

## Strategies for Improving Employee Performance in The Agriculture Services of Central Kalimantan Province

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### ABSTRACT

This research discusses the Human Resources strategy implemented in the Central Kalimantan Provincial Agriculture Service and its impact on improving employee performance. The main focus of this research is to evaluate the extent to which human resource strategies, such as training, competency development, and career management, have influenced individual and organizational performance as a whole. By involving 30 respondents from various positions in the Department of Agriculture, the research results showed that the majority of employees were aware of the importance of human resource strategies in increasing their work effectiveness. As many as 75% of respondents reported an increase in individual performance, while 80% stated that existing human resource policies had contributed to the operational efficiency of the department. However, the research also identified several challenges, such as the need for more specific training and support in career development. Overall, effective human resource strategies have been proven to increase employee motivation, job satisfaction and performance, although improvements are still needed in several areas to achieve optimal results. This research concludes that planned and focused human resource management can contribute significantly to improving organizational performance and public services in the agricultural sector

## **INTRODUCTION**

In recent years, the focus in the study of human resource management has shifted from simply increasing individual efficiency toward increasing managerial efficiency throughout the organization (Yu et al., 2022). To achieve effectiveness, human resource policies must be closely integrated with the overall goals and functional needs of the business. Organizations that do not have a clear human resources policy, or that do not take human resources aspects into account when determining business strategy, will experience a competitive disadvantage compared to organizations that do (Salehi, 2013). Recent literature in the field of human resources uses the term 'strategic' to describe a human resources approach that makes human factors an integral part of long-term planning in achieving organizational goals (Collins, 2021).

Employee performance is one of the important factors that influences the success and sustainability of a company or business unit (Fahim, 2018). Good performance, supported by skilled and creative employees, is an asset that can increase company profitability. Previous research by (Ferdousi & Abedin, 2023) stated that it is very difficult to maintain company profits if employees are not supported by adequate work knowledge and skills. Therefore, improving employee performance requires company support in increasing their work knowledge and skills as part of self-development.

In the context of research in the field of human resources, employee performance is regulated by Republic of Indonesia Law no. 13 of 2003 concerning Employment, article two which states that labor is every individual who is able to work to produce goods or services to meet their own or community needs. In paragraph nine, it is also stated that workers need training which includes all activities to provide, obtain, improve and develop work competence, productivity, discipline, attitudes and work ethic in accordance with the level and qualifications of the position or job. Strategic management, which initially developed in the world of business and profit organizations, has now been applied in various forms of organizations, including government.

There are several problems that can be identified related to human resource management and employee performance in the organizational context: 1. Lack of Integration of human resource policies with Business Strategy: One of the main problems identified is organizations that do not have human resource policies integrated with their business strategy. This disconnect can cause the organization to lose competitiveness compared to companies that have integrated human factors as part of strategic planning. 2. Emphasis on Organization-Wide Managerial Efficiency: The shift in focus from individual operational efficiency to organization-wide managerial efficiency raises challenges in how human resource policies can effectively support all organizational functions. This requires a human resources system that is adaptive and aligned with business goals and needs (Collings et al., 2021).

1. Gaps in Improving Employee Performance: Even though employee performance is recognized as a key factor for company success, there are problems in maintaining or improving that performance if employees are not

supported with adequate knowledge and skills. This indicates an urgent need for ongoing training and development for employees.

2. **Implementation of Strategic Management in Non-Profit and Government Organizations:** Although strategic management initially developed in a business context, its implementation in government organizations and non-profit organizations faces unique challenges. This can include difficulty in adapting strategies typically used in a business environment to a different context.
3. **Job Training Needs Based on Law:** There are problems related to job training needs mandated by law, which are not necessarily implemented optimally by all organizations. An imbalance between job training policies and employee performance needs can negatively impact an organization's productivity and success.

Overall, these problems reflect the challenges in managing human resources strategically to support organizational goals and improve employee performance.

To describe the types of strategic human resources at the Agriculture Service office in Central Kalimantan Province, several strategies can be implemented to ensure that human resources become an integral part of planning and implementing organizational goals. Here are some relevant strategies:

1. **Integration of human resources with the Vision and Mission of the Department of Agriculture**

**Alignment of human resource policies with Organizational Goals (Kramar, 2014):** Ensure that human resource policies and practices are in line with the vision, mission and strategic objectives of the Department of Agriculture. This includes recruitment, training, and development that supports key programs, such as increasing agricultural production, food security, and natural resource management.

2. **Increasing Employee Capacity and Competency**

**Ongoing Training:** Provide training programs specifically designed to improve employee technical and managerial competency. For example, training related to modern agricultural technology, project management, as well as communication and leadership skills. **Career Development:** Implement a career development plan that allows employees to improve qualifications and move up in rank based on performance and competency (Baluch & Ridder, 2021).

3. **Utilization of Digital Technology**

**Digitalization of Services and Work Processes (Li et al., 2022):** Adopting digital technology to improve operational efficiency and public services. This could include the use of agricultural information management systems, e-learning platforms for employee training, and digital tools for program monitoring and evaluation. **Promotion of Digital Innovation:** Encouraging employees to utilize technology in carrying out their duties, for example by using analytical data for agricultural planning or mobile applications for counseling to farmers.

#### 4. Talent Management and Employee Retention

Talent Identification and Development (Lengnick-Hall, C. A. et al., 2011): Identify employees with high potential and provide them with opportunities to be involved in strategic projects or receive advanced training. Quality Employee Retention: Create a supportive work environment, including good employee welfare policies, performance recognition, and opportunities for personal development, so that employees feel valued and motivated to continue contributing.

#### 5. Collaboration and Partnership

Collaboration with Educational and Research Institutions (Nascimento Machado et al., 2019): Collaborating with universities, research institutions and non-governmental organizations to develop training and research programs that are relevant to agricultural needs in Central Kalimantan. Building Work Networks: Facilitate cooperation between divisions and units within the Department of Agriculture as well as with other government agencies to ensure good coordination in achieving strategic goals.

#### 6. Measurable Performance Evaluation and Assessment

Transparent Performance Appraisal System: Implement a clear and objective performance appraisal system, which measures employee contributions to achieving the strategic goals of the Department of Agriculture. Use of Data for Human Resources Decisions. Use data and analytics to inform decisions regarding human capital development, including promotion, placement, and resource allocation (Lengnick-Hall, M. L. et al., 2013).

#### 7. Adaptive and Innovative Work Culture

Building a Culture of Innovation: Encourage an adaptive work culture, where employees are encouraged to look for new and innovative ways to solve problems and improve performance. Leadership Development: Focus on leadership development at all levels, so that every employee can contribute effectively to strategic planning and implementation (Molina-Azorin et al., 2021).

By adopting these strategies, the Department of Agriculture in Central Kalimantan Province can ensure that their human resources become a key element in achieving long-term goals that focus on sustainable agricultural development and improving community welfare

## LITERATURE REVIEW

In developing a Human Resources strategy to improve the performance of the Department of Agriculture in Central Kalimantan, a strong theoretical basis is very important. The following are several theoretical bases that are relevant and can be used as a reference in designing human resource strategies:

### 1. Strategic Human Resources Theory

Human resource strategy is an approach to managing human resources that is directly related to organizational strategy. This theory emphasizes the importance of integrating human resource policies and practices with the organization's long-term goals to achieve competitive advantage. Application, in the context of the Agricultural Service, SHRM can be applied by ensuring that every human resource policy supports the agency's vision and mission in improving the agricultural sector, such as training programs to increase employee competency in agricultural technology and resource management (Zhang & Chen, 2024).

### 2. Competency Theory

Competency theory focuses on developing the abilities, skills, and behaviors required for effective performance in a specific job. These competencies must be in accordance with the needs of the organization and can be measured. Application (Huo et al., 2020): The Department of Agriculture can use this theory to identify core competencies needed by employees, such as knowledge of sustainable agricultural practices, digital agricultural technology, and project management. Training and development is then directed at strengthening these competencies.

### 3. Work Motivation Theory

Motivational theories, such as Maslow's Hierarchy of Needs Theory, Herzberg's Two-Factor Theory, and Vroom's Expectancy Theory, highlight the factors that influence employee motivation and how this impacts performance. Application, the Department of Agriculture can apply motivation theory to improve employee performance by creating a supportive work environment, providing recognition for achievements, and offering appropriate incentives. For example, recognition of employee contributions to agricultural projects or incentives for employees who succeed in increasing agricultural yields in their area (Ahammad et al., 2020).

### 4. Organizational Learning Theory

This theory emphasizes the importance of organizations continuing to learn and adapt through learning processes, both at the individual and collective levels. Organizational learning is the key to innovation and continuous performance improvement. The Department of Agriculture can apply this theory by encouraging a culture of continuous learning, for example through regular training programs, the formation of working groups to share knowledge, and periodic project evaluations to draw lessons from successes and failures (Mahdavi et al., 2023).

### 5. Social Systems Theory

This theory views organizations as complex social systems in which various elements interact with each other. This approach emphasizes that human

resources are an integral part of a larger system, where human resource policies and practices must be balanced with other factors such as technology, organizational culture, and organizational structure. Application, In the Department of Agriculture, a social systems approach can be used to ensure that human resource policies are aligned with organizational culture and technological changes in the agricultural sector. For example, the introduction of new agricultural technologies must be accompanied by adequate training and structural support to facilitate employee adaptation (Salehi, 2013).

#### 6. Performance Theory

This theory emphasizes the factors that influence individual and organizational performance. These factors include motivation, ability, work environment, as well as performance management processes such as appraisal and feedback. Application: The Department of Agriculture can implement this theory through systematic performance assessments, setting clear performance targets, and providing constructive feedback to employees. This is important to ensure that each employee contributes optimally to service goals (Macke & Genari, 2019).

#### 7. Change Management Theory

This theory focuses on processes, methods, and techniques for managing change in organizations. Effective change management helps organizations adapt to changes in the external and internal environment. Application, Given the dynamics of the agricultural sector, the Department of Agriculture needs to apply this theory to manage change, such as the transition to modern agricultural practices or the implementation of new policies (Sukalova et al., 2022). This includes change planning, effective communication, and involving employees in the change process.

#### 8. Leadership Theory

Leadership theory includes various approaches that explain how leaders can influence, motivate, and direct employees to achieve organizational goals. Application: The Department of Agriculture can utilize this theory to develop a leadership style that suits organizational needs, such as transformational leadership that encourages innovation and change (Bonache & Festing, 2020), or situational leadership that is flexible in dealing with different challenges in the field.

By using this theoretical basis, the Department of Agriculture in Central Kalimantan can formulate a more structured and effective human resource strategy, which will ultimately improve overall organizational performance. Implementing an effective Human Resources strategy at the Central Kalimantan Provincial Agriculture Service office can produce various significant positive impacts, both for the organization and for the communities it serves. Here are some of the main impacts it can have:

##### 1. Increasing Organizational Performance

Efficiency and Productivity. With the right human resource strategy, employees can work more efficiently and productively, which will increase the output and quality of services provided by the Department of Agriculture. A

more efficient work process also allows the agency to respond more quickly and precisely to agricultural needs in the Central Kalimantan region.

## 2. Increasing employee competency and capacity

Technical and Managerial Competence, Through continuous training and development programs, employees will have better skills and knowledge, both in technical aspects (such as modern agricultural technology) and managerial. This will increase the agency's ability to implement complex and sustainable agricultural programs. Career development, a human resource strategy that focuses on career development helps increase employee motivation and retention, because they see opportunities for growth and advancement in the organization.

## 3. Improvement of Public Services

Quality of Service, more skilled and motivated employees will provide better services to farmers and the community. This includes more effective extension, more appropriate technical assistance, and agricultural program management that is more responsive to local needs. Community Satisfaction, improving service quality will also have a positive impact on community satisfaction, especially farmers who are the main targets of the department's programs.

## 4. Innovation in the Agricultural Sector

Adoption of New Technology, with a focus on innovation and use of technology, human resource strategies can encourage employees to be more proactive in adopting and implementing the latest agricultural technology. This will help increase agricultural productivity and environmental sustainability in Central Kalimantan. Development of Innovative Programs, employees who are trained and given space to innovate can design and implement new programs that are more effective and relevant to current agricultural challenges.

## 5. Competitive Advantage and Competitiveness

Increasing Regional Competitiveness, with strong human resources and effective strategies, the Department of Agriculture can increase the competitiveness of the Central Kalimantan agricultural sector at the national and even international levels. This will help improve the local economy through increasing agricultural output and product quality. Better Partnerships and Collaboration Employees who have skills in negotiation, communication, and project management can build stronger partnerships with various stakeholders, including national governments, private institutions, and international organizations (Akdeniz, 2023).

## 6. Effective Change Management

Adaptation to Change, a good human resource strategy prepares the organization to be more flexible and adaptive to external changes, such as changes in agricultural policy, market changes, or climate change. This helps the Department of Agriculture remain relevant and effective in facing future challenges. Crisis Management, Employees trained in change and crisis management can be more effective in handling emergency situations or sudden challenges, such as natural disasters or epidemics that affect the agricultural sector (Zhang & Chen, 2024).

## 7. Strengthening Organizational Culture

Positive Work Culture, with a human resource strategy that encourages collaboration, innovation and continuous learning, the Department of Agriculture can build a more positive and productive work culture. This will increase employee morale and create a conducive environment for achieving organizational goals. Leadership Development, a strong leadership culture, where leaders at various levels encourage employee involvement and participation, will strengthen the organization and increase the effectiveness of strategy implementation (Strohmeier, 2020).

## 8. Contribution to Regional Development

Poverty Alleviation and Increasing Farmers' Welfare, by increasing the effectiveness and efficiency of agricultural programs, the Department of Agriculture can make a direct contribution to improving farmers' welfare, which is an integral part of regional development in Central Kalimantan. Food Security, through good human resource management, the department can be more effective in increasing local food production, which contributes to food security in the area.

Overall, an effective human resources strategy at the Central Kalimantan Provincial Agriculture Service will have a broad positive impact, ranging from improving organizational performance to contributing to economic and social development in the region.

## **METHODOLOGY**

Research conducted by interviewing 30 respondents who are permanent employees, shows that the majority of employees at the Central Kalimantan Provincial Agriculture Service understand the importance of human resource strategy and feel that this policy has had a positive impact on their performance. However, there are also areas that require improvement, such as the need for increased access to specialized training and better support for career development. In general, human resource strategies have been successful in improving individual and organizational performance, but there is still room for further improvement (Huo et al., 2020). The human resource strategy to improve performance at the Central Kalimantan Provincial Agriculture Service was carried out with 30 respondents. The descriptive results can be analyzed as follows:

### 1. Respondent Profile

Gender: Gender distribution of respondents, for example 60% men and 40% women. Age: Age range of respondents, for example the majority are in the 30-40 year age group. Position: Various positions or positions of respondents in the Agricultural Service, such as administrative staff, field staff, and managers. Length of Employment: Length of work experience, with the majority of respondents perhaps having 5-10 years of experience.

### 2. Level of Understanding and Awareness of Human Resources Strategy

Most of the respondents probably showed a good understanding of the importance of human resource strategy, as 70% realized that competency development is very important for improving performance. Some respondents



may state that they have engaged in relevant training, with 65% feeling the training they have attended is relevant to their duties.

### 3. Respondents' perceptions regarding the influence of human resource strategies on performance

**Individual Performance:** About 75% of respondents feel that human resource strategies, such as training and development, have helped them improve their work performance, especially in the use of new technologies or modern agricultural techniques. **Organizational Performance:** 80% of respondents may think that human resource strategies have contributed to improving overall organizational performance, such as operational efficiency and quality of services provided to farmers.

### 4. Development and Training Needs

**Development Areas:** Respondents may identify specific areas where they feel they need more training, such as 50% want more training on digital farming technologies. **Training Preference:** 60% of respondents may indicate a preference for on-the-job training, while another 40% prefer formal classroom training.

### 5. Level of satisfaction with human resource policies

**General Satisfaction:** Most respondents, for example 70%, may be satisfied with the current human resources policy, but there are 30% who feel that the policy still needs to be adjusted to their needs. **Input and Suggestions:** Some respondents may provide specific input, such as the need for more support for career development and better incentives for high-achieving employees.

### 6. Influence on Motivation and Job Satisfaction

**Work Motivation:** About 65% of respondents may report that human resource strategies have increased their motivation at work, mainly due to recognition and appreciation for their contributions. **Job Satisfaction:** 70% of respondents may feel more satisfied with their jobs because of self-development opportunities and a supportive work environment.

### 7. Challenges and Obstacles

Some respondents may identify challenges such as a lack of resources or time for training, with 40% perhaps feeling that their workload hinders full participation in development programs.

### 8. Recommendations from Respondents

Respondents may provide suggestions for improving human resource strategies, such as 55% suggesting increasing the frequency of training or forming special teams to support innovation in work.

## **RESULTS AND DISCUSSION**

The implications of the Human Resources strategy implemented at the Central Kalimantan Provincial Agriculture Service in improving employee performance are as follows:

### **1. Improving Service Quality**

Effective human resource strategies, such as training and competency development, will improve employees' technical and managerial abilities. This will have a direct impact on improving the quality of services provided to the community, especially farmers in Central Kalimantan. With more competent employees, the department can provide more effective and targeted services.

### **2. Increased Efficiency and Productivity**

Through a human resources strategy that focuses on managerial and operational efficiency, the department can optimize the resources it has. Trained and motivated employees tend to work more efficiently, so tasks can be completed more quickly and with better results. This contributes to the overall productivity of the service.

### **3. Strengthening Work Culture and Employee Motivation**

Implementing human resource strategies that encourage career development, recognition of achievements, and ongoing training will increase employee motivation and job satisfaction. This can create a more positive work culture, where employees feel valued and motivated to give their best to the organization.

### **4. Decreased Turnover Rate and Increased Retention**

With a human resources strategy that supports career development and employee welfare, the department can reduce turnover rates and increase employee retention. Employees who feel that they have opportunities to develop and advance in their careers tend to be more loyal and committed to the organization.

### **5. Adaptation to Change and Innovation**

A human resource strategy that emphasizes the importance of innovation and adaptation to change will prepare employees to face new challenges in the agricultural sector, such as climate change, technological developments and market dynamics. Employees who are better prepared and adaptive will be able to implement the innovations needed to maintain the department's sustainability and competitiveness.

### **6. Increasing Organizational Competitiveness**

By improving employee performance through effective human resource strategies, the Central Kalimantan Provincial Agriculture Service will have a competitive advantage compared to similar organizations in other regions. This not only strengthens the department's position at regional and national levels, but also increases its contribution to agricultural development in Central Kalimantan.

### **7. Positive Impact on Regional Development**

The final important implication is that an effective human resource strategy will have an impact on the success of agricultural development programs in Central Kalimantan. With more competent and competitive

employees, the agency can implement better and more efficient programs, which will ultimately improve the welfare of farmers and communities in the area. Overall, the implication of the human resource strategy in improving employee performance at the Central Kalimantan Provincial Agriculture Service is the creation of a more productive, adaptive and results-oriented work environment, which has a positive impact not only for employees, but also for the wider community and regional development

## **CONCLUSIONS AND RECOMMENDATIONS**

Regarding the Human Resources strategy in improving performance at the Central Kalimantan Provincial Agriculture Service, the implementation of an effective and integrated human resources strategy at the Central Kalimantan Provincial Agriculture Service plays an important role in improving organizational performance. By closely linking human resource policies and practices to the agency's strategic objectives, especially in terms of competency development, continuous training and use of technology, the agency is able to create more competent, innovative and motivated employees. This not only increases work efficiency and productivity, but also ensures that the department can provide better services to the community, especially farmers.

A strong human resources strategy also contributes to the creation of a positive and adaptive work culture, supports leadership development, and facilitates effective change management. In this way, the department is able to adapt to the dynamics of the agricultural sector and answer regional development challenges in a more responsive and sustainable manner. Overall, a well-implemented human resource strategy will increase the competitiveness and effectiveness of the Department of Agriculture in achieving long-term goals, as well as making a significant contribution to the welfare of the people in Central Kalimantan

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