

Analysis of Human Resource Planning and Work Motivation in Maintaining Seaweed Productivity

Human Resource
Planning

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ABSTRACT

This study examines the role of Human Resources (HR) planning and work motivation in increasing seaweed farming productivity in Sumenep, Madura. The research method uses a qualitative approach with data collection through in-depth interviews, participant observation, and documentation. The main informant is the head of the seaweed farming group in Pagarbatu Village, Saronggi District, Sumenep. The data collected were analyzed using thematic analysis techniques. The results of the study indicate that good HR planning, including skills training and maintaining the welfare of group members, contributes significantly to increasing productivity. In addition, high work motivation, influenced by the fulfillment of physiological needs, security, and social appreciation, also plays an important role in increasing the work spirit of seaweed farmers. Although the farmer group does not have a formal HR plan, they apply effective principles in developing the capacity of its members. This study is expected to provide insight into the development of HR planning and work motivation in the seaweed farming sector, as well as encourage increased productivity and welfare of coastal communities.

Keywords: Human Resource Planning, Work Motivation, Productivity, Seaweed

ABSTRAK

Penelitian ini mengkaji peran perencanaan Sumber Daya Manusia (SDM) dan motivasi kerja dalam meningkatkan produktivitas budidaya rumput laut di Sumenep, Madura. Metode penelitian menggunakan pendekatan kualitatif dengan pengumpulan data melalui wawancara mendalam, observasi partisipatif, dan dokumentasi. Informan utama adalah ketua kelompok pembudidaya rumput laut di Desa Pagarbatu, Kecamatan Saronggi, Sumenep. Data yang terkumpul dianalisis menggunakan teknik analisis tematik. Hasil penelitian menunjukkan bahwa perencanaan SDM yang baik, termasuk pelatihan keterampilan dan pemeliharaan kesejahteraan anggota kelompok, berkontribusi signifikan terhadap peningkatan produktivitas. Selain itu, motivasi kerja yang tinggi, dipengaruhi oleh pemenuhan kebutuhan fisiologis, keamanan, dan penghargaan sosial, juga berperan penting dalam meningkatkan semangat kerja para petani rumput laut. Meskipun kelompok tani tidak memiliki rencana SDM formal, mereka menerapkan prinsip-prinsip efektif dalam pengembangan kapasitas anggotanya. Penelitian ini diharapkan memberikan wawasan bagi pengembangan perencanaan SDM dan motivasi kerja di sektor budidaya rumput laut, serta mendorong peningkatan produktivitas dan kesejahteraan masyarakat pesisir.

Kata kunci: Perencanaan SDM, Motivasi Kerja, Produktivitas, Rumput Laut

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INTRODUCTION

Most of Indonesia's territory is sea waters that have various types of natural resources, and also an environment that has great potential to be processed or developed. This is able to support success in building and aligning in meeting the basic needs of the community. Therefore, people who live in coastal areas have a great advantage because they are able to optimally utilize the natural resources in the sea and coastal communities, including fishermen, fish farmers, seaweed farmers, several traders and managers of marine catches (Suhu & Wance, 2019). Seaweed is one of the leading commodities in the aquaculture sector and has great potential to be developed, considering that Indonesia has a very large area for its development. In line with the seaweed target that has been set by the Indonesian Ministry of Maritime Affairs and Fisheries (Dimuru, 2024). In coastal areas such as Sumenep Regency, Madura is one of those with great potential in producing seaweed, because it is not only seen from the vast area of land available, but also from the various products that can be produced, such as agar-agar, sweets, crackers, and others. However, the development of seaweed cultivation in Sumenep is still limited and not optimal (Fatmawati & Wahyudi, 2015).

However, despite having great potential, seaweed productivity in Sumenep still faces various challenges. One of the main challenges is the lack of adequate Human Resource (HR) planning (Pertiwi, 2023). Especially in terms of developing skilled workers, managing cultivation groups, and maintaining workers on an ongoing basis. This problem is also exacerbated by the low level of work motivation of seaweed farmers, which can affect their productivity levels. Low work motivation is often caused by a lack of appreciation, social support, and suboptimal working conditions. This is in line with research showing that work motivation is a key factor in increasing workforce productivity (Dewa, 2021).

From a human resource planning perspective, the importance of planning workforce development in seaweed farming cannot be ignored. According to Mahapatro (2021), good human resource planning includes developing workforce competencies, managing the workforce efficiently, and arranging appropriate job distribution. In the context of seaweed farming, good planning not only includes technical training related to farming, but also capacity building in group management, maintenance of farming facilities, and adaptation to environmental changes that can affect production results. However, in reality, many seaweed farming groups in Sumenep still experience obstacles in this regard. They often rely on traditional knowledge without the support of ongoing training, making them unable to face emerging challenges, such as climate change, pest attacks, or market price instability.

In addition, previous studies on productivity in the seaweed farming sector tend to focus more on external factors, such as environmental conditions, farming technology, or financial capital (Selistiawati & Idris, 2011). Meanwhile, studies that focus on internal factors, such as human resource planning and work motivation, are still rare. This creates a research gap, where aspects of human resource planning and work motivation in this sector have not been explored in depth. In fact, these two factors have a significant influence on sustainability and increased productivity in seaweed farming. According to Rimmer et al. (2021), good HR planning and providing the right motivation can increase employee enthusiasm and satisfaction, which ultimately has an impact on increasing productivity. This study also highlights the importance of work motivation as one of the determinants of productivity. Maslow (1948), theory of motivational needs provides a relevant framework for analyzing how meeting basic needs to the highest needs (self-actualization) can affect workforce performance.

The context of seaweed farming in Sumenep, workers are often only motivated by meeting basic needs (such as income), but receive less attention in terms of self-development or appreciation for their contributions. This is in accordance with the findings of Rimmer et al. (2021), which show that low work motivation can be caused by minimal appreciation from management and a lack of opportunities to develop at work.

Based on these problems, this study aims to examine in depth how HR planning and work motivation contribute to the productivity of seaweed farming in Sumenep. In this study, two main focuses that will be explored are how the role of HR planning on the productivity of seaweed farmer groups in Sumenep and the role of work motivation on the productivity of seaweed farmers in Sumenep. Thus, this study is not only expected to provide a comprehensive picture of HR planning and work motivation in this sector but also offers solutions to improve the productivity and welfare of farmers.

LITERATURE REVIEW

To ensure a business survives, human resource planning is a process that includes meeting and predicting current and future resource needs (Suyadi, 2023). Human resource planning is concerned with determining the number and qualifications of workers needed to fill positions and carry out new activities. In addition, human resource planning can help improve the productivity of the current workforce. According to Hasibuan (1990), Human resource planning is the process of planning a workforce to suit the needs of the company and help achieve goals effectively and efficiently.

This human resource planning establishes two aspects, namely development and maintenance. Human Resource (HR) development must be well planned to increase employee productivity, both now and in the future. Some important aspects that need to be considered include the objectives and participants of development, the methods and curriculum to be applied, benchmarks for success, the basis for assessment, the principles of employee promotion, development costs, and the assessors and scope of assessment. With proper planning, HR development can contribute to increasing the productivity of seaweed farmers, supporting the sustainability of the industry. Maintenance, Maintenance needs to be well planned to maintain a low employee turnover rate. Some things to consider include the type of economic welfare, facilities, and services to be provided, as well as the costs to be incurred and how they are distributed. With careful planning, this welfare can support the productivity of seaweed farmers and ensure the sustainability of their businesses (Astuti et al., 2023).

Work motivation is a driving factor that stimulates someone to take certain actions in their work, with the aim of achieving optimal results. Work motivation is an internal and external drive that influences individuals to achieve personal goals and organizational goals (Darmawan, 2023). Strong work motivation is very important to increase employee productivity, high motivation among employees usually leads to higher levels of productivity, because it encourages workers to do their jobs more effectively.

Needs theory explains that one of the most famous theories of motivation, which explains that human needs are structured in a hierarchy ranging from basic needs to self-actualization needs. Maslow (1948), divides these needs into five levels, namely: physiological needs, security needs, social needs, esteem needs, and self-actualization needs. This hierarchy reflects that a person will be motivated to meet the needs at the next level only if the needs at the lower level have been met. Physiological needs include basic human needs such as food, drink, and shelter. In the context of work, this includes sufficient salary and wages to meet the basic needs of workers. Security needs, after physiological needs are met, individuals are motivated to seek security in their jobs. This includes social security, job security, and a stable work environment. Social Needs related to good social relationships with coworkers or superiors are important. Workers will be motivated if they feel accepted and have good interpersonal relationships.

Esteem Needs include the desire to gain recognition and appreciation from others. In the work context, this can be in the form of awards for work performance or promotions. Self-Actualization Needs include the desire to develop one's full potential. Workers who reach this stage will feel satisfied if they can do work that gives them meaning and allows them to grow. In a recent study, Rumbiati (2016), revealed that the application of Maslow's theory (1998), in human resource management can help companies understand employee needs and create a work environment that motivates them. A study by Wahyuningsih (2019), showed that the provision of self-actualization and appreciation

needs can affect the performance of agricultural extension, and showed that these needs have a significant impact on work productivity.

Work productivity is defined as the result of performance measurement that takes into account the resources used, including human resources. This productivity can be measured at the individual, group, and organizational levels. In addition, work productivity also reflects the success or failure in achieving effectiveness and efficiency of performance related to the use of resources. Humans as a resource in the workplace are a very important element and must be taken into account (Prabawa & Supartha, 2017). Productivity is one of the crucial elements in a company to determine the sustainability of the business in the future. Ananta & Adnyani (2016), emphasize that the success of a company or organization is highly dependent on the level of productivity possessed, both individually and as a team.

Human resources (HR) are considered productive if they have a high level of work productivity and are able to complete their tasks and responsibilities on time (Hanaysha, 2016). Mulyadi (2010), added that productivity is the ability of an employee to complete tasks according to established standards, including accuracy, completeness, cost, and speed, thus enabling effective and efficient use of HR. Ganyang (2018), stated that employees with high productivity are important assets for the company, because they support the achievement of overall productivity. Every company has the expectation that employees achieve a high level of work productivity. This productivity is influenced by various factors, both those directly related to the workforce and other external factors. Some factors that influence work productivity include education level, skills, discipline, work attitude and ethics, motivation, health, income level, social security, work environment, work climate, technology, production facilities, management, and achievement (Wahyuningsih, 2019).

According to Simanjuntak (2024), some factors that influence employee work productivity include training, mental and physical health and the relationship between superiors and subordinates. Training aims to provide employees with the skills and knowledge needed to use work equipment properly. Through training, employees are expected to be able to complete tasks correctly and reduce the possibility of errors. The mental and physical condition of employees is very important to the organization, because both have a direct impact on work productivity. The interaction between superiors and subordinates can affect daily activities. The superior's view of subordinates and the extent to which subordinates are involved in determining goals can affect productivity. Good cooperation can increase employee productivity. Thus, good treatment will make employees participate more in the production process, which in turn has a positive impact on work productivity.

METHODS

This study uses a qualitative approach to deeply understand the practice of seaweed cultivation in Pagarbatu Village, Saronggi District, Sumenep Regency, Madura. The research location in Pagarbatu Village was chosen because this village is one of the potential seaweed cultivation centers and is supported by an active farmer community. The primary data source for this study was obtained through in-depth interviews with the head of the association or seaweed farmer group in Pagarbatu Village. Interviews were conducted to explore the views, experiences, and challenges faced in seaweed cultivation activities. In addition, secondary data were collected from relevant documents, journals, and official reports, thereby enriching the understanding and context of the information obtained directly from informants. Data collection techniques used in this study include in-depth interviews, observation, and documentation (Sugiyono, 2014). In-depth interviews were conducted with the head of the association and other seaweed farmers, who acted as the main source of information regarding their experiences in seaweed cultivation. The observation technique was carried out by researchers being directly involved in the field, observing the cultivation process and social interactions between farmers to understand the dynamics of their work. Meanwhile, documentation from

various literature sources and reports was reviewed to support primary data and enrich the research findings. The data obtained were analyzed thematically through several stages, starting with data reduction to sort and group important information, and to look for patterns or main themes. The selected data were then presented in a descriptive narrative form, making it easier for researchers and readers to understand the conditions being studied and to connect the various findings. The final step in the analysis was drawing conclusions, where the findings were summarized to provide a comprehensive picture of the research, and then verified to ensure data accuracy and consistency.

RESULTS

The study was conducted in Pagarbatu Village, Saronggi District, Sumenep, Madura, which is famous for its seaweed cultivation (Ferdiansyah et al., 2019). This village was chosen because of its economic potential, gentle coastline, clean seawater, stable salinity, and favorable weather. Farmer groups such as Cahaya Bahari in Bungandun Hamlet led by Mr. Dadak Firdaus, Kelana by Mr. Mahira, Sumber Bahari by Mr. Abdul Rahman (42 years of experience), and Mandala by Mr. Ahmad Marsudi play an important role. Planned human resource development increases current and future productivity. In seaweed farming in Sumenep, informal training by group leaders is important to hone members' skills, introduce new techniques, and improve productivity and quality of results. Rambi (2021), showed that effective training improves participants' abilities according to world work standards. Amalia & Anggraini (2023), emphasized the importance of direct practice during training for optimal results. This approach is in line with Chams et al. (2019), who underlined the importance of increasing sustainable human resource capacity through modern practice-based training.

Human resource maintenance aims to retain members of the farmer group and reduce turnover. Economic welfare and adequate facilities play an important role in maintaining member motivation (Mahmud et al., 2023). Providing wages that are in accordance with the skills and contributions of its members and maintaining a balance between work and rest time encourages work enthusiasm and keeps group membership stable. In supporting human resource maintenance, the resource person conveyed his group's efforts to create a comfortable work environment. Findings by Widhy et al. (2021) also explain that compensation and work environment has a positive effect on employee organizational commitment, a positive and significant relationship between compensation and employee organizational commitment, and a work environment that has a positive effect on organizational commitment. Research conducted by Widhy et al. (2021), also supports the informant's statement about the importance of creating a comfortable and mutually supportive environment to increase member loyalty and commitment, and shows that providing fair compensation and a positive work environment can increase member loyalty and commitment.

In addition, research by Turangan et al. (2017), this study shows that deliberation and active participation of members in decision-making are very effective in maintaining membership and increasing member morale. The results of the study show that members of the farmer group are very involved in the planning, implementation, and evaluation stages. This increases the internal bond and operational efficiency of the group. Research by Ridho et al. (2023) highlights the role of farmer groups in increasing member participation, although it does not directly emphasize the importance of strategic decision-making. The results show that high participation in planning and evaluation increases member engagement and maintains membership and work spirit through active deliberation. The sustainability and productivity of seaweed cultivation in Pagarbatu Village depend on effective human resource planning. Although without a formal plan, principles such as recruiting local workers and hereditary training are applied. The group leader routinely attends training in Banyuwangi for one week to master cultivation techniques, then trains members to improve their skills, in line with Farida et al. (2024), on the importance of meeting human resource needs. The division of tasks based on skills and experience is applied, as well as an incentive system and flexible working hours to

maintain motivation, according to Wahyuningsih (2019), who emphasizes human resource development for productivity.

The work motivation of farmer group members is greatly influenced by physiological needs, such as income from seaweed cultivation. The decline in seaweed prices can reduce farmers' work enthusiasm, in accordance with the findings of Widiyanti & Setiawan (2024), which stated that income, capital availability, and market access contribute significantly to farmer motivation. In addition, security needs are also important, as expressed by the informant who felt a sense of security thanks to training and market access, creating a positive work environment (Kurniawan & Mahdani, 2024). Social needs and self-actualization also play an important role. The informant mentioned strong social relationships between group members that encourage cooperation, in line with research by Arga & Setyawati (2021), which showed that social support motivates farmers to contribute more. Recognition of achievement can increase motivation to work if members are given awards for achieving production targets. The informant stated that giving awards to members who managed to achieve good results in cultivation as well as simple tests and awards greatly motivated farmer group members to work harder. This is in line with research by Handayani et al. (2020), which shows that the need for recognition of achievement can increase worker motivation, thereby increasing productivity.

Recognition of achievement can increase motivation to work if members are given awards for achieving production targets. In addition, awards, social needs, and self-actualization are also important. The informant stated that strong social relationships among members are very influential, support creates a positive work atmosphere and encourages them to contribute more. Research by Rendragraha & Suwaji (2024), also supports this view by showing that non-material awards have a greater influence on employee performance than material awards. Thus, recognition of achievement and awards complement each other in creating a productive work environment. The combination of material awards and recognition of achievement can encourage employees to achieve better results, increase motivation, and strengthen their attachment to the organization. Motivation that is structured according to basic needs to self-actualization creates a conducive work environment, improves performance, and ultimately increases group productivity. This is in line with research conducted by Putra & Suarmanayasa (2022), which examines the effect of training and work motivation on farmer work productivity. The results show that both training and work motivation have a positive and significant influence on productivity. This study is relevant because it underlines the importance of training as a factor that increases work motivation, which in turn can increase the productivity of farmer groups.

Work productivity in this study was analyzed based on the theory of Simanjuntak (2024), which mentions several important factors that affect work productivity, namely training, mental and physical health, and the relationship between superiors and subordinates. Training conducted by the group leader has a positive impact on improving the skills and knowledge of members. This training ensures that group members can do their jobs more efficiently, reduce errors, and increase productivity. This is also in line with research conducted by Elnaga & Imran (2013), which explains that training has a significant positive impact on employee performance. Through increased skills and knowledge, training can increase work productivity and efficiency. This is in accordance with the theory of Simanjuntak (2024), which found that training affects work productivity.

The mental and physical health of members also affects productivity. Mental and Physical Health, the physical and mental conditions of farmers are well considered by the group leader, who ensures that his members have a balance between work and rest time. The informant stated that farmer members try to maintain a balance between work and rest. If the mental health of the members is good, it will increase enthusiasm for work. According to Yimam (2022), in his study he also explained that the balance between work and rest time, as well as proper training, can affect the mental and physical health of members, from the findings produced showing that structured training not only improves

performance but also contributes to employee well-being which ultimately increases long-term productivity. This is in accordance with Simanjuntak's theory that physical and mental health greatly influences productivity.

A good relationship between the group leader and members, as carried out by the resource person as the group leader, creates a positive work atmosphere and increases productivity. Members feel heard and appreciated, which encourages their active participation in the production process. A good relationship between members and the group leader also creates a positive work environment. This shows the importance of positive interactions between superiors and subordinates in supporting increased work productivity. In previous research conducted by Suriono et al. (2023), this also shows that good interactions between management and employees can increase motivation and work productivity. The emphasis on open communication and support from superiors has proven crucial in improving team performance.

These three aspects, namely human resource planning, work motivation, and productivity work synergistically. A holistic approach to human resource development, including training and development programs, contributes to increased employee motivation and productivity. Good human resource planning provides the framework and resources needed to develop farmers' potential, while work motivation ensures that farmers feel valued and motivated to excel. Research conducted by Lutfia et al. (2024), also explains that work motivation has a significant positive effect on employee performance and emphasizes that good human resource planning can increase work motivation, which in turn has a positive impact on productivity. Overall, the analysis of human resource planning, work motivation, and productivity shows that these three components are interrelated and contribute to the success of seaweed cultivation in Pagarbatu Village. This is in line with research conducted by Dewa (2021), which shows that work motivation has a significant positive impact on employee productivity. In addition, employee involvement as a moderating factor strengthens the relationship between work motivation and productivity. This shows that the combination of good human resource planning and work motivation can create a more productive work environment.

Research in seaweed farmer groups in Sumenep, Pagarbatu Village, shows that human resource planning significantly increases cultivation productivity. Planning includes human resource development and maintenance, carried out adaptively according to field conditions. The Head of the Cahaya Bahari Group, Mr. Dadak Firdaus, and the Head of Sumber Bahari, Mr. Abdul Rahman, held informal training covering cultivation techniques, land management, seed handling, and post-harvest. Training was conducted through group discussions and field practices to strengthen members' skills in facing challenges, such as changes in weather. The resource person emphasized that ongoing training spurs skills, innovation, and cultivation productivity. The Head of the Kelana Group maintains the welfare of members with compensation according to contribution, work-rest time balance, and a supportive work environment. This creates comfort that increases a sense of appreciation, togetherness, motivation, and strong bonds between members. In the Cahaya Bahari Group, members are involved in decision-making, discussions, and evaluation of activities. This participation strengthens the sense of responsibility, increases commitment, and overall productivity, creating positive synergy within the group.

Overall, although the human resource planning of this seaweed farmer group has not been formally designed or based on complex human resource management theory, the approach they use is quite effective in meeting the needs of a stable and productive workforce. The human resource development principles they use, such as informal training, recruitment from the local community, and performance-based rewards, have succeeded in creating a positive work environment and increasing productivity.

The work motivation of seaweed farmers in Sumenep is important to maintain productivity, with the theory of needs as a framework. Physiological needs, such as income from cultivation, are a priority to meet daily needs. Stable income is important

for farmers to stay motivated. Security needs are also essential; guaranteed market access and regular training provide a sense of security and confidence in sustainable income. At the social needs level, relationships between members of the farmer group are a significant motivational factor. The head of the Kelana group said that togetherness and support among members create a positive work atmosphere that encourages high work enthusiasm.

Awards or recognition for member achievements are also important aspects of work motivation. The resource person, as the head of the farmer group, often gives praise or simple awards to group members who have succeeded in achieving good cultivation results. This makes you feel proud of yourself and encourages you to do more work. The resource person stated that simple awards such as praise during group meetings make members feel appreciated. This recognition is important because it encourages them to achieve better results in the next period. At the highest level, namely self-actualization, members are motivated by the opportunity to develop and achieve their best potential. With ongoing training and decision-making, members have the opportunity to improve their skills and feel that their work is more than just meeting daily needs. The results of the study showed that meeting each level of work motivation can produce a pleasant work environment. This condition encourages members to make greater contributions to agriculture, which allows seaweed farming groups in Sumenep to maintain and even increase their productivity levels.

CONCLUSION

This study discusses the role of Human Resource (HR) planning and work motivation on seaweed farming productivity in Pagarbatu Village, Sumenep. HR planning includes skills development through informal training led by Cahaya Bahari and Sumber Bahari farmer groups, which has been proven to increase production capabilities and results. HR maintenance is carried out by maintaining member health, providing fair compensation, and regulating work-rest time balance. Member participation in strategic decision-making strengthens group bonds and commitment, which contributes to increased productivity. Farmer work motivation is based on the theory of needs, from physiological needs such as income that motivate work, to security through training and guaranteed market access. Social needs are met through support and interaction between each other, as well as rewards such as praise from the group leader, which increases work enthusiasm. At the self-actualization level, members involved in decision-making feel appreciated, which leads to higher productivity. In conclusion, the combination of effective HR planning and fulfilling work motivation at various levels of need creates a conducive work environment that supports productivity. These two elements complement each other to maintain the sustainability of seaweed farmer group productivity in Sumenep. This study suggests that the Head of the Farmer Group should improve training in skills and modern cultivation techniques continuously to increase efficiency and production results. Maintain work-rest balance and social support among members to increase commitment.

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