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Human Resource Factors And Craftsman Productivity In The Creative Industry Of Rumah Atap Konjo

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Abstract: *The local culture-based craft industry is an important part of the creative economy, playing a role in improving community welfare while preserving cultural heritage. However, this industry still faces a major challenge in the form of low artisan productivity. This study aims to analyze the influence of human resource factors, including skills, knowledge, training, work motivation, and working conditions, on the productivity of artisans at the Rumah Atap Konjo in Bulukumba Regency. The study used a quantitative approach with a survey method of 70 artisans, with data analysis using multiple linear regression. The results showed that simultaneously all human resource factors significantly influenced artisan productivity. However, partially, only knowledge and working conditions were proven to have a positive and significant effect on productivity, while skills, training, and work motivation did not show a significant effect. These findings indicate that in the local culture-based craft industry, productivity increases are more determined by cognitive aspects and work environment support than by individual factors that are homogeneous and inherited from generation to generation. This study provides an empirical contribution to the development of human resource studies in the culture-based creative industry and serves as a basis for the formulation of more contextual and sustainable artisan management policies and strategies.*
Keywords: *Human Resources, Productivity, Handicrafts, Creative Industry, Local Culture.*

INTRODUCTION

The handicraft industry is a creative economy sector that plays a strategic role in supporting regional economies while preserving local cultural values. The craft-based creative economy sector not only contributes to job creation but also serves as a means of preserving cultural identity and local wisdom (Kamil et al., 2023). In Indonesia, the craft industry is developing as part of the creative economy, improving community welfare, particularly in rural and culturally diverse areas.

The development of the handicraft industry shows a positive trend, but it still faces various challenges, particularly related to low productivity and competitiveness. Labor productivity is a crucial issue because it directly relates to the efficiency of the production process and the quality of the resulting output (Putri & Nugroho, 2024; Amalijah et al., 2021). Low productivity in the

handicraft industry is often caused by limited human resource quality, both in terms of knowledge, skills, and the work environment (Rahman et al., 2023; Sari & Widodo, 2022).

Human resources are a key factor in determining the success of an organization or business unit. According to Dessler (2020), effective human resource management can sustainably improve work performance and productivity. In the creative and handicraft industries, artisans' understanding of production techniques, quality control, and work efficiency has been shown to influence increased output (Kurniyati & Prasetya, 2025; Titirloloby & Sutarno, 2025).

The Creative industry of Rumah Atap Konjo in Bulukumba Regency is a handicraft business that relies on traditional skills from the local community. With increasing market demand and changing consumer preferences, the Rumah Atap Konjo is required to increase productivity without losing the traditional value inherent in its products. Therefore, managing human resource factors, such as skills, knowledge, training, work motivation, and working conditions, is crucial to increasing artisan productivity.

Productivity in the local culture-based handicraft industry is largely determined by the quality of human resources. However, empirical findings regarding the influence of skills, knowledge, training, work motivation, and working conditions still show mixed results. Based on *human capital theory*, skills and knowledge are seen as key assets capable of increasing the efficiency and quality of work output. Several studies have shown that skills and knowledge have a positive effect on craftsman productivity, such as in batik and woodcraft MSMEs that emphasize mastery of techniques and understanding of production processes (Kurniyati & Prasetya, 2025; Titirloloby & Sutarno, 2025). However, other studies have found that skills do not significantly influence productivity in the traditional craft industry, which has a pattern of hereditary skill inheritance, so that skill levels are relatively homogeneous and do not become a differentiating factor in productivity (Sumantika et al., 2025). These differences in results indicate that the local cultural context has the potential to moderate the relationship between skills and work productivity.

Conflicting findings also occur in the variables of training, work motivation, and working conditions. Several studies have stated that training and work motivation have a positive effect on artisan productivity because they increase competence and work drive (Azizah et al., 2025; Yunitasari & Heryanda, 2024). However, other studies have shown that work motivation does not always have a significant effect in the context of traditional crafts because artisan motivation is

more intrinsic and based on cultural values, rather than solely economic incentives (Yunitasari & Heryanda, 2024). On the other hand, working conditions tend to have a more consistent positive effect on productivity, in line with *Job Demands–Resources Theory* and Herzberg's two-factor theory, which place the work environment as a primary supporting factor for performance. The inconsistency of these research results indicates a research gap to re-examine the influence of human resource factors on productivity in the context of the local culture-based handicraft industry.

METHOD

This study employed a quantitative research design with a survey approach to analyze the influence of human resource factors on craftsman productivity in the creative industry of Rumah Atap Konjo, Bulukumba Regency. Quantitative methods are appropriate for examining causal relationships between variables through statistical analysis (Sekaran & Bougie, 2020). The research population consisted of all active craftsmen involved in the production process, totaling 70 respondents. Due to the relatively small population size, a census sampling technique was applied, allowing all members of the population to be included to enhance the representativeness of the data (Sugiyono, 2019).

Data were collected using a structured questionnaire developed based on established human resource and productivity theories. The questionnaire measured five independent variables—skills, knowledge, training, work motivation, and working conditions—and one dependent variable, craftsman productivity. All items were assessed using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), which is widely used in social science research to capture respondents' perceptions (Hair et al., 2019). Prior to data analysis, validity and reliability tests were conducted to ensure the accuracy and consistency of the measurement instruments (Ghozali, 2018).

The collected data were analyzed using multiple linear regression analysis with the assistance of statistical software. To ensure the robustness of the regression model, classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were performed (Ghozali, 2018). Hypothesis testing was conducted using F-tests to examine the simultaneous effects of all independent variables and t-tests to assess their partial effects on

craftsman productivity, consistent with standard quantitative analytical procedures (Hair et al., 2019).

RESULTS AND DISCUSSION

To obtain relevant data in analyzing human resource factors that influence the increase in handicraft productivity at Rumah Atap Konjo, Bulukumba Regency, a deep understanding of the characteristics of the respondents involved in this study is required. Respondents in this study were craftsmen who were directly involved in the production and management processes in the Rumah Atap Konjo environment. All respondents in this study were women, with a total of 70 people or 100% of the total respondents. In terms of age, as many as 50 % were aged 25-30 years old. This age group reflects a productive generation active in creative economic activities. The educational level of respondents is dominated by respondents with elementary school education, namely 50 respondents (71%). This condition indicates limited access to higher education for the local community, but does not reduce their role in production activities, especially in handicraft skills that are more practically and hereditarily passed down. On average, the craftsmen have been working between 4-6 years.

Data analysis was conducted using multiple linear regression to determine the effect of skills, knowledge, training, work motivation, and working conditions on handicraft productivity at the Rumah Atap Konjo in Bulukumba Regency. Prior to hypothesis testing, all research instruments underwent validity and reliability tests and were declared suitable for use. In addition, the results of the classical assumption test showed that the data were normally distributed, there was no multicollinearity, and there were no symptoms of heteroscedasticity, so the regression model met the Best Linear Unbiased Estimator (BLUE) criteria (Ghozali, 2018).

Simultan Hypothesis Test (F Test)

The F test is used to determine the simultaneous influence of independent variables (skills, knowledge, training, work motivation, and work conditions) on the dependent variable (work productivity). A significant positive influence can be estimation by comparing and P *value* $\alpha = 0.05$ or F_{count} and F_{table}. The following is the calculation of the ANOVA F test statistic which can be seen in the following table:

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ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19,835	5	3,967	37,388	.000 [b]
	Residual	6,790	64	.106		
	Total	26,625	69			

a. Dependent Variable: Productivity
b. Predictors: (Constant), Skills (X1), Knowledge (X2), Training (X3), Work Motivation (X4), Working Conditions (X5),

Table 1. *ANOVA Test Results*
Source: *Data processing results, 2025*

Table 1 above shows that the independent variables, namely skills, knowledge, training, work motivation, and working conditions, simultaneously influence the dependent variable, namely the work productivity of craftsmen at Rumah Atap Konjo . This result can be seen from the $_{\text{calculated F value}}$ of 37.388. > F $_{\text{table}}$ 3.12 with a significance value of 0.000 <α = 0.05. The F-test results indicate that simultaneously the variables of skills, knowledge, training, work motivation, and working conditions have a significant effect on the productivity of craftsmen at Rumah Atap Konjo. This finding indicates that the overall human resource factor is an important element in determining the level of craftsman productivity (Rahman et al., 2023; OECD, 2023). These results are in line with Dessler's (2020) view that integrated human resource management can improve organizational performance and productivity.

Partial Hypothesis Test (t-Test)

The t-test in this study was used to determine the significant influence of the individual independent variable (X), namely skills, knowledge, training, work motivation, and working conditions on the dependent variable (Y) Work productivity of craftsmen at Rumah Atap Konjo . This can be seen in the following test results table:

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1,783	1,248		-1,429	.158
	Skills (X1)	-.198	.160	-.100	-1.238	.220
	Knowledge (X2)	.700	.197	.390	3,555	.001
	Training (X3)	.057	.167	.022	.340	.735
	Work Motivation (X4)	.065	.157	.028	.415	.680
	Working Conditions (X5)	.786	.143	.583	5,483	.000

a. Dependent Variable: Productivity

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Table 2. *Coefficients Test Results*
Source: *Data processing results, 2025*

The t-test results indicate that the knowledge variable has a positive and significant influence on handicraft productivity. This indicates that the higher the craftsman's level of knowledge regarding the production process, raw material use, and product quality standards, the higher the resulting productivity. This finding aligns with research by Kurniyati and Prasetya (2025) and Putri and Nugroho (2024) which places knowledge as the primary determinant of productivity in creative MSMEs. This finding supports human capital theory, which positions knowledge as a strategic factor in increasing labor productivity (Robbins & Judge, 2017). The working conditions variable has also been shown to have a positive and significant influence on productivity. A safe, comfortable, and supportive work environment encourages craftsmen to work with greater focus and sustainability. The results of this study align with Herzberg's (1959) two-factor theory, which states that working conditions, as a hygiene factor, play a crucial role in supporting work performance and productivity. It is also consistent with Job Demands–Resources Theory, which states that work resources play a crucial role in improving performance and productivity (Bakker & Demerouti, 2023).

Meanwhile, the skill variable did not show a significant effect on productivity. This may be due to the homogeneity of craftsmen's skill levels, which are largely inherited, thus not causing significant differences in productivity. This finding aligns with research by Amalijah et al. (2021), which states that relatively uniform skills tend not to show a significant effect on productivity variation. Training also did not show a significant effect, indicating that existing training programs are not fully relevant to the technical needs of craftsmen (Azizah et al., 2024). Robbins and Judge (2017) emphasized that training that is not based on job needs tends to have less impact on performance.

Work motivation did not significantly influence productivity. This may be due to the craftsmen's relatively stable work motivation, driven more by cultural factors and emotional attachment to traditional heritage than by economic incentives. This phenomenon reinforces the view that homogeneous intrinsic motivation is not always a differentiating factor in productivity levels. This indicates that in the culture-based craft industry, the homogeneity of traditional skills and intrinsic motivation rooted in cultural values are distinctive characteristics (Yunitasari &

Heryanda, 2024). Thus, this study broadens the understanding of *human capital theory* and organizational behavior by confirming that the local cultural context plays a significant role in influencing the relationship between human resource factors and work productivity.

Discussion

This study provides empirical evidence regarding the role of human resource factors in determining craftsman productivity in the local culture-based creative industry of Rumah Atap Konjo, Bulukumba Regency. The findings demonstrate that, simultaneously, skills, knowledge, training, work motivation, and working conditions significantly influence artisan productivity. This result confirms the central role of human resources as strategic assets in creative industries, particularly those rooted in local cultural heritage. These findings are consistent with the view that productivity in small-scale creative industries cannot be separated from the overall quality of human resource management (Dessler, 2020; Rahman et al., 2023).

The simultaneous significance of all human resource variables indicates that productivity is shaped by a holistic interaction of cognitive, behavioral, and environmental factors. In traditional craft industries, artisans do not work in isolation; rather, their productivity emerges from the synergy between individual capabilities and the structural conditions that support their work. This finding aligns with OECD (2023), which emphasizes that creative industries rely heavily on integrated human resource systems to sustain competitiveness and cultural sustainability. Therefore, improving productivity in Rumah Atap Konjo requires a comprehensive approach rather than isolated interventions targeting only one aspect of human resources.

The partial test results reveal more nuanced insights. Knowledge is found to have a positive and significant effect on craftsman productivity. This suggests that artisans' understanding of production techniques, material selection, workflow efficiency, and quality standards plays a decisive role in enhancing output. Knowledge enables craftsmen to optimize processes, reduce errors, and improve consistency in product quality. This finding strongly supports human capital theory, which posits that knowledge is a core asset that increases labor productivity and organizational performance (Becker, 2023; Robbins & Judge, 2017).

In the context of Rumah Atap Konjo, where most artisans have relatively low formal educational backgrounds, practical knowledge gained through experience, peer learning, and informal mentoring becomes particularly valuable. This explains why knowledge, rather than

formal skills certification, emerges as a key productivity driver. Similar findings have been reported in studies of batik and woodcraft MSMEs, where cognitive understanding of production systems significantly improved efficiency and output quality (Kurniyati & Prasetya, 2025; Titirloloby & Sutarno, 2025). Thus, strengthening knowledge-sharing mechanisms and continuous learning opportunities is essential for sustaining productivity growth in culture-based craft industries.

Working conditions also show a strong and significant positive influence on productivity. A safe, comfortable, and well-organized work environment allows artisans to focus on their tasks, reduces physical fatigue, and supports long-term work sustainability. This result is consistent with Herzberg's two-factor theory, which identifies working conditions as a hygiene factor that prevents dissatisfaction and supports optimal performance (Herzberg, 1959). It also aligns with Job Demands–Resources Theory, which emphasizes that adequate work resources enhance employee engagement and productivity (Bakker & Demerouti, 2023).

In traditional craft industries such as Rumah Atap Konjo, working conditions are particularly critical because production activities are often physically demanding and repetitive. Poor lighting, inadequate ventilation, or unsafe equipment can significantly reduce productivity and increase the risk of injury. The findings of this study reinforce prior research showing that improvements in the physical and psychosocial work environment lead to measurable productivity gains in small creative enterprises (Sari & Widodo, 2022; Putri & Nugroho, 2024). Therefore, investments in workplace infrastructure should be considered a strategic priority rather than a secondary concern.

Conversely, skills do not exhibit a significant effect on productivity. This finding may appear counterintuitive, as skills are traditionally viewed as a core determinant of work performance. However, in the context of Rumah Atap Konjo, skills are largely inherited and passed down through generations, resulting in relatively homogeneous skill levels among artisans. Because most craftsmen possess similar technical abilities, skills do not function as a differentiating factor in productivity outcomes. This explanation is consistent with the findings of Sumantika et al. (2025), who argue that in traditional craft industries, uniform skill inheritance reduces the statistical impact of skills on productivity variation.

The non-significant effect of training also warrants careful interpretation. While training is generally expected to enhance productivity by improving competence, the results suggest that

existing training programs may not be sufficiently aligned with artisans' practical needs. Training that is generic, infrequent, or not directly applicable to daily production tasks may fail to produce meaningful productivity gains. Robbins and Judge (2017) emphasize that training effectiveness depends on its relevance to job demands. Similar conclusions have been reported by Azizah et al. (2025), who found that training programs lacking contextual relevance had limited impact on MSME productivity. This highlights the need for more tailored, hands-on, and context-specific training models in traditional craft industries.

Work motivation also does not show a significant influence on productivity. This finding suggests that artisans' motivation levels are relatively stable and homogeneous, driven primarily by intrinsic and cultural factors rather than extrinsic economic incentives. In culture-based industries, work is often perceived not merely as an economic activity but as a form of cultural expression and heritage preservation. As a result, motivation may not vary sufficiently across individuals to produce measurable differences in productivity. This supports the argument of Yunitasari and Heryanda (2024), who note that intrinsic motivation rooted in cultural values does not always translate into productivity variation.

Taken together, these findings indicate that in the local culture-based craft industry, productivity is more strongly influenced by cognitive resources (knowledge) and structural support (working conditions) than by individual attributes that are homogeneous across artisans. This challenges conventional assumptions in human resource management that prioritize skills training and motivational incentives as primary productivity drivers. Instead, it underscores the importance of contextual and cultural factors in shaping the effectiveness of human resource interventions.

From a theoretical perspective, this study extends human capital theory by demonstrating that the value of human resource components is context-dependent. Knowledge and environmental support emerge as critical productivity drivers in traditional craft settings, while skills and motivation play a more limited role due to cultural homogeneity. This finding also contributes to organizational behavior literature by highlighting the moderating role of local culture in the relationship between human resource factors and productivity.

Practically, the findings suggest that policymakers and managers in the creative industry should prioritize knowledge-based interventions, such as peer learning, process documentation, and quality standardization, alongside improvements in working conditions. Rather than focusing

solely on conventional training programs or motivational incentives, efforts should be directed toward creating supportive work environments and enhancing artisans' cognitive understanding of production systems. Such strategies are more likely to produce sustainable productivity improvements while preserving the cultural authenticity of traditional crafts.

CONCLUSION

This study examined the influence of human resource factors—skills, knowledge, training, work motivation, and working conditions—on the productivity of handicraft artisans at Rumah Atap Konjo, Bulukumba Regency. The results of the simultaneous test indicate that all human resource variables collectively have a significant effect on artisan productivity. This finding confirms that human resources play a strategic role in supporting productivity in local creative industries based on cultural heritage.

Partially, the findings reveal that knowledge and working conditions have a positive and significant impact on productivity. Artisans' understanding of production processes, material selection, and quality standards contributes directly to efficiency and output improvement. In addition, supportive working conditions—such as a safe, comfortable, and well-organized work environment—encourage artisans to work more consistently and effectively. These results support human capital theory and Herzberg's two-factor theory, emphasizing the importance of cognitive resources and work environment as key drivers of productivity.

Conversely, skills, training, and work motivation do not show a significant effect on productivity. This can be explained by the homogeneous nature of traditional skills inherited across generations, as well as intrinsic motivation rooted in cultural values rather than economic incentives. Moreover, existing training programs may not yet be sufficiently aligned with the specific technical needs of artisans. Overall, this study highlights the importance of contextual and cultural considerations in human resource management within traditional handicraft industries and provides practical implications for policymakers and managers in designing knowledge-based interventions and improving working conditions to enhance artisan productivity.

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