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Impact Of Human Resource Management Practices On Supply Chain Management With Special Reference To Future Retail Ltd

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Abstract
Supply Chain Management (SCM) is, today, a familiar management terminology. Although supply chains in industries have been in existence for quite some years, it is only in the last decade or so that SCM has begun to be viewed and treated as a strategic component of business management. This is mainly due to its ability in the present context, which can and does result in, sustainable competitive advantage for supply chain organizations as a whole andsupply chain partners,individually.Hence,this article examines the specific role of HRM and HR practices in performing the functions of Staffing, Training, Evaluation and Compensation effectively, to support optimal performance of the entire supply chain as an integrated unit in the future retail industry. The analysis was comprised of a comprehensive review, a survey of 140 respondents across employees in retail companies. The findings highlight key areas that should inform the pillars of a HR capacity development plan. The results reveal that there is a huge role for the HR practices in implementing the active supply chain system in the organisation

Introduction

Traditional inter-firm links were contractual in nature with little interest in mutual gains or information sharing. With the increasing integration necessitated by competitive pressures, dyadic relationships slowly gave way to longer term relationships based on trust and information sharing. The dominant organization in the chain started actively managing the chain and the relationships. Doing so not only reduced costs, but also added value for customers by increasing performance on delivery and quality. This attractive feature of supply-chain management (SCM) resulted in its being considered a source of competitive advantage.

Supply chain as an activity has been dominant from the past two decades. Of course, as we are more and more influenced and impacted by globalization and the service economy of the 21st century, supply chains have also embraced activities involving e-commerce, retailing, etc. According to Harland (1996), there are four sequential phases:

1) The internal flow of materials and information,
2) The dyadic relationships with immediate suppliers and customers,
3) Theextendedrelationshipswiththesupplier'ssupplierandthecustomer'scustomer,and
4) The network of inter-connected businesses involved in the delivery of product and service packages.

Environment requires effective communication, team management, and constant lifecycle innovation. Human factors insights in these areas are critical for the effective development of global process networks. Successful companies are those that consider their human capital as their most important asset. Facts and figures are the quantitative elements of successful management, yet the qualitative, i.e. the cognitive aspects, are those that actually make or break an organization. Assuming that the employees of an organization in some supply chain are individuals with own mental maps and perceptions, own goals and own personalities and as such they cannot be perceived as a whole, HRM holds that the organization should be able toemploybothindividualandgrouppsychologyinordertocommitemployeestothe achievement of organizational goals. Thus there is a need for supply chain orientation to be present in the entire organization across levels and should be supported by the top management. Even, in spite of its own structure,

employees at all levels should be sensitized to thinking and working with a proper supply chain orientation. In fact, supply chain orientation can be combined with other HR driven outcomes, such as internal customer orientation. Systems thinking are again primarily a situation, when each person in the organization is able to understand the transactions and the systems and respond accordinglyto the customer and to realign the work processes.

LiteratureReview

This paper has taken a broad look at the HRM issues that are associated with the implementation of integrated SCM. While integration of the supply chain is externally focussedintermsofinter-organizationallinkages, theresultsofthestudyunderscoretheneed forinternal integration as aprerequisiteforsuccessful external integration. Thesuccess ofthe entire chain depends on each unit in the chain delivering optimal performance.

With regard to traditional HR functions, the panel recommendations are in line with theabove general recommendations for internal and external integration. If employees are to workincross-functional teamsandinteractmorewithothersoutsidetheorganizationinorder to achieve organizational and network goals, then it follows that the skill requirements would broaden to include broad SC and business knowledge, financial and IT skills, teamwork and negotiation skills, leadership and influence skills, cultural sensitivity, and so forth. Similarly training requirements would broaden to include not only technical aspects of quality and SCM, but also team building and leadership. This is line with recent Chinese research that found positive relationship between training and development and SC flexibility (Kam et al., 2010). The correlations and regression results imply that HR practices such as flexible job descriptions and teamwork are required. This is in line with recent findings linking human capital to organizational flexibility and in turn to competitive advantage (Jin et al., 2010).

Uponreflection,thisapparentdisconnectbetween technologicalintegrationandcoordination, and SC performance satisfaction can be logically explained. Integration 781 Human resource practices deals with the nature of the relatively stable on-going relationship among the partners rather than day-to-day performance with regard to sourcing, production, anddelivery. Technological integration and coordination mechanisms strengthen these relationships and facilitate communication and interaction among the SC partners. Thus, it is notsurprisingthatflexiblejobdescriptions,theuseofteamstocoordinateactivitiesinternally with other departments, and training in teamwork skills are significant drivers of satisfaction with regard to delivery performance. While practices such as training in partner selection and training in partner evaluation help with integration bythe inclusion of desirable partners, it is training in teamwork skills that help employees in their day-to-day interactions within the organization and with partners to positively influence SC performance satisfaction withregard to cost and suppliers.

Recent research suggests that effective HRM practices are related to improved organisational performance and in themselvesarea sourceof competitiveadvantage (Arthur,1994; Delaney and Huselid, 1996; Huselid, 1995; Huselid et al, 1997; Huselid, Jackson and Schuler, 1997; MacDuffie, 1995; Wright, Dunford and Snell, 2001)

Inthecurrentliterature,itisrecognisedthatpersonalcompetencies arepotentiallyvaluableas a source of competitive advantage for the company, although these resources would only contribute effectively to this end when the management aligns the competencies with the organisational objectives, and then only if the company is capable of retaining those employeesthatpossessthekeyknowledge,abilitiesandbehaviorsneededtoachieveand maintain its competitive advantage (Coff, 1997; Rodríguez, Patel, Bright, Gregory and Gowing, 2002). In other words, the individual competencies in themselves do not generate competitive advantage; this is usually created by special competence in way that they are managed (Zingheim, Ledford and Schuster, 1996; Zingheim and Schuster, 2003). This is clearly evident, because employees of different companies often appear to possess and demonstrate very similar competencies in the execution of their jobs, but achieve very different results for their company; therefore competitive advantage cannot be due simply to the presence or absence of such competencies, but to the way in which they are managed (Zingheim, Ledford and Schuster, 1996; Zingheim and Schuster, 1996). Therefore it is necessary to analyse the connection between the HRM practices of a company and the personal competencies of its various employees.

The success of the SCM system depends on adopters who develop specific capabilities (Chandra and Kumar, 2000). Attaining these capabilities requires employees, who areflexible in their role to have a broad set of skills, adaptable to recognition, able to work in boundary-spanning responsibility and are innovative (Othman and Ghani, 2008). Moreover, companies said to be effective in their SCM practices put a lot of emphasis on developing their human resource through training and retraining of employees (GowenandTallon, 2003). In addition, Shadur and Bamber (1994) pointed out that effective SCM practices also rely on teamwork and continuous improvement. Basu and Miroshnik (1999) explained that such

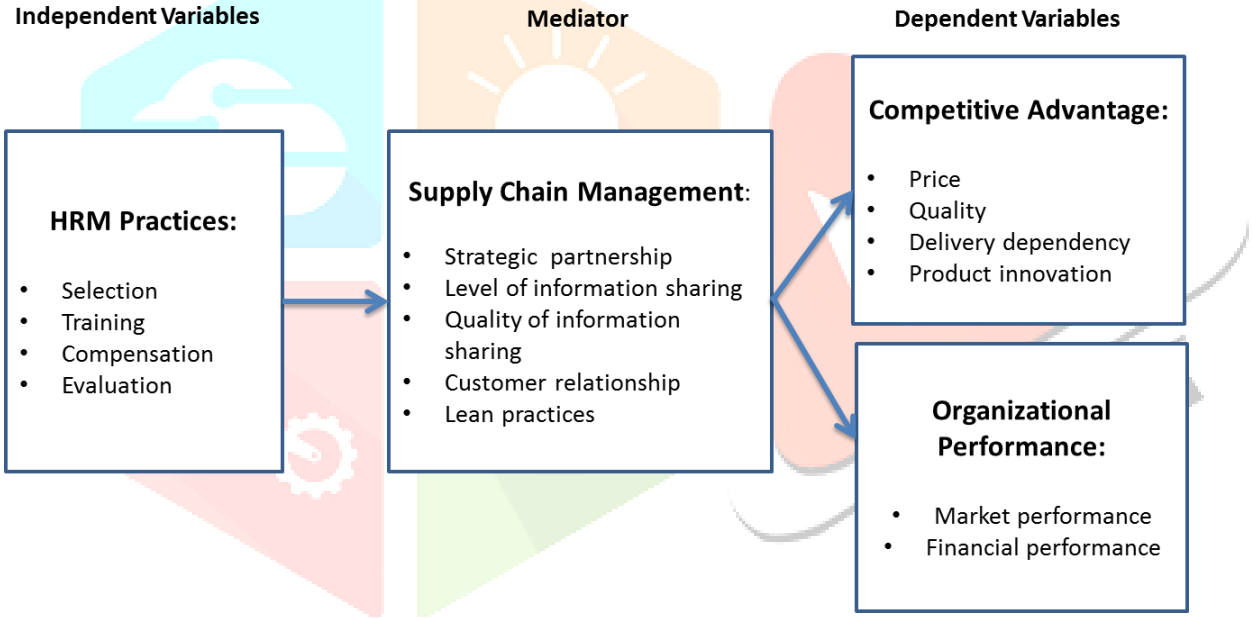
collaboration also requires high trust among employees and with suppliers. The study by Othman and Ghani (2008) provided evidence that there was a positive relationship between HRM practices and the SCM success. Moreover, they found some support for the contention that the adoption of SCM needs to be supported by specific forms of HRM practice.

Khan et al. (2013) states the way HRM factors like employee training and employee support advantageously activate SCM in four dimensions, achieving a significant competitive advantage. The four dimensions here being: value added, rareness, imitation cost barrier and organizational structure. The discussion is conclusive of the fact that a greater competitive advantage may be achieved by deploying more resources towards managerial and employee support and training.

A number of prior studies have measured organizational performance using both financialand market criteria,including return on investment (ROI), market share, profit margin on sales, the growth of ROI, the growthof sales, the growth of market share, and overall competitive position (Vickery, Calantone and Droge 1999). This study is also supposed touseboth financial and market indicators to measurethe organizationalPerformance. A direct positive relationship between SCM practices and the organizational performance has been confirmed by various studies (Tan 2002, Mwale 2012, Mutuerandu 2014, Li et. al 2006, Karimi and Rafiee 2014).

Conceptualframework

Conceptually this paper proposes that factors of human resources practices significantly influence supply chain management factors and eventually improve competitive advantage and organisational performance. Theproposed conceptualmodelisshowninfigure below:



Hypotheses testing

H1: Human resource management practice have a significant effect on supply chain management and the outcome variables i.e., competitive advantage and organisational performance

H2: Supply chain management mediates the relationship between human resource management practices and the outcome variables i.e., competitive advantage and organisational performance

H3: There is a significant model fit between the human resource management practices and the outcome variables i.e., competitive advantage and organisational performance

Dataanalysisand interpretation

A sample of 140 responses was collected through convenience sampling across employees in retail sector using a structured questionnaire. The data was collected from close-ended questionnaire, based on five-point Likert scales to produce statistics. In order to get fixed responsesfrom therespondents thecloseended questions arehighlyplanned Neuman(2007). The primary data was collected from the managers to analyze the impact of independent variables on the dependent variable.

The measurements used for HRM practices were based on the four dimensions of HRM developed by Chew (2003).These four dimensions are: selection, training, compensation and evaluation, altogether. Each of items were rated on five-point Likert scale from 1 –Strongly disagree, 2- Disagree, 3- Neither disagree nor agree, 4 Agree and 5- Strongly agree. Supply Chain Management were measured byfive-point

Likertscale adapted from thestudyof Khan (2013) consistingof strategic partnership, level of information sharing, qualityof information sharing, customer relationship and lean practices. The outcome variables consist of instruments that measure competitive advantage and organizational performance were adopted from Zhang (2001) cited in Li et al (2006) consisting of price, quality, delivery dependency and product innovation and the organisational performance consist of market performance and financial performance

CFA

Confirmatory factor analysis was carried for the evaluation of construct validity. The statistical tool package AMOS was used for analysis purpose.

Table1:Summaryofmodelfitfortheindependentvariablesandmediator

Model	CMIN	DF	CMIN/DF	GFI	AGFI	CFI	RMR	RMSEA	NFI
Index	36.570	30	1.919	0.911	0.899	0.901	0.015	0.012	0.854

CFA consisted of 9 items that were used to measure variables that include Selection,Training, Compensation, Evaluation and Supply chain management variables with 5 sub variables. Measures the goodness of fit of the measurement model results, goodness-of-fit (GOF) measures namely , ratio of x2 statistics to the degree of freedom (CMIN/DF) = 1.919, goodness-of fit index (GFI)= 0.911, adjusted goodness-of-fit index (AGFI)= 0.899, normedfit index (NFI)= 0.854, normed fit index (NFI)= 0.854, comparative fit index (CFI)=0.901and root mean square error of approximation (RMSEA)=0.012 (Bagozzi& Yi, 1988; Bentler, 1990; Byrne, 2013; Segars& Grover, 1998; Joreskog&Sorbom, 1992; Kline, 2011; Loehlin, 2004;Marcoulides&Schumacker,2001).AsindicatedinTable,thecombinationoftheresults illustrated that the CFA appears to show a very good fit model between the observed and unobserved variables. Hence the suggested model is a good fit model.

Table2:Summaryofmodelfitfortheoutcome variables

Model	CMIN	DF	CMIN/DF	GFI	AGFI	CFI	RMR	RMSEA	NFI
Index	51.728	16	3.233	0.974	0.839	0.950	0.025	0.019	0.891

CFA consisted of 6 items that were used to measure variables that include sub variables of competitive advantage and organisational performance. Measures the goodness of fit of the measurement model results, goodness-of-fit (GOF) measures namely , ratio of x2 statistics to the degree of freedom (CMIN/DF) = 3.233, goodness-of fit index (GFI)= 0.974, adjusted goodness-of-fit index (AGFI)= 0.839, normed fit index (NFI)= 0.891, comparative fit index (CFI)=0.974 and root mean square error of approximation (RMSEA)=0.025 (Bagozzi& Yi, 1988; Bentler, 1990; Byrne, 2013; Segars& Grover, 1998; Joreskog&Sorbom, 1992; Kline, 2011; Loehlin, 2004; Marcoulides&Schumacker, 2001). As indicated in Table, the combination of the results illustrated that the CFA appears to show a very good fit model between the observed and unobserved variables. Hence the suggested model is a good fit model.

T-test

In the present study independent t-test are calculated to test whether a set of variables like independent variables and mediator differed significantly with factors of outcome variables i.e., competitive advantage and organizational performance.

Table 3: Results of t-test - between independent variables and mediator on outcome variables

OutcomeVariables	**variables**						**Bootstrapped 95%Confidence Interval**	
	HRM practices		**SupplyChain Management**					
	Mean	**SD**	**Mean**	**SD**	**t value**	**Pvalue**	**Lower**	**Upper**
Price	20.34	3.56	14.34	2.45	4.133	0.021**	-1.136	0.123
Quality	16.34	2.05	13.67	3.57	3.786	0.033**	-0.786	0.060
Deliverydependence	15.67	4.27	15.67	3.67	5.485	0.002**	1.624	0.644
Productinnovation	13.04	3.75	12.70	2.01	2.491	0.0831**	-0.646	0.091
Marketperformance	13.58	2.18	15.06	3.58	1.385	0.002**	1.590	0.496
Financialperformance	14.57	2.90	13.08	2.58	3.546	0.003**	1.654	0.734

The above table shows that there is a strong and positive impact of independent variables and the mediating variable on the outcome variables on looking at the mean and standard deviation between the two variables.

The above hypothesis does hold good as the calculated t values with 4.133, 3.786, 5.485, 2.491, 1.385 and 3.546 respectively for all the variables are more than the respective p values at 5% level of significance i.e., there is a significant variance between the overall value of human resources practices, supply chain management and the outcome variables.Further, it also confirms positive relationship that higher theSCM Practices higher the organizational performance and competitive advantage such as competitive price of production, quality output, timely delivery, innovation in product with effective HRM practices

Regression

Hierarchical multiple regression analysis is used to assess the influence of human resource management on supply chain management and outcome variables i.e., competitive advantage and organisational performance, after controlling the demographic variable.

Table4:Resultsofhierarchicalregressionanalysis

Model	R2	AdjustedR2	Changein R2	Fvalue	Sig @1% level
Before	0.009	0.006	0.005	1.300	0.250
After	0.775	0.821	0.760	219.53	0.000

Table5:Model summary

Model	FChange	Durbin Watson
Before	1 .465	1.970
After	315.123	

Table6:Resultsofeffectofhumanresourcemanagementpracticeoncompetitive advantage and organisational performance

Model	UnstandardizedCoefficient		Standardized CoefficientsBeta(β)
	Beta(β)	S.E	
Selection	0.100	0.034	0.194
Training	0.133	0.022	0.051
Compensation	0.214	0.016	0.420
Evaluation	0.285	0.029	0.204

a.DependentVariable–HRMpractices Note *p<.05; **p<.01;***p<.001

The above table summarizes the results of hierarchical regression for all the four dimensions of human resource management practices before and after controlling the demographic profiles. Besides, the result also reveal that out of the five independent variables, evaluation(β=0.285,p<0.00)hasemergedasthemostimpactfulvariablethatsignificantlyaffectthe supply chain management in accounting the competitive advantage and organisational performance. This clearly proves that where there in an effective HRM practices there is efficient supply chain management system that impacts positively on competitive advantage and organisational performance. This will lead to a better quality, flexibility of the product, time and could minimize the cost involved. This finding supports the positiverelationship as explained by previous studies (Tan2002, Mwale 2012, Mutuerandu 2014, Li et. al 2006,Karimi and Rafiee 2014).

Mediation

Mediation refers to an indirect effect of an independent variable on a dependent variable that passes through a mediator variable. To facilitate the implementation of bootstrapping methods, **PROCESS** macro for **SPSS** by **Hayes (2012**) has been used in this research. A macro is a sequence of commands that define new functions the user can control to conduct custom analysis. This macros estimates the unstandardized path co-efficient (B) of a mediation model, by assessing the four mediation steps by **Baron Kenny (1986**).

Table7:Resultsof mediation analyses

Variables			UnstandardizedBeta(β)				Bootstrap results for indirecteffectBC95%CI (1000 bootstraps)			
X	M	Y	Effect of X on m (a path)	Effect of Mon Y Contr olling X (b path)	Effect of X on Y (cpath)	Direct Effect of X on Y Controlling M (c' path)	Indire ct Effect (B)	S.E	LL	UL
1	2	3	4	5	6	7	8	9	10	11
Selecti on	Supply chain manag ement	Com petiti ve adva ntage	.22**	.20**	.16*	.09*	.11	.03	-.05	.02
Trainin g			.16**	.15**	. 18**	.09	.08	.03	.02	.03
Compe nsation			.21**	.18**	. 23*	.17*	.07	.05	-.04	.01
Evaluat ion			.16**	.19**	. 19*	.12*	.09	.06	.06	.09
Selecti on	Supply chain manag ement	Orga nisati onal perfo rman ce	.17**	.22**	. 26**	.14**	.11	.03	-.05	.02
Trainin g			.21**	.16**	. 20*	.09	.15	.04	.03	.05
Compe nsation			.28**	.17**	. 25**	.19**	.11	.04	.01	.05
Evaluat ion			.22**	.11**	. 19*	.13 *	.08	.02	.00	.03

This test satisfies the two conditions of mediation put forward by **Baron and Kenny (1986).** Also, the table shows the mediating relationship between the factors of HRM practices and the other two variables i.e., competitive advantage and organisational performance indicating **partial mediation** in a few transactions and **full mediation** in a few transactions.

This proves that, however enough HRM practices imparted in the minds of the employeeswill have a positive impact on the supply chain management system that leads to positive outcomes. Thus this study hypotheses. This study also confirms that there is a positive relationship between HRM practices and SCM. With the synergy effect of HRM practices,the elements in SCM could generate cooperation among the supplychain members. This will result in an improved management on costing, material handling, timing and product flexibility.

.Thisincludeshoworganisationalperformanceandthecompetitiveadvantageisevaluatedor performed with and without SCM in the relationship. Providing answers to this ensuring that HRM practitioners will experience better management strategies on their supply chainprocess and could also reduce the risk of stock-out and backorder while increasing customer satisfaction.

4.8Structuralequationmodelling

The final part of analysis of this research focuses on developing the new composite research model using S.E.M so as to validate the constructs that explain the relationship between independent variables which addresses the supply chain management through effective HRM practices and to attest the existence of relationship between them.

Table8:Modelfitforstructuralmodel

	χ2	df	χ2/df	GFI	CFI	AGFI	RMR	RMSEA	NFI
Model Indices	4.250	2	2.125	0.910	0.811	0.796	0.394	0.029	0.709

The model is considered as a best fit model by its values of parameters to explain the degree ofinfluenceofthe determinants of HRM practices on the outcome variablesi.e.,competitive advantage and organisational performance through the mediating variable, supply chain management that measures the goodness of fit of the measurement model results, goodness- of-fit (GOF) measures namely , ratio of x2 statistics to the degree of freedom (CMIN/DF) = 2.125, goodness-of fit index (GFI)= 0.910, adjusted goodness-of-fit index (AGFI)= 0.796, normed fit index (NFI)= 0.709, comparative fit index (CFI)=0.974 and root mean squareerror of approximation (RMSEA)=0.025 (Bagozzi& Yi, 1988; Bentler, 1990; Byrne, 2013; Segars&Grover,1998;Joreskog&Sorbom,1992;Kline,2011;Loehlin,2004; Marcoulides&Schumacker,2001).

Table 4.29 Estimates for the direct effect of determinants of HRM practices on the outcome variables through supply chain management based on S.E.M.

Path Estimates			Un-standardizedestimate	Standardized estimate	S.E	LCI	UCI
Selection	→	SCM	.69**	.82	.04	.01	.04
Training	→	SCM	.55**	.67	.03	.02	.03
Compensation	→	SCM	.72**	.51	.01	.01	.07
Evaluation	→	SCM	.79**	.83	.02	.00	.03
SCM	→	Competitive advantage	.82**	.59	.02	.00	.02
SCM	→	Organisational performance	.63**	.39	.03	.01	.04
Selection	→	Competitive advantage	.43**	.72	.02	-.02	.01
Training	→	Competitive advantage	.70	.30	.01	-.02	.01
Compensation	→	Competitive advantage	.42**	.73	.03	.01	.04
Evaluation	→	Competitive advantage	.46**	.71	.02	.001	.03
Selection	→	Organisational performance	.83**	.38	.00	-.01	.03
Training	→	Organisational performance	.56	.83	.02	-.01	.02
Compensation	→	Organisational performance	.87**	.62	.03	.02	.06
Evaluation	→	Organisational performance	.37**	.87	.02	.01	.03

Note:*p<.01,**p,<05**

The estimates indicate that out of fourteen paths, ten paths were significant i.e., selection to SCM(β = .69, p < .01); training to SCM (β = .55, p < .01); The **direct effect** of selection, training,compensationandevaluationonSCM;Compensationandevaluationoncompetitive advantage; Compensation and evaluation on organisational performance; SCM oncompetitive advantage and organisational performanceare positive as well as significant and thus validating partial mediation. The results confirm that, HRM influences the SCM practices and positive outcome variables i.e., competitive advantage and organisational performance, the results of which echo in the findings of the previous studies.

The **indirect effects** of independent variables on mediator and the positive outcome variables are cross-examined through this S.E.M with the parallel mediation effect using Process Macros. The results confirm that HRM plays a critical role in SCM practices and impactful outcome variables among the employees and

increase the productivity.

Conclusion

As seen today and in the growing days, SCM will become more and more important in the business context, with globalization spreadingits wings further and deeper. Due to increasing levels of competition and also as companies look towards becoming learning organizations for gaining competitive advantage, HRM functions will equally receive and require a 'new look', and will need to have a new approach towards these issues. Hence, there will be a drastic shift in the role expectations of HR Managers and the overall organisation. Organizations can meet this challenge byfollowing one of the two methods—one to improve the competency of the HR team and allow them to function independently and creatively to the increasing problems; two, to make a cross-functional team to manage the new role expectationsvs the expected problems. Whatever be the approach, it is certain that HRM in such SCM companies will have supply-chain oriented, collaborative and trust-based relationship practices that ensure better value to customers. Thus, this piece of research claims.

Recommendation

This research has determined the significance of HRM practices related to supply chainwhich include selection, training, compensation and evaluation .Therefore, companies should concentrate more on these four HRM practices and pay extra attention when managing their respectiveorganization.Furthermore,thisstudyhasalsocontributedbygivingvaluable insights for enhancing the SCM success by implementing sophisticated HRM practices that will ultimately give edge over competitors. Another valuable finding from our study is that compensation and evaluation has shown positive significance on supply chain. This positive impact of compensation and evaluation is important as it provides long-term infrastructural benefits. In addition to this, it also assists top management to be consistent with the training needs and review compensation programs. Therefore, it is very important for the employeesto perform better, for the purpose of achieve high commitment level that would lead towards goals of an organization. Today, many developing countries are adopting HRM practices to compete nationally as well as internationally. Therefore appropriate approaches should be considered at national level to boost the national economy through SME sector.

Organizations that adopt practices such as information sharing signal to employees that the organization trusts its employees. Other such practices include non-traditional hiring criteria, extensive training, and greater employee involvement in decision making (Guest, 2002; Pfeffer,2005).Allthesepracticespromotewell-beingatworkthroughincreasedcommitment and job satisfaction (Currie, 2001). Improved SC performance also contributes to employee well-being, both with extrinsic rewards based on system-wide metrics, but also the intrinsic rewards of achievement and the sense of belonging to a successful enterprise.

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