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Factors Contributing to Corporate Farming Adoption Decision and Their Impact on Farmers' Human Resources Performance

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ABSTRACT

Corporate farming enhances agricultural efficiency and productivity, boosting sectoral competitiveness. Despite the Indonesian government's efforts to establish corporate farming in multiple districts, the outcomes have fallen short of expectations. This study investigates factors influencing farmers' decisions to adopt corporate farming and its effects on improving farmers' human resource (HR) performance. Key factors analyzed include support from farmer groups (Poktan), government, social networks, partnerships with the Business and Industrial World (DUDI), and initiator roles. Using data from 142 farmers in Temanggung and Wonosobo districts, collected through structured questionnaires and analyzed with SEM via SmartPLS 3.0, the study reveals that farmer decisions to adopt corporate farming are significantly influenced by Poktan support, government support, social support, and the initiator role. However, these decisions have no significant impact on HR performance. On the other hand, Poktan support, government support, and partnerships with DUDI directly enhance HR performance. To promote corporate farming, the study emphasizes the importance of strengthening Poktan, government, and social supports, alongside initiator roles. Furthermore, corporate farming activities require support from a highly skilled farmer workforce. The study also highlights the role of external factors, like DUDI partnerships, in improving HR performance. By integrating variables from the Technology Acceptance Model (TAM) into the agricultural sector, this study enriches the literature on corporate farming adoption and its impact on HR performance.

Keywords: *corporate farming, adoption decision, farmers group support, initiator role, farmers' HR performance*

BACKGROUND

The agricultural sector plays a pivotal role in Indonesia, providing food, employment, and contributing to the formation of Gross Regional Domestic Product (GRDP). However, despite these contributions, the development and progress of the agricultural sector in Indonesia is not as advanced or rapid as that of other sectors. This is due to, among other factors, the average size of agricultural land owned by farmers is relatively limited, the management of farming businesses is still largely

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conventional, and the marketing of agricultural products, the majority of which are in the form of raw materials. These various conditions present significant challenges for the advancement of the agricultural sector, particularly in terms of meeting the high standards required for international markets (Gultom et al., 2020; Nugrahapsari and Suharno, 2022). Conversely, Indonesia's population is growing annually, which, in the absence of parallel growth in agricultural productivity, could precipitate a national food crisis (Amiruddin et al., 2020). In light of the numerous challenges impeding the advancement of the agricultural sector, the concept of corporate farming has emerged as a means of addressing these limitations through an approach that incorporates the principles of corporate management in agricultural activities. The implementation of corporate farmings is intended to accelerate the process of agricultural industrialization and enhance the competitiveness of agricultural products, reinforce the economic institutions and human resource capacity of farmers, facilitate enhanced marketing cooperation, reinforce innovation and technology support, and facilitate the digitalization of agriculture (Gultom et al., 2020).

The objective of this application is to achieve an adequate level of productivity to meet market demands, ensure the continuity of agricultural products, and, most crucially, enhance efficiency, competitiveness, and added value. This will have a beneficial impact on increasing farmers' income and welfare (Nugrahapsari and Suharno, 2022). A number of studies on the implementation of corporate farmings in other countries have demonstrated that the corporate farming model is more efficient than traditional farming (Ferto et al., 2024; Singh, 2006; Wittmaack, 2006). In Indonesia, the government has been promoting the establishment of corporate farmings for an extended period. This initiative was further reinforced in 2019 with the issuance of Regulation of the Minister of Agriculture of the Republic of Indonesia Number 18/2018 on corporate farmings. Nevertheless, the establishment of corporate farmings in various districts has not proceeded as anticipated (Pratiwi et al., 2021).

The extant literature on the adoption model of the corporate farming program in Indonesia is still very limited. A number of qualitative studies have identified rejection by farmers as a key factor contributing to the slow establishment of corporate farmings. The existence of socio-cultural differences and a number of other factors have led to a situation in which several farmers are reluctant to fully entrust the management of their land to corporations. Several farmers are reluctant to embrace new changes due to uncertainty about the potential outcomes and the profit-sharing system, which is based on land area without considering soil fertility (Adawiyah et al., 2017). A limited number of studies on corporate farmings have identified a number of factors that contribute to farmers' motivation to join such organizations. These include farmers' perceptions and knowledge, as well as extension activities and farmers group progress (Ismiasih et al., 2022). Additionally, emotional ties and support between farmers (Adawiyah et al., 2017), education level, and land size (Nuryanti and Swastika, 2016) have been shown to influence farmers' decisions to join corporate farmings. Furthermore, the availability of government support (Adawiyah et al., 2017) has also been identified as a key factor in determining farmers' motivation to join corporate farmings.

From an academic perspective, a substantial research gap remains. While numerous studies have examined macro-level policy outcomes, there is a paucity of research that explores the micro-level factors that influence farmers' adoption decisions. These decisions are influenced by a variety of factors, including perceived risks, the extent of trust in institutions, and socio-cultural dynamics. The utilization of well-designed programs has not resulted in the anticipated adoption rates, which may offer an explanation for the observed implementation failures. Consequently, identifying the

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drivers that influence the adoption is essential to enhance the relevance of the program, promote farmer participation, and ensure long-term sustainability.

The viability of a corporate farming is contingent upon the willingness of farmers to join and adopt the corporate farming program. This is because the agricultural land to be managed in the corporation is land owned by farmers. The corporation cannot be operated without the participation of landowners. It is therefore important to identify the factors that influence farmers' decisions to adopt the corporate farming program. This study develops a model of the adoption of new innovations, in this case the corporate farming program, which is evaluated in terms of the role of farmers group support, social support, and government support, as well as the role of the initiator on farmers' decisions to adopt the corporate farming program.

It is widely accepted that the role of farmers group (*Kelompok Tani,* Poktan) is a significant determinant of farmers' decisions to adopt new ideas and agricultural technologies. The role of Poktan contributes to several key areas, including the provision of various support facilities, the dissemination of information about agricultural innovation technology, and the identification of markets for agricultural products (Anggraini, 2022). Poktan serves a dual role, functioning both as a conduit for government assistance and as agents of new technology application (Nuryanti and Swastika, 2016). A study conducted by Rahmawati et al. (2022) on Joint Farmers Group (*Gabungan Kelompok Tani*, Gapoktan) in Sidomulyo, Yogyakarta, demonstrated that the role of Gapoktan and Poktan had a notable impact on farmers' motivation to participate in the corporate farming program. Another study demonstrated that the role of Poktan had a positive and significant effect on the adoption of agricultural technology in Sibowi Village, Sigi Regency, Central Sulawesi (Rosida et al., 2019). This finding suggests that the role of Poktan may influence the adoption of innovations.

Furthermore, the role of social support in the decision-making process of innovation adoption in the agricultural sector is a crucial element of the extant literature (Beenen et al., 2021). As evidenced in the literature, social support, defined as assistance provided by social networks, can influence individual or group perceptions of the risks and benefits associated with an innovation. This support may manifest in various forms, including emotional, informational, or material assistance (Prajapati and Biswas, 2011). In the context of agriculture, robust social support from the community and government agencies can mitigate adoption barriers and enhance individual readiness to innovate (Deegan and Dunne, 2022; Fettweis, 2023). A prior research by Bandiera and Rasul (2006) indicated that farmers with access to extensive social networks tend to adopt new technologies at a faster rate than those without such support. Moreover, social support plays a role in facilitating information dissemination, which accelerates the learning process of organizations and increases their adaptive capacity to new technologies (Geleta et al., 2023). The findings of previous research indicate that interactions between farmers and their families, as well as the presence of familial support, are significant factors influencing farmers' willingness to adopt corporate farming programs (Perdana et al., 2020).

Partnerships with Business and Industrial World (*Dunia Usaha dan Dunia Industri*, DUDI) represent a significant factor in the decision-making process regarding the adoption of new innovations, including in the agricultural sector (Manyise and Dentoni, 2021). The provision of support by DUDI, encompassing technology transfer, financial assistance, and market access, can enhance the capacity of corporate farmings to adopt new practices that are more productive and sustainable (Javaid et al., 2022; Labarthe et al., 2022). Furthermore, collaboration with the industry sector offers the additional benefit of improved technical knowledge and marketing strategies (Eaton et al., 2022), which in turn serves to mitigate the uncertainty and risk that are often significant barriers

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to innovation adoption (Spielman and Kennedy, 2016). A prior research by Fischer and Qaim (2012) revealed that assistance from the industrial sector markedly elevates the rate of adoption of agricultural technology in developing countries, primarily through enhanced access to premium agricultural inputs and more extensive distribution networks. Moreover, strategic partnerships with DUDI enable corporate farmings to enhance their capacity to respond adaptively to shifts in market conditions and regulatory requirements (Dorji et al., 2022; Rogers et al., 2022). Witjaksono (2024) conducted a research on oil palm farmers and confirmed that such farmers will obtain more optimal results if there is cooperation and support from the business world.

The role of initiators in organizations is of great consequence with respect to the determination of innovation adoption decisions in the context of corporate farmings (Micelli et al., 2023). Initiators are individuals or groups who initially identify opportunities and needs for change and then facilitate the implementation of innovations within the company (Molina et al., 2021). This role entails a range of activities, including collecting information, testing new technologies, and fostering awareness and support among stakeholders (Fuetsch, 2022; Minas et al., 2020). As demonstrated by Damanpour and Schneider (2006), those who act as proactive initiators are capable of reducing resistance to change and increasing the probability of innovation adoption through their social influence and persuasive abilities. In the context of agriculture, the role of initiators can be pivotal in determining the successful adoption of new technologies, such as precision farming systems, improved crop varieties, or more sustainable land management methods (Belletti et al., 2024; Du et al., 2020).

One of the objectives of establishing corporate farmings is to enhance agricultural efficiency and productivity, while also empowering farmers to adopt new technologies and innovations in agriculture. Consequently, by becoming a member of an corporate farming, farmers will enhance their capabilities and expertise as a vital component of the agricultural workforce. The establishment of corporate farmings is expected to facilitate knowledge exchange and support the growth of joint agricultural businesses, which will in turn contribute to the advancement of food security and the strengthening of the local economy. Kurdi et al. (2023) demonstrated that the successful adaptation of appropriate agricultural technology and the development of a competitive agricultural community can enhance farmers' human resource (HR) performance. This is evidenced by an increase in the capacity of farmers to apply knowledge and skills in the management of farm businesses, farm business planning, marketing of agricultural products, and the comprehension of fundamental financial management for their farm businesses. Therefore, the involvement of farmers in corporate farmings can be regarded as a catalyst for positive transformation in the development of their human resources, including increased knowledge of agricultural innovations and business management (Setyabudi et al., 2023). Kartika et al. (2022) discovered that farmers who participated in the corporate farming program exhibit enhanced outcomes in terms of farm performance and productivity.

Despite its limited scope, several districts have adopted the farming corporation approach, with support from local Poktan and Gapoktan. Two districts that have implemented corporate farming are Temanggung and Wonosobo. Preliminary observations of corporate farming in these two locations indicated that not all farmers expressed a desire to become members of corporate farming. The establishment of corporate farming can be attributed to the initiative of local young farmers. The preliminary findings revealed several issues, including the role of the government in supporting the establishment of agricultural corporations through various assistance programs. However, the nature of this assistance does not always align with local conditions and needs. The management of corporate farming in Temanggung and Wonosobo Regencies acknowledges the pivotal role of farmers as human resources in ensuring the sustainability of corporate farming in the future.

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In light of the aforementioned background, two main research problem are identified: "What are factors that contribute to farmers' decision to adopt corporate farming program?" and "How do they impact the farmers' HR performance?" Specifically, the objectives of this study are to examine the following impact of farmers group support, social support, government support, partnerships with DUDI, and initiator role on the farmers' decision to adopt corporate farming program, as well as the impact of farmers' decision to adopt corporate farming program on the farmers' HR performance.

RESEARCH METHODS

This study was conducted in an explanatory-quantitative manner, examining a number of hypotheses developed from the research model. This study examines the influence of various factors contributing to farmers' decisions to adopt agricultural corporation program and their subsequent impact on the enhancement of farmers' HR performance. The following Figure 1 depicts the research model of this study:

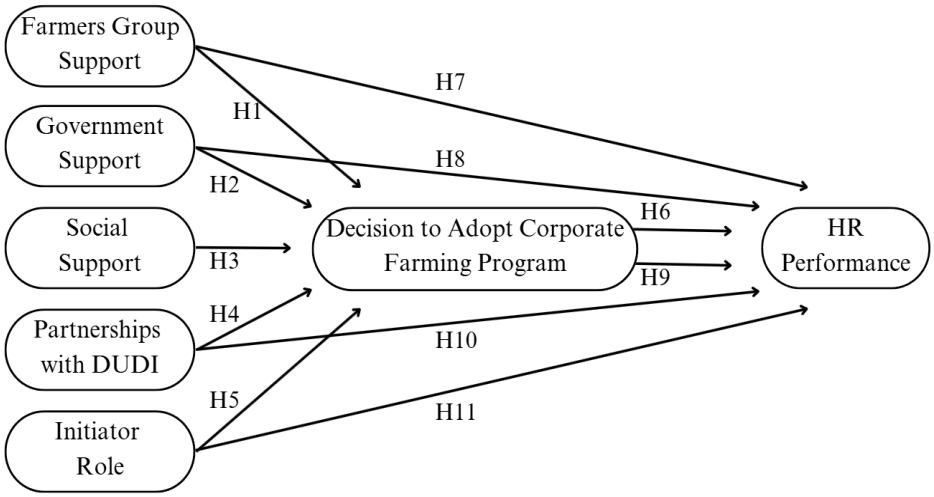

Figure 1. Research Model

There are 11 hypotheses proposed in this study, formulated as follows:

H_1 : Farmers group support has a significant influence on the famers' decision to adopt corporate farming program.

H_2 : Government support has a significant influence on the famers' decision to adopt corporate farming program.

H_3 : Social support has a significant influence on the famers' decision to adopt corporate farming program.

H_4 : Partnerships with DUDI have a significant influence on the famers' decision to adopt corporate farming program.

H_5 : Initiator role has a significant influence on the famers' decision to adopt corporate farming program.

H_6 : Famers' decision to adopt corporate farming program has a significant impact on the farmers' HR performance.

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H_7 : Farmers' group support has a significant impact on the farmers' HR performance.
H_8 : Government support has a significant impact on the farmers' HR performance.
H_9 : Social support has a significant impact on the farmers' HR performance.
H_{10} : Partnerships with DUDI have a significant impact on the farmers' HR performance.
H_{11} : Initiator role has a significant impact on the farmers' HR performance.

The population under the study is comprised of farmers from Temanggung and Wonosobo who had adopted the corporate farming programs, particularly those focused on coffee and tobacco commodities. The corporate farming program was implemented with the participation of approximately 300 farmers. The sampling technique employed was saturation sampling technique, which involved the targeted selection of all farmers who are members of the agricultural corporation as respondents who would complete the research questionnaire. The data collection process was initiated through the invitation and subsequent gathering of farmers belonging to the corporation at the local village hall. This initiative was executed in collaboration with the management of each agricultural corporation's farmer group in Temanggung and Wonosobo.

At the time of data collection, the sample population was comprised of 142 farmers who participated in the study as respondents. Due to various circumstances, several farmers were unable to participate. Consequently, the response rate attained 47%, signifying a commendable figure for social research. In this study, it is noted that 51 respondents (35.91%) are from Temanggung District and engaged in coffee production, and 91 respondents (64.08%) are from Wonosobo District and engaged in tobacco production. The majority of respondents are male (80.28%), have received a formal primary education (70.42%), and are between the ages of 51 and 75 years old (77.46%).

The questionnaire consists of 58 closed questions with a choice of answers presented on a Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The farmers group support (FGS) was measured using 15 items adapted from (Mawarni et al., 2017). The government support (GS) was measured using 7 items as proposed by (Pranadjaja, 2003).The social support (SS) was measured using 12 items from (Moore and Benbasat, 1991). The partnerships with DUDI (DUDI) were measured using 5 items adapted from (Purnaningsih, 2007). The initiator role (IR) was measured using 7 items adapted from (Ningrum, 2017). The decision to adopt corporate farming program (DAACP) was measured using 5 items as proposed by (Hendayana, 2014). Meanwhile, the HR performance (HRP) was measured using 7 items developed from (Soelaiman, 2007). The data was analyzed using structural equation modeling (SEM), with the assistance of SmartPLS 3.0 software.

RESULT AND DISCUSSION

The descriptive statistics reveal various levels of support and performance across different variables. Group support demonstrates very high cohesiveness (4.31), dynamics (4.20), and capability (4.29), with an overall average of 4.26 categorized as very high. Social support from family, village officials, and friends is consistently high, with an average score of 3.93. Government support highlights medium socialization (3.20) and high training (3.48), averaging at 3.34 in the high category. Support from the business and industrial world scores a high average of 3.71. The role of initiators, decisions to adopt corporate farming, and human resource performance all fall in the high category, with scores of 4.14, 4.05, and 3.82 respectively. These findings, derived from primary data

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analysis in 2024, underscore the strong influence of various supports and roles on agricultural initiatives. This can be seen in Table 1 below.

Table 1. Descriptive Statistics

No	Variable	Dimension	Mean	Category
1	Group Support	Cohesiveness	4.305634	Very high
		Dynamics	4.195774	High
		Capability	4.285916	Very high
		Average	**4.262441**	**Very high**
2	Social Support	Support from Family	4.042254	High
		Support from Village Officials.	3.902817	High
		Support from Friends.	3.859155	High
		Average	**3.934742**	**High**
3	Government Support	Socialization	3.19743	Medium
		Training	3.480317	High
		Average	3.338874	High
4	Support from the Business and Industrial World	-	3.710986	High
5	Initiator Role	-	4.140845	High
6	Decision to Adopt Corporate Farming	-	4.047887	High
7	Human Resource (HR) Performance	-	3.815513	High

Source: Primary data analysis, 2024.

SEM-PLS Analysis

The tests conducted in this study encompass four distinct categories: outer model testing, inner model testing, multicollinearity testing, and hypothesis testing.

Results of Outer Model Test

In order to test the outer model, a convergent validity test was conducted, along with a factor loading value and an Average Variance Extracted (AVE) value. The data would be considered valid if it has an AVE of ≥ 0.50. The results of convergent validity test are presented in the following Table 1. All variables utilized in this study have an AVE value of ≥ 0.50, thereby substantiating the validity of the entire research data set. The results of the Fornell-Larcker Criterion test indicate that the value of a single construct is greater than the correlation between one construct and another. Therefore, it can be concluded that the variables have good discriminant validity.

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Table 2. Results of Convergent Validity Test

No	Variable	AVE
1	Farmers Group Support (FGS)	0.566
2	Government Support (GS)	0.635
3	Social Support (SS)	0.506
4	Partnerships with DUDI (DUDI)	0.679
5	Initiator Role (IR)	0.571
6	Decision to Adopt Corporate farming Program (DAACP)	0.610
7	HR Performance (HRP)	0.664

Source: Primary data analysis, 2024

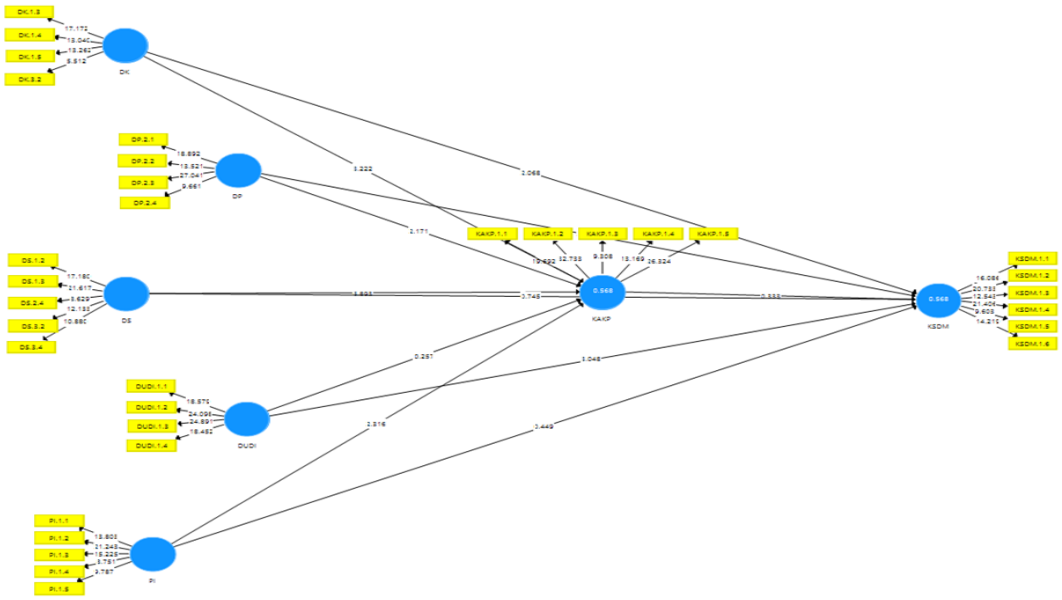

Figure 2. Result of data analysis using SMART PLS
Source: Primary data analysis, 2024

Table 3. Results of Fornell-Larcker Criterion Test

	FGS	GS	SS	DUDI	DAACP	HRP	IR
FGS	0.752						
GS	0.491	0.797					
SS	0.364	0.511	0.711				
DUDI	0.182	0.370	0.556	0.824			
DAACP	0.435	0.293	0.680	0.402	0.781		
HRP	0.471	0.626	0.556	0.559	0.442	0.815	
IR	0.307	0.450	0.446	0.395	0.478	0.463	0.756

Source:Primary data analysis, 2024

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Table 4. Results of Heterotrait-Monotrait Ratio Test

	FGS	GS	SS	DUDI	DAACP	HRP	IR
FGS							
GS	0.632						
SS	0.474	0.644					
DUDI	0.229	0.452	0.693				
DAACP	0.541	0.351	0.839	0.464			
HRP	0.572	0.729	0.668	0.638	0.502		
IR	0.389	0.550	0.567	0.471	0.575	0.540	

Source:Primary data analysis, 2024

Results of Inner Model Test

The coefficient of determination is a statistical measure used to assess the strength of the linear relationship between two or more latent variables. This is achieved by examining the R-squared value, which represents the proportion of variance in the dependent variable that can be explained by the independent variables. The results of the test indicate that the R-Squared value for the decision to adopt corporate farming program is 56.8%. This suggests that the decision to adopt a corporate farming can be explained by the variables of farmers group support, government support, social support, partnerships with DUDI, and initiator role. Moreover, the results of the test indicate that the R-squared value for HR performance is 56.8%, suggesting that HR performance can also be explained by the aforementioned variables.

Table 5. Results of Inner Model Test

	R-Squared	Adjusted R-Squared	Q-Squared
DAAC			
P	0.568	0.552	0.323
HRP	0.568	0.549	0.352

Source:Primary data analysis, 2024

Table 6. Results of Hypothesis Testing

Hypothesis	Path Coefficient	p-Value	Conclusion
FGS → DAACP	0.268	0.001	Significant
FGS → HRP	0.175	0.039	Significant
GS → DAACP	0.258	0.030	Significant
GS → HRP	0.336	0.022	Significant
SS → DAACP	0.595	0.000	Significant
SS → HRP	0.079	0.457	Not Significant
DUDI → DAACP	0.024	0.797	Not Significant
DUDI → HRP	0.308	0.002	Significant
DAACP → HRP	0.054	0.739	Not Significant
IR → DAACP	0.238	0.021	Significant
IR → HRP	0.076	0.654	Not Significant

Source:Primary data analysis, 2024

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The first hypothesis proposing that the farmers group support has a significant influence on the famers' decision to adopt corporate farming program can be supported empirically. This finding lends support to the role of Poktan and Gapoktan as the primary conduit for disseminating information about new technologies. This could be achieved through meetings, discussions, and joint training. The implementation of innovations in post-harvest processing by corporate farming programs engaged in the coffee commodity had yielded a variety of coffee variants with appealing packaging tailored to market needs. They had also employed online marketing to market processed coffee products, thereby enhancing the value of farmers' coffee crops. These development efforts were carried out under the coordination of Poktan and Gapoktan. The development of post-harvest processing techniques for tobacco by corporate farming in Tawangmangu had also begun, including the introduction of a method of creating "*daun lembutan*" (soft leaves) using high-quality tobacco leaves. These leaves could then be directly marketed to consumers online at competitive prices. The implementation of advanced tobacco processing methodologies had the potential to enhance the autonomy of tobacco farmers and mitigate their reliance on selling to cigarette factories, where farmers often possessed limited bargaining power over pricing.

The farmers group support facilitated the sharing of experiences and knowledge, which in turn increased confidence in the application of new technologies, including the adoption of corporate farmings (Wati et al., 2020). Moreover, Dewi et al. (2021) had observed that the adoption of new agricultural innovations frequently necessitated a significant investment of time, financial resources, and effort. Farmers who were members of Poktan exhibited greater confidence in experimenting with new technologies, as they did so collectively. The results of this study corroborate those of Anggoro et al. (2021), which similarly found that farmers group support exerted a significant influence on farmers' decisions to adopt new ideas, including the adoption of agricultural corporate programs.

Further, the second hypothesis proposing that the social support has a significant influence on the famers' decision to adopt corporate farming program can be supported empirically. According to the Poktan administrators in Temanggung, their coffee farmer members were grouped into several small groups based on the proximity of their land. The objective of this grouping was to facilitate mutual support among farmers in their farming activities. This support encompassed various aspects, including cultivation techniques, harvesting activities, and post-harvest processing. It also extended to the marketing of their harvests, such as determining a common selling price. The phenomenon of mutual support among farmers had been a persistent element of their social structure, and it was posited that this dynamic played a pivotal role in the adoption of novel concepts within the farmer groups, including the prospect of integrating into an agricultural corporation. A similar situation was also observed in the case of tobacco farmers. In addition to the provision of mutual support and the facilitation of positive relationships among farmers through an open information system, the commitment and enthusiasm of the local government to promote tobacco farming as a flagship commodity in Temanggung District had also inspired the farmers to progress, including by joining agricultural corporations.

This present study reveals that respondents' decisions to adopt corporate farmings were influenced by various forms of social support, including familial, local village government, and peer-based support. These findings align with those reported by Glover et al. (2019), who underscored the pivotal role of social support in enhancing the success of technology adoption in the agricultural sector in Sub-Saharan Africa. Additionally, Foster and Rosenzweig (2010) discovered that the dissemination of information through social networks had a considerable impact on the decision to

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adopt agricultural technologies in India, particularly in the context of reducing risk perception. The adoption of agricultural technology at the community level, such as in rural communities, could be accelerated by the presence of close social relationships, trust between individuals, and collective norms (Teklu et al., 2023).

Moreover, the third hypothesis proposing that the government support has a significant influence on the famers' decision to adopt corporate farming program can be supported empirically. In this study, the government support is operationalized as the socialization of corporate programs to farmers and the provision of training activities by the government related to the establishment of corporations for farmers. This finding underscores the pivotal role of government support as a primary catalyst for agricultural sector transformation.

In contrast, the fourth hypothesis proposing that the partnerships with DUDI have a significant influence on the famers' decision to adopt corporate farming program cannot be supported empirically. This finding is at odds with the view expressed by several experts that the support from the industrial sector could facilitate the adoption of new technologies and innovations on agricultural businesses, particularly when accompanied by economic incentives and technical training (Prokopy et al., 2015). The partnerships with DUDI not only provided the necessary resources for technology adoption but also strengthened the innovation ecosystem, thereby enabling agricultural businesses to transform effectively and efficiently and compete in the global market (Maughan and Anderson, 2023). The lack of evidence of the influence of partnerships with DUDI on the decision to adopt corporate farming program might be attributed to the fact that the establishment of corporate farmings in these two districts had only been underway for a few months, and the establishment of corporations involved more Gapoktan and Poktan through the formation of Joint Business Groups (*Kelompok Usaha Bersama,* KUB). Those who were in direct contact with DUDI were the primary agents involved in the establishment of KUBs. Consequently, the influence of partnerships with DUDI might not be readily apparent to farmers, as it was not a direct concern for them.

Meanwhile, the fifth hypothesis proposing that the initiator role has a significant influence on the famers' decision to adopt corporate farming program can be supported empirically. The presence of an initiator, defined as an individual who was the source of creative ideas, including the source of ideas to encourage farmers to join corporate farmings, was proven effective as a significant factor contributing to the adoption of corporate farming program. This finding corroborates the results of previous studies (Ateş et al., 2020; Sereenonchai and Arunrat, 2022), which confirmed that the presence of initiators who possessed a strategic vision and robust execution capabilities could accelerate the diffusion process of novel innovations within an organizational context. In the context of corporate farming in Temanggung and Wonosobo Regencies, this study identifies the pivotal role of local young farmers in introducing modern cultivation methods, promoting digital marketing, organizing farmer groups, and establishing connections with external stakeholders, including government entities and cooperatives. These individuals not only served as agents of change, but also as intermediaries between corporations and external entities, including research institutions, government agencies, and DUDI. This allowed corporate farmings to be more responsive to technological developments and market dynamics (Du et al., 2020; Sereenonchai and Arunrat, 2022). The initiator role encouraged organizational awareness and readiness for innovation, as well as directing a more effective and strategic decision-making process, thus increasing the competitiveness of the corporation in both domestic and global markets (Prihadyanti et al., 2024).

On the other hand, the sixth hypothesis proposing that the famers' decision to adopt corporate farming program has a significant impact on the farmers' HR performance cannot be supported

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empirically. The success of the adoption of new technologies was frequently contingent upon the skills and knowledge of the farmers in question. The adoption of new technologies frequently necessitated alterations to established farming methodologies or practices. It was possible that several farmers might experience difficulty in adapting to these changes. Furthermore, the transition process might not have a discernible impact on farmers' HR performance in the short term. However, in the long term, the adoption of new technologies would have the potential to enhance HR performance and business performance (Kuntariningsih and Mariyono, 2014). Moreover, certain technologies necessitated an investment of time and resources to achieve optimal outcomes (Maulida et al., 2023). The respondents had not been members of corporate farmings for a year, which might explain why the impact on improving farmers' HR performance has not yet been significant.

Nevertheless, the seventh hypothesis proposing that the farmers' group support has a significant impact on the farmers' HR performance can be supported empirically. This can be understood because Poktan served as a venue for learning, a conduit for collaboration, and a catalyst for innovation with the objective of enhancing the well-being of their member farmers. A continuous and directed coaching process could enhance the capacity of farmers as human resources to effectively manage their agricultural activities, encompassing planning, production processes, product processing, and marketing of agricultural products. In the context of farmers group, the interaction and cooperation between members can give rise to a relationship of interdependence, mutual improvement, and mutual reinforcement (Hermanto and Swastika, 2011).

Furthermore, the eighth hypothesis proposing that the government support has a significant impact on the farmers' HR performance can be supported empirically. The government played a pivotal role in the advancement of the agricultural sector at the macro level. They were responsible for formulating policies, regulations, and providing facilities and resources that were essential for the establishment of corporate farmings (Kurnianty and Sitorus, 2023). The government might provide support in a number of ways, including by facilitating access to capital, disseminating information about programs, offering training in skills, providing technical assistance, and strengthening institutions such as cooperatives or Gapoktan. This finding underscores the pivotal role of government assistance as a key determinant in farmers' decision to adopt corporate farming program, which in turn enhanced the quality of their human resources. Prior researches indicated that the efficacy of government policies in the agricultural sector was largely contingent upon their consistency of implementation and responsiveness to local needs (Chen et al., 2024; Dinesh et al., 2018). It is therefore imperative that government policies are not only top-down, but also inclusive and responsive to the needs of local communities.

However, the ninth hypothesis proposing that the social support has a significant impact on the farmers' HR performance cannot be supported empirically. While social support might provide emotional or informational encouragement, these factors might be more determinative of success or failure in agricultural businesses. The efficacy of social support in enhancing farmers' HR performance was contingent upon its alignment with relevant resources, such as agricultural technology or financial assistance. The absence of such resources might limit the potential of social support to significantly contribute to improving farmers' HR performance. To enhance HR performance, farmers required more than mere social support, such as access to training or capital to boost yields (Gultom and Harianto, 2021). Consequently, in addition to social support, farmers required training and upskilling initiatives to ensure the sustainable enhancement of their HR competencies (Barrett et al., 2020).

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Lastly, the tenth hypothesis proposing that the partnerships with DUDI have a significant impact on the farmers' HR performance can be supported empirically. DUDI could provide a variety of forms of assistance, including the provision of the latest agricultural technology, access to broader markets, and investment in infrastructure that supported the production and distribution process of agricultural products (Makmun et al., 2024). Prior to joining corporate farmings, coffee farmers in Temanggung District and tobacco farmers in Wonosobo District had formed partnerships with DUDI, primarily for the purpose of marketing their agricultural products. Such partnerships could facilitate a mutually beneficial relationship, whereby farmers gained access to resources and knowledge that could enhance the quality and quantity of their products, while the industry secured a reliable and sustainable supply of raw materials (Harisman, 2017).

The last hypothesis proposing that the initiator role has a significant impact on the farmers' HR performance cannot be supported empirically. This might be attributed to the fact that, while initiators could provide knowledge or access to new technologies, if farmers did not have the necessary resources, such as capital and infrastructure, to implement the changes, they would encounter difficulties in applying the new methods introduced. Consequently, the initiatives did not result in notable changes to farmers' HR performance (Tahoni and Mambur, 2020). Moreover, farmers frequently continued to adhere to their long-standing experiences and traditions, particularly among those who were more advanced in age. The majority of respondents are over the age of 50 years old and have received only a primary education; some are even illiterate. Conversely, the initiators were young millennial farmers who demonstrated a high level of proficiency in information technology. In addition, the establishment of corporate farmings was still in its infancy, necessitating a period of maturation before it could exert a discernible influence on the performance of farmers as reliable human resources.

The findings of this study indicate that in the context of corporate farming adoption decisions, the Technology Acceptance Model (TAM) theoretical framework can be used. This study underscores the significance of fortifying Poktan, government, and social support, DUDI partnerships, and initiator roles. The present study's contributions extend beyond mere adoption decisions, encompassing an examination of the relationship between corporate farming adoption and improvements in farmer performance from the perspective of farmers as human resources. While the present study was unable to substantiate the hypothesis concerning the impact of corporate farming adoption decisions on farmer performance, it did ascertain that the roles of Poktan and DUDI do have a significant influence on farmer performance. Consequently, subsequent research endeavors may seek to substantiate the research model developed in this study across diverse corporate farming. This study contributes to the extant literature on corporate farming adoption and its impact on HR performance by integrating variables from the TAM into the agricultural sector.

CONCLUSION AND SUGGESTION

The findings of this research highlight several significant conclusions. Firstly, farmers' decisions to adopt corporate farming programs are influenced by factors such as support from farmers' groups, social networks, government initiatives, and the role of initiators. However, partnerships with the Business and Industrial World (DUDI) do not appear to play a role in motivating farmers to adopt corporate farming programs. Additionally, the adoption of corporate farming programs by farmers has no observable impact on their human resource (HR) performance. Despite this, farmers' group support, government support, and partnerships with DUDI have a direct and

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positive influence on HR performance. In contrast, social support and the initiator role do not significantly affect HR performance. These insights underscore the importance of focusing on specific supports and collaborations to enhance HR performance, while acknowledging that the decision to adopt corporate farming does not inherently contribute to such improvements.

Empirical evidence demonstrates that farmers' group support significantly influences farmers' decisions to adopt corporate farming programs. To attract more farmers, it is essential to improve the dynamics and the quality of farmer group administrators. This can be achieved through training and mentoring activities aimed at developing these groups into independent and sustainable entities. Furthermore, the government must adopt a structured approach to socializing corporate farming programs by providing training, policies, regulations, and adequate facilities to support their establishment. However, this should be done in alignment with local conditions and specific circumstances to ensure effectiveness. Additionally, the role of initiators, identified in this study as local young farmers (millennials), plays a crucial part in influencing adoption decisions. Therefore, village governments need to actively encourage younger generations to engage in agricultural businesses or continue their parents' agricultural ventures, especially given the aging population of Indonesian farmers. To support this regeneration, young farmers should be offered opportunities for self-development through training and education, and motivated to contribute to the progress of agriculture in their villages by providing them with the necessary resources and facilities. This integrated approach is vital for fostering successful corporate farming initiatives.

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