










Human Resource Management Practices in Agricultural Development; the Role of Leadership, Motivation and Work Engagement

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Development is the government's performance goal. Experts agree that agricultural development is the key to a nation's progress. At the same time, development must be supported by human resource capabilities. This research investigates human resource management practices in certain agricultural development activities. Two main objectives will be presented in this research. The first is an analysis to present new facts regarding HRM practices in the agricultural sector, including topics that are the focus of expert discussion on HRM variables such as leadership, motivation, and work engagement in reflecting performance. Second, presenting facts regarding management aspects of several variables discussed in management practice, namely the role of leadership, motivation, and work engagement on performance. This research uses a systematic review of 29 journals on HRM in agricultural development and 36 journals on the performance of non-agricultural organizations. There are several techniques used to get these numbers; (1) Journals are limited to topics that match the research topic with the search keyword "human resource management practices in the agricultural sector"; (2) To meet data quality, the journal prioritizes indexed and reputable publications (Scopus); and (3) Limiting the publication year to 2014-2024. Specifically search for journals related to HRM practices with the keywords "work engagement, leadership, and work motivation on performance". The results of the analysis then produce major themes which are then reconstructed into a road map for further research, as well as representing the scientific contribution (novelty) of the research. The results of the analysis show that human resource management practices in the agricultural sector are focused on ten topics that are widely discussed, namely: HR Management in General; Sustainable Agriculture; Empowerment and Welfare; Agro-industry; Department/Personnel; Digital Agriculture; Agribusiness; food security; Entrepreneurship; and Farm. The resulting theoretical implication is that HRM practices are starting to shift to practical development fields such as agriculture. HRM can answer several management problems in companies and the agricultural industry, such as leadership behavior and work engagement. To contribute to knowledge, the work involvement variable is a control variable in reflecting the relationship between leadership and performance; and performance motivation. For originality, the object of study can be a case in the agricultural sector. The practical implication is that the government and agricultural business actors must jointly look at problems at the worker level to increase productivity. Several behaviors hinder progress in the agricultural sector, such as low motivation and low levels of cooperation (which causes low work engagement). These things then need to be improved in the future so that organizations and companies become more productive.

Keywords: Agricultural development, human resource management, leadership, motivation, work engagement.

INTRODUCTION

Development is at the core of national and state goals, including in vital sectors such as agriculture. Agriculture is synonymous with food with all kinds of products. Food needs

are one of the main indicators of development progress. Even food is an indicator in measuring poverty. Based on this awareness, the UN set agriculture (food) and poverty as an agenda for achieving sustainable development. This means

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that the progress of a nation's development will be seen in the availability of food and the alleviation of poverty.

In the last decade, as reported by [Firdausijah \(2023\)](#); [Cenolli et al. \(2023\)](#); [Jeyasree et al. \(2023\)](#); [Budiman et al. \(2023\)](#); [Huabis et al. \(2023\)](#); [Farida \(2023\)](#); [Hanifah et al. \(2022\)](#) that agricultural development must pay attention to aspects of human resources. Supported by other research such as [Berber and Slavia \(2022\)](#); [Tiwari and Choudhary \(2022\)](#); [Ambarsari and Sunaryanto \(2022\)](#); [Gharbi et al. \(2022\)](#); [Mamba et al. \(2021\)](#); [Guliyeva et al. \(2021\)](#) that aspects of human resource management have proven to play an important and strong role in maintaining agricultural achievements, even though the economy is experiencing turmoil. The challenge is that agricultural human resource management still tends to be traditional, as reported by [Mourao et al. \(2020\)](#). [Mourao et al. \(2020\)](#) continued the traditional human management model applicable in more than 70% of agricultural sector companies. A similar thing was also reported by [Mudholkar et al. \(2021\)](#) that human resources in the agricultural sector are still relatively low in mastery of technology, so quite intensive training is needed so that employees are more productive and have a good work culture.

The above increasingly positions that human resources need to be managed professionally to create harmony between employee interests and organizational interests to advance the organization ([Mappamiring et al., 2020](#)). Human resource management (HRM) theory, explains that human resource management is planning, organizing, directing, and controlling related to the formal design system of an organization to determine the effectiveness and efficiency of personnel talents to realize organizational performance and goals ([Mathis and Jackson, 2011](#)). [Dessler \(2005\)](#) adds that HRM is a process that focuses on acquiring, training, motivating, assessing, and compensating employees, paying attention to their work relationships, health, safety, and justice issues. The same thing was stated by [Robbins and Timothy \(2009\)](#) that HRM is part of management studies that focus on how to recruit, employ, train, motivate, involve, and retain employees. Likewise, the opinion of [Ivancevich and Konopaske \(2012\)](#) states that HRM is specifically required to focus on all activities related to humans.

Furthermore, organizational behavior theory states that behavior is determined by attitudes, social rules, and habits. Behavior concerns the activities of individuals who work in an organization to achieve organizational goals. [Robbins and Timothy \(2009\)](#) explain how to determine the causes or motives of a person's behavior both internally and externally. Behavior internally is behavior that is believed to be under the personal control of the individual concerned, and behavior that is seen externally as a result of being externally forced to act due to the situation. Meanwhile, organizational behavior according to [Griffin and Moorhead \(2014\)](#) states that organizational behavior concerns individual activities in the

organization in achieving organizational performance and goals.

The concept of HRM and behavior in organizations is a key factor in developing individual behavior in organizations so that increased performance and productivity can be realized and the vision, mission, and goals of the organization can be achieved. Employee performance is one of the factors that can increase the effectiveness of an organization's operations. [Rivai and Sagala \(2013\)](#), performance is real behavior displayed by each person as a work achievement produced by employees following their role in the organization. Performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of results related to the vision carried out by an organization as well as knowing the positive and negative impacts of an operational policy.

Performance is the level of achievement of results from carrying out certain tasks ([Wibowo, 2011](#); [Rivai and Sagala, 2013](#)) and managing human resources to achieve organizational goals as intended by [Gibson et al. \(1994\)](#). Another aspect that is emphasized is the work results achieved by people about their position in the organization ([Kast and Rosenzweig, 2002](#)). Therefore, it can be said that the determining factors of employee performance can be explained using the attribution theory approach which states that there are two basic categories of attribution inherent in an employee that will determine his or her performance, namely internal or dispositional attribution (connected with the person's characteristics), and external or situational ones that can be related to a person's environment. Internal factors such as talent, ability, will, and effort. Meanwhile, external factors consist of the work environment, co-workers, and leaders. Therefore, for individuals in an organization to perform at high levels, the organization must pay proper attention to them by appreciating their talents, and abilities and guiding them appropriately. Performance measurement can be carried out on a specific basis, including referring to those developed in Generic ([Mathis and Jackson, 2011](#)).

Several other studies highlight the performance of various sectors such as the challenges of employing in the agricultural sector, such as [Manikandan and Abdullah \(2016\)](#). Then there is the problem of farmer resources in management ([Šajbidorová et al., 2016](#)). Human resource management in the agro-industrial sector was reported by [Kenzhin et al. \(2016\)](#), food security by [Sergeevna et al. \(2020\)](#), and HRM issues in realizing sustainable agricultural development.

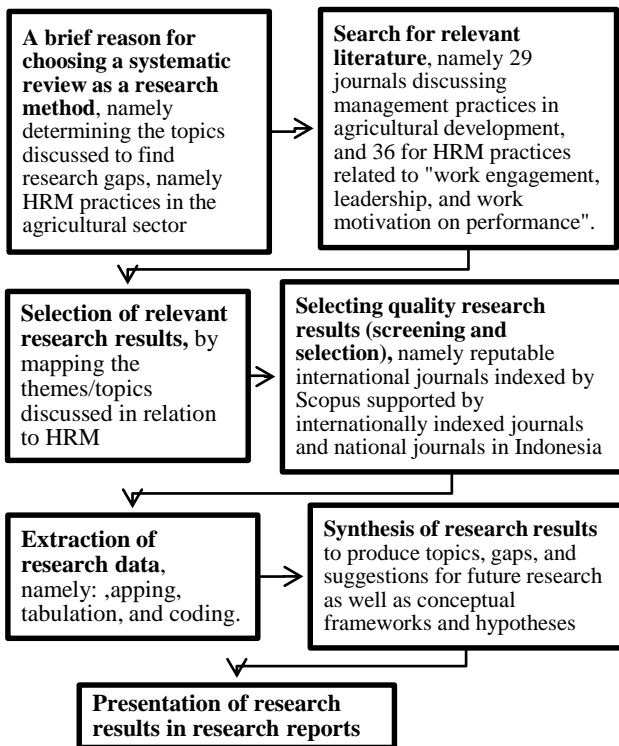
The first aim of the research is to present new facts regarding HRM practices in the agricultural sector, including presenting topics that are the focus of discussion by experts on HRM variables. The second objective is to present facts regarding management aspects of several variables discussed in management practices about Leadership, Motivation, and Work Engagement practices to Performance. These two aims



ultimately give rise to a conceptual framework and hypotheses for future investigation.

MATERIALS AND METHODS

To answer research, this research uses a review paradigm with a systematic design or type of review from secondary data from various published journals. This approach produces a new conception of HRM practices in the agricultural sector which ultimately positions important research themes and focuses to be followed up in future studies. Quoted by Lewin (2008); Francis and Baldesari (2006); Perry and Hammond (2002) that systematic review research is an analytical activity to produce criticism that needs to be updated, producing special topics that are constructed from research gaps, strengths and weaknesses. The research process using systematic review techniques is presented in Figure 1.



Source: Francis and Baldesari (2006)

Figure 1. Research Process with Systematic Review.

This research purely uses secondary data originating from journals. From the results of the researcher's study of empirical (subjective) facts, there are two conflicting topics and empty issues that were missed in previous reviews, namely the gap between human resource management practices in the agricultural development sector in general and the research gap in MSD in the organizational field (non-agricultural).

Secondary data from journal sources that discuss management practices in agricultural development is 29. There are several techniques used to get this number; (1) Journals are limited to topics that are consistent with the research topic with the search keywords being "human resource management practices in the agricultural sector"; (2) To meet data quality, journals prioritize publications that are indexed and reputable (Scopus); and (3) Limiting the publication year to 2014-2024. Any journals presented in the references in each journal mustn't be counted, even if they discuss related studies. The researchers assume that the topics discussed are included in the main journal.

The second investigation is an assessment of aspects of human resource management (HR) in non-agricultural organizations which are widely highlighted in the results of journal reviews related to HRM practices in agricultural development. There are four human resource management variables discussed, namely work involvement, leadership, and work motivation regarding performance. From here, empirical research was collected that examined all these variables. With the search keywords "work engagement, leadership, and work motivation on performance", 36 journals were obtained consisting of the 27 most relevant journals and 9 supporting journals.

The two themes above, namely agricultural HRM practices and especially HRM in various types of organizations, produced major themes that were then reconstructed to become a road map for future research. The big theme in question also represents the scientific contribution of research, as well as being a new opportunity for researchers who are interested in studying it.

RESULT

Agricultural Sector Human Resource Management Practices: Based on the analysis process discussed in the methods section, journal information was obtained that discussed human resource management practices in agricultural development in general. The results of the analysis are presented in Table 1.

The information above shows that during 2024-2024, journals discussing the application of HR management in the agricultural sector were mostly conducted between 2021-2023 with a percentage of around 20.69% of the total journals (presented in Figure 2). Looking at the trend, there is a possibility that the number will increase in 2024 and the following years. This shows that aspects of human resource management are starting to enter the agricultural sector and agricultural industry. This is of course in line with the use of technology in agricultural activities which requires supervision from managers.

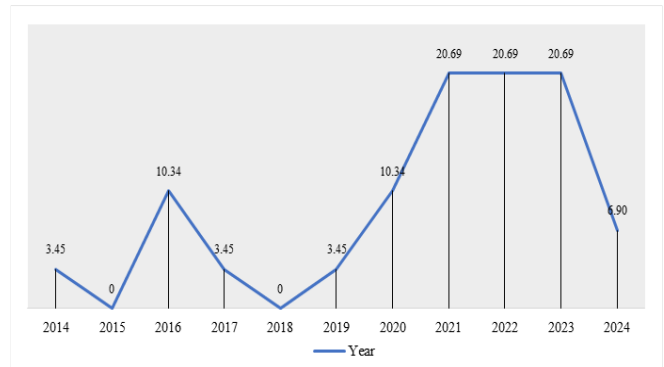


Table 1. Mapping of Empirical Studies Regarding Human Resource Management in the Agricultural Sector.

Topics	Source/ Researcher	Country
Human Resources Management (HR) in the Agricultural Sector	Wenlu (2014)	China and Japan
Dynamic analysis of human resource development in the agricultural sector at various sources of employment.	Manikandan and Abdullah (2016)	India
Human resource management in agricultural sector businesses	Šajbidorová <i>et al.</i> (2016)	Slovakia
HR Management in Agro-industrial Companies	Kenzhin <i>et al.</i> (2016)	Kazakhstan
Readiness of human resources departments in agricultural companies to implement new roles of professional human resources	Jankelova <i>et al.</i> (2017)	Slovakia
HR Management in Agricultural Cooperatives	Kenkel and Crossan (2019)	United States of America
Guaranteeing Food Security	Sergeevna <i>et al.</i> (2020)	Russia
Human resources in the context of agricultural digitalization	Faskhutdinova <i>et al.</i> (2020)	Russia
Economic Development and Changes in Human Resource Management in the Sustainable Agricultural Sector	Mourao <i>et al.</i> (2020)	Brazil
Agro-industrial business	Mudholkar <i>et al.</i> (2021)	South Africa
Person-Centered Approach in Human Resource Management in the Agricultural Sector	Guliyeva <i>et al.</i> (2021)	Azerbaijan
Use of human resource information systems in agricultural companies	Vrabcová and Urbancová (2021)	Czech
HR Management Strategy in Agriculture during Covid-19	Mamba <i>et al.</i> (2021)	South Africa
Environmentally friendly HR Managerial Practices and psychological abilities in the environmentally friendly agricultural industry	Waqas <i>et al.</i> (2021)	Pakistan
HR management challenges in agribusiness	Goranova (2021)	Northern Bulgaria
HR Management in Agrotourism and Community Empowerment	Pertiwi <i>et al.</i> (2022)	Indonesia
Innovation Capacity in the Relationship between Environmentally Friendly Human Resource Management and Competitive Advantage in the Food Industry	Gharbi <i>et al.</i> (2022)	Saudi Arabia
Leadership role and development (performance) of farmer groups	Ambarsari and Sunaryanto (2022)	Indonesia
Human resource management in the agricultural sector	Tiwari and Choudhary (2022)	India
HR Management in Agricultural Sector Businesses	Berber and Slavic (2022)	Serbia
Leadership, Biographical Characteristics, and Motivation, as well Agricultural Company Performance	Hanifah <i>et al.</i> (2022)	Indonesia
Innovation to increase agricultural productivity	Farida (2023)	Indonesia
HR Management on the performance of the Agriculture and Fisheries sectors	Huabis <i>et al.</i> (2023)	Oman
HR Management and Entrepreneurship Performance in the Agricultural Sector	Budiman <i>et al.</i> (2023)	Indonesia

Topics	Source/ Researcher	Country
HR Management Practices in Agribusiness Expansion	Jeyasree <i>et al.</i> (2023)	India
Personnel management in increasing productivity in agricultural enterprises	Cenolli <i>et al.</i> (2023)	Mongolia
Effect of HR management, Job Satisfaction on Employee Performance in Food Crop Agriculture	Firdausijah (2023)	Indonesia
Improving farmer welfare	Wuli (2024)	Indonesia
Human Resource Management Practices and Performance of the Poultry Farming Industry	Opuku (2024)	Ghana

Source: Author (2023)



Source: Author (2023)

Figure 2. Distribution of Empirical Studies on Human Resource Management in the Agricultural Sector by Time.

Next, research journals discussing HR management in the agricultural sector in general between 2014 and 2024 are spread across 19 countries. Of the 29 journals, Indonesia discusses this the most, namely around 7 journals or 24.14% of the total journals. Followed by India with 3 journals or 10.34%, then Russia, Slovakia, and South Africa with 2 journals each or 6.90%. Complete information is presented in Figure 3.

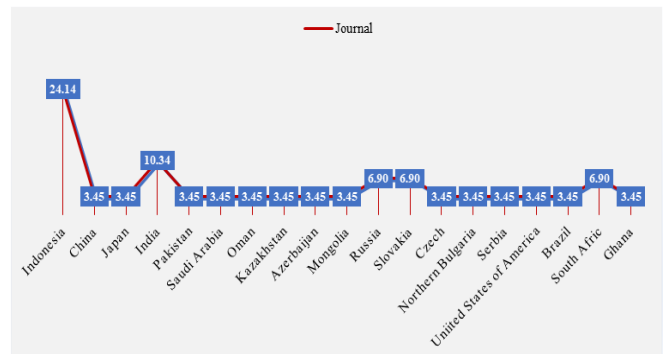
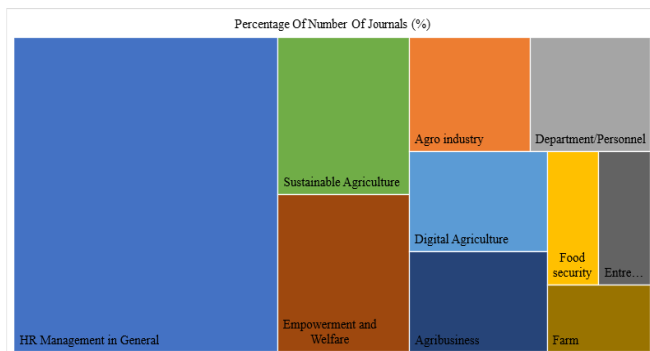


Figure 3. Distribution of Empirical Studies on Human Resource Management in the Agricultural Sector by Country.



The next result is from the information in Table 1 regarding the classification of HR management topics in the agricultural sector. The results of the analysis showed that there were 10 topics discussed with the most topics being about agricultural human resource management practices in general (not grouped by type of agricultural activity), namely around 12 journals or around 41.38% of the total journals. Other frequently discussed topics are human resource management in sustainable and environmentally friendly agriculture; and HR Management in empowering farmers each 3 journals or 10.34%. Other topics are agro-industry, HR management personnel, digital agriculture and agribusiness each at 6.90%. There are relatively few specific topics regarding food security, entrepreneurship, and animal husbandry, only 3.45% each. This information is presented in full in Figure 4 below.



Source: Author (2023)

Figure 4. Distribution of Empirical Studies on Human Resource Management in the Agricultural Sector Based on Subjects and Topics

The topic and/or subject of this research also illustrates that in recent years, human resource management practices have begun to enter practical sectors or technical activities where businesses require skills. It is indeed nothing new, but research on human resource management is starting to develop, which is generally at the level of perception, starting to shift to assessing work with empirical factual data.

Lastly are the variables discussed or used in highlighting human resource management practices in agricultural development. As can be seen in Figure 5, there are 18 variables discussed in previous studies. The eighteen are grouped into two variables, namely exogenous (X) or independent variables and endogenous or dependent variables (Y).

Human Resource Management Practices Based on Aspects of Leadership, Work Motivation, and Work Involvement in Reflecting Performance: This analysis is a deepening of the first results (especially in Figure 5) from the perspective of human resource management science. From each variable in Figure 5, combined with empirical studies resulting from analysis of 36 journals, the four variables that are most widely

discussed are obtained. The four variables referred to are leadership, motivation, work involvement, and performance. The conceptual model is shown in Figure 6.

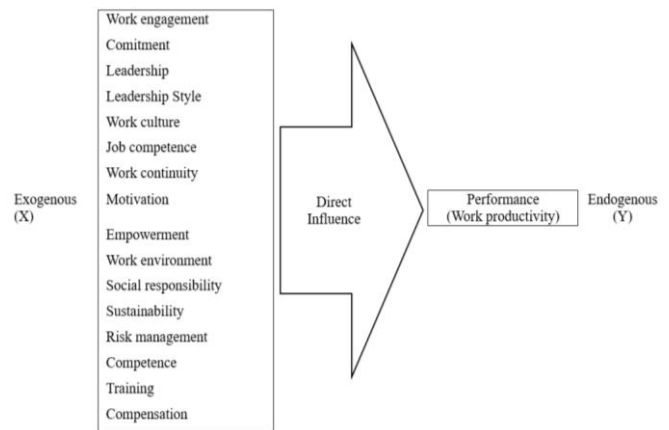
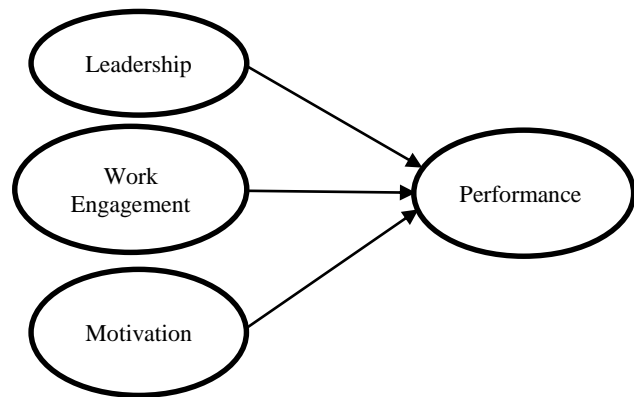


Figure 5. Concept of Empirical Study Variables in Human Resources Management in the Agricultural Sector.



Source: Author (2023)

Figure 6. Conceptual Model from Empirical Studies of Human Resource Management According to Leadership, Motivation, Work Involvement and Performance.

Wen *et al.* (2023) in a study concluded that hotel leadership practices in China weakened positively with work engagement and psychological empowerment. The next relevant finding is that workers perceive as key factors in creating work engagement. Makhmut *et al.* (2023); Abdelwahed and Doghhan (2023) researched the mediating effects of employee engagement, the effects of employee engagement, and organizational culture on employee performance. It was found that organizational culture has a positive and significant effect on employee performance, work engagement has a significant effect on employee performance and employee involvement partially mediates



the relationship between information technology, organizational culture, and employee performance.

Mazzetti and Schaufeli's (2022) research on coaching and supporting leaders who inspire, empower, and connect their subordinates can significantly increase employee motivation and engagement and enable teams to achieve success. Bouckennooghe et al. (2022) in their study mentioned personal resources as a mediator of the relationship between work engagement and performance. Work engagement can improve performance significantly, then personal resources (i.e., self-efficacy, optimism, and resilience) can mediate the relationship between work engagement and performance (Febrianti and Yulian, 2022; Syaifullah et al., 2021). This research supports previous research which states that work engagement has an insignificant negative effect on employee performance.

Riyanto et al. (2021); Chua and Ayoko's (2021) in their study stated that employee involvement does not directly influence employee performance, but can mediate this influence through motivation and job satisfaction, thereby significantly influencing employee performance. It is necessary to encourage employee motivation to be more active and innovative.

Ariussanto et al. (2020); Rapiuddin et al. (2021) attempted to reveal the influence of leadership style and work engagement on employee performance. Employee involvement and work environment have a significant influence on employee performance. The research results also show that leadership style cannot have a direct influence on employee performance, intermediary variables are needed to improve employee performance.

Model Construction (State of the Art) and Hypothesis: Mazzetti and Schaufeli (2022) confirmed that leadership involvement in work engagement. Practically, increase employee and engagement. Wen et al. (2023) in their research stated that employee work involvement is determined by leadership. This can mean that a strong leader can involve his employees with high intensity to realize organizational goals (Febrianti and Yulian, 2022). Based on the influence between the variables previously stated, the next hypothesis proposed is that there is a positive and significant influence of leadership on work engagement.

Leadership in an organization is an important aspect of improving employee performance. This is because a leader who is wise and professional at work will certainly be very liked by employees. According to Febrianti and Yulian (2022) stated in their research that good leadership will have an impact on better employee performance. Febrianti and Yulian, (2022); Maryati et al. (2019); Munir et al. (2012) that leadership has been proven to have a very large (significantly positive) effect in determining whether performance is good or not. Based on the influence between variables previously stated, the next hypothesis proposed is that there is a positive and significant influence of leadership on performance.

Empirical findings prove that motivation has a positive effect on employee performance and employee involvement and employee involvement does not directly influence employee performance (Riyanto et al. 2021), the higher the employee's work motivation. Furthermore, Riyanto et al. (2021) emphasized that the motivation style and employee performance are in the quite good category, so they still need attention. Based on the influence between variables previously stated, the hypothesis proposed is that there is a positive and significant influence of motivation on performance.

Ismail et al. (2019) explored the relationship between employee engagement and performance in the country of Lebanon, that work engagement succeeded in having a significant positive influence on performance, meaning that creating better performance can be done by encouraging or in other ways. so that employees are involved in work. Bouckennooghe et al. (2022) added that work involvement can improve performance significantly. Makhmut et al. (2023) work engagement has a significant influence on employee performance. Obuobisa-Darko (2020) in his study that engaged employees mediate the relationship between leader behavior and employee task performance in the public sector in developing countries with unique cultural characteristics.

Based on the influence between variables previously stated, the hypothesis proposed is that there is a mediating role of work engagement on the influence of leadership on performance. Based on the influence between variables previously stated, the hypothesis proposed is that there is a mediating role of work engagement on the influence of motivation on performance.

Finally, a research position (state of the art) for future research was obtained which was constructed from suggestions from previous research, namely the use of work engagement variables as mediation in conditioning the significant positive effect between leadership and work motivation on performance. The use of the work involvement variable is also an opportunity for novelty in future research. The model in question is presented in Figure 7.

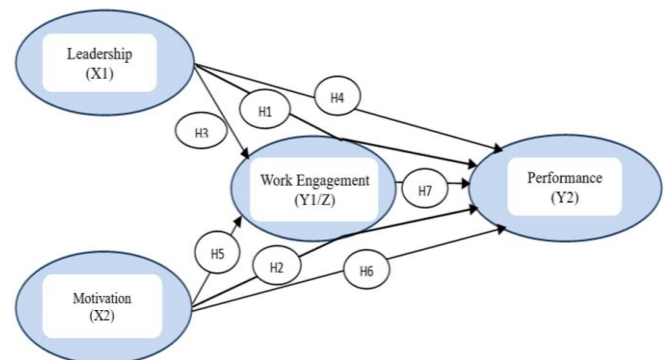


Figure 7. Conceptual Framework and Future Research Hypotheses.



For the author, efforts to reduce these problems require a leadership role.

DISCUSSION

Human Resource Management Practices in the Agricultural Sector: This study found that discussions regarding human resource practices in the agricultural sector are becoming popular and routinely carried out starting in 2021. There are at least 10 topics discussed related to human resource management (HR) in the agricultural sector, namely HRM; agriculture in general; farmer empowerment; sustainable agriculture; agro-industry; specialized HR departments/personnel; digital agriculture; agribusiness; food security; entrepreneurship; and livestock.

Human resource practices in the agricultural sector are still general (generalized). For example, [Wenlu \(2014\)](#) stated that the future agenda is to focus on agricultural companies in terms of human resource management in other organizations. Therefore, it is best to carry out an analysis regarding the reflection of changes in HRM in the agricultural sector and at other organizational unit levels. The next resource management target was reported by [Kenkel and Crossan \(2019\)](#), regarding training to be able to adapt to the skills needed in the agricultural industry. According to [Kenkel and Crossan \(2019\)](#), commitment to training employees to have the skills needed today. Because it seems that they are not developing human resources to meet the needs of their cooperative in the future. Future agendas therefore focus on investigating employee attitudes or satisfaction, and employee perspectives regarding HRM in companies would be a fruitful area for further research. Then [Tiwari and Choudhary \(2022\)](#) stated that the key to successful human resource management in the agricultural sector is effective communication, training in modern & scientific agricultural practices, educational awareness about national culture and social collaboration between the public & private sectors, policies introduced by the government. government to improve agricultural performance.

HRM in terms of empowering and increasing the capacity of farmers, one of which was reported by [Wuli \(2024\)](#) that the development of human resources which focuses on improving the welfare of farmers can solve problems regarding increasing the welfare of farmers, increasing agricultural productivity, alleviating poverty, and making a positive contribution to the regional economy. [Ambarsari and Sunaryanto \(2022\)](#) continued that HRM is an urgent matter for businesses dealing with economic turmoil, because even in difficult situations (the Covid-19 pandemic), with the ability of HRM, the organization can still operate and be productive. Because of this, [Pertiwi et al. \(2022\)](#) emphasize the social aspect of HRM, namely managing employees through a system of mutual trust and mutual need because village business is one of the pillars of hope.

HRM for the topic of sustainable agriculture was first reported by [Mourao et al. \(2020\)](#), in their study stating that HR management tends to be traditional, while several current economic challenges lead to environmental injustice. [Mourao et al. \(2020\)](#) found that companies that have the highest mechanization are companies that comply with environmentally sound strategic policies and practices, and traditional human management models apply in more than 70% of companies that do not comply with environmental management. Still related to sustainable agricultural HRM, it was reported by [Waqas et al. \(2021\)](#), that human resource management leadership practices (building environmentally friendly competencies, increasing environmentally friendly motivation, and environmentally friendly employee involvement practices) significantly increase employee environmentally friendly behavior. Additionally, GHRM practices increase the sense of ownership of nature among employees as they engage proactively in environmentally friendly activities and behaviors. Lastly, [Gharbi et al. \(2022\)](#) stated that HRM plays a strong role in creating innovation capacity and competitive advantage. Women play an important role in improving HR management for competitive advantage. Therefore, policymakers must make good regulations for a women-based work environment.

HRM in agro-industrial development discusses production efficiency in agricultural companies, namely developing strong human resource potential and managing them effectively. It is important to equip agriculture with qualified personnel, including managers, specialists, and workers of mass professions, who can work in market economy conditions in complex economic and social situations ([Kenzhin et al., 2016](#)). Then continued by [Mudholkar et al. \(2021\)](#) that HRM in agro-industry development is related to strategies related to the procurement of production materials in small agro-based businesses that have been slightly changed for the sake of employee safety. Therefore, agro-based small business entrepreneurs should provide work-from-home facilities to their employees if possible. Employee productivity and work culture must be managed well by agro-based companies.

Good HRM must be supported by a special personnel department to prepare human resources as suggested by [Cenolli et al. \(2023\)](#); [Jankelova et al. \(2017\)](#); [Cenolli et al. \(2023\)](#) said that personal management focuses on main management tools such as the principle of subordination, a system for dividing tasks and controlling their implementation, as well as motivation so that they can increase efficiency in agricultural companies. [Jankelova et al. \(2017\)](#) in their research emphasized that competitive HR management is strategic and creates added value for all stakeholders, including organizations, employees, and clients. The increasing rate of change in all contextual interactions relevant to the world of business means that entrenched views



and behavioral patterns created and demonstrated in the past must now be addressed as no longer adequate.

HRM aspects by each company in one department or personnel to other business actors in the agricultural sector, such as agribusiness businesses (Jeyasree *et al.*, 2023; Goranova, 2021). Other businesses such as entrepreneurial scale (Budiman *et al.*, 2023) and businesses related to providing food needs (Sergeevna *et al.*, 2020) are also important.

Future Human Resource Management Inquiry: The study confirms that the future HRM research agenda focuses on seven hypotheses (limited to models of work engagement, motivation, leadership, and performance). The first hypothesis is to prove the positive and significant influence of leadership on work engagement (H1). Next is proof of the effect of leadership on performance (H2), motivation on work involvement (H3), motivation on performance (H4), and work involvement on performance (H5). Another hypothesis is the effect of the mediating role of work involvement on the influence of leadership on performance (H6) and the mediating role of work involvement on the influence of motivation on performance (H7).

This model was constructed from four previous studies. Starting from research by Pancasila *et al.* (2020) they suggest that future researchers test other mediating variables in this research model because job satisfaction does not act as a mediating variable. In response to the weaknesses of the study by Pancasila *et al.* (2020), the use of mediating variables is work engagement for leadership on performance as suggested by Laihad and Suhardi (2023), and work engagement for work motivation on job satisfaction by Riyanto *et al.* (2021). As confirmation that, the model developed (Figure 7) does not use main journals (one journal as a reference), but rather the results of relevant research construction which is limited to five variables as the focus of analysis, namely leadership, work motivation, work engagement, job satisfaction and performance. then it becomes four variables by eliminating the job satisfaction variable suggestion from (Pancasila *et al.*, 2020).

Conclusion: Human resource management (HRM) practices in the agricultural sector are starting to be discussed in academic circles. HRM practices began to be carried out along with the use of special production technology based on information technology, therefore employees had to be especially skilled (training). The second fact found is that human resource management is closely related to behavior, giving rise to the issue of sustainable agriculture. There are around 70% of traditional companies identified as violating sustainable agriculture regulations. Therefore, the investigation into ecologically based HRM practices is becoming a new chapter.

The second result reported is HRM practices in an organizational context with a pure paradigm of human

resource management science. There are four variables recommended for use, namely leadership, work involvement, motivation, and performance itself. In connection with the first result, the investigation of these four variables will be stronger in the context of agricultural development in a broad sense.

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SDG's Addressed: Zero Hunger.

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