paradigm research can be formulated as follows:

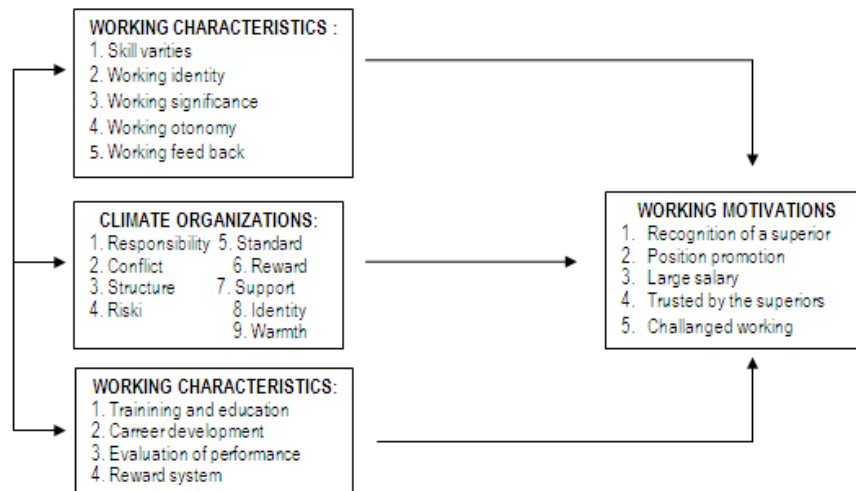


Figure 1 : Complete Model of Research

Object Of Research

The object of research in General include analysis based on the relationship of job characteristics, climatic variables of organizational and human resource development policies that have an impact on the motivation of working Manager by using the theory of behavior.

Characteristic of a job, climate organization and policy development of human resources are exogen variable while the motivation is variable endogenous.

This research is research in the field of organizational behavior with the object of research is the Company-Owned Enterprises Plantations in North Sumatra. This type of study is explanatory research conducted to explain the symptoms that arise with regard to the factors of behavior and motivation.

The type of data required primary data is sourced from a questionnaire distributed to selected respondents. The above issue was intended to find out the characteristics of the jobs climate, organization and human resource development policies in influencing motivation.

Based on three State-Owned Plantations in North Sumatra is limited Libiality Company Plantations State (LLCP/PTPN) II, III and IV then the number of managers who there were 141 managers and all of them become respondents research.

Data is collected on all respondents who are at third estate, i.e. in tiers manager, where respondents had received questioner from the researchers that can be delivered to respondents to get an answer for charging questioner who had been distributed. Next questioner collected on returning by the researcher to see all the answers have been answered by all respondents and then done sorting data to classifying the data.

The purpose of sorting data and tabulations is to see the link between the data with the facts so that the data will help to give answers to the problems that exist in the object of research.

Based on those three State-owned enterprises existing Plantations in North Sumatra which LLCP/PTPN XIV II, III and IV will provide a description of the existing conditions of the company.

III. Methodology Of Research

The study is done by method survey survey where is the effort to gather information of respondents that is an instance by using a questionnaire that structure.

Instrument analysis used in this study is the analysis of the model equation structures (Structural Equation Modeling = SEM) in which the data should be tested with test validity and reliability.

There are four primary variables (construct variables) in the model of variable characteristics i.e. research work (X-1), organizational climate variables (X-2), and pengembangan sumber human resources policy variables (X-3) and motivation of working (Y).

Populations and samples in this research is the third Manager in State-Owned Plantations in Sumatera Utara namely: LLC/PTPN XIV II, III and IV.

Given the amount of managers in all three companies benefits of the plantation a little and all managers who is on the benefits of the plantation be used as a unit of analysis in research.

Data collection procedure in this study was conducted with the following steps:

1. The observation that do direct observation on the object of research.
2. A live interview with respondents.
3. Filling the questionnaires provided
4. Library research.

Next, is the operationalization and measurement of each dimension of the indicator variables used type frequently used likert scale, the researchers asked and is suitable to measure the response of the respondent's attitude towards the object variables are examined.

Skala Scale likert who is still in the ordinal of then to raise of measurement to the interval beforehand done the process of transformation of data used technique of **Method Of Successive Interval (MSI)**.

Table 3. Variable Operationalization

VARIABLES	DIMENSIONS	INDICATORS	Scale	Item
Working Characteristics	Skill Varieties (X 1)	The demands of the skills and expertise of the needful in connection with work	ordinal	1
		The level of difficulty of completion of the work		2
		The level of repetition of a work		3
	Work Identity (X 2)	A work having a clear start and end	ordinal	4
		The demands of the job responsibility from beginning to end execution of the job		5
		Opportunities available to get the job done completely.		6
		The influence of work against any other work		7
	Work Significance (X 3)	The influence of the work of the products jobs	Ordinal	8
		The influence of work against life and the welfare of others		9
	Work Otonomy (X 4)	Freedom in finishing the job	ordinal	10
		Dependence of work against any other work		11
		Freedom in making change		12
	Feed-back (X 5)	The information obtained about the results of the work	ordinal	13
		The influence of the result of work on the next implementation.		14
		The necessary actions with respect to the results of the work		15
Climate Organization	Tanggung jawab (X 6)	The consistency of the implementation of the work regulation.	ordinal	16
		The level of the delegation of the completion of a job		17
		The level of attention to the implementation and the completion of a job		18
		The responsibility of a supervisor toward subordinate to another		19
Standard (X 7)	Company establishes standard or work quality.	ordinal	20	
	Standart that has been established is used as benchmarks in the work		21	
	Leaders have always stressed the importance of improving the quality of jobs		22	
Conflict (X 8)	The company always prevent conflicts by creating an atmosphere conducive work	ordinal	23	
	Colleagues help each other if there is the problem that was come upon one member of the organization		24	
	The leadership is willing to provide time to resolve conflicts that occur		25	
Reward (X 9)	The company put salary according to his work	ordinal	26	
	The company gives bonuses to reach the target in his work		27	
	The company provides other incentives overtime and money to the employee in order that the employee be encouraged in the works		28	
Structure (X 10)	Company apply rules and regulations that limit employees	ordinal	29	
	The company creates a clear work procedures		30	
Risk (X 11)	The company made the prediction to the risk that is going to happen in the future	ordinal	31	
	Company move or arrange alternative rescue if risk prediction happen		32	
Support (X 12)	Company ease the relationship between a unit of work	ordinal	33	
	Company push the coöperation team mutual support on any work		34	
Identity (X 13)	The level of concern for the welfare of company employees	ordinal	35	
	Company employees treat in an equitable manner		36	
Warmth (X 14)	Company trying to create harmonizing at work.	ordinal	37	
	The application of transparent system management		38	
	Supervision is directed to encourage employment spiri		39	

Human Resource Development Policy	Training, Education, Development. (X 15)	Companies advocated the development of Human Resource.	ordinal	40
		Training, education, and development programs have a level of conformity with the execution of the work and is conducted on an ongoing basis		41
		Training programs, education and Human Resource development contributed to improved ability of member organizations.		42
	Career Development (X 16)	Organization having a clear line career.	Ordinal	43
		Career development is done on the basis of work achievement		44
		Companies provide equal opportunity for employees career development		45
	assessment of working achievement (X 17)	The assessment system work performance formulated clearly	Ordinal	46
		The assessment of work performance must be conducted regularly.		47
		Assessment of the work achievement have high objectivity There is a follow-up of the results of research work achievement		48 49
	Reward System (X 18)	The presence of a system of return that allows for the employees to excel well.	Ordinal	50
		In granting return company employees treat in an equitable manner		51
		The application of a return by the company in accordance with prevailing provisions		52
Motivation	Recognition of Superior (Y 1)	Desire to get recognition from superiors	Ordinal	53
		Good chances to get recognition of a superior		54
		Belief obtain the recognition of a superior		55
	Position promotion (Y 2)	Desire to get position promotion	Ordinal	56
		Good chances to get better position		57
		Belief obtain to get position promotion		58
	To get large salary (Y 3)	Desire to get large salary.	Ordinal	59
		Good chances to get large salary.		60
		Belief obtain large salary.		61
	Trusted by Superiors (Y 4)	Desire to be trusted by Superiors.	Ordinal	62
		Good chances to be trusted by Superiors.		63
		Belief obtain the trust from Superiors.		64
	Obtain the job which is more challenged. (Y 5)	Desire to be given the chance to do the more challenged work.	Ordinal	65
		Good chances to be given the chance to do the more challenged work.		66
		Belief to be given the chance to do the more challenged work.		67

For the purpose of testing hypotheses have been formulated in front like that is put on quantitative testing techniques, then the latent variable measuring results data (variable construct) or manifest variables (observable variables) should be converted into a form of quantitative data.

The measurement will be used in the set of tools in the form of questions/statements where each statement has a question/answer type likert scale in ranks starting from scale 1 represents the lowest answers and score up to 5 scale for ranking the highest answer.

Procedure Of Collecting Data

Procedure of collecting data in this research is carried out by doing the steps below:

1. The observation that is the collection of data by holding direct observation of objects that are examined with the aim to better know the circumstances that happened on the field.
2. Live interview with respondents target on each part well structured or unstructured interview.
3. A questionnaire for the purpose of collecting data related to the variables examined, namely the ability of employees, work motivation and performance of employees.
4. Library research that is complement the data required primary and skunder data obtained through library research methods

IV. Model Of Data Analysis

1. Validity Test

Test the validity of the data indicates skill level instrument for expressing something becomes the object of measurement carried out by the instrument so that the expected results of the research may explain the results that really correspond to the real facts of the case. (Uma Sekaran, 2000).

Test the validity of in this research will uses the technique correlation spermen rho which was formulated by Jamaluddin Ancok (in Masri Singarimbun and Sofian Effendy, 1995: 137) as follows:

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

While :

r = Coefisien of correlation between X and Y

X = Score obtained from subject for each item.

Y = Total Score obtained from all subjects.

$\sum X$ = The Total Score in distribution X.

$\sum Y$ = Total Score in distribution Y.

$\sum X^2$ = The amount of quadratic for each score of X.

$\sum Y^2$ = The amount of quadratic for each score of Y.

N = The measurement of population.

2. Reliability Test

Next reliabilitas test is performed to determine whether the data-collecting tool indicates the level of precision, accuracy, stability or consistency of the tool in expressing certain symptoms of a group of individuals even though done in different time.

Formula used is as follows:

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

The limited mark used to measure a level of reliability which can be obtained is $C-R \geq 0,7$

Variance Extracted (V – E) obtained by the formula:

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

While:

- Std Loading obtained from standardized loading for each indicator.
- E_j is measurement error from each indicators.

Considering the process of calculation in the process of work is quite complex because it requires a process of iteration in search of the necessary values and involves the calculation of the matrix, it will be difficult if the calculation is done manually, therefore to simplify the calculation used a statistical program (Software) that in this case the software used is LISREL 8.30

An instrument data analysis used in this experiment using analysis structural equation unified (ev) Model equation structural been a set of techniques allowing testing sebuahrangkaian a very elaborate and simultaneously (Ferdinand, 2000).

Solimun (2002) says that Structural Equation Modeling (SEM) or integrated approach is LISREL between factor analysis.

The purpose of shem was informed variance the parameters of values of the variables that is covered in structural model.

Statistical test

By refering the normal distribution student-t and every estimation of the parameters above can be formulated into statistics and form hypothesis signifkansinya set by test t (t – test) with probability criteria is 0,04 for accepting or rejecting the hypothesis.

The form of formula and test of statistical hypothesis is as follows:

1. Correlation Parameter (r) :

$H_0 : r \leq 0$

$H_a : r > 0$

Criteria t_{count} more than t_{table} so H_0 rejected, H_a accepted

2. Parameter y :

$H_0 : y \leq 0$

$H_a : y > 0$

Criteria t_{count} more than t_{table} so H_0 rejected, H_a accepted.

V. Result Of Research

In this part, it will be done to test hypothesis about the influence between work characteristic variables (X 1) and climate organization variables (X 2) and Human Resource Devevelopment Policy (X 3) to work motivation (Y).

The result obtained by using Lisrell program for equantitative structural model which is available with hypothesis, is as follows:

$$\text{MOT} = 0,60 \text{ KP} + 0,34 \text{ IO} + 0,22 \text{ KPSDM}, \text{ Errorvar} = 0,24, \text{ R}^2 = 0.76$$

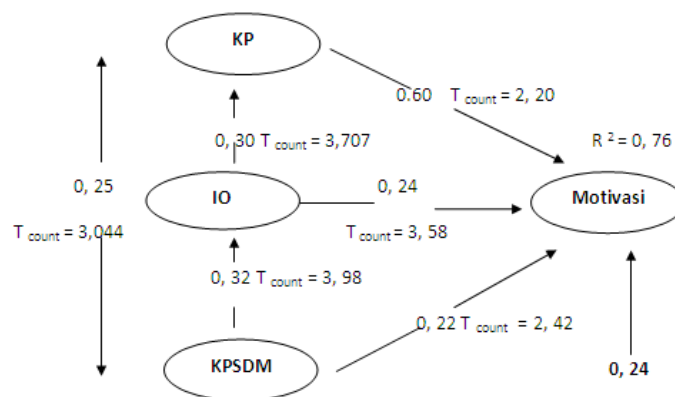
(0,27)	(0,095)	(0,091)
2,20	3,58	2,42

Based on the equative structure above, it can be seen how big the direct influence the work characteristic to managers' work motivation, that is as big as: $(0,60 \times 0,60 \times 100\%) = 36\%$. The magnitude of the direct influence of climate organization to work motivation is as big as $(0,34 \times 0,34 \times 100\%) = 11,56\%$. While the magnitude of the influence of Human Resource Development Policy is: $(0,22 \times 0,22 \times 100\%) = 4,84\%$.

Partial t test shows that the score of t_{count} for each is as big as 2,20; 3,58; and 2,42 so H_0 is rejected and H_a accepted. By this result, we can say that work characteristic variable, climate organization variable and policy of Human Resource Development influence directly against work motivation and also influence for each to managers' work motivation.

Furthermore the influence of simultaneous job characteristics, climatic variables variable of organization and human resource development policies towards the work motivation of managers in State-owned enterprises of plantations in North Sumatra is at 76%, amounting to 24% the rest is influenced by other factors.

Thus it can be concluded that the climate of the Organization, human resource development policy simultaneously affect the work motivation of managers in State-Owned Plantations in North Sumatra.



Gambar 2 : The Influence of Work Characteristic, Climate Organization, Policy of Human Resource Development Towards Managers' Work Motivation

VI. Conclusions And Suggestions

1. Conclusions

Characteristics of Work, Organizational Climate And Human Resource Development Policies have a strong impact on the Managenrs' Motivation of Working . This is consistent with the empirical studies that have been conducted by researchers before and this means show evidence the information well enough to justify that the exogenous variable is three external factors that become strong predictor variable in influencing Managers' motivation of Work.

2. Suggestions

The management needs to formulate integrated HR policy through: provision of clear information about staffing, procedures and implementation. In addition to the formulation of the assessment system for employee career where penjenjangan should be made clear and career selected transparently.

In the organization need to created a conducive atmosphere in carrying out the work and harmonious relationships among fellow officers and the good relationships between employees or subordinates with superiors.

The officials are also to note that they have a variety of skills so as to enrich the knowledge and experience possessed by each employee of the Organization in assisting the larger forward.

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