

## AN EXPLORATORY STUDY ON INTRINSIC MOTIVATION AND WORK ETHOS OF BATIK JAMBI CRAFTSWOMEN

Shofia Amin<sup>1),2)</sup>, Muazza<sup>2)</sup>

Jambi University, Jambi, Indonesia

Corresponding author: [shofiaamin@unjia.ac.id](mailto:shofiaamin@unjia.ac.id)

### Abstract

*Batik Jambi is one of creative industries which is dominated by women. Although batik Jambi has up and down in sales quantity due to their competition with Javanese batik, some craftswomen who deal with batik Jambi keep existing. The main objective of this study are (1) to explore what is the intrinsic motivation which encourage them to conduct their business (2) to explore what are their work ethos. Using qualitative method, the data are collected through in depth interview with five batik Jambi craftswomen in Seberang Kota Jambi, where most of the businesses are still located. The findings show that their intrinsic motivation originated from hobby. They had come to like batik and work with it because their family had also been dealing with Batik Jambi for several generations. They also want to continue their family business and want to maintain working with Batik Jambi, as a way to conserve one of Jambi's cultural heritages, even though they know the income from batik is unpredictable. Maintaining the original motifs and preserving the use of natural colors in their batik are some of their work ethos. Unfortunately in business management, most of them still use the traditional ways.*

**Keywords:** Intrinsic motivation, work ethos, batik jambi craftswomen

### Introduction

Micro business of Batik Jambi is one of creative industry that has significant contribution in economy district improvement. This business also been used by the government as the tool to eradicate poverty, and one of many contributors to national economy (Alief, Bhimo & Yogi 2015). That is why regional government had also been actively in supporting and facilitating Batik Jambi industry.

The academicians also do not want to miss the chance in developing Batik Jambi through their research topics. Unfortunately most of these researchers had only used marketing strategy as their main topic. It was hardly surprising since how hard it is to market Batik Jambi and how small their market reach are one of the main reasons why the industry is not so well-developed (Kuncoro 2009) despite of its potentials. Because of this, there had been much research on how to improve Batik Jambi's marketing strategy, but only little research has been focusing on the human resource management and the individual behavior who works in Batik Jambi's industries, including the craftswomen. While the focus of regional government is usually to try to help these small business owners using various activities including trainings especially to improve their business and management skills, and one type of training they have been giving these small business owners are on how to develop themselves from a micro-scale business owners to a small business owners and from just a small business owners to a medium business owners, not only on the financial side of the business or on the marketing strategy of the business. It is realized that the key to a successful business is the people because they are the one that plan, improve and control the business. Without good human resource management, despite the existence of big capital, the business will go belly up.

Initial survey shows that most of the Batik Jambi businesses that had survived to these days despite many failures and setbacks have been dominated by women. Unfortunately the fact that the businesses had been dominated by women resulted in a unique problem of its own: there is a mindset that women should only just stay at home and taking care of their family instead of doing businesses, a belief that had been originated from traditions and religious belief, believed by lots of people in Seberang including their husbands and male family members. This traditional belief that still been believed by most of the people in Seberang is the cause why some of these women have not any desire to manage their business fulltime thus at the end of their businesses are not fully developed.

So despite the fact that Batik has been declared by UNESCO as one of intangible World Heritage from Indonesia since 2009 and the availability of bigger markets to the opening of ASEAN Economy Community in 2016, Batik Jambi is still not realized its potentials. Even though there is lots of outside help that could be count as extrinsic motivations from the regional government (like trainings, maybe even small financial help in the form of free equipments and other forms), but if these women still lack of intrinsic motivations and have no good work ethos, Batik Jambi will never realize its potentials.

Starting from that, it is necessary to do a deep explorative study on what kind of intrinsic motivation that had keep these women going despite all the obstacle and what kind of work ethos they use in order to make sure that their business will survive, despite economic breakdowns, lack of funding, and so on.

### **Literature Review**

Armstrong (2007) explained that performance is not only about what a person has achieved in his or her work, it also connected with how to achieve it. Willingness to work and the ability or certain skills people has will not be enough to finish a job effectively, unless they've already know what the job is really about and how to do it (Hersey, Blanchard & Johnson 2012). Therefore, performance is essentially a matter of behavior (Stuart-Kotze 2009).

Timpe (2001) stated that the performance is influenced by internal and external factors. Internal factors are related to someone's traits. While external factors are come from the environment, such as behavior, attitude, colleagues, subordinates or leaders, work facilities and organizational climate. Gibson, Ivancevich, Donnelly & Konopaske (2011) had also said that there are three well-known determinants of individual performance: individual, organizational, and psychology. This research only focuses on work ethos as an individual factor and intrinsic motivation as a psychological factor. This is because the performance of Jambi batik craftsmen essentially is achievement-related behavior and behavior can be motivated by intrinsic reasons.

According to the theory of motivation, people are motivated to do something because they expect some rewards from it. There are actually two sources of rewards: external and internal. These two sources of rewards then essentially become what drive people to do something. That's why there are two kinds of motivations: intrinsic and extrinsic motivation. Intrinsic motivation usually comes from within the individual. While, extrinsic motivation become the motifs that drive people to do something because they know they could get an external reward because of it (Ryan & Deci, 2000). Joo and Lim's (2009) research has shown that employee tend to be more creative and more productive when they have intrinsic motivation. Being passionate about their job, very interested in what they are doing and derived satisfactions from their job and always feels challenged with what they do are several intrinsic motivations. In other words, showing so much interest in something and shows so much love in what they are doing had encouraged productivity and creativity. This situation is suitable with the condition of Jambi batik craftsmen who need creativity and innovation in maintaining the existence and improvement of business competitiveness.

Sinamo (2011) explained that work ethos is a set of positive work behaviors that originated from the existence of deep collaborations between some people who work in the same profession; have a deep and even fundamental faith on what they've been doing and a very deep commitment on what they do their cause. Work ethos then also will include principles that people hold on to, values they also hold on to, goals that they wanted to achieve; and also the existence of certain idealism these people hold on to in their work. This work ethos will also become their ethics and will be shown in their characters. So an good employee that have good work ethos will show certain characteristics, certain attitudes and even they will really believe in what they are doing that in turn will increase their performance. Yousef (2011) also concluded that work ethos can be identified when you see people with deep commitment in their work, dedicated and shows creativity in their job.

### **Method**

This research used qualitative approach with a case study design. Qualitative method was chosen because the objective of this research is to explore the intrinsic motivation and work ethic of batik craftswomen in Seberang Kota Jambi.

The subject of the research are women who are not only as craftswomen, but they also as gallery Batik owners despite many problems still survive to these days. They are located in Pelayangan dan Danau Teluk district, Seberang Jambi city. After the initial surveys, there are five craftswomen that were chosen as respondents. These respondents had been chosen by looking at their success in seling their products and the qualities of their works. These women are Helmiyati S.H (Melati Putih batik gallery; Azmiah (Azmiah batik gallery); Holijah (Azzahra batik gallery; Nurhikmah (Mawar batik gallery) and Napisah (Dua Puteri batik gallery). Data are collected through in-depth interviews with the respondents.

### **Results**

#### ***Batik Melati Putih***

Helmiyati had said that one of the reason why she is working as a Batik Jambi's craftswomen and owners because the business had been handed down as family business, and it's one of her obligation to continue the business. Batik Jambi industry according to Helmiyati had also been very promising since the income from that business is quite good. All family members are involved with the division of each task.

Unfortunately, because batik is not her main income, she does not really pay proper attention on her business. It is shown by how she could not fulfill the deadlines sometime, and she does not really have any business targets, like most of businesses that are well-managed.

But despite all of that, her work ethos is to keep actively preserving the cultural heritage of Jambi in Batik. She also has the desire to further develop Batik Jambi as one way to preserve it. She thinks that working with Batik Jambi is the same as preserving cultural heritage of Jambi. Therefore, although several people had said that batik Jambi is much more expensive than batik from Java, she persists with Jambi motif and produces in Jambi. She also feels really happy and gets the feeling of satisfaction when she is doing batik.

#### *Batik Azmiah*

Batik Azmiah is owned by Azmiah. Azmiah had said that she works as Batik Jambi craftswoman because it was one of her hobby. She thinks that Batik Jambi's motif is unique, a little bit different than Javanese Batik motifs which are more well-known throughout Indonesia. According to Azmiah, Batik Jambi has its own distinction because its motif is much more simple than the one that Javanese Batik had used, it's unique and distinct coloring and type of colors used, and especially their own motifs what made Batik Jambi popped out, that is very different that Javanese Batik. Javanese Batik usually full of repeating patterns while Batik Jambi usually uses motifs that stands on its own on the spread of Batik Jambi's fabrics.

Azmiah continuously trying to learn more about ancient motifs used in ancient Batik Jambi by exploring old motifs from the olden days. Thanks to her seriousness, hard works and preserverance, Azmiah had become one of the most well-known Batik Jambi's craftswomen and a notable business owner in Jambi, and had also reach not only Indonesia markets but also foreign market. Most of Batik Azmiah's customers are middle to high-class people and most of her Batik produce has been focused in *Batik Tulis* (There are two kinds of Batik, Batik tulis which is hand painted and "stamped" Batik, which uses a much faster method of Batik, by stamping the fabrics with a ready-made big stamps with batik motifs on it).

Azmiah had also chosen one of her daughter, Dhita as her successor. Dhita had already made a breakthrough, by creating a website for her mother's gallery, [www.rumahbatikazmiah.com](http://www.rumahbatikazmiah.com) that deals with customers through online buyings. Not only that, Dhita had also created a very exclusive brochure to advertise Batik Azmiah, which contain the story of Azmiah's in a poem written not only in Bahasa Indonesia but also in English telling the stories of Azmiah's struggle and hardwork that eventually her success as the most successful Batik business owners in Jambi. Batik Azmiah had also provide payment options through credit cards and Debit Card, mode of payment that rarely available in a SMSE's business.

Because of her perseverance and her hard work and work ethos that she had always keep, Azmiah had been known as a succesfull business woman. Even though Azmiah is currently in the peak of her business success, Azmiah realized that to be able to be in this successful, there had been many obstacle that she had been through and one of the things that always keeps her going is her love for Batik. According to her, Batik Jambi is an inseparable part of her life. Batik Jambi is also becomes her main source of income.

Azmiah always emphasizes the importance of loving one's work. Because loving one's work would make these people to work really hard for what they love. From this, Azmiah then find a strength and motivation to keep designing new batik motifs that had not been created before. Indeed most of her new motifs frequently used by other craftswomen in Jambi, such as the motif shaped like a Muaro Jambi Temple (the biggest Buddist temple complex in Sumatera), Kaca Piring (a form of flower originated in Jambi), and Angso Duo bersayap (motifs shaped like two swans with its wing spread out – one of the most notable icons of Jambi). These motifs even had been exhibited in two museums in the Netherlands and United Kingdom. Azmiah always tells everyone that everything could only been achieved by hard works and loving one's work.

#### *Batik Azzahra*

Started as only a worker in a Batik gallery, Holijah then realized that the potensial of Batik Jambi if it was well-developed and well-managed. In 2010 Holijah open her own gallery Azzahra and all her products are branded as Azzahra. Batik Azzahra only employs women around her neighbourhood. Every morning, after finishing with their work in the house like any other housewives, these women will go to Azzahra gallery and started working until their spouse comes home from work.

Batik brand Azzahra still new in Batik business thus she was still a "new player", so not so many people know about her works resulted in a very slow sales. To solve this problem, Holijah asked another people to market her batik. This way, the person who sells Holijah's work only paid Batik that had been sold, and the one that unsold would be returned to Holijah. To make sure that people interested in buying her product instead of product from "old players" that had already well-known around Jambi, Holijah always

redesign motifs originated from ancient batik motifs from Jambi that had become one of her product's distinction.

#### *Batik Mawar*

The gallery's owner initial motivation to work with Batik is because it is her inheritance, other than that doing Batik is also one of her hobby, and she had the desire to keep preserve the cultural heritage of Jambi. Batik Mawar still survived since 1995 despite the monetary crisis in 1998 that had obliterated many small businesses not only in Jambi but also throughout Indonesia. Because of her desire to preserve Jambi's cultural heritage and because of it was her own hobby, the owner of Batik Mawar had done and would do everything to make sure that her store gallery surviving, despite many setbacks.

Nurhikmah (the owner of Batik Mawar) had said that to be able to succeed and survive their business, people have to have good motivation that had come from themselves that they could hold on to when they face obstacles and problems. If they did not have that they would not have survived. Other than that, people have to think long term goals for what they want in the future or what they want to achieve (for example to conserve their own national heritage or to keep the uniqueness of one's cultural heritage) instead of only thinking short term goals (such as financial gain only).

Batik Mawar is not only producing fabrics and clothes just like any other Batik owners. She had already carried out several products diversifications. For example special bed linens that usually needed in Jambi's kind of traditional baby showers (a traditions where the baby will be placed in a small bed covered with traditional fabric designed and pictured with ancient motifs of Jambi such as Angso Duo (Two Swans as the icon of Jambi), perahu kajang lako (a Jambi traditional boat) and people will visit her/his parents' house to see the new baby while giving them small amount of money for the baby. Her gallery also sells Batik Jambi as wall ornaments.

Nurhikmah also believes that doing Batik and keep doing it despite many obstacle could be counted as one of the efforts in preserving Jambi's cultural heritage. This belief had made Nurhikmah to keep trying to make sure that her gallery still survives despite anything. In producing her Batik, Nurhikmah also tried to make sure that her Batik had its own distinction. Even though Batik is not her main income, Nurhikmah had always tried to make sure that she kept her Batik's quality and distinction.

The problem is because Batik is not the main source of income for many of these Batik craftswomen, most of them see Batik as only their hobby and they deal with Batik because they have to continue family business, even though income from Batik is quite considerable, not many of them manage their gallery professionally. For example, these women never plan how much profit or their gallery's revenue each month. As long as they have someone to buy the products, they had made.

#### *Batik Dua Puteri*

Napisah, the owner of Batik Dua Puteri started her own business as only one of the workers. At the same time, Napisah also had the responsibility to continue her own family business and she feels that it's also her responsibility to preserve Batik tradition in Jambi alive because it was a very important heritage of olden Jambi. Because of this, Napisah decided to fully managed and open her own Batik gallery.

One of Napisah's distinction from other Batik owners is her great skills in knowing how to color her Batik with natural dyes. Napisah had also become one of the instructor for other Batik Jambi's craftswomen when they want to know more natural Batik dying techniques. Her curiosity and her desire to know more on natural dyes for Batik is one of her intrinsic motivation to keep doing Batik. Napisah had also try to diversify her product by producing ready-to-wear Batiks instead of fabrics only.

One of her motto that encourage her to keep Batik and to keep her Batik being well-known and sold is by being and keep being creative in designing and crafting her batik. There are lots of her motif designs that had been created in her own hands, such as the motif of *riang-riang* and *pauh* or several contemporary designs. Napisah had also very generous when people want to know more about her skills in designing Batik Jambi, especially on coloring with natural dyes.

According to Napisah, one of the things that make Batik Jambi's is well sought-after is its colors' staying power. The harder it is to lose its colour, the more people prefer Batik Jambi then other Batik types. That's why Napisah always insisting on being very careful in coloring her batik, thus her Batik products always have a long-lasting color. Napisah also insisted that we need to really careful when doing batik. It has to be done really carefully and with every care since doing a Batik is like taking care of a new-born baby.

## **Discussion**

### *Intrinsic motivation*

According to Ryan & Deci (2000), intrinsic motivation is a motivation that comes from inside a person and it is when someone is doing something because they are enjoying the activities and derive satisfaction from it. While an extrinsic motivation is something that would motivate people to do something but would need some kind of other media to induce them to do something. Intrinsic motivation can be measured using intrinsic factors indicators from Herzberg, that is 1) *responsibility*, how important he/she thinks about her/his responsibility 2) *achievement*, that is when people are encouraged to do something because they want to achieve some sort of achievements in their works 3) the work itself could be one of intrinsic motivations; liking one's job is also the indicators of the existence of a person's intrinsic motivation 4) *rewards in the form of positive feedback*, people who was doing something because of his/her own intrinsic motivation feels satisfied when she/he got a positive feedback or acknowledgement from other people as the result of his/her works 5) *desire to develop*; someone who has an intrinsic motivation usually love challenges on their job because they think that challenges is one of the way to develop themselves, they also have clear direction where they are going to develop things that they like.

From all the five interviewed respondents, there are several intrinsic motivations that they have in commons, that drive them to be a successful craftswomen and eventually a gallery owner: they are all started working with batik because of their hobbies. From this love of Batik, the desire to keep preserves one of Jambi's most important cultural heritage arises. These intrinsic motivation that had keep them going and added to that several support and aids from the government as an external motivation in the form of various contests of Batik designs, trainings and workshops, various help in the form of free Batik equipment and the existence of Batik Outfit Day each week for regional civil servants had help these Batik Jambi's craftswomen's businesses to bloom and thus they are able to keep preserving the tradition of Batik Jambi. Joo and Lim (2009) had said that people are more productive and creative if they have passion, interests, or get satisfaction and challenged when doing something. These passion, interest, the feeling of satisfaction and feel challenged to do more when doing some works are part of intrinsic motivation that had "force" these women to be more creative and productive.

Of course these intrinsic motivation would not be enough if they would not do something more for their businesses such as doing everything they can to increase their sales by looking for a lot wider customer base and making various other products such as wall ornaments, wallets, or various other souvenirs. Most of these women had already carried out various diversifications. For example in the case of Batik Mawar, which had produced Islamic calligraphy using Batik. Azmiah that had created wall ornaments designs using Batik Jambi. Batik Dua Puteri had done several diversificaiton such as designing her own Batik outfits to sell, except batik Az Zahra and Batik Melati Putih which are not done any diversification in their works as a mean to increase sales.

Other problem is, despite the advancement of modern technology, most of these women had not use any of these technology whatsoever, except for Azmiah Batik with her own online gallery. There are many factors that had made them reluctant to diversify their products and used the latest technology. It's because batik crafts is not their main source of income and this cause these women to not professionally manage their business. Most of them did not advertise or do anything to increase their sales. They just wait for the people to come and buy their products.

From these finding, the researcher hope that government could use it to give these women trainings that they could know more about diversifications and using the latest technology to increase sales. All this time, most of these women only produce and sell Batik Jambi as mere (thus a lot cheaper with less profit) instead of selling other products such as Batik in the form of wall ornaments, calligraphies, wallets, bags and other accessories, and or even create a Batik-dressed barbies, a very popular toys that could be utilize to help these women with their sale's improvement. The government could also train these women to know more about the use of informational technology so they could utilize internet to market and promote Batik Jambi until they could be known not only in the region but also nationally and internationally.

#### *Work ethos*

Yousef (2011) had said that we could see work ethos from the way people work. It could be seen from their attitude at work, how dedicated or committed they are to their chosen profession, being creative when working, open to collaboration and even to competitions in the work place, always on time and finish their job before the deadline is up and being generous and fair in their work. Work ethos is also means do the best at all times (Ginting 2016). Widigdo (2010) research result shows that the better the work ethos of some workers, the higher the revenue they get each month, based on the research on the relationship between work ethos belonged to the craftsmen and craftswomen in Kampung Batik Laweyan Surakarta.

Fortunately, work ethos of all the respondents in this research had already been positive. All these craftswomen know from the bottom of their heart that they work with Batik Jambi because they wanted to

and they choose to work with Batik because it was an expression of their hobby. They had always try to be more creative in creating new Batik motif designs and to find the newest color scheme for Batik Jambi's fabric (the most well-known distinction of Batik Jambi). They also always trying to keep the quality of Batik Jambi intact even though mass-produced batik is much more preferred by most of the people in Indonesia.

Good work ethos is indeed one of the most important things to make sure that one's business could thrive and be successful. The problem is, good work ethos would still not be enough if they didn't want to make new innovation or diversifying their batik products. They also should to manage their business more professionally instead of doing it traditionally, things that had not done yet by these craftswomen despite their good work ethos.

### **Conclusions**

From the five batik craftsmen who had been interviewed, there are similarities of their intrinsic motivation. They want to be a craftsman as well as homeowners of batik starting from the hobby and a pleasure. From the pleasure, the desire to maintain batik as a cultural heritage was generated. The work ethic of all batik craftsmen who became respondents in this study has already reflects a positive work ethic. All of them realized that the work of batik is the choice of the heart, done with pleasure as an expression of the soul of their art. They keep their designs up-to-date by inventing new motifs and always focused on designing and creating newest trends in the use of natural colors in Batik Jambi.

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