

An Analysis of the Application of Human Resource Management (HRM) Practices in Agricultural Farms: Perception of Farm Employees

*M.P.A.S. Fernando¹, K.N.N. Silva²

¹ *Department of Agricultural Economics, Faculty of Agriculture, University of Ruhuna, Sri Lanka*

sandufdo1995@gmail.com

² *Department of Agricultural Economics, Faculty of Agriculture, University of Ruhuna, Sri Lanka*

nadeeds@gmail.com

INTRODUCTION

Background of the Study

Human resource management (HRM) is simply the managing of the human resources in an organisation. HRM directly combines with the management of an organisation. It deals with the human resources in the organisation. Earlier, HRM was known as personnel management, Personnel Management (PM), Manpower Management, People Management and Staff Management. (Opatha, 2010). Every organisation has its own set goals and objectives. The employees, in another terms: the labour force is an asset to the organisation which direct their organisation towards their goals. Therefore, the employees are the most important part of an organisation. In general, HRM is something that is beyond the hiring and managing of employees. There are so many other important functions related to the HRM such as recruiting, performance evaluation, motivation, training and development, Health and safety, employee relation etc. Moreover, the key responsibility of HRM is the establishment of the policies and procedures to proceed organisational functions.

Agribusinesses are agriculture-based organisations such as farms, food processing, animal husbandry. There are many farms in our country such as *Ambewela, Nelna, Thelijjawila, Labuduwa, CIC, Cargills.*, etc. Among those we selected employees from two major farms representing one for the privately owned (Farm A) and the other as the publicly owned (Farms B) farms to collect primary data. Farm A is the Mango cultivating Farm which covers an extensive area of 650 acres located in the Intermediary and Dry Zone districts of Sri Lanka. Now, they are exporting fresh, mangoes and other value-added products to Singapore, Germany, Oman, Dubai, Malaysia, Russia, Switzerland, Sweden, UK, Qatar, Bahrain, Norway. Farm B belongs to the public farm category is located in southern province in Sri Lanka. It has variety of units for different categories of plants and animals. Mushroom unit, flowers, vegetables, swine management, cattle management etc.

Significance of the Study

Farm functions are very different compared to the other industries in the industrial sector, because of the variety of functions that take place in the Farm in comparison to the other industries, farm

business can be considered as a unique business. Therefore, HRM is an important process in the farming business. Before the commercialisation of agriculture, agricultural farms functioned as the family business and HRM did not play a significant role within the business. However, when the farms were managed under the commercial level, the capacity of the farms was increased, and the production was uplifted, then more and more labour was needed for the functions of the Farm to continue smoothly. At this level, the role of HRM became an important topic in agribusinesses to manage the mentioned labour (Bitsch 2009). Since the farm business has its unique operational functions, attracting and retention of skilled labour within the Farm is very important for the smooth functioning of farms. Anyhow, most agricultural farms are facing a big challenge of retaining skilled labour for a long time due to several managerial issues.

Furthermore, when the farm size increases, the shortage of the skilled enough workforce becomes an overarching issue (Productivity Commission 2005, DEST, 2006, NASS, 2002). Moreover, the competitiveness of the agri-businesses has influenced to attract and retain most skilled labour within the farming business. Under these circumstances, the improvement of skills and capacities of the existing employee is also an important managerial function. Schular et al. (2011) have found that company succession can be achieved through the proper identification of the challenges in the talent management of the employees and the ability to adapt to those challenges well. Hoglund (2012) states that the HRM develops the skills of the employees and then it has a direct positive impact on the human resources of the employees. Hence the human resource applications in farms are important. However, a problem that was identified is that although there is research on the HR applications in other industries, there is very limited research regarding the farm base industries. So, it is important to analyse the application of the HR Practices in agricultural farms for the future of the farm industry.

Research objectives

The general objective of this study is to analysis the existing HRM functions in the Agricultural farming business using a publicly and a privately-owned agricultural farm in Sri Lanka. In addition, we aim to contrast existing HRM functions under two different management systems and finally, to give suggestions and recommendation to improve the HRM functions in those farms.

RESEARCH METHODOLOGY

Study Area

For this research, one public and one privately owned farm was used. As the private Farm, Farm A is used. Farm A is a large mango exporting farming business in Sri Lanka that covers 650 acres and is located in a dry zone area. Farm B is the public Farm that is doing multiple production functions including Crop cultivation, animal husbandry, mushroom unit and food processing units.

Study Sample and Sampling Techniques

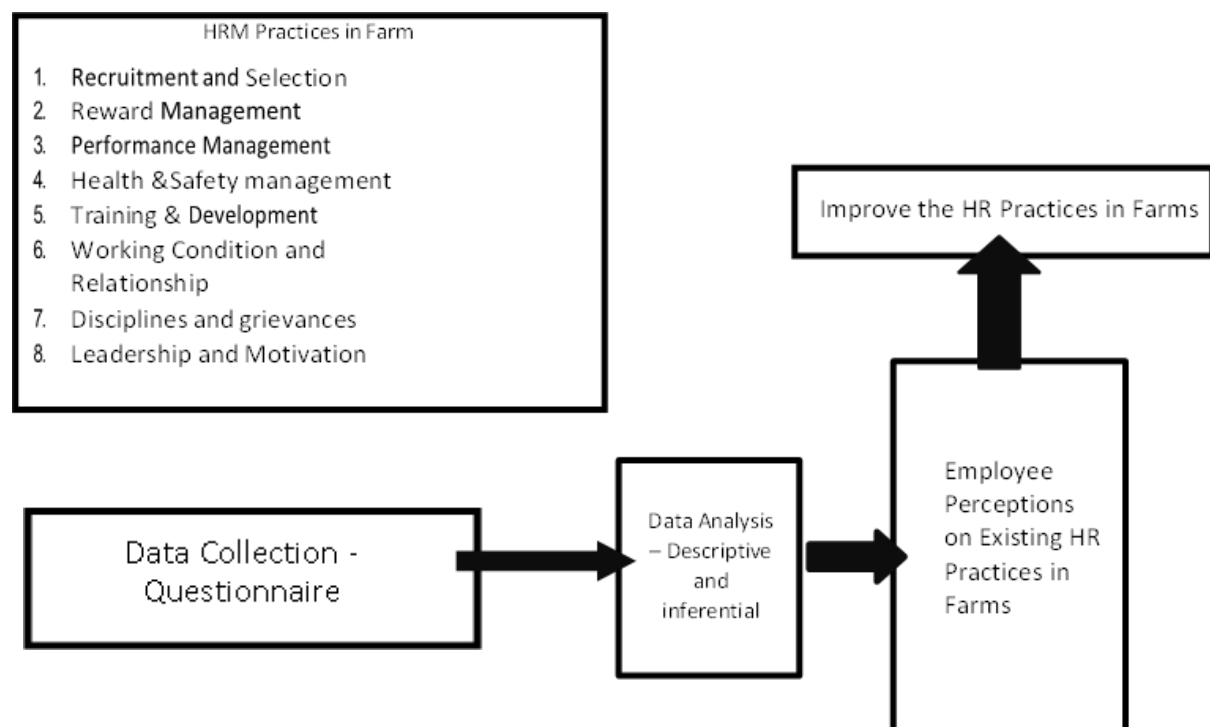
The target population of this study is the lower-level employees within agricultural farms. The research uses a sample size of 80 employees; each Farm representing 40 employees. The employees were selected using simple random sampling techniques.

Data Collection

A survey was conducted using the interview method with the help of a semi-structured questionnaire and secondary data collected through journals papers, research papers and other printed sources.

Figure 1.0. Conceptual Framework

Conceptual Framework



Data analysis

Since we have used the survey data collected through the perceptions of the employees, the non-parametric data analysis tools were used. The scale of measurement basically was Likert scales

(ordinal data). Wilcoxon signed ranked test was used to analyse the collected data. The data were analysed by using SPSS software. The other questions of the questionnaire were measured as interval scale, nominal scale measurements. These data were presented by using descriptive analytical tools such as bar charts, pie charts.

RESULTS AND DISCUSSION

Demographic Information of the Respondents

Table 01 shows the study sample's general profile, including the gender, age distribution, experience, and salary of the employees in both private and public farms. It shows that all employees in the private Farm had the permanent position while public farms had both temporary and permanent positions.

Table 1: Demographic Information of the Respondents

Description		Private %	Public %
Gender	Male	12.5	62.5
	Female	87.5	37.5
Age Distribution	20- 30 years	10	25
	31- 40 years	30	15
	41- 50 years	52.5	35
	51- 60 years	7.5	25
	Over 61	0	0
Experience	0- 5 years	67.5	42.5
	6 - 10 years	37.5	25
	11- 15 years	0	5
	16- 20 years	0	15

Over 21

0

12.5

According to Table 1.0, most labourers in the private Farm were female (87.5%) while, in the public Farm, the majority were male (67.5) and only 37.5% were female. The majority of the employees in both farms belonged to the 40-50 age category implying that the younger generation works in those farms due to the reasonable salary packages. However, the public farms have lesser younger employees because of the salary level and the opportunities for them to get promotions s. In both farms, the majority of employees have 0-5 years of experience. These findings gave us an indication of higher labour turnover in these farms. Here in public farms some employees have more than 21 years of experience compared to the private Farm. The reason may be that they have permanent positions in public farms and have all the benefits as government employees.

The salary distribution of respondents in the public Farm

Public Farm has two types of employees which are permanent and Temporary employees.

Table 2.0 Salary distribution of respondents in the public farm

Description	Permanent %	Temporary %
Salary	10000 – 20000	63.2
	21000 – 30000	9.5
	31000 – 40000	76.2
	41000 – 50000	14.3
	51000 – 60000	0
Experience	0- 5 years	89.5
	6 - 10 years	38.1
	11- 15 years	9.5
	16- 20 years	28.6
	Over 21	23.8

According to Table 2.0, the permanent employees gain a salary of Rs.31000-40000 per month of salary. There are a few employees who get a salary of Rs.21000 - 30000 of salary per month. However, most temporary employees are getting a salary of Rs. 10000 – 20000 per month. Only a very few employees are getting Rs. 31000-40000 of salary per month. According to these results although the temporary employees are getting a low income, the turnover rate is low because the temporary employees stay in that position until they are made permanent. The candidates tend to apply for these jobs in public Farm as it has higher salaries.

Existing HRM practices in Agricultural Farm

Recruitment and selection

There are many approaches to employee recruitment process such as employee referral, campus recruitment, advertising, recruitment agencies/consultants, and job sites/portals, company websites, social media etc. Most organisations will use a mix of two or more of these elements as part of a recruitment process or to implement their overall recruitment strategy (Sinha and Thaly, 2013). The table 3.0 consist with results for analysis of the variables for the recruitment and selection.

Table 3: Recruitment and selection

Variable	Mean value		P value		Test value	
	Private	Public	Private	Public	Private	Public
	Farm	Farm	Farm	Farm	Farm	Farm
I had a formal job interview when joining farm	1.15	1.98	0.00	0.86	-5.51	-0.17
I received job description	1.25	1.48	0.00	0.00	-4.86	-3.36
They considered my experiences when selecting	2.28	2.00	0.07	1.00	1.80	0.00
I got better wages, benefits compared to other farms	1.93	1.68	0.56	0.02	-0.57	-2.33

Mangers are capable enough to select best employees	1.43	1.25	0.00	0.00	-4.43	-5.00
Farm orientation before entering job	2.28	2.30	0.34	0.04	-2.12	2.00

Wilcoxon Signed Rank Test significance level 5%

According to table 3.0, the private Farm has formal job interview procedures than the public farms. Nevertheless, both farms explain to the prospective employees about their job roles and are given a clear job description orally or in written form. Even though the job experiences are the important determinants of the selection process, both farms hardly consider the candidate's experiences in the selection process. The possible reasons for this might be the low number of candidates that apply for the advertised farm vacancies and managers uses limited selection criteria to select the employees. Importantly, employees in both farms perceived their managers as capable persons who attract sufficiently skilled employees to the farms. However, both farms do not conduct any induction program or orientation program for newly recruited employees.

Performance management

Performance of the organisation can be characterised as the effective decision-making ability of the staff, diversification of the organisational services and products including innovations, quality of the work, improvement of the market share, staff skills, staff relationship with their leaders (Imran, 2014). On the other hand, organisational performance is defined as how far the organisation can achieve the organisational and the stakeholders need to the existence and the development (Pandey & Dutta, 2013). Implementation of the performance appraisal was found as one of most important HR activities by the larger companies with the intention of motivating of employees and improving the employee's performances on a long-term basis. (Ratković 2015)

Table 4: Performance management

Variable	Mean value		P value		Test value	
	Private	Public	Private	Public	Private	Public
	Farm	Farm	Farm	Farm	Farm	Farm
We have formal job evaluation procedure within	2.90	2.10	0.00	0.56	5.69	0.65

our farm							
We have informal means of job evaluations	1.15	2.60	0.00	0.00	-5.38	3.79	
Our wages improve always after performances evaluation	2.80	1.85	0.00	0.30	5.19	-1.02	
Managers appreciates our best performances	1.73	1.38	0.02	0.00	-2.20	-4.35	

Wilcoxon Signed Rank Test significance level 5%

Table 4.0 is related to the performance evaluation function. According to the table, both farms hardly conduct any formal job evaluation process. However, the private Farm has an informal means of job evaluation: the supervisors daily check each employee's work for performance evaluation in the private Farm. The managers in both farms appreciate the employees whenever they have performed well.

Compensation and reward management

Armstrong, (2005) stated that compensation and reward management is the most crucial activity of HR for the productivity improvement in the organisation. In this research, the compensation and reward management were analysed under five variables. The results were described according to the mean values. The payslips, salary increments, incentives and bonuses were important points when describing the compensation and reward management in the HRM process.

Table 5: Compensation and reward management

Variable	Mean value		P value		Test value	
	Private Farm	Public Farm	Private Farm	Public Farm	Private Farm	Public Farm
We receive reliable information on wages	1.00	1.75	0.00	0.11	-6.33	-1.58
We expect incentives for better performances	1.30	1.00	0.00	0.00	-4.54	-6.32
We have enough	2.73	2.33	0.00	0.03	4.90	2.13

incentives/ bonus								
Managers have plan to	1.15	2.00	0.00	1.00	-5.51	0.00		
give rewards								
We received our salary on	1.00	1.48	0.00	0.00	-6.32	0.00		
time								

Wilcoxon Signed Rank Test significance level 5%

Table 5 is related to the reward management. The employees in both farms were given salaries on time with a formal salary sheet. However, employees in both farms were expecting monetary incentives and fortunately, both farms were not giving proper incentives for their employees and private Farm was expecting to introduce a reward system for the best performances.

Working condition and relationship

The mutual trust of employees, genuine social conversation, the way employees' complaints are handled, dedication to the organisation, the existence of team spirit, the level of contribution of employees on decision making, fair treatments are all vital factors that affect employee relations in the flower firms (Odhong and Omolo, 2014).

Table 6 shows the variables that were used to analyse the working conditions and the relationships in selected farms.

Table 6: Working condition and relationship

Variable	Mean value		P value		Test value	
	Private	Public	Private	Public	Private	Public
	Farm	Farm	Farm	Farm	Farm	Farm
Managers considers our opinion for decision making	1.15	1.70	0.00	0.02	-3.53	-2.27
We have good communication with mangers	1.15	1.08	0.00	0.00	-5.66	-5.92
We can meet managers at any time	1.10	1.03	0.00	0.00	-5.84	-6.24

We have friendly working environment to work	1.03	1.10	0.00	0.00	-6.24	-6.00
We have enough welfare facilities within farm	1.15	1.73	0.00	0.05	-5.83	-1.91

Wilcoxon Signed Rank Test significance level 5

On the private Farm, the managers consider the employees' opinions when making decisions. Employees in both farms have good communication with their managers and they can freely communicate and meet them at any time. All employees have a friendly working environment to work with sufficient welfare facilities.

Training and development

The employees should be trained prior to the job and should be given periodic trainings. Baptista, (2012) has found that the employees (especially low-skilled workers) must be trained to operate farm machinery, or carry out risky food production or processing processes, especially when new technologies are in place. When the employees show low performance, the training and development program must be arranged within the organisations to improve their performances. The employees can be directed to the workshops, seminars, conferences, and training sessions to obtain the required knowledge for better performances (Ratković, 2015). Table 7.0 shows how the employees express their idea on different variables regarding the training and development in both farms.

Table 7: Training and development

Variable	Mean value		P-value		Test value	
	Private Farm	Public Farm	Private Farm	Public Farm	Private Farm	Public Farm
We got training prior to the job	2.45	2.68	0.02	0.00	3.087	4.33
We get periodic training programme	1.20	2.53	0.00	0.00	-5.33	-3.65
Professionals involve in these training	1.20	1.13	0.00	0.00	-5.33	-3.35

Managers get our ideas when planning training	2.40	2.07	0.00	0.79	2.59	0.26
Training address our real needs	1.15	1.33	0.00	0.00	-5.66	-2.67
Training help to improve our performances	1.20	1.33	0.00	0.00	-5.19	-2.67

Wilcoxon Signed Rank Test significance level 5%

According to table 7.0, both farms are not giving prior training to the newly appointed employees. In comparison, the employees in private Farm have been given periodic training. Furthermore, farm managers hire professional trainers for the employees' training programs. Nevertheless, managers in both farms do not analyse the employees' training needs and training demand when organising the training programs and this can be considered as a serious weakness in both farms. The employees were requested to participate in training programs even without prior awareness of the training program. Nevertheless, those training programs have impacted the employees to improve their skills, knowledge, and overall performances.

Health and safety management

Health and safety management is an essential HRM function especially in the agricultural Farm due to its inherent risk factors. Employees in the agriculture farms have to work with the Agrochemicals, machineries and work with the animals. Therefore, the medical facilities and other health facilities should be on the Farm for any emergency. This table shows the employees' perceptions towards the health and safety management practices in their farms. The mean values are used for the differentiation between private and public farms.

Table 8: Health and safety management

Variable	Mean value		P value		Test value	
	Private Farm	Public Farm	Private Farm	Public Farm	Private Farm	Public Farm
We got H&S training before starting work in	1.00	1.35	0.00	0.00	-6.32	-4.56

farm								
We got adequate H&S wears to do our job	1.08	1.23	0.00	0.00	-5.92	-5.24		
We have medical facilities within our farm	1.03	2.08	0.00	0.57	-6.24	0.55		
We have medical insurance given by farms management	1.00	1.73	0.00	0.07	-6.32	-1.80		
We have sick leave/medical facilities when injured/sick	1.00	1.48	0.00	0.00	-6.32	-3.36		
Farm follow standard H&S procedures	1.05	1.83	0.00	0.20	-6.16	-1.25		
Farms have H&S manager	2.75	2.98	0.00	0.00	4.867	6.24		

Wilcoxon Signed Rank Test significance level 5%

Table 8.0 is related to the health and safety management of the private Farm and the public Farm. Importantly, employees in both farms get Health and safety training before starting their work. In addition, employees are given safety boots, masks, and other safety equipment. In addition, private farms provide medical facilities to their farm employees. Every once a month, a doctor visits the Farm and conduct a day clinic for the employees. Anyhow, public Farm does not have such medical facilities and health and safety practices in their Farm. Moreover, private Farm has provided the medical insurance for all the employees while public farms only provide insurance for permanent employees. Anyhow, employees of Both farms are entitled for sick or medical leave. Further, private Farm follows the standard health and safety procedures within the farms. However, both farms do not have a particular health and safety manager as in other business firms.

Disciplines and grievances management

The disciplines and grievance management are another important HRM function of the organisation which helps smoothen operations without any interruptions. Table 9 shows how private and public Farms manage their grievance and discipline management practices.

Table 9: Disciplines and grievances management

Variable	Mean value		P value		Test value	
	Private	Public	Private	Public	Private	Public
	Farm	Farm	Farm	Farm	Farm	Farm
We have formal discipline management process	1.05	1.50	0.00	0.00	-6.00	-3.43
We follow farm's rules and regulations	1.03	1.00	0.00	0.00	-6.24	-6.32
Farms have formal grievances action for bad employees	1.00	1.23	0.00	0.00	-6.32	-5.24
Managers listen to our problems	1.10	1.08	0.00	0.00	-5.84	-5.92
Managers give the solution to our problems	1.43	1.63	0.00	0.00	-4.13	-2.88
Farm conduct job termination interview	1.95	3.00	0.73	0.00	-0.34	6.32

Wilcoxon Signed Rank Test significance level 5%

Both private and public farms conduct formal discipline management processes for their employees. Therefore, employees follow Farm's rules and regulations effectively. Furthermore, both farms have formal disciplinary action for bad employees while listening to their employees. Anyhow, both farms do not practice a job termination interview to identify the issues of the grievance in their Farm.

Leadership and motivation

In Sri Lanka, many people are reluctant to work in the agriculture sector due to lack of reputation, the lower remuneration packages and other social factors. Therefore, it is important to motivate and give better leadership to retain employees in this sector. According to Berde (2006), the agriculture sector has a higher number of unqualified employees compared to the other sectors with relatively lower levels of motivation basically due to the lack of proper remunerations.

Table 10 shows the analysis of the variables regarding the leadership and motivation in context to private and public Farms of this study.

Table 10: Leadership and motivation

Variable	Mean value		P value		Test value	
	Private	Public	Private	Public	Private	Public
	Farm	Farm	Farm	Farm	Farm	Farm
We have a job security	1.80	1.33	0.00	0.00	-1.37	-4.56
We have a good interconnection with each other	1.03	1.05	0.00	0.00	-6.24	-6.16
Managers always give us goals to achieve	1.00	2.53	0.00	0.00	-6.32	3.65
Managers' tasks are well organized	1.23	1.28	0.00	0.00	-5.39	-4.76

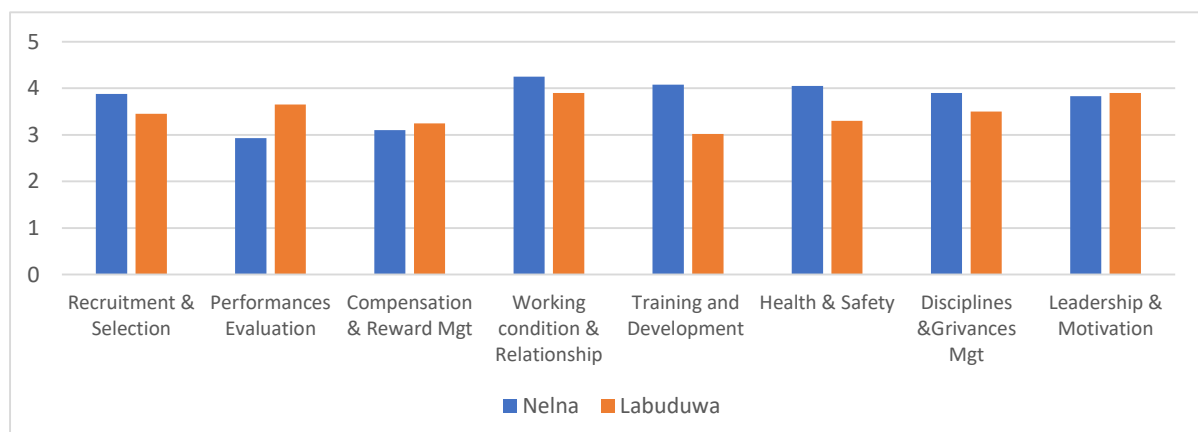
Wilcoxon Signed Rank Test significance level 5%

According to this research, private Farm motivates their employees, emphasising the job security for their employees. This is a good motivation factor for the employees to work hard and to increase job satisfaction. In addition, all the employees in both farms have good interconnection with each other and thus to encourage working happily within the Farm. Moreover, employees in the private Farm are given goals to achieve which leads to motivating them. Importantly, the management of both farms gives effective leadership for their employees to achieve their organisational goals.

Overall satisfaction towards the HR practices in two farms

The following table show and contrast the aforementioned HR practices in private and public farms. The overall satisfaction towards the different managerial practices are clearly shown in the following graph.

Figure 2: Overall satisfaction towards the HR practices



■ Private Farm ■ Public Farm

According to the figure 2.0, significant difference of satisfaction of employees about many of the referred HRM functions is hardly seen in this study. The recruitment and selection procedures are functioning well in private Farm compared to the public Farm. The observed gap can occur due to recruitment procedures followed by the private Farm which is more transparent in nature. In context to performances evaluation, the public farm employees are more satisfied due to performance based annual salary increments given for the permanent employees of the public farms. Satisfaction towards the compensation and reward management is more or less similar due to the equality of salary scale in both farms in spite of other welfare facilities.

Furthermore, the satisfaction of the employees towards the working condition and relationships in both farms are almost equal. Private Farm's employees are more satisfied with the training and development functions of their Farm in contrast to public Farm's employees. Farm employees' satisfaction towards the leadership and motivation, Discipline and grievance management is not much differed according to the farm ownership.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study has focused on analysing the HRM practices in agriculture-based firms and contrasting those HRM disciplines based on the ownership types. According to the research findings, private agricultural farms recruit their employees using more formal recruitment procedures conducted by the farm manager. Anyhow, important recruitment criteria used by many other organisational recruitment interviews such as education level, job experience are not thoroughly considered in the recruitment interview of these farm businesses. This may be due to the lesser number of candidates and therefore adoption to the other selection criteria. However, both farms do not arrange any orientation programs for the newcomers and therefore, the adoption to the farm environment takes much longer time than other usual organisational climates. The permanent employees in the public farms receive the higher salaries and all other benefits of the government officers in contrast to private farm employees and temporary employees in public farms. Therefore, it can be concluded that reward management in private agricultural farms are not well developed. Even though, the employees expect the incentives for their performances, the managers are not giving proper incentives for the employees. So, the reward management process should be improved.

A formal performance evaluation process is not conducted in private farms and the managers only check the daily targets of the employees. Therefore, private Farms should develop a formal performance evaluation process for their employees. At present, private Farm's employees are not given salary increments too. The employees are being given health and safety trainings, wearables and medical insurances. Therefore, health and safety management functions properly in private farms. However, public farms have their own formal performance evaluation process which is done annually only for the permanent employees. The permanent employees are all provided performance based annual increment .

Furthermore, private farms have more efficient Health and safety management practices in contrast to the publicly owned agricultural farms. In addition, training and development programmes in the private Farm is more efficient and important function to develop their employees' skills and performances. However, publicly owned agricultural Farm do not have any organised training and development programs for their employees.

For other practices, the overall satisfaction is good in both farms regarding working conditions and relationship, Disciplines and grievance management and Leadership and motivation.

Expected Limitation

This research is done with the employee perception of one public Farm and one private Farm. Only 40 employees were selected from each Farm and data were collected from them. Therefore, this research will not represent the whole public and private sector farms and all the farming employees and hence limit the generalisation of research findings to the whole agricultural farm sector in Sri Lanka. In future we hope to expand the research to at least for 20 farms in Sri Lanka to generalise the findings to the whole agricultural farms in Sri Lanka.

Recommendations and Suggestions

For The Public Agricultural Farm

The reward management system should be improved. Accordingly, the employees can be given the targets to achieve, and these targets can be given as weekly or monthly target followed by efficient monitoring and evaluation procedures. Accordingly, the performance-based reward system can be developed in their Farm. These reward procedures can be developed in both form of financial or non-financial. In addition, the employees' job satisfaction can be improved through attractive reward management systems, and this will help to reduce the annual labour turnover of the public Farm. In sum, all these good practices can be improved in a way to increase the job satisfaction of the farm employees.

Another important function is health and safety management. According to the employee's point of view, the managers can arrange formal medical facilities for the farms such as having a reserve medical doctor for the farm employees for emergencies. Moreover, a periodical medical clinic for the farm employees will help to maintain healthy working force within the Farm. In addition, all the farm employees can be provided with the safety boots, caps, masks before starting the work in the Farm to minimise the farming accidents. At least a well-equipped first aid box can be given to the farm employees to use for any emergency on the Farm. Moreover, the provision of medical insurance for all the permanent and temporary employees also will help to maintain a healthy working environment on the Farm.

The employees have not had any training programmes within the last five years. Therefore, it is recommended that both farms develop their own training and development agenda after analysing the real training needs and demand of the farming employees. These training and development programmes can be organised periodically based on the proper training need assessment at least once a year and it could proceed annually. Moreover, both farms are advised to develop attractive orientation programs for newly recruited employees to make easy adoption to the new working

environment. Moreover, maintenance of close connections with employees can improve the better understanding of the employees' conditions within the farms.

Private Owned Farm

Since the employees have the daily targets, those process can be further developed and used for the reward management process within the Farm. According to the target achievement, incentives can be given on an individual or team basis. It is important to give non-financial rewards to the employees such as annual trips, get-togethers, parties, gifts and appreciation for better performances. These employees have not had a performance evaluation process. Therefore, it is better to develop a formal and efficient performance evaluation process at least once in six months.

References

- Absar, M. M. N., Azim, M. T., Balasundaram, N., & Akhter, S., (2010). Impact of human resources practices on job satisfaction: Evidence from manufacturing firms in Bangladesh.
- Alshmemri, M., Shahwan-Akl, L., & Maude, P., (2017). Herzberg's two-factor theory, *Life Science Journal*, 14(5), 12-16.
- Armstrong, M (2005). *A Hand book on Human Resources Management Practices*; UK; Kogan, 986
- Banfield, P., & Kay, R., (2008). *Introduction to human resource management*, New York: Oxford University Press.
- Baptista, R. D. (2012): Technological Transition and the New Skills Required by the Agribusiness Sector, *International Food and Agribusiness Management Review*, 15(A), 105-109, available at <http://ifama.i4adev.com/files/%252819%2529%2520Baptista4.pdf>
- Barney, J. B., (1991). Firm Resources and Sustained Competitive Advantage, *Journal of Management*, 17(1), 99–120.
- Berde, C. (2006): Human resource management in Hungarian agriculture, *Jahrbuch der Österreichischen Gesellschaft für Agrarökonomie*, 15 ,157-164, available at: http://oega.boku.ac.at/fileadmin/user_upload/Tagung/2005/05_Berde.pdf
- Behluli, C., A., Qerimi, C., F., Borisov, P., Atanasov, D., Radev, T., (2019). Identification of The Human Resource Management Model in Kosovo Agrobusiness.
- Bělohávek, F., (2009). *Jak vvk rozhovory s podpodory s pracovnyy*. Praha: Grada Publishing.

- Bitsch, V., (2009). Personnel Management Research in Agribusiness, 19th Annual World Forum and Symposium of the International Food and Agribusiness Management Association, Budapest. www.ifama.org/events/conferences/2009/cmsdocs/1067_paper.pdf
- Brewster, C., Sparrow, P., Vernon, G., (2007). International Human Resource Management (2nd ed.), CIPD, London, UK.
- Cania, L. (2014). The impact of strategic human resource management on organisational performance. *Economia: Seria Management*, 17(2), 373-383.
- Dědina, J., & Cejthamr, V. (2005). Management an organizaaa chovviz. Praha: Grada Publishing
- Department of Education, Science and Training (DEST), (2006). Industry Skill Report, AgriFood Industries, Australian Government.
- Fogleman, S., L., and McCorkle., D., Human Resource Management: Employee Compensation Guide
- Gavious, A., Mizrahi, S., Shani, Y., & Minchuk, Y. (2009). The costs of industrial accidents for the organisation: Developing methods and tools for evaluation and cost-benefit analysis of investment in safety. *Journal of Loss Prevention in the Process Industries*, 22(4), 434-438.
- Giangreco, A., Carugati, A., Sabastino, A., & Al Tamini, H. (2012). An analysis of the performance appraisal system of a public hospital in a zone of conflict. *Evaluation and Program Planning*, 35(1), 161-170.
- Hajakbari, M. S., & Minaei-Bidgoli, B. (2014). A new scoring system for assessing the risk of occupational accidents: A case study using data mining techniques with Iran's Ministry of Labor data. *Journal of Loss Prevention in the Process Industries*, 32, 443- 453.
- Herriot, P. and Pemberton, C., (1996). Contracting Career, *Journal of Human Relations*, 49(6), 757-790
- Imran, M. K. (2014). Impact of knowledge management infrastructure on organisational performance with moderating role of KM performance: An empirical study on banking sector of Pakistan. *Information and Knowledge Management*, 4(8), 85-98.
- Karttunen, J., and Rautiainen, R., (2013). Occupational Injury and Disease Incidence and Risk Factors in Finnish Agriculture Based on 5-Year Insurance Records, *Journal of Agromedicine*, 18(1),50-64
- Ministry of Labour and Labour Relations (2014). The National occupational safety and health policy

- Mugera, A., W., (2012). Sustained Competitive Advantage in Agribusiness: Applying the Resource-Based Theory to Human Resources: *Food and Agribusiness Management Review*, 15(4).
- NASS (National Agricultural Statistics Service) 2002, 2002 Census of Agriculture, Washington DC, July
- Neeraj. S., Employee Discipline, 30/04/2021 ,<https://www.economicdiscussion.net,>.
- Nettle R., Crawford A., Brightling P., (2018b). How private-sector farm advisors change their practices: an Australian case study. *J Rural Stud* 58,20–27.
- Odhong, E. A., Omolo, J., (2014). An Analysis of the Factors Affecting Employee Relations in the Flower Industry in Kenya, a Case of Waridi Ltd, Athi River, *International Journal of Business and Social Science* 5(11(1), 147-160.
- Opatha, H.H.D.N.P., (2002). Employee Discipline Management, Godage International Publishers (Pvt) LTD.
- Opatha, H.H.D.N.P. (2010). Human resource management. Colombo: Author published.
- Pandey, S. C., & Dutta, A. (2013). Role of knowledge infrastructure capabilities in knowledge management. *Journal of Knowledge Management*, 17(3), 435-453. <https://doi.org/10.1108/JKM-11-2012-0365>
- Pfeffer, Jeffrey, (1994). Competitive advantage through people, *California Management Review* (Winter).
- Porter, J.C., (1993). "What Dairy Employees Think About Their Jobs?", *Journal of Dairy Science* 76, 2065-68.
- Productivity Commission (2005). Trends in Australian Agriculture, Research Paper, Canberra.
- Ratković. T., (2015)., HRM in foreign-owned agricultural and food processing companies in serbia
- Reilly P., (2000). Called into question", *People Management*.
- Rowland M., (2011). How to cement a diversity policy: The key role of talent development. *Human Resource Management International Digest*, 19, 36–38.
- Sinha, V. & Thaly, P. (2013). A review on changing trend of recruitment practice to enhance the quality of hiring in global organisations. *Management*, 18(2), 141-156.
- Storey, J., (1992). *Human Resource Management: A Critical Text*, 2nd ed., Thomson Learning, London,

Tyson, S. and Fell, A., (1986). *Evaluating the Personnel Function*. London: Hutchinson.

Vnouckova, L., Urbancova, H., and Smolova S., (2016). Strategic talent management in agricultural and forestry companies, 8, 345–355

Waters K., *Recruiting and Selecting Agricultural Employees*.