

Augmenting Supply Chain Practices through Human Resource Management: An Analytical Framework in Indonesian Perspective

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Abstract--The aim of the present study is to empirically investigate the association between the supply chain rehearses and its augmentation with the human resource management practices from the context of Indonesia. For this purpose, a conceptual model is developed based on the various items of HRM and SCM while taking implementation and outcome as subfactors for the SCM augmentation. A sample of 236 respondents has been considered based on the various industry experts, dealing with 50 business firms in the region. Empirical findings explain the fact that both factors of SCM under the title of implementation and outcome have their significant association with the HRM practices in the region of Indonesia. All the HRM practices are significantly associated with the SCM for growth and augmentation and express positive change. The managerial implication of the study can be viewed in a sense that it provides meaningful guidelines to various industry experts and managers. However, the study also has some limitations which are limited respondents which should be covered in the coming time. The value of the study can be viewed in a sense that it is covering the gap in existing literature while integrating HRM and SCM for the growth and augmentation in the region of Indonesia.

Keywords: *human resource management, supply chain management, Indonesia, SCM augmentation*

1. Introduction and background of the study

In the present business environment, it is not very much easy to ignore the concepts of volatility and turbulence in the market. At an acceptable level of cost, it is the prime obligation under the subject matter of supply chain that it must enable the supply and demand with some significant strategies [1].

The idea of the global supply chain is now converting into the dynamic process and related networks through which business firms can connect to each other for the better success. For this dynamic environment, there is a great need of effective in the communications, management of the team, innovation in constant basis and finally the gradual improvement in production process [2, 3]. For the effective development and global success, the factor of human resource has got enough significance at the global context. For the success of the business organization, consideration of human resource is a key tool as facts and figures explain the management efficiency. For the business firms, it is also obvious that it must employ both individual and collective efforts towards the supply chain to get the organizational objectives on the right track [4]. The organizational structure depends significantly on their employees who are the core asset of the business and play their role in making the business more efficient and goal oriented. Human resource management or HRM consider the business function through employees and workforce, their duties and obligations, and finally their training and development [5, 6]. Among others, the significant goal of human resource is to get the business that position in the market through which it can sustain over a longer time with success. Various business models are integrating the idea of human resource with the augmentation of supply chain practices. however, the core activities which are under the title of HR includes the organizational procedure, development of effective plans regarding the employees, organizational culture, the productivity of the workforce to create competitive advantage and many others[7]. Various earlier studies have explained the phenomenon of developed nations and their competitiveness in the business market because of the organizational policies and procedures related to the HRM. Figure 1 expresses the core process and functions which are entitled under HRM.

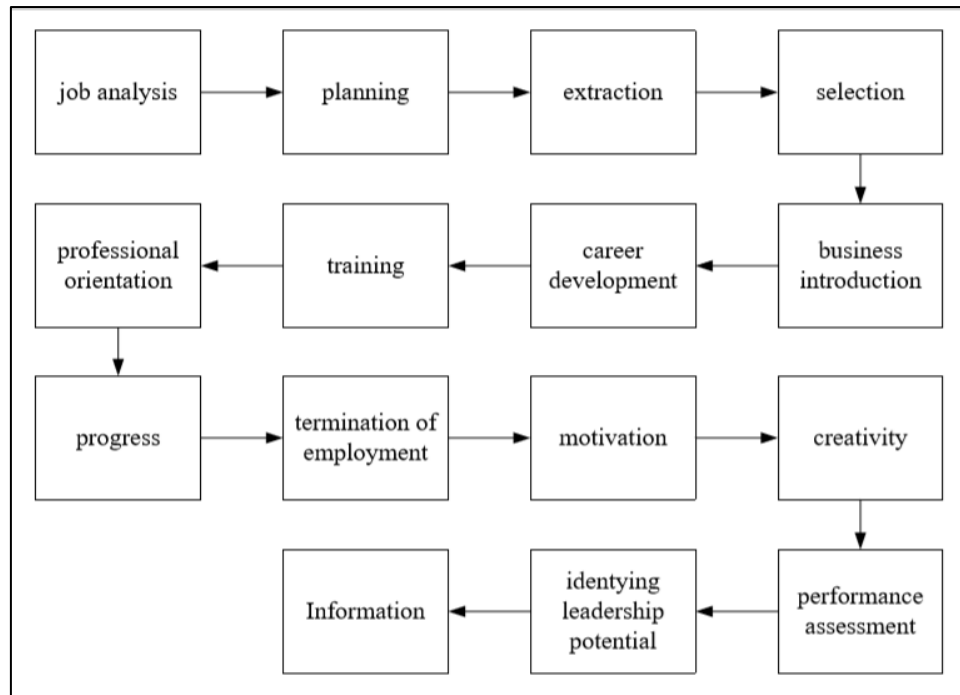


Figure 1: Core process and functions of HRM

The idea of supply chain covers the production and delivery of the products from the supplier to the end customer. The key focus in the overall activity of the supply chain is to make the business firm more efficient in a cost with the flow of material from various sources to the business. It also cores the business activities and various companies which need designing, and delivery of end products to various customers[8-10]. A significant connection between the augmentation of supply chain and human resource management is examined in various studies. Strong independencies have been explored between SCM and HRM, hence very much difficult to identify a precise boundary between the both. In addition, for the success over the long run, it is very much important that business organization needs to commit themselves in a full mode for the promotion of SC through the human resource. Various firms are now implementing the technological advancement in their business units with the more focus on their employees which can properly manage and operate the SC operations. Research studies have also proved that SCM has focused on the integration of various marketing process with the manufacturing for the improved business performances. As per the literature findings, various areas like IT, JIT and purchasing are very much linked with the HR, cultural dimensions and organizational values [11, 12, 39, 41, 42, 44, 45].

2. Literature Review

Given the significance of human resource management from the perspective of the supply

chain and its augmentation has been not very well addressed in present studies. However, some of the studies have provided their contribution in this regard [13]. For instance, have analyzed the trend of SCM during the period of 1996 to 2006 while classified the presented literature Their study explains the fact that how the research tends to focus on the concept of certain themes while not considering the other fields of HRM. It is found that only 2 % of studies are focusing on the integration of SCM and HRM for the augmentation of business performance. In another study of [14, 36, 37, 38], it is expressed that synchronization of SCM is purely depending on the key persons involved in the overall activity. In addition, their study also explains that competitive advantages can also be achieved not merely to focus on the IT but also to get the other human resource element in the overall tactical planning. [15] expresses that SC can create a significant contribution with the help of HRM through skills and competencies of the employees.

Due to the various complexities involved in it, there is no universal definition which can properly integrate the SCM with HR for the better augmentation. However, various scholars consider the aim that the performance and effectiveness of the business can be achieved with their integration. In its general context, HRM explains the idea that it can develop the employees for the better outcome in SCM and related activities[16-19, 40, 43, 46].

Despite the very little contribution in present literature, the evidence explains that SCM and related research work has been integrated with the SCM practices for the improved business

performance. Among the other empirical contribution, have expressed the fact that researchers in the field of SCM are oriented towards the integration of manufacturing and marketing process. While the idea of SCM is to deeply understand the theme of organizational success as well [20].

In the context of SCM, human resource and related performance indicators are reflected through the contribution by the employees and assigned task by the organization. This idea was in general sense presented by [21] who explains that employee's outcome in the workplace is entirely linked to the valid and appropriate expectations by providing them with proper training and education. However, for the improved business process, augmentation of SCM through HRM practices is the key to success. When the core human resource in the business firm deliver in an adequate level, the compliance is presented in the form of amplified SCM practices with the competitive advantage over the long run as well [22]. As per the literature findings presented by [23], it is found that for the execution of supply chain and related initiatives, human is the key sources for the success. So, it is also expressed that the development of employee's commitment towards the business firm promote the organizational efficiency and effectiveness over the long run [24]. The study conducted by [25, 26] defines that development of collaboration for the success of a business firm through better HR practices leads to the improved SCM practices and procedures.

For the implementation of SC strategies and planning, it is very much important to focus on the human performance and related practices in the business firm. A firm with the good supply chain practices can be suboptimal in achieving the organizational goals because of low performance from their employees and very little contribution for the success. The theoretical review as presented under the title of resource-based view or RBV expresses that human contribution is the core indication of business success [27-30]. The idea of RBV is developed in the field of management and states that resources in the business can significantly lead to the success or failure of the business in the marketplace, relative to the other competitors. According to [31], the resources of the business organizations can be categorized into the following four dimensions.

Value: The key source which can produce something good for the business organization created by focusing on the customers.

Rarity: explains the limited supply of the resource which cannot be available for all the business firms in the market in an open the way.

Inimitability: the key source under the the possession of the business should not be copied by the competitors.

Non-substitutability: the available resource for the business firm have no or very little option of substitute in the marketplace.

3. Data and methodology

To understand the key integration between the augmented SCM practices through HRM, the population of interest in the present study has been covered in the region of Indonesia. For this purpose, key managers from various business firms have been considered which are linked with supply chain activities and HR department as well. For this purpose, 50 business firms have been targeted at different individuals linked with the title of the present study. A sample of 236 respondents has been obtained through a valid questionnaire which is distributed among the targeted respondents with different age groups, education and experiences as well. The time duration to collect the data from the targeted respondents covers the 5 weeks approximately and a standard sample of above 200 was specified which finally reached 236. For the final analysis in SPSS version 21, our sample is considered as very much adequate for both descriptive and inferential analysis. For the final integration between the SCM and HRM, a comprehensive empirical model is developed and examined which is presented below. The model is based on the findings of [32-35, 47] who have considered the HRM and SCM. For human resource key components under the model are compensation and benefits, training and development of employees, communicative management style, management of culture and diversity, and finally selection and recruitment of employees. In addition, for the SCM augmentation, the components SC implementation and outcomes are considered. For SC implementation, technology and its utilization, the involvement of manufacturing in strategy, the involvement of logistics in strategy, and selection of a supplier. Meanwhile, SCM outcomes cover the operational efficiency of the business, responsiveness to customers, quality of products/service, and finally competitive pricing.

4. Results and Discussion

Table 1 explains the demographic outcomes of the study. It is found that out of 236 respondents, 148 are male members, covering 62.7 % of overall respondents of the study. While the female members are 88, representing 37.3 % portion of the overall sample. As per the distribution of the age, 33 respondents belong to the age range of 18-25 years, covering 14% sample of the study. Out of 236 respondents, 118 belongs to the age range of 36-50 respondents covering 50 % of the respondents. Those respondents belong to the age

range of 36-50 are 67 and covering 28.4 sample of the study. Besides, the findings, above 50 ages, 18 respondents are under this age range covering 7.6 %. The distribution of education regarding the intermediate is covering 1 individual while having the graduation level of 39 frequencies with a percentage of 16.5 %. While those individuals having a Master level of education are 181 having a valid percent of 76.7 %. While those having above master education are 15 covering 6.4 % in an overall sample of the study.

After the detailed discussion of the demographic factors, Table 2 explains the descriptive outcomes for the key item of HRM practices. As explained earlier 5 HRM practices have been considered for the augmented HRM in Indonesian business firms. The outcomes presented in table 2 explains that all the respondents have provided their meaningful responses based on the Likert scale ranging from 1 to 5. Where 1 represents the minimum outcome and 5 explains the maximum outcomes ranging from strongly disagree to strongly agree. It is found that mean outcome for all the key 5 items is above 3,

which indicates that respondents agree with the argument that their business firms in Indonesia are considering HRM practices for the augmentation of SCM. The mean outcome for the item 2, 3 and 5 is above 4 which explains the near point of strongly agree argument by the targeted respondents in their business firms. The standard deviation for the HRM1 is recorded at 1.35 which is highest for the rest of the items. However, the minimum outcome in table 2 regarding standard deviation is .89 belongs to HRM4.

Table 3 presents the descriptive outcomes for the SCM implementation and its key items. It is found that mean outcome for the item number 1, 2, and 3 are above the neutral level and providing the significant opinion that respondents agree with the SCM implementation in their relevant business firms. However, the outcome for the item number 4 indicates a mean value of 1.57 which falls in the range of strongly disagree to disagree, means that for selection of suppliers, consideration of business firms is not very well. the lowest value of SD records to the SCMI2 which is .79906.

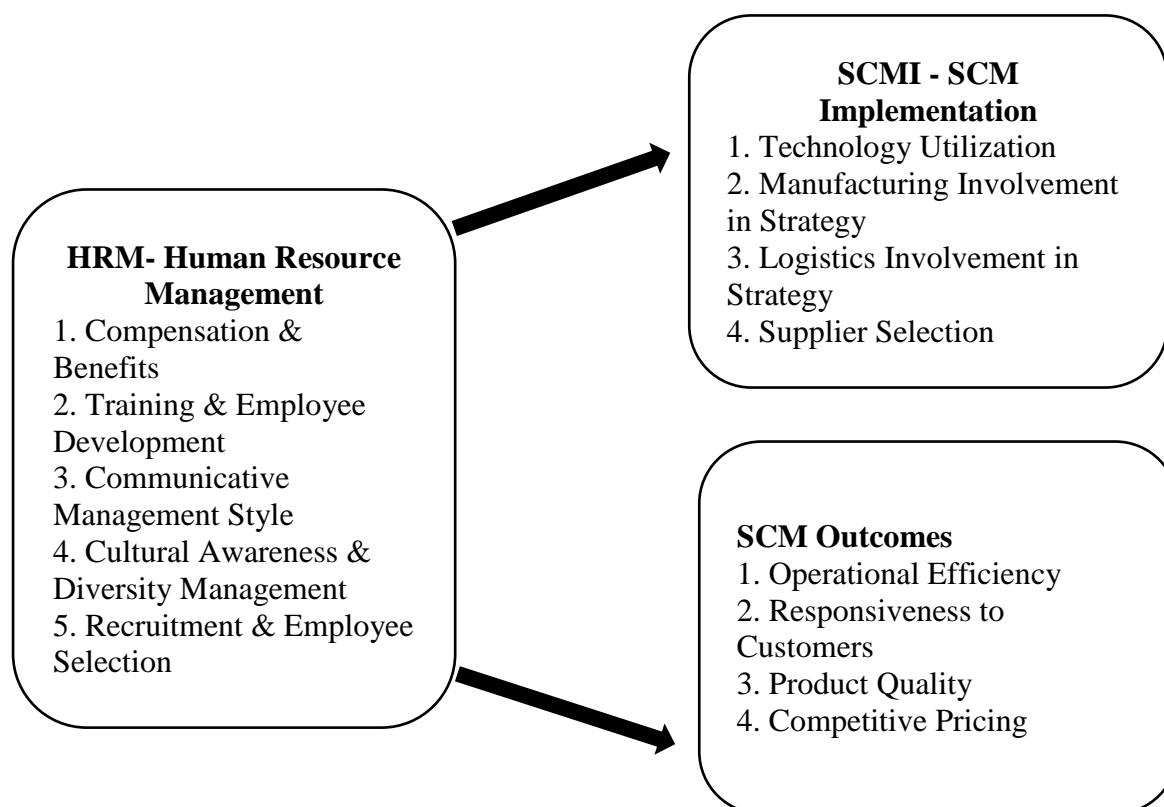


Figure 2: HRM practices for Augmented SCM

Table 1: Demographic statistics

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	148	62.7	62.7	62.7
	Female	88	37.3	37.3	100.0
	Total	236	100.0	100.0	
Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	33	14.0	14.0	14.0
	26-35	118	50.0	50.0	64.0
	36-50	67	28.4	28.4	92.4
	Above 50	18	7.6	7.6	100.0
	Total	236	100.0	100.0	
Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Intermediate	1	.4	.4	.4
	Graduation	39	16.5	16.5	16.9
	Masters	181	76.7	76.7	93.6
	Above Master	15	6.4	6.4	100.0
	Total	236	100.0	100.0	

Table 2: Descriptive Statistics for HRM practices

	N	Minimum	Maximum	Mean	Std. Deviation
HRM1	236	1.00	5.00	3.1992	1.35527
HRM2	236	1.00	5.00	4.2161	1.20280
HRM3	236	1.00	5.00	4.0763	1.25922
HRM4	236	1.00	5.00	3.0890	.89711
HRM5	236	1.00	5.00	4.4364	1.15601
Valid N (listwise)	236				

Table 3: Descriptive Statistics for SCM Implementation

	N	Minimum	Maximum	Mean	Std. Deviation
SCMI1	236	1.00	5.00	3.1949	1.19045
SCMI2	236	1.00	5.00	4.9364	.79906
SCMI3	236	1.00	5.00	3.0085	1.12983
SCMI4	236	1.00	5.00	1.5720	1.22349
Valid N (listwise)	236				

Table 4 expresses the descriptive outcomes for the SCMO factors. It is found that mean outcome for

the item 1 is 2.10 which is near to disagree with the statement that business firms in Indonesia are very

much responsiveness to their customers. This idea needs some serious attention from the key authorities who are dealing with the augmentation of SCM through HRM best practices. However, the rest of the items have the mean value above 3

indicating that respondents agree with the findings that the augmentation of SCM through outcomes is very well implemented in the business firms of Indonesia.

Table 4: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SCMO1	236	1.00	5.00	2.1017	1.11003
SCMO2	236	1.00	5.00	4.0593	.80204
SCMO3	236	1.00	5.00	3.3008	1.10635
SCMO4	236	1.00	5.00	3.8686	1.01253
Valid N (listwise)	236				

The next step is to consider the reliability analysis for the selected items of the study based on the title of HRM and SCM. The value of Cronbach's alpha is presented in table 5 below. It is found that for the SCM through item 1-5, the value of CB is .73 indicating an appropriate level of output. The value of CB for the SCMI through item 1-4 explains a value of .76 while for the SCMO outcome through 4

items of SCMO1-SCMO4 explains a reliability outcome of .71. All the stated items explain a good result for the further consideration of augmented SCM reflected through implementation and outcome through HRM best practices as covered by the business firms working in the region of Indonesia.

Table 5: Reliability analysis of the study

Key Title	Items	Cronbach alpha
HRM	HRM1-HRM5	.73
SCMI	SCMI1-SCMI4	.76
SCMO	SCMO1-SCMO4	.71

Figure 2 explains the structural findings of the study. For the better understanding overall model is divided into two parts which consist of HRM practices and their association with the augmentation of SC through SCMI. While the 2nd model covers the association between the HRM practices and augmentation of SC through SCMO. The findings as presented in figure 2 explain that HRM practices are positively expressed by HRM2, HRM 3, HRM 4 and HRM5. However, HRM1 is negatively expressed. The overall impact of HRM practices on the value of augmented SCM through SCMI covers the fact that .92 positive impact is recorded on overall SCMI. This impact is assumed to be very much significant and positive. The key items like SCMI indicate a regression weight 1 as explained by HRM4. All the stated indicators have shown their significant impact in table 6.

found to be .36 which is significant at 1 % as explained in table 6. It is found that the overall impact of HRM practices on SCMO is found to be significant with the critical ratio of 4.26 which explains the findings in favour of the alternative hypotheses. The outcome for the other coefficient has also explained their significant association. The value of C.R for all the items as expressed in table 7 are above the value of zero, explaining a significant finding. Both the factor of SCMI and SCMO are significantly explained by HRM practices in the region of Indonesia, predicting some meaningful outcomes.

For the next structural results, HRM practices and its association with the SC for better augmentation is represented in figure 3 below. In addition, the findings of figure 3 are very well presented in table 7. It is found that the overall impact of HRM practices on SCMO for better augmentation is

Table 6: Outcome of Structural model 1

items	Directions	Explanation	Estimate	S.E.	C.R.	P-label
SCMI	<---	HRM_Practices	0.923	0.117	7.864	***
HRM5	<---	HRM_Practices	1			
HRM4	<---	HRM_Practices	0.383	0.08	4.781	***
HRM3	<---	HRM_Practices	0.859	0.115	7.461	***
HRM2	<---	HRM_Practices	0.994	0.112	8.837	***
HRM1	<---	HRM_Practices	-0.18	0.12	-1.507	0.132
SCMI1	<---	SCMI	1			
SCMI2	<---	SCMI	0.401	0.079	5.053	***
SCMI3	<---	SCMI	0.623	0.113	5.501	***
SCMI4	<---	SCMI	1.162	0.136	8.53	***

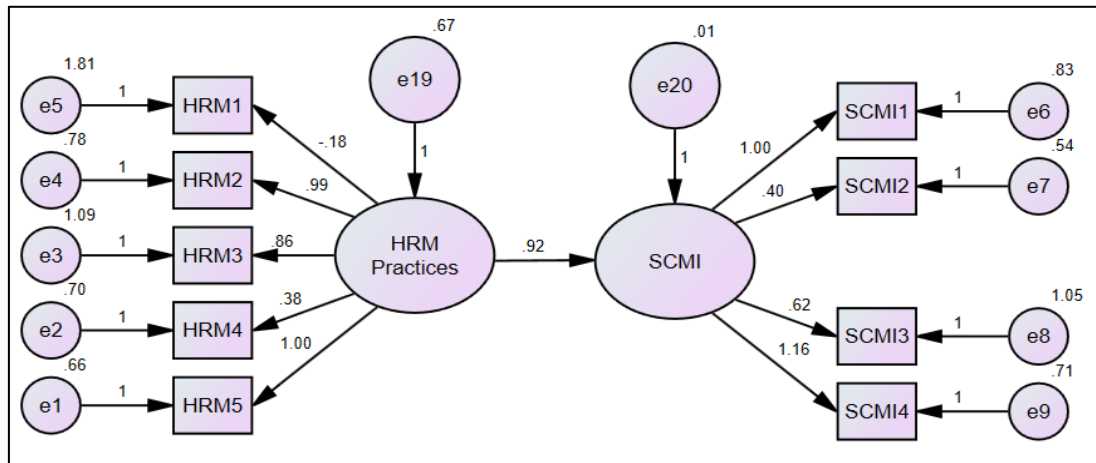


Figure 3: Structural model 1 with results

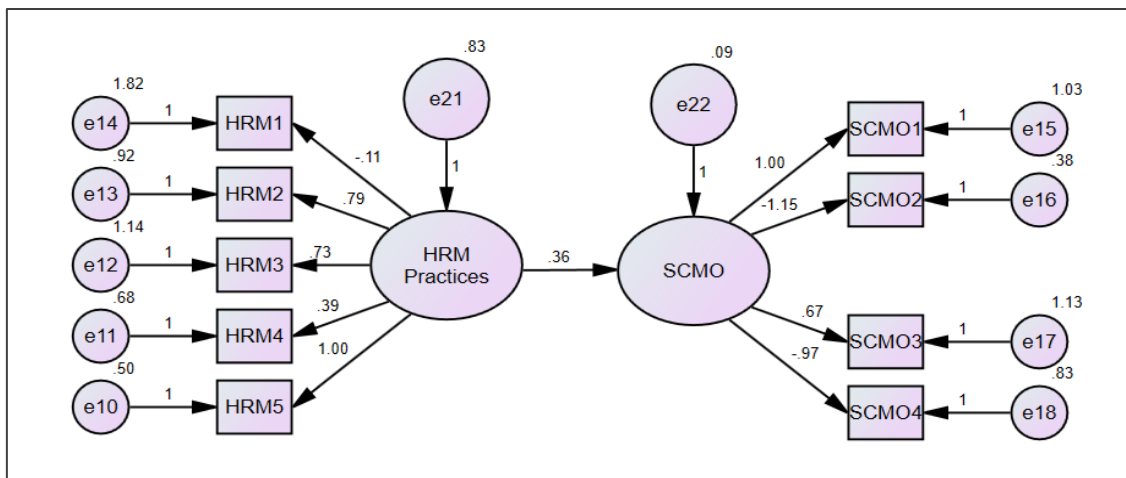


Figure 4: Structural model 2 with results

Table 6: Outcome of Structural model 2

items	Directions	Explanation	Estimate	S.E.	C.R.	P-label
SCMO	<---	HRM_Practices	0.36	0.085	4.245	***
HRM5	<---	HRM_Practices	1			
HRM4	<---	HRM_Practices	0.389	0.076	5.119	***
HRM3	<---	HRM_Practices	0.727	0.111	6.558	***
HRM2	<---	HRM_Practices	0.789	0.11	7.191	***
HRM1	<---	HRM_Practices	-0.11	0.111	-0.998	0.318
SCMO1	<---	SCMO	1			
SCMO2	<---	SCMO	-1.147	0.266	-4.305	***
SCMO3	<---	SCMO	0.665	0.234	2.844	0.004
SCMO4	<---	SCMO	-0.973	0.256	-3.803	***

5. Conclusion and policy implication

The significance of HRM practices is very much crucial in the present business world. However, its integration with the SCM practices for the better augmentation and growth is not very well addressed in the existing body of literature. The present study aims to cover this gap in the literature while taking the HRM practices in the form of compensation and benefits, training and employees' development, communicative and management style, culture awareness and finally the recruitment for the employee's selection. To check its impact on SCM augmentation two key factors like implementation and outcomes have been considered. For the SCM implementation 4 items and for outcomes also the 4 items are selected from the existing literature. For the better understanding of the association between the HRM for better augmentation of SCM, a structural model is developed and presented in the study. To get the review about the key respondents, demographic results are very well structured and presented.

Descriptive statistics explained that plaintiffs have their meaningful concern with the HRM practices for the augmented SCM practices. It is found that HRM selected items through HRM1 to HRM5 are significantly explaining the SCM both in terms of implementation and outcome in the region of Indonesia. The findings of the study are very much useful for the various industry experts and key managers, dealing with the improved organizational performance with the combination of HRM and SCM augmentation. Besides, the study has some limitation. At first, the findings are based on the limited number of industry related respondents dealing with different business organizations. Expansion of sample to some best extent will provide more meaningful results in the coming future. Besides, for the better industrial outcome, it is suggested that study results should be used while making any type of strategic decisions over some future time.

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