

THE EFFECT OF INDIVIDUAL CAPABILITY AND MOTIVATION ON FARMER INSTITUTIONAL SUSTAINABILITY IN THE HIGHLANDS: EVIDENCE FROM GOWA, INDONESIA

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Abstract

Farmer institutions are one of the important instruments in empowering farmers in agribusiness development in highland areas in Indonesia. In fact, not all existing farmer institutions can survive and exist sustainably. Institutional sustainability is the ability to maintain farmer institutions as an organizational forum to run optimally in accordance with its role and function. Therefore, the research objective is to examine the influence of individual capability and individual motivation through leadership on the sustainability of farmers' institutions in the highlands. This research was conducted in the highland areas of Tinggimoncong and Tombolopao Subdistricts, Gowa Regency, South Sulawesi Province, Indonesia. The sample selection was carried out by simple randomization by taking 10% of the total population so that the number of samples used in this study was 214 respondents. Furthermore, to collect information on the effects of individual capability and individual motivation on the sustainability of farmers' institutions in the highland area, the analysis technique of Structural Equation Modeling (SEM) was analyzed. The results show that individual capability has a direct influence on institutional sustainability in highland areas, with a statistically significant and positive correlation. Meanwhile, individual motivation has no direct effect on institutional sustainability. Furthermore, leadership has a partial mediation effect between individual capability and institutional sustainability of farmers and has a full mediation effect between individual motivation and institutional sustainability of farmers in the highlands.

Key words: individual capability, individual motivation, Leadership, Institutional sustainability.

INTRODUCTION

Farmer institutions are one of the important instruments in empowering farmers in agribusiness development in the highland areas in Indonesia. The role of institutions, both those engaged in the subsystem of input providers, cultivation, and marketing in supporting agribusiness development is needed (Akbar et al., 2023a), and the benefits are felt by farmers in rural areas to improve the family economy (Teten et al., 2018). Farmer institutions in rural areas, especially in the highland areas, speed up farmers' socioeconomic growth; increase their access to financing; facilitate their adoption of sustainable farming techniques; and foster their acceptance of agricultural innovations (Anantanyu, 2011; Ma et al., 2023). This implies that the sustainability of farmer

institutions is something that must be maintained as part of the sustainable development of the agricultural sector in the highlands.

Institutional sustainability is the ability to maintain farmer institutions as organizational containers to run optimally in accordance with their roles and functions. In reality, the existence of farmer institutions in rural areas is still experiencing stagnation. Many of the existing institutions are just a name but difficult to develop. This is due to the weak human resources of farmers as institutional actors. Farmers as the main actors must have adequate individual capabilities in carrying out institutional activities in supporting their agricultural activities. Another thing that needs to be considered is the motivation of farmers that makes farmers want to join the institution.

Institutional sustainability strategies are carried out to support system capacity in improving farmer institutional performance (Akbar et al., 2024).

Individual capability and individual motivation become the basic capital of the sustainability of farmers' institutions. On this basis, then the efforts to empower farmers through institutional development should be based on a full understanding of the individual capacities owned, as well as the motivation of farmers in the institution, so that farmers' institutions still exist and are sustainable. The form of institutions that can be built is highly dependent on the capacity of individuals and the capacity of the institution itself in addition to the ability of other resources owned in the institution. In other words, the individual capacity of farmers is the main basis for building and maintaining the sustainability of farmers' institutions in the development of agribusiness in rural areas.

Individual capability and individual motivation are components of human capital (Bohórquez et al., 2023; Mayo, 2012) and are important factors in increasing organizational performance (Aman-Ullah et al., 2022). In maintaining institutional existence, understanding the capabilities of individual farmers is an important first step. Understanding individual capabilities is done by identifying and measuring the professionalism, knowledge, networks, and attitudes of the community, focusing on the individual capabilities of local institutional actors. Mapping the capabilities of individual farmers and the motivation of farmers to organize will be the basic reference in maintaining the existence and sustainability of institutions in the highlands.

The sustainability of farmer institutions must consider the knowledge and skills of the farming community in improving the quality of human resources. In addition, it must also consider leadership patterns in the institutional empowerment process because they have a strong influence on achieving common goals (Moore et al., 2021). The individual ability and motivation of farmers in the institution will be able to ensure institutional sustainability with the support of good leadership management (Akbar et al., 2023b). This study examines the influence of individual capability and

individual motivation on the sustainability of farmers' institutions in the highland area, which until now has been limited by previous researchers. The research model was further enhanced in this study by incorporating the concept of farmer leadership. This addition was informed by Orey's (2016) findings emphasizing the crucial role of leadership within organizations, as well as Anantanyu's (2011) assertion that effective leadership and its functions are key indicators of institutional sustainability. The specific purpose of the research is to examine the effect of individual capability and individual motivation through farmer leadership on the sustainability of farmer institutions in the highland area in the Gowa Regency.

MATERIALS AND METHODS

This study examined the effect of individual capability and motivation, mediated by leadership, on the sustainability of farmers' institutions in the highlands of Gowa Regency. The research was conducted over one year (2023/2024) in two districts: Tinggimoncong and Tombolo Pao. The primary objective was to develop strategies for ensuring the sustainability of agribusiness institutions to support agribusiness development in these highland areas. Data were collected using a combination of interviews and direct observations with farmers who serve as institutional actors. Additionally, secondary data were gathered from relevant government agencies, including BPS South Sulawesi Province and Gowa Regency, to supplement the primary findings.

The sample selection is done by simple randomization which is taking as much as 10% of the total population, this is based on what said (Silalahi, 2018), that a sample of 10% of the total population is considered the most minimal amount so the number of samples to be used in this study is 214 respondents. The data obtained were then analyzed descriptively to provide an overview of the state of individual capability and individual motivation of farmers, as institutional actors and agribusiness institutional conditions. Furthermore, to obtain results about the influence of individual capability and

individual motivation on the sustainability of agribusiness institutions analyzed by Structural Equation Modeling (SEM) analysis.

Structural Equation Modeling (SEM) is a statistical analysis technique that integrates factor analysis and regression methods (Ginting, 2009). Exogenous/independent variables are variables that are not influenced by previous variables (antecedents), while endogenous/dependent variables are variables that are influenced by previous variables. The exogenous variables in this study are individual capability and individual motivation. The endogenous variable is the sustainability of agribusiness institutions. There is a variable that has an antecedent variable (previous variable) and a consequent variable (after variable) in the equation model, namely the leadership variable, which is then referred to as the mediating variable.

According to Hair Jr. et al. (2021), there are four (four) steps in the modeling and analysis of structural equations:

1. Producing a specification for the path model. Changes in one variable are thought to cause changes in other variables in structural equation models, which are predicated on causal linkages.
2. Create a measurement model specification:
 - a. Developing causal relationships with path diagrams and developing structural equations. The preparation of the path diagram will be explained through the causal relationship between factors that affect directly and indirectly, including individual capability (X_1), and individual

motivation (X_2), directly affecting the sustainability of agribusiness institutions (Y_1). Simultaneously individual capability (X_1), and individual motivation (X_2), indirectly affect the sustainability of farmer institutions, as depicted in Figure 1.

- b. Structural equations and measurement equations of the full cross-hybrid model of factors affecting institutional strengthening. The structural equation is set up as follows in accordance with Figure 1.

$$\eta_1 = \beta_{21} \eta_2 + \gamma_{11} \xi_1 + \gamma_{12} \xi_1 + \gamma_{13} \xi_1 + \gamma_{14} \xi_1 + \zeta_1$$

$$\eta_2 = \gamma_{21} \xi_2 + \gamma_{22} \xi_2 + \gamma_{23} \xi_2 + \gamma_{24} \xi_2 + \zeta_2$$

The measurement equation is described in Table 1.

3. Evaluation of structural and measurement models

Evaluation of structural and measurement models is carried out to see the relationship between variables and the relationship between variables and their indicators. Evaluation is conducted by examining the validity and reliability tests. The structural model is tested using the R Square (R^2) test to determine the influence of exogenous variables on the endogenous ones. the greater the R^2 value the better the level of determination. R-square value of > 0.67 (Strong), > 0.33 (Moderate), and > 0.19 (weak) (Kerbouche & Bouguesri, 2020; Yildirim & Ali-Eldin, 2019).

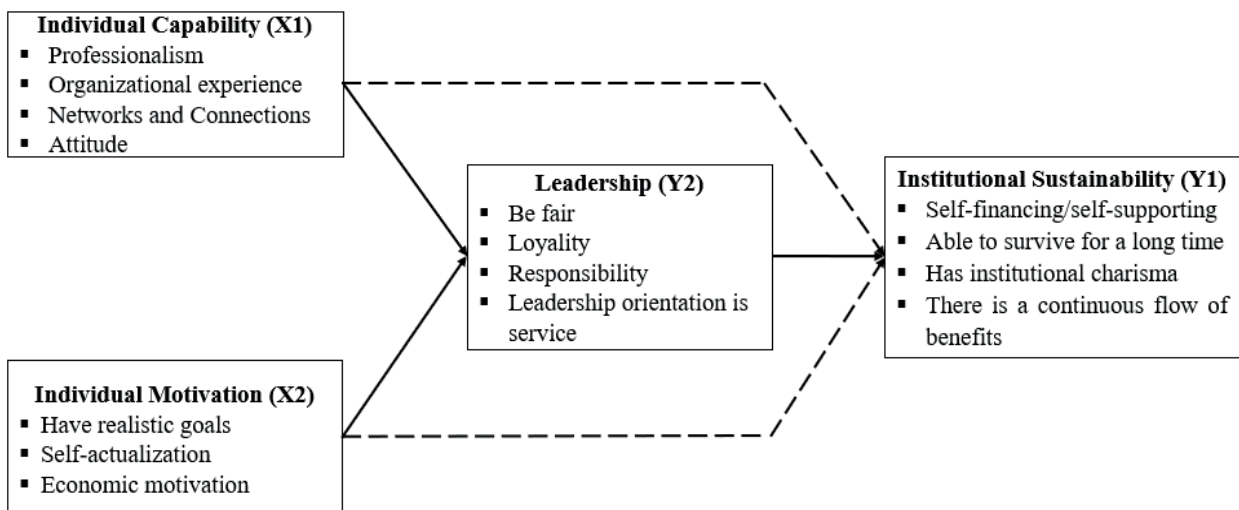


Figure 1. Conceptual framework the effect of individual capability and individual motivation on the sustainability of farmer institutions

Table 1. Measurement equations of exogenous and endogenous variables of research on the effect of individual capability and individual motivation on the sustainability of farmer institutions in the highland areas

Exogenous Concept	Endogenous Concept
$X_{11} = \lambda_{11} \xi_1 + \delta_1$	$Y_{11} = \lambda_{11} \eta_1 + \varepsilon_1$
$X_{12} = \lambda_{21} \xi_1 + \delta_2$	$Y_{12} = \lambda_{21} \eta_1 + \varepsilon_2$
$X_{13} = \lambda_{31} \xi_1 + \delta_3$	$Y_{13} = \lambda_{31} \eta_1 + \varepsilon_3$
$X_{14} = \lambda_{41} \xi_1 + \delta_4$	$Y_{14} = \lambda_{41} \eta_1 + \varepsilon_4$
$X_{21} = \lambda_{12} \xi_2 + \delta_5$	$Y_{21} = \lambda_{12} \eta_2 + \varepsilon_5$
$X_{22} = \lambda_{22} \xi_2 + \delta_6$	$Y_{22} = \lambda_{22} \eta_2 + \varepsilon_6$
$X_{23} = \lambda_{32} \xi_2 + \delta_7$	$Y_{23} = \lambda_{32} \eta_2 + \varepsilon_7$
	$Y_{24} = \lambda_{42} \eta_2 + \varepsilon_8$

4. Hypothesis Testing

This test is conducted to determine the effect of individual capability and individual motivation on the sustainability of farmers' institutions in the highlands. In this test, the criteria used are t and p tests. The criteria used in this test are t-test and p-test. The t-statistic value ≥ 1.96 is the basic criterion for rejecting the null hypothesis and accepting the alternative hypothesis that the regression coefficient obtained is significant. The SEM model utilized in this investigation included 15 observable variables/indicators, one endogenous variable, and two exogenous latent variables.

RESULTS AND DISCUSSIONS

Data validity and reliability test

To evaluate the parameters of the structural model and measurement model, research data processing was done using Structural Equation

Modeling (SEM) via Smart PLS 4 software. According to (Sarstedt & Cheah, 2019), the measurement model illustrates the relationship between each variable and its indicators, whereas the structural model illustrates the link between variables. The validity and reliability test is the first step done to verify and confirm that the indicators utilized can accurately reflect the variables being studied. Figure 2 displays the results of the validity test.

Based on the results of the analysis, it can be explained that all indicators used are valid in measuring the research variables as presented in Table 2. This is based on Junaedi (2021) which states that if the loading factor and AVE values are above 0.5, the indicators used are said to be valid.

With the average value of the variance extracted (AVE) being above 0.5, Table 2 shows that the model under investigation can explain the indicator variance (Hair et al., 2006).

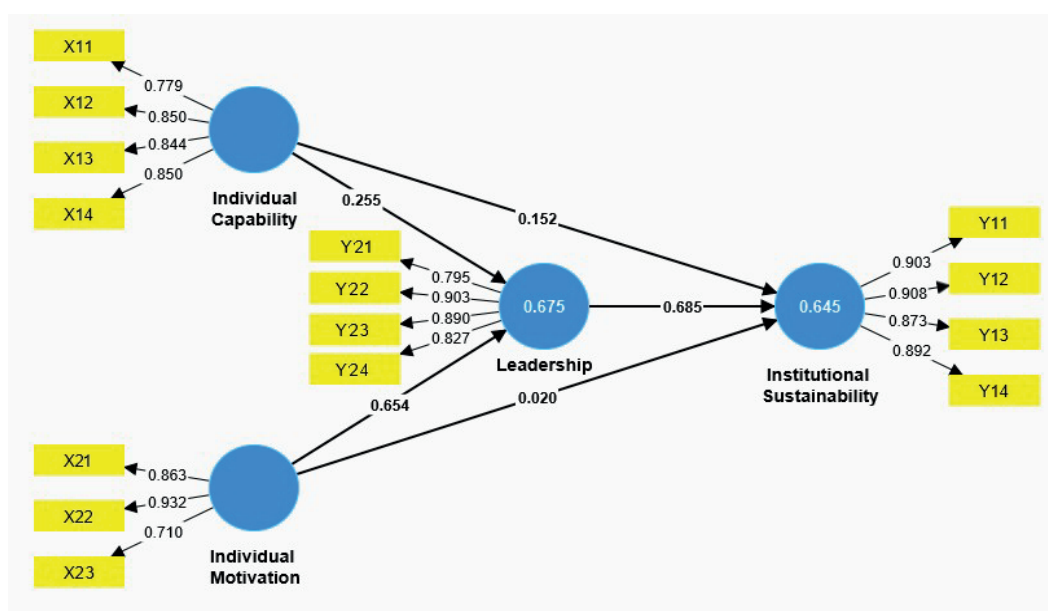


Figure 2. Results of factor loading analysis of the study of individual capability, motivation, leadership, and sustainability of farmers' institutions in highland areas

Table 2. The outcomes of the Validity Test regarding Research Indicators reveal the influence of individual capability and motivation on the sustainability of farmers' institutions in the highlands area

Research Variabel/Indicators	Outer Loading	Average Variance Extracted (AVE)
Individual capability (X ₁) - Professionalism - Organizational experience - Networks and Connections - Attitude	0.779 0.850 0.844 0.850	0.691
Individual motivation (X ₂) - Have realistic goals - Self-actualization - Economic motivation	0.863 0.932 0.710	0.706
Leadership (Y ₂) - Be fair - Loyalty - Responsibility - Leadership orientation is service	0.795 0.903 0.890 0.827	0.731
Institutional sustainability (Y ₁) - Self-financing/self-supporting - Able to survive for a long time - Has institutional charisma - There is a continuous flow of benefits	0.903 0.908 0.873 0.892	0.800

Moreover, the construct reliability value is used to evaluate the latent construct in the reliability test. According to the test findings, the construct dependability value is more than the 0.70 criterion (Fornell & Larcker, 2012). Table 3 displays the reliability value for this study. The assessment of structural models is done by examining the inner model test (R Square) to determine the significance level and direction of the link between exogenous and endogenous variables. R Square's default value falls into three categories: 0.25 for weak categories, 0.50 for moderate categories, and 0.75 for strong categories (Hair Jr et al., 2021). R Square test results for each construct obtained amounted to 0.636 for the construct of institutional sustainability of farmers, which means that the variables of individual capability and individual motivation can influence institutional sustainability by 63.6% and are included in the moderate category.

Table 3. Results of the Reliability Test of Research Variables Study of individual capability, individual motivation, and farmer institutions in highland areas

Variable	Composite Reliability
Individual capability (X ₁)	0.899
Individual motivation (X ₂)	0.877
Leadership (Y ₂)	0.915
Institutional Sustainability (Y ₁)	0.941

Structural Model Evaluation (R²)

For the leadership variable of 0.669, which means that the variable individual ability and individual motivation can affect the leadership variable by 66.9% with a moderate category.

Table 4. R Square Test Results The effect of individual capability and individual motivation on institutional sustainability in highland areas

Variable	R Square
Leadership	0.636
Institutional Sustainability	0.669

Structural Model Feasibility Evaluation (t-test and p-test)

SEM data analysis is used to fully describe the relationship between the study's variables. The structural equation model is one of the multivariate analyses that can analyze the relationship between one variable and another in the form of correlation and influence. Once the validity and reliability of the data have been established, the model's viability is assessed by looking at the path coefficient value obtained from the test results using the bootstrapping method, as shown in Figure 3 and Table 5. From the test results, it can be seen that individual ability has a direct effect on institutional sustainability with a t-statistic value of 2.303 > from 1.96 and a significance value of 0.02 < from 0.05. The individual

motivation variable has no direct effect on institutional sustainability with a t-statistic value of $0.222 < 1.96$ with a significance value of $0.824 > 0.05$.

Furthermore, the indirect influence of individual ability on institutional sustainability is mediated by leadership, with a t-statistic value of $3.491 > 1.96$ and a significance value

of $0.000 < 0.05$. Similarly, individual motivation also has an indirect effect on institutional sustainability through leadership, with a t-statistic value of $36.331 > 1.96$ and a significance value of $0.000 < 0.05$. The impact of individual capability and motivation on institutional sustainability is presented in Figure 3.

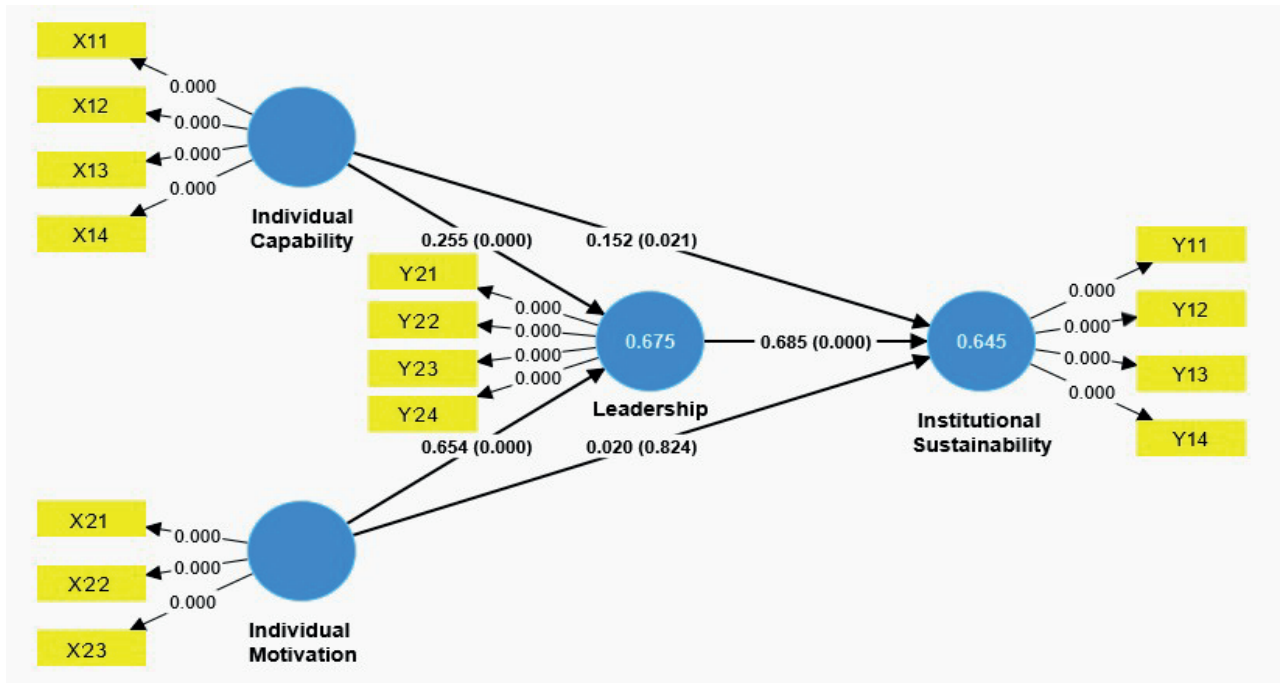


Figure 3. Bootstrapping analysis results of the effect of individual capability and individual motivation on the sustainability of farmer institutions in the highland areas

Table 5. Direct and indirect effects of individual capability and individual motivation variables on Farmer institutional sustainability in highland areas

Description	Original sample (O)	t- statistic	p-values
Individual capability -> Institutional sustainability	0.066	2.303	0.021
Individual motivation -> Institutional sustainability	0.020	0.222	0.824
Individual capability -> Leadership -> Institutional sustainability	0.175	3.491	0.000
Individual motivation -> Leadership -> Institutional sustainability	0.448	6.331	0.000

Direct Effect of Individual Capability and Motivation on Institutional Sustainability in Highland Areas

Day & O'Connor (2017) explain that individual capability is a natural ability that involves the right talent and interest for a given job to achieve strategic objectives sustainably. Individual ability is the ability to carry out various tasks in a job which is a potential within a person, so that it is possible to be able to do the job or not be able to do the job. It was found that individual capability can affect

organizational performance as part of efforts to maintain institutional sustainability. This is in line with Augusto et al. (2014) who said that human capital, which includes the skills held by farmers, has a significant impact on organizational success. This indicates that increasing the capability of each farmer will affect institutional sustainability in agricultural development in upland areas. Good individual capability will determine the achievement of personal and institutional goals sustainably (Wang & Zeng, 2017). Individual capability is

shown in the professional attitude of institutional actors in running farmer institutions that they manage, have experience in managing organizations, networks, and connections, and the attitude of each farmer in managing institutions based on kinship and togetherness. Good individual capability is an important basic capital to do various tasks given by the institution to maintain the sustainability of farmer institutions in the highlands (Sahnan, 2017).

On the other hand, what needs to be considered in institutional development is the motivation of farmers to join the institution. Motivation is one of the important factors in encouraging an individual to work according to the environment in the organization (Lee & Raschke, 2016). Motivation will lead a farmer to have a strong determination to complete the task of taking proactive steps and achieving the desired organizational goals (Bandhu et al., 2024; Socialisman et al., 2023). In this study, it was found that individual motivation did not directly affect the sustainability of farmers' institutions in the highland area. This does not conform to Akbar et al. (2024) and Jain et al. (2019) found that individual motivation is a very important aspect of institutional sustainability. This indicates that individual motivation does not directly guarantee institutional sustainability in the Gowa highlands. The individual motivation indicators tested were having clear goals, self-actualization, and economic motivation. (Bachke, 2019; Bopp et al., 2019) suggested that economic motivation, which includes increased production and increased household income, is a positive causal impact of farmers' involvement in farmer institutional membership. This situation requires special attention in providing institutional assistance. The presence of farmers in institutions is expected to avoid losses and increase awareness and enthusiasm for institutions (Yusuf, 2014).

The Indirect Effect of Individual Capability and Individual Motivation on Institutional Sustainability through Leadership

To achieve shared objectives intended to benefit both individuals and the organization as a whole, group members' behaviors are influenced by leadership, which is why

leadership plays a critical role in an organization's ability to meet its objectives (Rivai, 2013). The results showed that leadership is a very important mediator in utilizing individual capability and motivation for institutional sustainability in agribusiness development in highland areas.

Good leadership is shown by farmers as institutional actors in controlling the institution dynamically, humanistically, and democratically (Fery, 2018). This indicates that maintaining the rhythm of institutional sustainability, is not enough for the individual capability of farmers and their motivation to join the institution. However, another thing that needs attention is the leadership practices carried out by farmers will be a determinant in maximizing these capabilities and motivations. In carrying out institutional activities, farmers as the main actors always prioritize a fair and directed attitude as a form of service to other farmers in advance. Leadership practices are a reflection of the sensitivity and desire of institutional administrators to achieve common goals consistently.

In the variable of individual motivation, it has been discovered that leadership can act as a mediator with full mediation status. This suggests that any type of motivation for farmers to join the institution will have a beneficial impact if it is influenced by effective leadership practices in ensuring the sustainability of farmers' institutions in highland areas. Field observations have revealed that farmer leadership can foster the development and motivation of farmers working in upland areas. The presence of farmer organizations can facilitate the provision of training, education, and guidance to farmers to enhance their knowledge and skills in managing agricultural businesses.

CONCLUSIONS

The conclusions of this study yield significant information that the sustainability of farmers' institutions in the highlands can be achieved by improving the individual capability of farmers in managing institutions and clarifying the motivation of farmers to join the institution. The results of this study also show that good individual capability and motivation will be

able to maintain the sustainability of institutions that are managed with good leadership practices. Therefore, we recommend that in the sustainability of farmers' institutions in highland areas, it is necessary to improve the quality of integrated farmers through leadership training. To support the roles and functions of institutional actors, leadership practices need to be maximized to motivate farmers and support the sustainability of farmers' institutions in the highlands.

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