

# THE INFLUENCE OF TRAINING ON WORK PRODUCTIVITY THROUGH WORK ENGAGEMENT AND COMPETENCE OF OIL PALM FARMERS

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## ABSTRACT

*This study aims to examine the effect of training on work productivity through work engagement and competence of oil palm farmers in Nehas Liah Bing Village, East Kutai Regency, involving 100 participants. The sample in this study consists of individuals working as oil palm farmers, supported by the Sumber Usaha Kel'an Blom Kejah Cooperative in Nehas Liah Bing Village. Data were collected through questionnaires using a Likert scale, which were then processed using Microsoft Excel 2019, SPSS version 26, and SmartPLS 3 software. The sampling technique used in this research was Non-Probability Sampling with Saturated Sampling. The research method applied is mediation (intervening). The results of this study show that the training variable does not have a significant positive effect on productivity; training has a significant positive effect on both engagement and competence; engagement has a significant positive effect on productivity; competence does not have a significant effect on productivity; engagement does not have a significant effect in mediating the relationship between training and productivity; and competence successfully mediates the relationship between training and productivity. The findings of this study are expected to help improve work productivity levels among oil palm farmers in Nehas Liah Bing Village, East Kutai Regency.*

**Keywords:** Training, Engagement, Competence, Productivity

## INTRODUCTION

Indonesia is a country rich in natural resources. The diversity of these natural resources can be optimized through the agricultural sector, which remains the main commodity in Indonesia. Palm oil is an agricultural raw material with high economic value. Currently, palm oil is used in various products, ranging from food to fuel, and its demand continues to rise in the global market.

Therefore, human resources are the most crucial element in an organization's efforts to achieve its goals (Emmywati et al., 2024). In the context of agricultural and livestock development, success will not be achieved unless all involved elements excel in carrying out their primary duties and functions, including agricultural expansion. Given the importance of human resources, organizations must be able to manage their human resources effectively and efficiently. Hence, improving the productivity of palm oil farmers sustainably is essential to increase farmers' income, ensure the sustainability of the palm oil industry, and balance global market demand.

Productivity is a measure that shows the relationship between the input and output produced by a company, as well as the role of the workforce over a unit of time (Sunyoto, 2015 in Mamahit et al., 2016). It also encourages efforts to increase the production and productivity of plantation crops in order to enhance sales, productivity, and the quality of plantation

commodities (Loliyana et al., 2023).

One way to achieve this is through human resource training. In such training, workers are provided with knowledge, which refers to their understanding of various procedures, processes, regulations, job-related sciences, and more (Wahyuningsih, 2019). Research by Ade Putra & Suarmanayasa (2022) shows that training has a positive and significant influence on work productivity.

After improving farmer training, it is also necessary to increase farmer involvement, which can further boost their productivity. Involvement in certification schemes like the Roundtable on Sustainable Palm Oil (RSPO) ensures that farmers follow sustainable agricultural practices, which not only improve productivity but also protect the environment.

Farmer involvement in increasing palm oil productivity have a significant impact on industry outcomes and sustainability according to Schaufeli & Bakker (2003) in (Samud et al., 2021), worker engagement is a form of positive thinking, relating to the resolution of work burdens and characterized by vigor (energy, enthusiasm while working), dedication (active participation in advancing the organization or company), and absorption (engagement and pleasure in performing the tasks).

Furthermore, the productivity level of a farmer is determined by the farmer's abilities, as

ability is one of the factors most influencing labor productivity. Cholisin (2016) in (Siregar et al., 2022) states that competence is an important skill and identity possessed by an individual, which can be assessed based on their abilities. This competence is commonly found in people who possess skills in pedagogy, personality, social, and professional aspects when performing their work.

Based on references from several journals, a study on the productivity of palm oil farmers in the village of Nehas Liah Bing is necessary, considering the low productivity of the local community compared to palm oil farmers working within companies. The development of systems, quality improvement of human resources, training, farmer involvement, and farmer competence are key steps in improving agricultural productivity, especially in the palm oil industry, to meet global market demands.

### **Problem Formulation**

Based on the research background that has been discussed previously, the problem can be formulated as follows:

- 1) Does training have a positive effect on work productivity among oil palm farmers in nehas liah bing village, east kutai regency?
- 2) Does training have a positive effect on work engagement among oil palm farmers in nehas liah bing east kutai east kutai regency?
- 3) Does training have a positive effect on competency among oil palm farmers in nehas liah bing east kutai regency?
- 4) Does work engagement have a positive effect on work productivity among oil palm farmers in nehas liah bing village East Kutai regency?
- 5) Does competency have a positive effect on work productivity among oil palm farmers in nehas liah bing village, East Kutai regency?
- 6) Can work engagement mediate the effect of training on work productivity among oil palm farmers in nehas liah bing village east kutai regency?
- 7) Can competency mediate the effect of training on work productivity among oil palm farmers in nehas liah bing village east kutai regency?

## **LITERATURE REVIEW**

### **Human Capital Theory**

The grand theory in this study is the Human Capital Theory proposed by Gary Becker. Human Capital Theory discusses how individual skills, knowledge, health, and competencies become assets that increase productivity and contribute to economic growth. Human Capital Theory is based on the idea that developing individual skills and capacities through investment in education, training, and health is fundamental to

economic progress, both for individuals and organizations (Maulana, 2021).

### **Productivity**

Productivity is a measure of efficiency and effectiveness in using resources to produce maximum output value with minimum input (Mochklas et al., 2023). Increased productivity can be shown by increasing work results over a certain period of time (Maulana, 2021). Productivity has five dimensions including expertise, improved results, work enthusiasm, self-development and quality (Mamahit et al., 2016; Wahyuningsih, 2019).

### **Training**

Training is a series of processes that workers undergo as an effort to master a certain skill and competency that can facilitate their work (Mulyati et al., 2022). Training can also serve as a means to provide special abilities for workers, which can be used to improve previously inefficient performance. However, not everyone can participate in training, as it requires certain qualifications. According to Wahyuningsih (2019), there are five dimensions of an effective training program provided by organizations to their members, which can be measured through training objectives, training content, training methods, training qualifications, and instructors.

### **Engagement**

Engagement is a measure of a person's psychological participation in work and views the work done as personally rewarding (Maulana, 2021). Involving workers increases psychological and physical support, which has a positive impact on job completion. Along with this definition, the general understanding of the term is that employee ownership not only can increase employee engagement but also increase their loyalty, which reduces their desire to leave the organization voluntarily. According to Robbins in Kakinsale et al. (2015) Job engagement is a worker who has high work engagement in his work, characterized by the worker having high empathy for the work, feeling psychologically responsible for the work he does and strong belief in his ability to complete the work. that job engagement is an important concept in creating a productive and motivating work environment, where workers feel emotionally and mentally connected to their work, and feel motivated to make maximum contributions to achieving organizational goals (Kakinsale et al., 2015; Maulana, 2021; Mei Yanti Sianturi et al., 2023; Rambembuoch et al., 2023). Engagement was measured with the Utrecht Work Engagement Scale (UWES) developed by Rupini in Letsoin & Ratnasari, (2020). This scale consists of three dimensions, namely vitality, and commitment.

## Competence

Competence is a fundamental characteristic that a person has is causally related to characteristics related to the effectiveness of a person's performance at work or to standards that are a reference for effective or good or superior performance at work or in certain situations (Maulana, 2021). Meanwhile, Liana et al. (2023) Competence is an expertise or advantage, either in leaders or staff who have good skills, knowledge, and behavior in their work. So, it can be concluded

that competence is a skill, from abilities, and personal characteristics that support effective work performance (Halisa, 2020; Liana et al., 2023; Suwandewi & Heryanda, 2022). Competence has six dimensions, namely knowledge, understanding, Understanding, Ability/Skills, Values, Attitudes, and Interests (Siregar et al., 2022).

## Research Framework

The following is a framework of thought that is compiled by the model in this research as follows:

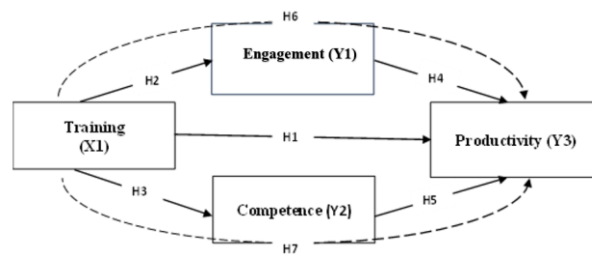


Figure 1. Framework of Thought

The hypothesis is as follows:

**H1:** Training has a positive effect on productivity of oil palm farmers in nehas liah bing village, East Kutai Regency.

**H2:** Training has a positive effect on the engagement of oil palm farmers in nehas liah bing village, East Kutai Regency.

**H3:** Training has an effect on the competence of oil palm farmers in nehas liah bing village, East Kutai Regency.

**H4:** engagement has a positive effect on the productivity of oil palm farmers in nehas liah bing village East kutai regency.

**H5:** Competence has a positive effect on the productivity of oil palm farmers in nehas liah bing village East Kutai Regency.

**H6:** Engagement can mediate the influence of training on productivity of oil palm farmers in nehas liah bing village East kutai regency.

**H7:** Competence can mediate the influence between training on productivity of oil palm farmers in nehas liah bing village, east kutai regency.

## The Influence of Training on Productivity

Training plays an important role in increasing worker productivity. Research shows that proper training can improve workers' skills, knowledge, motivation, and self-confidence, which impacts work efficiency and effectiveness (Ade Putra & Suarmanayasa, 2022; Damastara & Sitohang, 2020; Mulyati et al., 2022). In addition, training allows workers to master the latest techniques, reduce errors, and minimize waste of resources, thereby increasing productivity (Fitriadi et al., 2022). Therefore, training has a positive

effect on productivity by helping workers meet the ever-growing demands of their jobs (Loliyana et al., 2023; Mulyati et al., 2022; Wahyuningsih, 2019). In research (Rexworthy, 2020) it was found that productivity can be increased through high-quality, well-designed and optimally implemented training programs aimed at improving social-emotional skills.

**H1:** Training has a positive effect on productivity.

## The effect of training on engagement

Training programs in organizations play an important role in increasing work engagement by focusing on developing personal resources such as self-efficacy, optimism, and resilience (Farida & Hendarsjah, 2022). Training tailored to the needs of the organization helps workers improve their skills, making them more confident, focused, and motivated in their work, which ultimately increases work engagement (Herman, 2021; Tia et al., 2022).

In addition, training involving teamwork and simulations can encourage collaboration, build relationships between participants, and connect individuals to the organization's vision and mission, which strengthens a sense of ownership and engagement (Hilal & Ferdian, 2024). Consistent training also shows the organization's attention to individual development, increasing employee loyalty and commitment (Mase & Widigdo, 2021; Widia & Setyaningrum, 2023).

**H2:** Training has a positive effect on engagement.

## The Influence of Training on Competence

Training is a strategic need for organizations to improve human resource competency in facing changes and achieving competitive advantage (Damastara & Sitohang,

2020; Nurliza et al., 2019; Sani et al., 2021). Training is not only relevant for new workers, but also for experienced workers so that they are able to adapt to organizational developments. The close relationship between training and competency can be seen from the training objectives designed to improve individual skills, knowledge, and work attitudes. Training helps workers develop technical and non-technical skills, such as communication, problem solving, and adaptation to new technologies or work methods. This increase in competency allows workers to work more efficiently, meet job demands better, and contribute to overall organizational performance (Afdal Zulhendri & Henmaidi, 2021; Khuseno, 2019; Nurliza et al., 2019; Rosdiantini & Suryaningrum, 2023).

**H3:** Training has a positive effect on competency.

#### **The Effect of Engagement on Productivity**

Job engagement has a significant impact on increasing work productivity. When workers feel emotionally connected and involved in their work, they are more motivated to give their best effort, which supports the theory put forward by Rompis & Sendow (2019). This engagement includes dimensions of motivation, satisfaction, and emotional connectedness that encourage workers to contribute maximally to achieving organizational goals (Rambembuoch et al., 2023). In research it was found that productivity can be increased through high-quality, well-designed and optimally implemented training programs aimed at improving social-emotional skills (Rambembuoch et al., 2023). In addition, engagement also facilitates good collaboration, improves communication flow, and accelerates project completion, so that overall team productivity increases (Ningsih et al., 2023; Rambembuoch et al., 2023).

**H4:** engagement has a positive effect on productivity.

#### **Competence Influences Work Productivity**

The level of work productivity is greatly influenced by worker competence, which includes skills, knowledge, and work attitudes. The higher the technical competence possessed, the faster, more accurate, and more efficient workers complete their tasks, thereby increasing productivity in the organization (Riswanto et al., 2023). The influence of competence on productivity is very significant. High competence allows workers to analyze situations better, identify problems, make the right decisions, and encourage innovation. In the face of change, good competence also helps individuals adapt quickly, improve output quality, and create new solutions that strengthen organizational efficiency

(Malikhah et al., 2023; Prastowo, 2023; Riswanto et al., 2023; Suwandewi & Heryanda, 2022)

**H5:** Competence has a positive effect on productivity.

#### **Engagement Mediates the Effect of Training on Productivity**

Effective training plays an important role in developing workers' skills and knowledge, especially in oil palm farming, such as pruning techniques, pest management, fertilization, and harvesting. This training helps workers work more efficiently according to agronomic standards, increasing their competence, self-confidence, and work engagement (Fitriadi et al., 2022). To achieve optimal results, organizations need to not only provide relevant training but also create a work environment that supports worker engagement. With a combination of effective training and high work engagement, productivity can be significantly increased (Apriliani & Sriathi, 2019; Liana et al., 2023; Sutrisna & Aprilyani, 2021).

**H6:** Engagement can mediate the effect of training on productivity.

#### **Competence Mediates the Effect of Training on Productivity**

Competence is an individual characteristic that includes knowledge, skills, and attitudes that are reflected in behavior and the ability to complete work well. Farmers with high levels of competence tend to carry out tasks with enthusiasm and produce optimal work quality (Wardani & Fatimah, 2020). Research by Raharjo et al. (2016) shows a significant relationship between training, competence, and work productivity. Training not only improves competence but also has a direct impact on productivity. Training is designed to improve efficiency, effectiveness, and sustainability in agricultural techniques. This program aims to help farmers increase yields, reduce production costs, and manage farming businesses more productively and environmentally friendly. Effective training covers various aspects, such as farming techniques and natural resource management, which strengthen farmers' knowledge and skills (Rosdiantini & Suryaningrum, 2023; Sutisna & Basri, 2020). Empirical evidence shows that training plays a significant role in improving worker competence. Competence is an important mediator in the relationship between training and productivity. Well-designed training ensures that relevant competencies are acquired, so that workers can work more productively and efficiently (Afdal Zulhendri & Henmaidi, 2021; Khuseno, 2019). Thus, effective training is the key to improving competency and work productivity

sustainably.

**H7:** Competence can mediate the effect between training and productivity.

## RESEARCH METHODS

This study uses quantitative methods. This study uses primary data collected directly from the research subjects. In this study, the author chose to use the Non-probability Sampling technique and the method used was Saturated Sampling, the population in this study were farmers in nehas liah bing village, muara wahau district, east kutai regency, East Kalimantan, 75655 as many as 100 oil palm farmers. According to Nurdin & Hartati (2019) an operational definition is a variable defined operationally based on observed characteristics, enabling researchers to carefully observe and measure objects and phenomena.

For data analysis, the study utilizes the

SmartPLS Version 3.3.3 software and SPSS Version 26. The analysis includes instrument tests, cumulative and partial descriptive data analysis, inferential analysis of indicator tests, model fit tests, hypothesis tests, and mediation tests.

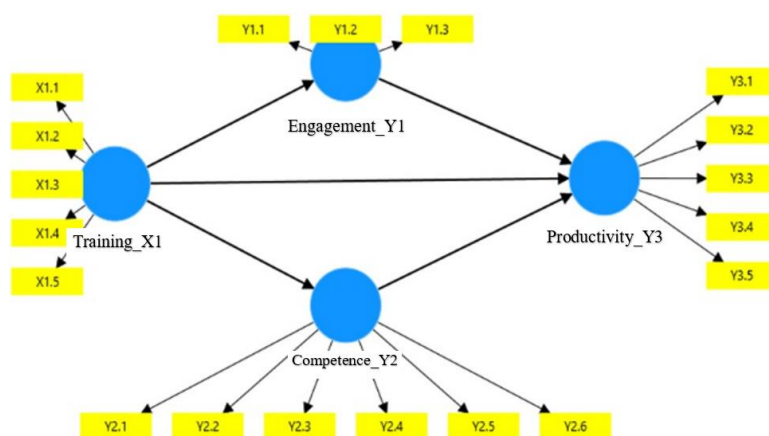
The data collection process involves several stages, including observation and the distribution of questionnaires. The questionnaire responses are weighted using a Likert scale for calculation purposes.

## RESULTS AND DISCUSSION

This analysis method uses Partial Least Square (PLS) from SmartPLS 3.

### Outer model analysis

The design of the path outer model functions to connect independent, mediating, and dependent variables. The design of the path outer model in this study is visualized in Figure 1.



**Figure 2.** Model Latent Variable  
Source: Output SmartPLS 3

**Table 1.** Hypothesis test

Hypothesis	Sign	Parameter Coefficients (Original Sample)	T Statistics	P Value	Status
H1: Training Affects Productivity	(+)	0.066	1.057	0.145	Not Confirmed
H2: Training Affects Engagement	(+)	0.373	4.167	0.000	Confirmed
H3: Training Affects Competence	(+)	0.807	22.784	0.000	Confirmed
H4: Engagement Affects Productivity	(+)	0.918	60.170	0.000	Confirmed
H5: Competence Affects Productivity	(+)	0.066	1.057	0.145	Not Confirmed

**Table 2.** Mediation Effect Analysis

Variable	Direct Effect	Indirect Effect	Total Effect	Information
	X1 => Y3	X1 => Y1 => Y3 X1 => Y2 => Y3	DE + IE	TE - DE
X1	0.537 (0.000)	0.054 (0.149) X1 => Y2 => Y3: 0.342 (0.000)	0.933 (0.000)	0.933 - 0.537 = 0.396

### The Impact of Training on Productivity

The results of the study showed that training did not have a significant impact on the productivity of oil palm farmers ( $p\text{-value} = 0.145 > 0.05$ ). This finding indicates that there is insufficient evidence to support the hypothesis that training can increase productivity sustainably. Other factors such as training design, insufficient duration, lack of application of training results, organizational culture, or a less supportive work environment may be more influential. Although several previous studies, such as those stated by (Mulyati et al., 2022; Wahyuningsih, 2019; Loliyana et al., 2023). The results indicate that training hypotheses have a positive effect on productivity, but suggest that other variables may have a stronger influence on training design, insufficient training duration, lack of application of training results in the workplace, organizational culture or an unsupportive work environment.

The implication for cooperatives is the need for a thorough evaluation of the content, methods, and duration of training to better suit the needs of farmers. Effective training can increase worker motivation, self-confidence, and skills, which has the potential to increase overall productivity.

### The Influence of Training on Engagement

This study found that training had a significant impact on farmer engagement and productivity growth, with a highly significant  $p\text{-value} (<0.05)$ . Training improves understanding of tasks, responsibilities, and skills, which makes workers more focused, confident, and enthusiastic about working. The consistency of these findings with previous studies by (Mulyati et al., 2022; Wahyuningsih, 2019; Loliyana et al., 2023). confirms that training builds a sense of attachment and loyalty in the organization.

The implication for organizations is the importance of creating a supportive work environment, with continuous self-development encouragement to prevent low motivation, minimal contribution, and innovation stagnation. Regular training makes workers feel valued and competent, which drives higher motivation and engagement.

### The influence of training on competence

Research findings show that training has a significant impact on improving competency,

which is supported by the  $p\text{-value} (0.000) < 0.05$ . This finding is in line with previous literature by (Afdal Zulhendri & Henmaidi, 2021; Khuseno, 2019; Nurliza et al., 2019) which states that training is designed to improve individual work skills, knowledge, and attitudes according to job needs or desired standards. In addition, training helps individuals adapt to changes in technology, work methods, or industry regulations, which supports the improvement of adaptive competence.

In the context of agriculture, training is designed to increase the capacity of farmers to be more competent and responsive to change, which ultimately contributes to better yields and the sustainability of agricultural businesses.

The implication for cooperatives is that training provides a deeper understanding of plantation management, cooperative management, and effective cultivation techniques, so that workers can work more efficiently and better meet job demands.

### The effect of e engagement on productivity

The results of the study indicate that engagement has a significant effect on productivity with evidence of  $p\text{-value} (0.000) < 0.05$ . This finding supports previous research by (Rambembuoch et al., 2023; Rompis & Sendow, 2019) stating that individuals who feel involved tend to contribute more to achieving organizational goals and improving long-term performance.

Logically, engagement in training and extension of correct oil palm cultivation techniques can significantly increase productivity.

The implication for cooperatives is that active engagement of members in activities such as training can increase productivity, facilitate communication, and accelerate work completion, which ultimately supports the achievement of organizational targets.

### The influence of competence on productivity

The results of the study show that competence does not have a significant impact on productivity, as evidenced by the  $p\text{-value} (0.145) > 0.05$ . This finding contradicts previous studies (Prastowo, 2023; Riswanto et al., 2023; Malikah et al., 2023; Suwandewi & Heryanda, 2022), which state that high competence encourages innovation and adaptation to change. Although in theory competence is expected to increase productivity

through increased knowledge, skills, and attitudes, these results indicate the presence of other more dominant factors, such as motivation, education level, leadership, and working conditions. The main implication for cooperatives is that increasing competence alone is not enough to increase productivity. A holistic approach is needed that includes the development of motivation, technology, and good management to create a work environment that supports optimal productivity.

#### **Engagement Mediates the Effect of Training on Productivity**

The results of the study showed that engagement did not have a significant influence in mediating the relationship between training and productivity, as indicated by a p-value of  $0.149 > 0.05$ . This finding is contrary to previous literature by (Apriliani & Sriathi, 2019; Liana et al., 2023; Ningsih et al., 2023) which generally shows a positive relationship between training, engagement, and productivity. This discrepancy in results may be caused by external variables that have not been identified, such as organizational culture, individual motivation, training relevance, economic conditions, and access to resources. The implication for cooperatives is the need for a more contextual and practice-based training approach, with comprehensive and ongoing impact evaluation. Cooperatives are also advised to encourage active member participation in decision-making, tailor training to the specific needs of members, and provide post-training support and appropriate incentives. This holistic approach can improve the effectiveness of training, productivity, and the welfare of cooperative members.

#### **Competence mediates the influence between training and productivity.**

The results of this study indicate that competence significantly mediates the relationship between training and productivity (p-value  $0.000 < 0.05$ ), this research is in accordance with the proposed hypothesis. Training improves farmer competence, which in turn increases productivity, such as better harvests and higher work efficiency. This finding is consistent with previous research by Afdal Zuhendri & Henmaidi, (2021) which stated that training plays an important role in improving competence, knowledge, skills, and work attitudes.

The implication for cooperatives is that by providing effective training, cooperatives can improve member competence, which will have an impact on increasing productivity and business sustainability. Cooperatives are encouraged to develop appropriate training programs, including

technical and business training, to achieve organizational goals and improve the welfare of their members.

## **CONCLUSION**

### **Conclusion**

1. There is insufficient evidence to suggest that training has a significant impact on productivity. This indicates that factors such as training design, insufficient duration, implementation of training results, and an unsupportive work culture or environment are more dominant in influencing productivity.

2. Training has a significant positive impact on engagement and competence. Training can build confidence, create a supportive work environment and help farmers adapt to change and maintain competence.

3. Engagement has a positive effect on productivity. Involvement in farmer groups or cooperatives facilitates access to resources such as superior seeds, quality fertilizers, and modern technology, which have the potential to increase crop yields.

4. There is insufficient evidence to state that competence has a significant effect on productivity. Other factors such as motivation, education level, leadership, or working conditions may be more dominant in influencing productivity.

5. Training has a statistically significant direct effect on productivity. However, considering the indirect effect of training on productivity through involvement, it shows that it has no significant effect, meaning that involvement does not play an important role as a mediator in this study. While it is indicated that there is a significant indirect effect of training on productivity through competence as a mediating variable.

### **Limitation**

The limitations of this study include, the study did not take into account differences in design and duration of training that could affect the results. Productivity was only measured in the short term without taking into account the long-term effects of training, limitations of the variables used, not including external factors such as weather conditions, market prices, and government policies that could affect productivity and limitations of the samples taken and the research objects used in



this study.

### Suggestion

It is recommended to evaluate the training design and duration in depth to ensure its effectiveness in increasing productivity, as well as to monitor and follow up the implementation of training results in the field. A supportive organizational culture and involvement of farmer group leaders are also important for the success of the training. Increasing access to resources such as superior seeds, fertilizers, and modern technology is needed, along with increasing activities that strengthen engagement, such as discussions and appreciation. More focused training on relevant technical and non-technical skills is also important, as well as encouraging farmer involvement in cooperatives. Further research is recommended to take into account factors such as motivation, education, leadership, and working conditions, and use longitudinal methods to measure the long-term impact of training.

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