

PERCEPTION OF MANAGERIAL STAFF AND WORKERS ON LABOUR
MOTIVATION AND TIMING OF OPERATION FACTORS IN AGRICULTURE
PRODUCTIVITY IN LIBYA

AHNAISH MUFTAH AHMAD

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Universiti Tun Hussein Onn Malaysia

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DEDICATION

To spirit my father and mother and to my wife and my dear children, my brothers
and all the friends, who are always supportive when needed.



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ABSTRACT

This study considered the most important factors determining the success of any agricultural projects. These include planning; follow up, job satisfaction, organisation environment, training and scheduling. The major problems in this study are low productivity in agricultural projects due to low performance. The objectives of the study are (i) to determine the perspective of workers on labour motivation and timing of operations factors in agricultural projects in Libya. (ii) to study the perspective of managerial and supervisors on labour motivation and timing of operations factors in agricultural projects in Libya. (iii) to analyse the relationship between the elements in labour motivation and timing of operations in this study. (iv) to develop the agricultural projects productivity framework in Libya. Meanwhile, the research method used consists of secondary information through library study and primary data collected through questionnaire. The study had chosen five agricultural projects in Libya to conduct this research. The total collected sample size was 231 participants, 52 of them were managers and supervisors, and 179 workers. Two sets of questionnaire were used, the first includes 59 questions for the managers and supervisors and the second includes 35 questions for workers and staff. The results obtained from the reliability test, arithmetic mean, standard deviation and percentages showed that the biggest problem was the follow-up factor followed by training factor, in addition to the weakness was evident in other factors. Finally, the findings of this study suggests that these factors (job satisfaction, organisation environment, training, planning, scheduling and follow up), should be improved in order to increase the efficiency and the performance of Libyan agricultural projects, which will lead to increasing agricultural production.

ABSTRAK

Kajian ini mengambil kira faktor- faktor penting dalam menentukan kejayaan mana-mana projek pertanian. Ini termasuklah perancangan, susulan, kepuasan kerja, persekitaran organisasi, latihan dan penjadualan. Masalah utama yang dikenalpasti dalam kajian ini adalah produktiviti yang rendah dalam projek pertanian yang disebabkan oleh prestasi yang rendah. Objektif kajian ini adalah (i) menentukan perspektif pekerja tentang faktor-faktor motivasi buruh dan masa operasi dalam projek-projek pertanian di Libya. (ii) mengkaji perspektif pengurus dan penyelia tentang faktor motivasi buruh dan faktor masa operasi dalam projek-projek pertanian di Libya (iii) untuk menganalisis perhubungan antara elemen-elemen dalam motivasi buruh dan masa operasi dalam projek-projek pertanian di Libya; (iv) untuk membentuk rangka kerja produktiviti projek-projek pertanian di Libya. Manakala metod kajian yang telah digunakan dalam kajian ini terdiri daripada maklumat data sekunder seperti data dari perpustakaan dan data primer yang telah dikutip melalui borang kaji selidik. Sehubungan dengan itu, kajian ini telah memilih lima projek pertanian di Libya. Keseluruhan saiz sampel terdiri daripada 231 responden, 52 daripada jumlah tersebut adalah pengurus dan penyelia serta 179 orang pekerja. Dua set borang soal kaji selidik telah digunakan, yang pertama merangkumi 59 buah soalan untuk pengurus dan penyelia manakala yang kedua melibatkan 35 buah soalan untuk pekerja dan staf. Keputusan daripada ujian kebolehpercayaan, purata aritmetik, sisihan piawai dan peratusan menunjukkan masalah terbesar ialah faktor susulan dan diikuti oleh faktor latihan ditambah pula dengan kelemahan yang nyata untuk faktor yang lain. Akhir sekali hasil daripada dapatan kajian mencadangkan faktor-faktor (kepuasan kerja, persekitaran organisasi, latihan, perancangan, penjadualan dan susulan) perlu ditambahbaik untuk meningkatkan kecekapan dan prestasi projek-projek pertanian di Libya, yang akan meningkatkan produktiviti pertanian.

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LIST OF SYMBOLS AND ABBREVIATIONS

<i>HR</i>	Human Resource
<i>FAO</i>	Food and Agriculture Organization
<i>CIA</i>	Central Intelligence Agency
<i>USDA</i>	United States Department of Agriculture
<i>ILO</i>	International Labour Organization
<i>CIDA</i>	Canadian International Development Agency
<i>OECD</i>	Organization for Economic Cooperation and Development
<i>AOAD</i>	The Arab Organization for Agricultural Development
<i>GDP</i>	Gross domestic product
<i>MMR</i>	Man-Made River



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PTTA UTHM
PERPUSTAKAAN TUNKU TUN AMINAH

CHAPTER 1

INTRODUCTION

1.1 Introduction

Agriculture is a cultivation of life forms for food and other products which are used to maintain life whether it is through animals or plants. In a global perspective, industrial agriculture which is known as a modern farming using techno-scientific, economical and also political methods is based on a wider extent in the developing world today. According to International Labor Organization (1999), one third of the workers in the world were of those who worked in agriculture sector. Therefore agriculture is one of the dominant factors which make up the economy in the world. Taking into consideration the high competition from perspective of an individual company and the market as a whole, various methods are implemented in order to gain competitive advantage by reducing costs and increasing productivity. One of the essential methods of doing so is by adapting a management in production processes of the organizations.

One of the most significant sources of production derivation on which an organization should rely is the workforce. When it comes to the fields concerning the process of productivity and eventually the management, it is commonly known that private sectors are relatively better compared to public sectors as they are more efficient in production when there is often a lack of efficiency in processes of production in public sectors. However, it is also important to note that most of the private sectors are unable to operate without the support of public sector. As much as there is a need to rely on the public sector for private sectors, public sectors also to a large extent rely on the economic power of the private sector. Hence there is a bound that ties both sectors. Despite the fact that Libya consists of large areas made of

dessert, it has an estimated 2.2 million hectare of which 239.000 hectare specially devoted for agriculture. Instead of depending on foreign sources for food, Libya aims to make its food production at the level of self-efficiency by utilizing its cultivation. However there are certain difficulties facing Libyan farms with regards to agriculture. Some of the major problems faced by agriculture sector in Libya consist of shortage of water supply, the unstable climate, desertification, lack of technology, and development of agricultural projects (Nwer, 2005).

According to FAO (2002), the extension organizations face several challenges in Libya including: lack of knowledge and skills among employees, high cost of buying and maintaining hardware and Software and Legislative, policy and regulatory hurdles.

It is highly important to conduct researches regarding the potential methods in order to improve the effectiveness and efficiency in agriculture sector especially in the case of Libya as this country is highly dependent on its private sector to source its food and other products to sustain life of its population. One of the important methods is through employing management especially in public agriculture sector in Libya. This is because the population in Libya is expected to grow significantly in the coming years. Hence, food security is a very important matter to satisfy the demand of Libyan population and should be sufficient for the consumption of growing population. There are some services and products in which the public and private sectors compete. One of these industries is the agriculture sector in Libya. Agriculture sector is known to be the second highest contributory sector in the country's economy. However Libya still relies on outsourcing of particularly food. As defined by Nwer (2005), the major agricultural products in Libya include wheat, barley, vegetable and fruits, and dairy products. Libyan agriculture therefore is subject to a number of constraints. One of these constraints beside the climatically conditions is the shortage in water supply as Rajab (1995), attempted to explain that Libya was highly depending on underlying aquifers for its water needs. Has presented various measurements concerning water-management which include water transfer; reduction of irrigated areas; desalinization of seawater; and complementary measures, and claimed that if an extensive program for managing the country's finite water resources is not implemented, future generations may face serious water-resource problems. This would also reflect on the agriculture of the country. As mentioned above, Libya has limited sources therefore it is very important to put more

value into these sources when they are transformed into process of production. This study takes into account the agricultural project management, to study the factors that led to poor agricultural production in Libya. Because there is barely any research conducted concerning this topic thereby it can be highly beneficial for the agriculture sector as well as the economic situation of the country which also affects the society of Libya in general.

The agriculture in Libya is still an important sector although its contribution in national income has declined. Where its contribution in national income was 26% in 1954 (Gandeel, 1978 & Helen, 1987)., This percentage reduced to 5.6% in 1997, and 2.1% in 2007. Libya was spent 5.5 billion Dinars on the agricultural sector and the Libyan government has set a five-years plan from 2006 to 2010 which allocated 3.3 billion dinars to support the agricultural sector (General People's Committee for Agriculture, (Livestock & Marine, 2009). Although Libyan government is sending billions of dinars on agricultural sector, the sector is suffering from a low agricultural productivity because a lack of experts in management that lead to inefficient management to scarce resources, moreover making inefficient decision related to investment in technology and irrigation equipments (Porter & Yergin, 2006). The research was designed to answer objectives and questions associated with the topic of the study and to identify deficiencies in the production process in agricultural projects in Libya and how to create effective management of agricultural projects in Libya to increase agriculture production

1.2 The Background of the Study

The agricultural sector in Libya is a key source in providing some of the needs of the market of fruits and crops, whether from the private or public sector. In addition to that agriculture in Libya provides an important income to the national economy.

This study specified the factors contributed to these problems, which are low production efficiency and an increase in the cost of the productions of agricultural products as a result of low performance by managers and staff and workers in public agricultural projects. Studies also indicated that the agricultural sector in Libya

suffers from the misuse of human and material resources, efficient irrigation methods, high costs in harvesting that lead to continuous decrease in production levels Taher Azzabi (2009) & Abdul-Latif (2007) and Ahmed Laytimi (2002).

The agriculture sector in Libya is dominated by unskilled labor, which increased the costs and loss of huge volume of agricultural products. The lack of human resources in general and skilled labor should be the focus to effectively benefit from the expertise and constant encouragement and motivation of staff cycle to improve poor performance and productivity.

One of the most important factors that contributed to increased costs and lack of production efficiency in agricultural projects is in proper timing of operations in the farms, and weak commitment to time and poor time management. Moreover, failure to set specific timetables for agricultural operations to comply in accordance with the management plan would obviously lead to a delay in the production process and thus the lack of customer satisfaction with the quality of produced products from these farms and the lack of productivity and raising the cost of production in general. This research addresses some of the important factors that have a role in improvement of agricultural projects management are (job satisfaction, organization environment, training, planning, scheduling, follow up). In order to find appropriate solutions to raise the efficiency of the performance of these projects and thereby increase agricultural production in Libya in general.

1.2.1 The Land of Libya

Libya has a small population about 6,5 million comparing with its vast land area of 1.8 million square kilometers. The nation's population is highly concentrated about 90% along its Mediterranean coast, where land is arable and therefore densely inhabited strip includes all of its major cities, including the capital, Tripoli (population 1.1 million). The land is largely barren, and about 93% of the country's land is classified as either arid or semi-arid. Four percent is classified as suitable for pasture, and only 2% is categorized as arable and suitable for agriculture, with the absence of permanent rivers, only small and scattered oases interrupt the vast human and agricultural void throughout the country's central and southern expanse. The

largest and most important oasis is Kufra, in the southeast region. The arable areas is bounded between the Mediterranean Sea and the Sahara desert, where the climate in Libya along the coast is of Mediterranean type, other areas outside this boundary are dry and extreme desert type. The major climatic regions as reported by FAO (2010) include:

- The Mediterranean coastal strip with dry summers and relatively wet winters
- The Mountain Nafusah and Green Mountain highlands that experience a plateau type climate with higher rainfall and humidity and lower winter temperatures, including occasional snow on the hills
- The southern and the interior zones where pre-desert and desert climatic conditions prevail with scorching temperatures, large daily temperature extremes, and practically zero rainfall.

1.2.2 The Agricultural Production

The country's crops are always paltry due to moisture scarcity and marginal soils. Wheat averages just 0.8 tons per hectare and barley averages 0.5 tons per hectare. Both wheat and barley are harvested on about 170,000 hectares each. Wheat, however, is typically grown on better land and produces about 125,000 tons per year, while barley yields just 80,000 tons. Other grains produced include less than 10,000 tons of millet yearly, and 2,000 tons of irrigated corn. Other non-grain production is minor comparing to grains as shown in Figure1.1. Statistics for Libyan agriculture production.FAO (2010).

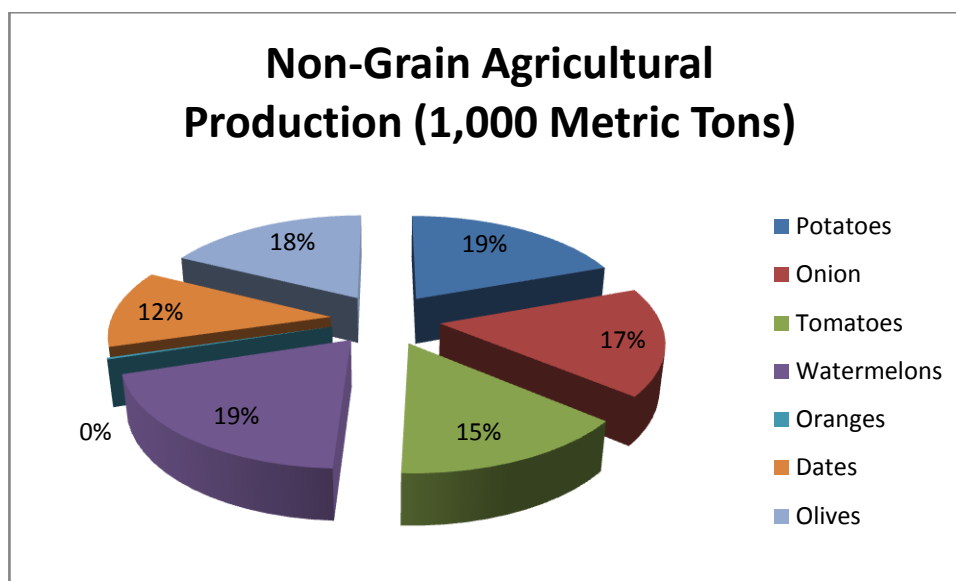


Figure 1.1: Non-grain production in Libya (FAO, 2010)

1.2.3 The Agricultural Arable Land

The 2,150,000 hectares is the total arable land used for agriculture from 1999-2010, therefore the agricultural area makes approximately 1.2% of Libya's total land area, and this area was not improved and increased during 2 decades. A yearly average of about 1.82 Million hectares is cultivated for annual crops; only about 0.34 Million hectares is for permanent crops. Permanent pasture area accounts for about 13.3 Million hectares the total arable area suitable for agriculture and labour force in Libya as shown in Table 1.1; which shows the land use from 1979-2010.

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