



## **ROLE OF *TRI HITA KARANA* (THK) CULTURE AND ENTREPRENEURIAL ORIENTATION IN MEDIATING THE ACHIEVEMENT OF *SUBAK* FARMER'S PERFORMANCE**

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### **Abstract**

*The purpose of this study was to determine the role of tri hita karana culture and entrepreneurial orientation in mediating self leadership towards the Subak Farmer's performance in Tabanan Bali, Indonesia. The data analysis technique in this study uses a quantitative approach, with a total sample of 40 Subak Farmer's spread across several regions in Tabanan Bali. Data processing is done through the SmartPLS 3.0 program. The results of the study indicate that the role of THK culture and entrepreneurial orientation is capable of partially mediating the effect of self leadership on the Subak Farmer's performance in Tabanan Bali. Based on the results of this study, it can be suggested that subak farmers need to implement better self-management, especially the determination of work priorities, not neglecting prayer activities before doing activities in the fields and also playing an active role in Subak Temple activities. It is recommended that subak farmers always have good relations. Subak farmers should be more courageous in looking for business opportunities in selling their crops and reducing dependence*

*on middlemen and taking risks in trying new things in their agricultural activities in order to be able to survive and compete, supervise the condition of their fields so that the quality and quantity of crops are in accordance with the target they have set.*

*Keywords: Self leadership, tri hita karana culture (THK), entrepreneurial orientation, Subak Farmer's performance, Indonesia*

## **INTRODUCTION**

The success of agricultural development is largely determined by the role of institutions in the community. The existence of economic incentives obtained by the community is precisely created within the existing institutional framework. Institutions that have an important role in agricultural development in Bali are subak (Windia & Wiguna, 2013). Subak is a farmer association which aims to regulate the irrigation system well based on the principle of pure mutual cooperation, without distinguishing the origin, position, and class of its members (Arnawa, 2011). Subak as a traditional organization of farmers in Bali which aims primarily to manage irrigation and rice cropping patterns in rice fields (Surata, 2013: 3).

The current phenomenon, indicated the institutional conditions of subak are beginning to be threatened. This is mainly due to the strategic environment of Subak which has changed a lot as a result of the incessant implementation of development programs in various fields along with the swift flow of globalization that is now sweeping every corner of the world, one of which is reflected in the rapid development of tourism in Bali. Changes in strategic environment, internal and external, both those that have been, are being, and will occur, are certainly new challenges, even threats to the survival of subak. Because of the variety and scale of the problems and the challenges that are different from those faced by subak in the past, it is very necessary to have a strategy that is conducive in preserving subak.

Although the world recognizes the existence of subak in Bali, in reality the subak system continues to experience a process of marginalization. So that it becomes a concern of many parties that if one day the rice fields or subak in Bali run out, then the world will lose a cultural heritage in agriculture. Balinese people are now faced with modern life. The technique of marketing rice products has entered the village, new water sources such as pumps and dams have also entered the village. Likewise, tourism is already present in the village, in the city, on the beach, on the mountain, and everywhere. Agricultural land is increasingly being evicted. How about the subak members? They need to improve their intelligence, activities, and

participation. Challenges in the limitations possessed by subak farmers, one of which can be anticipated by growing self leadership skills (self leadership) and entrepreneurial orientation.

Based on the background described, the purpose of this study was to determine the role of the tri hita karana culture and entrepreneurial orientation in mediating the Subak Farmer's performance in Tabanan Bali, Indonesia.

## **THEORETICAL, PREVIOUS RESEARCH, AND HYPOTHESES**

### **The Role of THK Culture Mediates the Effect of Self Leadership on Subak Farmer's Performance**

Ozturk (2015), argues that the development of self leadership in a person is very important to improve the morale of work in an organization. This means that someone who has better self leadership will show good moral and work habits. This statement supports the research of Perez & Iqbal (2007) and Pircher (2015), stating that self leadership plays an important role in relation to organizational culture. Other self-leadership studies are said to be able to influence the work culture in an organization, as the results of research conducted by Sarmawa et al. (2017); Sarmawa et al. (2019).

Some of the results of previous studies found that self-leadership contributes to performance. DiLiello and Houghton (2006) found that individuals who have self-leadership showed better performance than individuals who did not have self-leadership. The same results were found by Politis (2006), Konradt et al. (2009), Sahin (2011), Hauschildt & Konradt (2012), Warwer (2013), Ho & Nesbit (2014), Shad et al. (2015), Sahin (2015), Long et al. (2015), where self-leadership shows a significant positive effect on employee performance.

The partial relationship between each of the self leadership relationships, THK culture, and the performance of the subak farmers shows that THK culture is capable of being an intermediary variable between self leadership and the Subak Farmer's performance. Based on this, the research hypothesis can be formulated, namely:

Hypothesis 1: THK culture positively significantly mediates the effect of self leadership on the Subak Farmer's performance.

### **The Role of Entrepreneurial Orientation Mediates the Effects of Self Leadership on Subak Farmer's Performance**

Facing increasing organizational challenges, the development of self leadership is very important (Furtner et al., 2012). Pircher (2015) also argues that self leadership is a determinant or key factor that influences the achievement of individual, team and organizational goals.

According to Neck et al., (1999) and D'Intino et al., (2007) that the concept of self-leadership is able to have an influence on entrepreneurial orientation. Brown and Ryan's (2013) research also emphasized that the potential ability of human resources in small medium enterprises (SMEs) will increase the entrepreneurial spirit of individuals in the company. Widyani, et al (2017) also support this statement with the results of his research stating that self leadership has a significant positive effect on entrepreneurial orientation.

A number of researchers are Neubert & Wu (2006); Sahin (2011); Houschildt & Konradt (2012); Warwer (2013); Ho & Nesbit (2014); Shad et al. (2015) stated that self leadership, proved to be able to improve employee performance. According to Sahin (2011) and Shad, et al (2015), self leadership is described as a very important factor in influencing employee performance.

The existence of a partial relationship on each of the self leadership relationships with entrepreneurial orientation and the relationship of entrepreneurial orientation with the Subak Farmer's performance shows that entrepreneurial orientation can be an intermediary variable between self leadership and the Subak Farmer's performance. Based on this, the research hypothesis can be formulated, as follows:

Hypothesis 2: Entrepreneurial orientation positively significantly mediates the effect of self leadership on the Subak Farmer's performance.

Based on the study of theory and the results of previous studies, it can be described as follows:

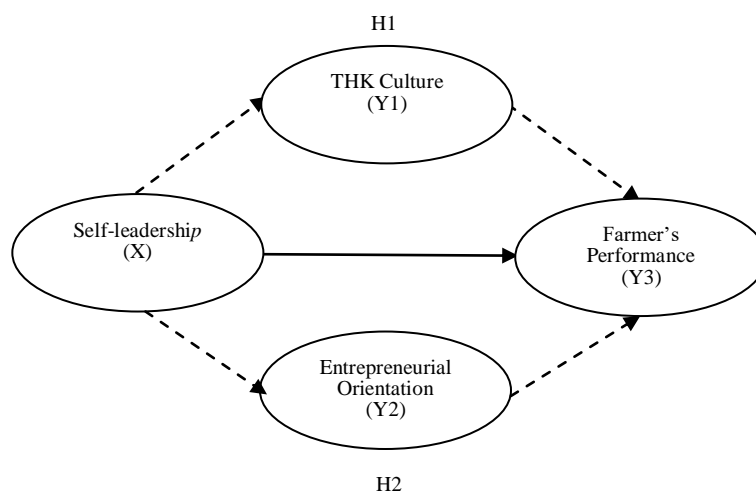


Figure 1. Framework of the Concept of the Role of THK Culture and Entrepreneurial Orientation Mediating Effect of Self Leadership on Subak Farmer's Performance

## METHODOLOGY

This research is included in the category of explanatory research. This type of research was chosen because the objectives to be achieved included efforts to explain the relationship and the influence that occurred between the variables studied by collecting data through a survey of subak farmers and data collection tools used in the questionnaire. This research was conducted on subak farmers in the Tabanan area of Bali, considering that Tabanan has the most extensive rice fields in the Province of Bali, so it is often dubbed the Bali Rice Granary. In addition, the number of subak organizations in Tabanan is relatively more compared to other districts in Bali. Due to limited information regarding the number of subak farmers in Tabanan, the determination of the number of samples uses the concept of Roscoe, 1975 (in Sekaran, 2006: 96) which states that to determine the number of samples in multivariate studies, the sample size is at least 10 times or greater than the number variable in the research model.

Based on the opinion of Sekaran (2003) which states that if a homogeneous population element means that the population has the same criteria, smaller samples can be used. Based on this concept, given the character of homogeneous subak farmers, the number of samples of subak farmers in the Tabanan area of Bali used was 40 people (this number was obtained from: the sample size used was 10 times the number of variables, and in this study using 4 variables ) From 40 subak farmers as respondents, taken from each of the 4 subak farmers in 10 (ten) subak areas in Tabanan Regency as respondents with random sampling.

This study uses the self leadership dimension according to Connor (in Musaheri, 2014) which includes: Self Awareness ( $X_1$ ), Self Directing ( $X_2$ ), Self Management ( $X_3$ ), Self-Settlement ( Self Accomplishment) ( $X_4$ ). The Cultural Indicator Tri Hita Karana in this study uses indicators according to Windia & Dewi (2011); Riana (2010); Astawa et al. (2012); and Surya (2014) which include: Human relations with God (parahyangan) ( $Y_{1.1}$ ), Human and human relations (pawongan) ( $Y_{1.2}$ ), and human relations with the natural environment (palemahan) ( $Y_{1.3}$ ). This study uses the indicator of Entrepreneurial Orientation according to Nasution (2010), which includes: Autonomy ( $Y_{2.1}$ ), Proactive ( $Y_{2.2}$ ), Courage to take risks ( $Y_{2.3}$ ). The Subak Farmer's performance in this study uses indicators according to Mathis & Jackson (2011: 378), namely: Quantity ( $Y_{3.1}$ ), Quality ( $Y_{3.2}$ ), Accuracy of results ( $Y_{3.3}$ ), Attendance ( $Y_{3.4}$ ), Cooperation ( $Y_{3.5}$ ).

## RESULT, DISCUSSION, AND RECOMMENDATION

### Respondents' Characteristic

Based on the characteristics of the respondents in Table 1, it can be seen that the overall respondents were male, which may be in the age group between 33 years to 44 years, with the highest level of education being elementary school.

Table 1. Characteristics of Research Respondents by Gender, Age, and Education Level

Classification		Frequency	%
Gender	Man	40	100,00
	Women	0	0,00
	Total	40	100,00
Age (Year)	21 - 32	7	17,50
	33 – 44	22	55,00
	45 – 56	11	27,50
	Total	40	100,00
Level of Education	Elementary School	28	70,00
	Junior High School	4	10,00
	High School	5	12,50
	Bachelor Degree	3	7,50
	Total	40	100,00

### Research Model Analysis

#### *R-Square (R<sup>2</sup>)*

The R2 coefficient for the effect of self-leadership (X) on THK culture (Y<sub>1</sub>) and entrepreneurial orientation (Y<sub>2</sub>) is 0.140 (low), respectively. This implies that 14% of THK culture is influenced by self-leadership (X), self-leadership (X) also influences entrepreneurial orientation by 14%, the remaining 86% is another factor beyond the research model. While the simultaneous effect of self-leadership (X), THK culture (Y<sub>1</sub>), and entrepreneurial orientation (Y<sub>2</sub>) on farmer performance is 0.408 (strong). This shows that 40.8% of farmer performance is influenced by self-leadership (X), THK culture (Y<sub>1</sub>), and entrepreneurial orientation (Y<sub>2</sub>). This is obtained through the results of the analysis as shown in Table 2.

Table 2. R-Square (R<sup>2</sup>) Effect of Self Leadership, THK Culture, and Entrepreneurial Orientation on Subak Farmer's Performance

Variables	R Square	R Square Adjusted
Y <sub>1</sub>	0,140	0,117
Y <sub>2</sub>	0,140	0,117
Y <sub>3</sub>	0,408	0,359

This study is conducted at four faculties in two private universities in Denpasar, Bali, namely the Faculty of Economics and the Faculty of Teacher Education at Mahasaraswati University,

Faculty of Economics and Faculty of Religious Education and Arts in University Hindu Indonesia Denpasar, Bali.

### **Q-Square Predictive Relevance ( $Q^2$ )**

The results of  $Q^2$  calculations are based on the ruum as follows: Q-Square Predictive Relevance ( $Q^2$ )

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)(1 - R^2_3)$$

$$Q^2 = 1 - (1 - 0,140)(1 - 0,140)(1 - 0,408)$$

$$Q^2 = 1 - (0,86)(0,86)(0,592)$$

$$Q^2 = 1 - (0,4378)$$

$$Q^2 = 0,5622$$

This figure shows that this model is able to provide predictive accuracy of 56.22%. The calculation shows that the model has a strong predictability level.

### **Goodness of Fit (GoF)**

The results of the calculation of Goodness Fit (GoF) are carried out through the following formulations:

Goodness of Fit (GoF)

$$GoF = \sqrt{\overline{com} \times \overline{R^2}}$$

$$GoF = \sqrt{\{(2,364)/4\} \times \{(0,688)/3\}}$$

$$GoF = \sqrt{[0,5920 \times 0,2293]}$$

$$GoF = \sqrt{0,1378}$$

$$GoF = 0,3685$$

Calculation of Goodness of Fit (GoF) shows a value of 0.3685 (large). This figure illustrates that the model has a large degree of accuracy. Based on the analysis of the accuracy of the model through three approaches, it turns out that the model has a large level of accuracy, so that it can be continued for the next stage of the process.

### **Hypothesis testing**

The disclosure of the results of the research hypothesis testing is shown in Figure 2, and is reinforced by Table 3 which explains that THK culture and entrepreneurial orientation are mediators of the influence of self-leadership on the Subak Farmer's performance in the Tabanan-Bali region.

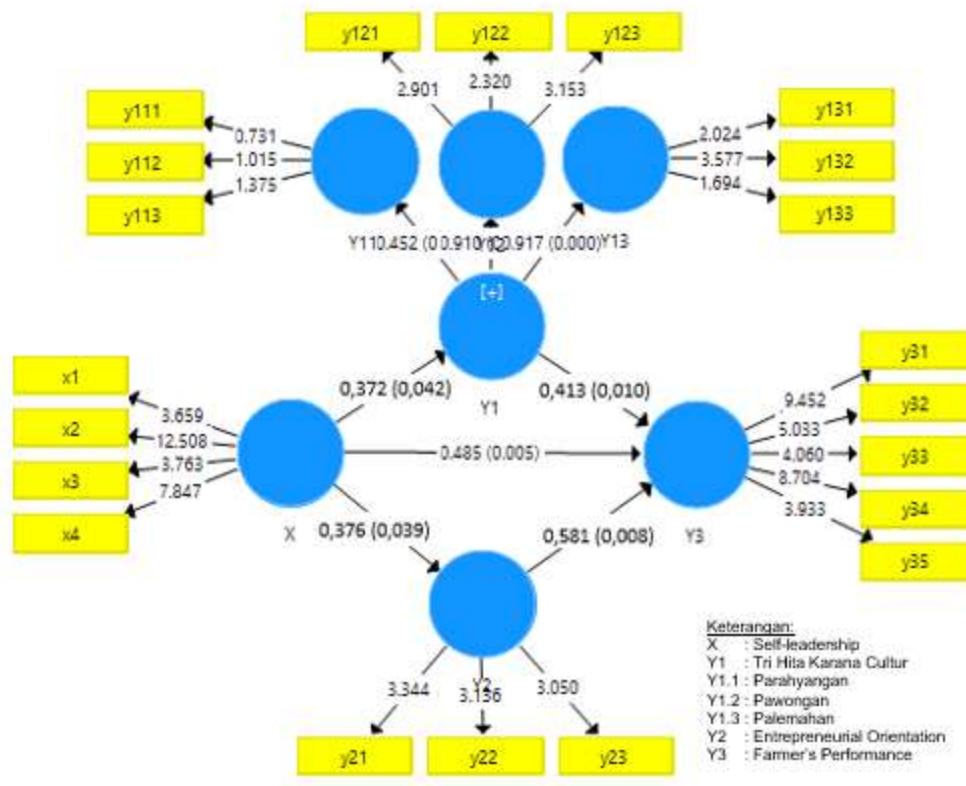


Figure 2. Path Self Leadership Coefficient, THK Culture, Entrepreneurial Orientation and Subak Farmer’s Performance

Table 3. Path Coefficients of Direct and Indirect Effects of Self Leadership, THK Culture, and Entrepreneurial Orientation on Subak Farmer’s Performance

Relation Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	p-values
X/Self-leadership -> Y <sub>1</sub> /THK Culture	0,372	0,363	0,295	0,042
X/ Self-leadership -> Y <sub>2</sub> /Entrepreneurial Orientation	0,376	0,396	0,207	0,039
X/ Self-leadership -> Y <sub>3</sub> /Farmer,s Performance	0,485	0,480	0,172	0,000
Y <sub>1</sub> /THK Culture -> Y <sub>3</sub> /Subak Farmer’s Performance	0,413	0,499	0,203	0,010
Y <sub>2</sub> / Entrepreneurial Orientation -> Y <sub>3</sub> /Subak Farmer’s Perormance	0,581	0,595	0,227	0,008
X/ Self-leadership -> Y <sub>1</sub> /THK Culture -> Y <sub>3</sub> /Subak Farmer’s Performance	0,488	0,264	0,099	0,038
X/ Self-leadership -> Y <sub>2</sub> /Entrepreneurial Orientation -> Y <sub>3</sub> /Subak Farmer’s Performance	0,495	0,465	0,119	0,023



Based on the test results shown in Table 3, the effect of self-leadership on the performance of farmers through THK culture shows the path value of 0.488 with p-value of 0.038 <0.05 (significant). Likewise, the effect of self-leadership on the performance of farmers through entrepreneurial orientation shows the path value of 0.495 with a p-value of 0.023 <0.05 (significant).

Furthermore, it can be explained, that the mediating role of THK culture and entrepreneurial orientation is in the category of partial mediation. This can be explained from the results of the test, it is known that the direct effect of self leadership on performance is significantly positive at 0.485 while the indirect effects are 0.488 and 0.495. Based on this, it can be argued that from the comparison of direct effects and indirect effects, it turns out that indirect effects are greater than direct influences. This implies that the mediation of THK culture and entrepreneurial orientation has an important role in mediating the influence of self leadership on the Subak Farmer's performance.

## DISCUSSION

### **The Role of THK Culture Mediates the Effect of Self Leadership on Subak Farmer's Performance**

The results of the indirect effect statistical tests show that the effect of self leadership on the performance of farmers through THK culture on subak farmers in the Tabanan region showed significant positive results. That is, the THK culture is able to act as a mediator on the relationship between self leadership towards the Subak Farmer's performance in the Tabanan region. The existence of THK culture is able to increase the influence of self leadership on farmer performance compared to the absence of THK culture. The existence of the THK culture was able to provide an increase in effect (influence) of more than 50%, this means that with the application of an improved THK culture it could encourage a 50% greater increase in performance compared to the absence of THK culture.

The results of this study confirm the hypothesis stated earlier, which refers to the relationship between self leadership and THK culture. This study supports the results of research from Perez & Iqbal (2007); Pircher (2015); Sarmawa et al. (2017); and Sarmawa et al. (2019).

The results of this study are also in line with the studies of DiLiello and Houghton (2006) which suggest that individuals who have self-leadership perform better than individuals who do not have self-leadership. Another research result that is also supported is research from Politis (2006), Konradt et al. (2009), Sahin (2011), Hauschildt & Konradt (2012), Warwer (2013), Ho &

Nesbit (2014), Shad et al. (2015), Sahin (2015), Long et al. (2015), who found a significant positive effect of self-leadership on employee performance.

### **The Role of Entrepreneurial Orientation Mediates the Effects of Self Leadership on Subak Farmer's Performance**

The results of the indirect effect statistical tests show that the effect of self leadership on the performance of farmers through entrepreneurial orientation in subak in the Tabanan region showed a significant positive effect. That is, entrepreneurial orientation is capable of acting as a mediator of the relationship between self leadership and the Subak Farmer's performance in the Tabanan region. The existence of an entrepreneurial orientation can increase the influence of self leadership on farmer performance compared to without an entrepreneurial orientation.

The results of this study confirm the hypothesis stated earlier, which refers to the relationship between self leadership and entrepreneurial orientation by Widyani, et al (2017) which states that self leadership has a significant positive effect on entrepreneurial orientation. This research is also in line with research from Kor (2016), where it is said that self-leadership is an important factor in entrepreneurial orientation.

Other studies that are in line are studies from Neubert & Wu (2006); Sahin (2011); Houschildt & Konradt (2012); Warwer (2013); Ho & Nesbit (2014); Shad et al. (2015) stated that self leadership, proved to be able to improve employee performance.

### **RECOMMENDATIONS**

Based on the findings, it can be suggested as follows:

1. Regarding the self leadership of subak farmers, subak farmers should have more self-awareness on the work they are accomplishing, in the sense that they are more focused on the completion of each stage of their work. Farmers need to implement better self-management, especially the determination of work priorities.
2. Suggestions related to the THK culture that subak farmers have done, it can be suggested that they do not ignore prayer activities before doing activities in the fields and also play an active role in activities in the Subak Temple. In terms of maintaining good relations with other subak farmers, so that they can always be well-established and also related to openness. The things that are still possible to be carried out jointly among farmers to be maintained, such as for example mutual assistance activities to clean the waterways leading to rice field plots and eradicating pests.
3. Suggestions related to entrepreneurial orientation, subak farmers should be bolder looking for business opportunities (markets) in selling their crops and reducing dependence on

middlemen. Subak farmers should also be brave enough to take risks in trying new things in their agricultural activities to be able to survive and compete such as trying to plant new crops (plants needed for medicines) that have good market potential.

4. In its performance, subak farmers should always monitor the condition of their rice fields by always coming up with a fixed schedule so that the quality and quantity of the crop is in accordance with the targets they have set.

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