



The Role of Human Resource Management in Supporting Agricultural Productivity

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ABSTRACT

Effective human resource (HR) management plays a crucial role in improving agricultural productivity and farmers' welfare. This research aims to analyze the role of HR management in the context of agriculture, with a focus on small-scale farmers who are the backbone of the agricultural sector in many countries. The method used is descriptive analysis through literature study, which describes patterns and findings related to HRM in agriculture. The results show that effective HR management, which includes proper recruitment, skills development, motivation, and reward systems, can improve farmers' performance and productivity. In addition, the implementation of relevant training programs and the use of good performance management strategies have proven effective in improving the quality of agricultural production. This research provides guidance for governments, development agencies, and agricultural organizations in designing policies and programs that support optimal human resource development to achieve sustainable increases in agricultural productivity

INTRODUCTION

Agriculture is a vital sector of the global economy, providing food, industrial raw materials and employment for millions of people around the world. Not only determined by the condition of agricultural resources, the quality of human resources is also a determinant in the success of agricultural development (Tuti Supatminingsih, 2022). According result of research from (Tensay & Singh, 2020) argues that human resource management (HRM) is a process for getting, training, assessing, and compensating employees, as well as taking care of their labor relations, health, and safety, as well as matters relating to justice. Human resource management is a key factor in building overall efficiency and improving agricultural techniques (Tiwari & Choudhary, 2022). Effective HRM can improve agricultural productivity by taking into account factors such as proper farmer selection, skill development, motivation, and recognition of farmer contributions. Effective HRM plays a role in improving farmers' performance and productivity through proper performance management, skills development, and incentive promotion (Wuli, 2024). The importance of HRM in the context of agriculture is further reinforced by the role of small-scale farmers, who are the backbone of agriculture in many countries, especially in rural areas. This small-scale farming community often faces challenges such as limited access to technology, limited capital, and lack of access to necessary resources (Bhuiyan et al., 2020).

Increasing agricultural productivity is highly dependent on effective Human Resource (HR) management. Research by Wuli (2024) shows that the implementation of good HR management can improve the quality of farmers, thus having a positive impact on their productivity and welfare (Wuli, 2024). In addition, appropriate extension methods to improve farmers' skills, where hands-on training in the field is proven to be more effective in transforming traditional agricultural practices into more modern and productive ones (Ermawati & Idhan, 2023). For an agriculture-based economy, the human resource factor is quite dominant. Finding agricultural human resources is not too difficult, but finding agricultural human resources who are competent in their fields is very difficult in reality. The high quality of human resources is the initial capital, especially in regional development in the era of regional autonomy and the world market era. The interest of the younger generation in the agricultural sector can be fostered by the government through the efforts of the Ministry of Agriculture, namely by helping competent young people to be able to return to work in the agricultural sector rather than switching to other sectors (Prayoga et al., 2024).

In this context, research on the role of HR management in increasing agricultural productivity, especially among small-scale farmers, is highly relevant. In this article, we will examine various aspects related to the role of HRM in increasing agricultural productivity. Through a better understanding of the role of HR management in increasing agricultural productivity, it is expected that agricultural development efforts can be focused on developing strategies and policies that support effective human resource management among small-scale farmers. As such, this article contributes to filling knowledge gaps and

providing practical guidance for stakeholders in the agricultural sector to achieve sustainable productivity improvements and the welfare of small-scale farmers.

LITERATURE REVIEW

Human Resource Management (HRM) refers to a strategic approach to managing an organization's most valuable asset: its people. It encompasses a wide range of functions and activities aimed at effectively utilizing and developing human resources to achieve organizational goals and objectives (Farida, 2023). Human Resource Management is a key factor in building overall efficiency and improving agricultural techniques (Tiwari & Choudhary, 2022).

Farmers play a central role in agricultural development, so the success of this sector is greatly influenced by the quality of human resources owned by farmers. In the context of national economic development, the agricultural sector not only contributes to the provision of employment for other sectors, but also provides capital, raw materials, and markets for products originating from outside the agricultural sector (Tuti Supatminingsih, 2022). Research by Smith et al. (2020) shows that continuous training for farmers increases productivity through the application of modern agricultural techniques (Sayani, 2024).

Based on the literature review, human resource management plays an important role in supporting agricultural sector productivity through training, incentives, and technology utilization. To improve the effectiveness of human resource management in the agricultural sector, policies are needed that support continuous training, improved labor welfare, and the adoption of modern technology. Therefore, further studies are needed to explore more effective human resource management implementation strategies in various agricultural contexts.

METHODOLOGY

The research method used is descriptive analysis method with literature study (Wuli, 2023). Literature study is an overview of articles from books, and other documents that explain past and present theories and information as well as organize literature on topics and documents needed for research proposals (Widiarsa, 2019). This type of research is designed using and analyzed descriptively with the aim of describing the results of a comprehensive literature study based on references related to human resource potential. Because this research aims to obtain answers related to a person's opinion, response or perception so that the discussion must be qualitative or use descriptions of words.

RESULTS

Human Resource Management or better known as HRM is the process of handling various problems that exist in the company, be it employees, organizational activities, labor to support an organizational or corporate activity in order to achieve predetermined goals (Mustamim et al., 2020). Good human resources are able to uphold all kinds of aspects in agricultural development so that agricultural development is able to increase its activities in supporting the

economy of the agricultural community itself (Wuli, 2024). Human Resource Management is the science and art of managing labor relations and roles to be effective and efficient. Human resource management is the process of managing people, through planning, recruitment, selection, training, development, compensation, career, occupational safety and health, and maintaining industrial relations until termination of employment in order to achieve company goals and improve the welfare of individual employees (stakeholders) (Supriyadi et al., 2020). According to Sedarmayanti, (2011) through education and training, an employee is prepared to have the provisions to be ready to know, be able to recognize and develop a systematic way of thinking, so that he can easily solve problems and make decisions. This will later be seen in their performance, which in turn will ensure that the expected work productivity will increase (Hasan, 2018). Effective HR management in agriculture can increase productivity through careful selection in the recruitment of farmers, the development of relevant skills, and the use of performance management strategies to improve individual and team performance.

A resilient and highly competitive modern agriculture is determined by the support of agricultural human resources who are able to design policies and service systems that are adaptive and anticipatory of developments in demand and market behavior by making rapid improvements in production, harvesting, post-harvesting, and marketing to be oriented to consumer demand (Wijaksono et al., 2023). Human resource management can help optimize the utilization of existing resources, such as farmland, labour, and equipment. In addition, effective performance management strategies have also proven to be influential in improving organizational performance. A goal-centered approach, regular feedback, and fair performance appraisals provide incentives for employees to achieve better results. Fair and transparent compensation and reward systems also play an important role in maintaining employee motivation and engagement. In human resource management not only internal factors influence but also external factors.

DISCUSSION

Human Resources are an important asset for an organization. Human Resources require attention from various parties so that their performance can be maximized so that organizational goals can be achieved. Based on this, human resource management is needed to increase the effectiveness of human resources in an organization (D. Wahyu Adiwinata, R. Hidayat, 2022). The purpose of human resource management is to ensure that the organization is able to manage and use employee potential in an effective and efficient manner in order to achieve its strategic goals. With effective HR management, organizations try to plan, develop, and maintain a qualified and motivated workforce (A. Samsudin, 2024). This includes ensuring that employees' duties and responsibilities are aligned with the needs of the organization, as well as providing the necessary training and development to improve their performance and abilities, resource management affects employee productivity. There are several factors that affect employee productivity, namely training, mental and physical abilities of

employees and the relationship between superiors and subordinates (Ledy Nevira Anggraini et al., 2023). Here are some factors that affect productivity:

1. *Organizational Policy*: Policies and practices implemented by the organization can affect human resource management. These include recruitment, selection, training, compensation, promotion, reward, and termination policies. Policies that are clear, fair, and linked to organizational goals can shape human resource management actions and decisions.
2. *Changes in the External Environment*: External factors such as technological changes, government regulations, demographic trends, economic conditions, and industry competition can affect human resource management. Organizations must be able to adapt their policies and practices to the changing environment to meet new needs and challenges.
3. *Organizational Culture*: Organizational culture and values play an important role in human resource management. A culture that supports cooperation, innovation, fairness, respect and personal development will shape the way the organization treats, motivates and manages people.
4. *Employee Skills and Competencies*: Employee abilities, skills and competencies influence human resource management strategies. Organizations must be able to identify competency needs, provide appropriate training, develop employees, and match individuals to appropriate roles within the organization.
5. *Labor Market Conditions*: Labor market conditions such as competition for talent, unemployment rates, labor migration trends, and education levels affect human resource management. Organizations need to keep up with changes in the labor market and develop appropriate strategies to recruit, retain, and manage employees effectively.
6. *Technology and Information Systems*: Advances in technology and information systems have a major impact on human resource management. The use of integrated human resource management systems, cloud-based applications, e-learning platforms, and other technologies can help in employee data management, training, internal communication, and performance analysis.
7. *Economic and Financial Conditions*: The economic and financial conditions of an organization affect the resources available for human resource management. Organizations must manage budgets, resource allocation, and compensation policies appropriate to their economic and financial situation.

Managing human resources requires a comprehensive approach that not only develops aspects of physical abilities (skills), psychic (intellectual and emotional intelligence), but also spiritual sensitivity considering that employees (humans) are spiritual beings who are actually thirsty for spiritual needs in the midst of a growing culture of hedonism in modern life. An inclusive and collaborative organizational culture has a positive impact on organizational performance that supports the development of agricultural productivity. Specifically, human resource management has the following objectives:

1. Develop a high-performance work system that includes recruitment, selection, incentive systems, and the development of management and training activities that are in line with the company's needs.

2. Developing highly committed management practices that recognize that employees are valued stakeholders in the company and help develop a climate of cooperation and mutual trust.
3. Ensure that equality of opportunity is available to all, meaning there is a mutually beneficial relationship between the company and the employee.
4. Ensure that employees are valued and rewarded for what they have done and achieved.
5. Maintaining and improving the physical and mental well-being of employees.

CONCLUSIONS AND RECOMMENDATIONS

Based on case studies of small-scale farmers in the context of increasing agricultural productivity, the role of human resource management (HRM) has a significant impact. The following are some conclusions related to this role:

1. *Proper Recruitment and Selection:* HRM must ensure that recruited small-scale farmers have the relevant knowledge, skills, and motivation to improve agricultural productivity. A careful selection process will help identify prospective farmers who have the potential to make maximum contributions.
2. *Training and Development:* Proper training will enable small-scale farmers to develop new skills and acquire knowledge of the latest farming techniques. HR management can provide effective training programs and direct the necessary resources to ensure small-scale farmers can apply new knowledge in their daily practices.
3. *Motivation and Rewards:* HR management should encourage and sustain small-scale farmers' motivation through proper recognition, rewards, and incentives. This can include recognition for good work, financial incentives, access to additional resources, or career development opportunities. High motivation will help improve smallholder performance and overall agricultural productivity.
4. *Conflict Management and Communication:* HR management should play a role in conflict management and facilitate effective communication between small-scale farmers. Conflicts can disrupt teamwork and productivity. By promoting an inclusive work culture and establishing open communication channels, HR management can help strengthen cooperation among small-scale farmers, improve efficiency, and encourage innovation.
5. *Performance Evaluation:* Regular performance evaluations will help HR management and small-scale farmers to track progress, identify areas for improvement, and set realistic targets. A good evaluation process also provides constructive feedback to small-scale farmers, motivating them to continuously improve performance and productivity.

HR enforcement strategies include clear and thorough planning, rigorous recruitment and selection, competency development to support task execution, performance appraisal and appreciation, clear and fair career promotion and rotation, and welfare improvement (Ledy Nevira Anggraini et al., 2023). By implementing effective HR management, small-scale farmers can utilize their potential to the fullest, increase agricultural productivity, and achieve better

results in their agricultural endeavors. It is important for HR management to realize their strategic role in effectively managing human resources to achieve this goal.

In addition, the economic environment and socio-cultural environment positively influence agricultural performance through farmers' interests (Ledy Nevira Anggraini et al., 2023). Work in general is actually a cultural product because work itself is cultural.

Recomendations

1. To the government to increase comprehensive training and development for smallholders, as well as conduct regular job evaluations and recognize good achievements, and identify and help improve areas that need more attention.
2. To companies to motivate and reward small-scale farmers to encourage motivation and high performance. This could be in the form of recognition for good work, performance bonuses, or access to additional resources such as technical assistance or financing, while monitoring and mentoring are also needed to address problem-solving obstacles and improve efficiency in daily operations.

FURTHER STUDY

This research focused more on small-scale farmers and did not cover aspects of HRM at a larger level or in different agricultural sectors and used descriptive analysis methods and desk studies, perhaps not delving enough into the experiences and perceptions of farmers directly, which could have provided deeper insight into the challenges they face. Future research is expected to examine HRM not only in small-scale farmers, but also expand to larger agricultural sectors, as well as compare between regions or countries, as well as methodological development using more comprehensive methods such as case studies or surveys involving farmers directly to obtain primary data on their experiences and challenges in HRM.

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