



ROLE OF HR PRACTICES ON SUPPLY CHAIN MANAGEMENT PERFORMANCE

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ABSTRACT

Human resources (HR) are the backbone of every supply chain system and the key enabler for all other function to efficiently perform. HRM is centred around expanding strategic approaches to find, hire, select and retain the right employees, for the suitable job, and at the right time, such that they become future leaders to further the organizational objectives, maintaining in mind the organisation's most valuable asset – It's Employees.

HR is the driving forces and sources of the core competitive advantage of ecommerce business. The basic aim of this study is to examine and analyze how HRM practices and HR strategies are formulated and utilized in the context of supply chain management of ecommerce companies. The study critically analyse the different areas of HRM in the company such as hiring, training and development, performance appraisal, compensation policy and remuneration, employee motivation and retention. The study examines the application of HR practices within the supply chain management of companies. The outcomes might be utilized to improve both HR practices and SCM process and to encourage further scope of research.

KEY WORDS: Human Resource Practices, Supply Chain Management

INTRODUCTION

Human Resource management plays an important role in increasing the productivity and effectiveness of the firm. The growing challenges confronted by present organizations have led to transformations in the role of Human Resource. Nowadays, HR is not only considered with recruiting, selecting, and dealing with payroll; it is also associated to maintain balance among the employers and employees, encouraging positive work environment, learning and development of workforce, as well as engage and motivate them. The key role of human resource is needed to develop the capabilities of the company. Major Ecommerce companies always expand their plans consistent with their businesses expansion, so they look forward to employee retention for a huge transition.

Supply Chain Management (SCM) is the sequence of enlargement, expanding, executing, and scrutinizing the processes of the distribution capably by using technology in its rapidity. SCM extend to all activities starting from raw material procurements, storages, inventories, and finished products. The SCM in organizations have expanded significantly in recent times. At present it is identified as one of the most significant strategic functions in executing business strategies of companies.

Effective and Strategic HRM can offer a strong foundation of competitive advantages. This apprehension has been

employed to managing people and employee training in the supply chain. Strategically dealing with HR in the supply chain needed HR configurations and modernised HRD that adapts to the wider organizational strategies for well being of workforce.

In the past, the technologies that were utilized for SCM was excel sheets or an arrangement somewhat related to it. Though, at present, supply chains are administered through advanced instruments utilizing sophisticated technologies such as algorithms or machine learning. This type of algorithm assist the supply chain managers to know the needs related to product lines, access region, suppliers, manufacturing units, market pattern, etc. At present, there are automated tools like Artificial Intelligence, cloud computing, XML, internet services, etc. Therefore, looking at the demand for SCM, HR requires to integrate persons who know how to deal with and handle this structures with minimal supervision. It is impossible to recruit someone, train them for 3 months, and then begin the actual working. Naturally, many companies do that but only when they do not need supply chain managers instantly.

OBJECTIVES

The basic objective of the study is to examine whether there is a significant connection among HR practices and supply chain management.

HRM PRACTICES TO UNIFY THE SUPPLY CHAIN COMPONENTS

The present scenario of increasingly complex businesses environment – which is characterized by shorter product life-cycle, product proliferations, ongoing outsourcing, and the globalization of the supply base and marketplaces – magnify the challenges of HRM in SCM.

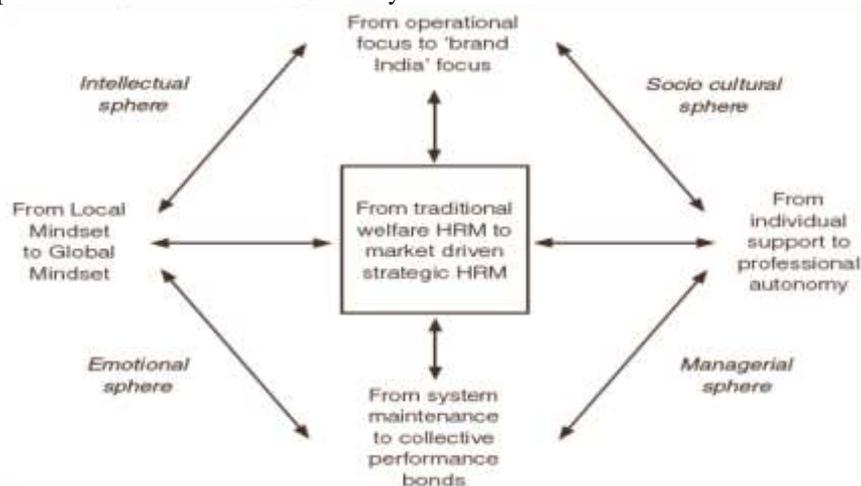
However meet these issues are well worth the attempt - HR practices can be utilized to motivate supply chain partners to expand valuable inter-firm associations and to make knowledge sharing routines. The outcome is a better coordinated, streamlined supply chain and, finally, new competitive benefit.

Ecommerce firms inspire their employees to reassess their work approach and sharpen their individual abilities, thereby enhancing the workplace structures and efficiency.

Ecommerce firms also looks HR equipped with both the ability to perform and empathy, and endorses recruitment, selection, T&D of employees based on these abilities. In these processes, Ecommerce firms recognize the role and competencies of every person, ensuring the placement of the right individual in the right place in despite their race, sex, region, recruitment type, education, employment type and other factors, with the purpose of increasing the competitiveness of the firms.

Market Driven HR

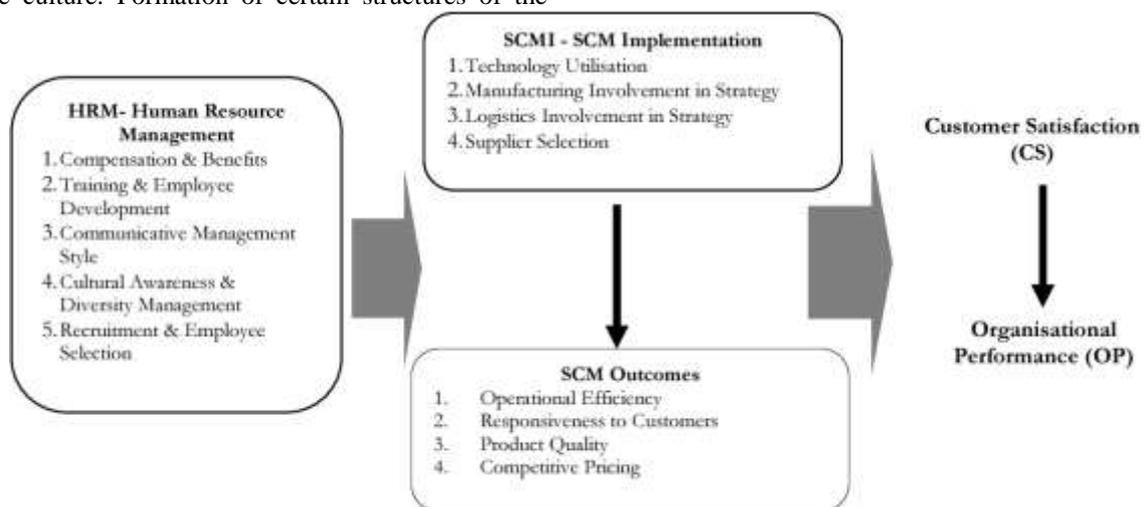
The operational focus on brands India, with collective performances with global mindset and trained autonomies gets into the system with the SCM and HRM concatenation. The intellectual field, socio-cultural areas, emotional spheres and administrative spheres assist in attaining the organizational goals with the particular functions integration with the aspects of SCM.



BASICS OF HRM & SCM LINKAGES

All men, bearing in mind their wishes and possibilities, select occupation and every company, considering the needs of the environment and available resources will decide how to establish its organizational structures, define job and expand recognizable culture. Formation of certain structures of the

firm, except for practices with which it deals, depend on the willingness of old staff members to adapt to environment changes and the willingness of new staff to hold the culture of the firm.



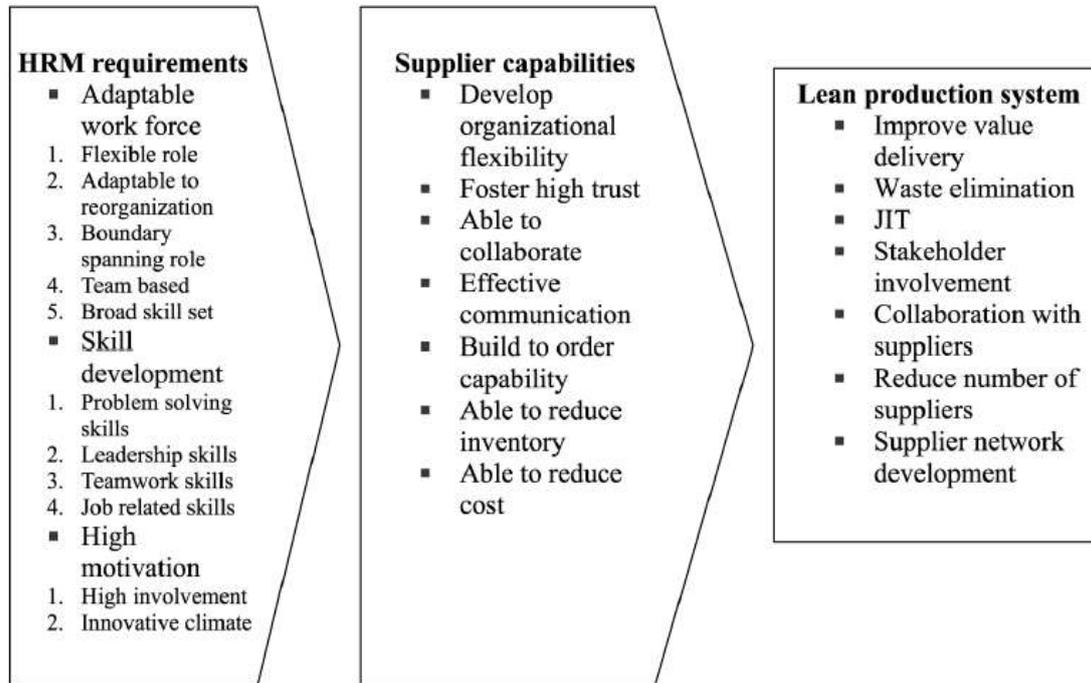
Source: Smith-Doerflein et al. (2011)



If suitable organizational structures are established, its individual members and team activities can make stimulating

and pleasant environments, to educate, adjust and to attain their objectives and purposes.

Association amongst lean production system, supplier capabilities and HRM



The above figures reveal the relationship between The HR practices and TQM practices adopted by the firms. It can be seen that Sigma who have low level of linkage to their clients supply chain system have HR practices that are least similar to the HR practices expanded by the firms with reasonable and high levels of linkage with their clients. Organisations with high level of linkages are related with the utilization of team work, job rotation and employee training and development. The T&D done centred around job associated capabilities and it required to attain quality certification. The firms with medium and high levels of connections utilize job rotation to make flexibility in their workforce deployment. They also train their staff members in multiple abilities to make sure that the job rotation is effectual.

LITERATURE REVIEW

A paper of **Anastasiou (2016)** is to present the key factors for successful HRM policies and potential sensible measures for improvement in supply chain management. A firm’s effective HR policies include different aspects which can affect the final result of individual efficiency and organizational performance of firms. Successful HR policies are chiefly significant in supply chain segment. Effective operation of supply chain, for instance, needs internal and external synchronization, information sharing and communication within and among firms and departments.

Sweeney (2013) discusses the effect of HR practices on supply chain incorporation and their relationship. On the other hand, mainly, the distribution networks are found to be lacking. Consequently, various authors are tried to analyze

how HRM can be best managed to capitalize on production and boost creativity while managing operational costs, thereby growing business performance.

Kimberly (2021) points out that the premise that effective HRM is vital to satisfactory organizational performance has been accepted for some time. The evidences suggest that an even more healthy association among HR practices and the performance of companies that are executing SCM philosophies. While this notion is instinctively pleasing, there is little practical study to support it. The basic aim of this study is to illustrate upon the HR and SCM literatures to expand conceptual models depicting proposed relationship between HR, SCM operations, SCM results, client satisfaction, and organizational performance. Also, it generates survey instruments that enable valid measurement of these constructs. Next, empirically test the model employing structural equation modelling.

In a paper **Marwah, Jain and Thakar (2014)** proposes the conceptual framework pointing to the impact of HR factors on supply chain performances and to recommend best approach suitable for Indian manufacturing companies. The methods of crucial evaluations comprised on performance measurements, SCM and HR practices. The study conducted in order to classify research gap in content of impact of HRM on performance measurement of supply chain, as well as to suggest directions for further studies. Critical investigations of chosen research papers led to an intention that there can be important impact of the role of human association on overall supply chain activities.



Jena, Sarat & Gadget (2021) points out that HRM is struggling to manage the increasingly demand for skilled resources in the logistics industry. Therefore, Jena et al proposes the possible incorporation of HR and SCM for improved supply chain performance. The purpose of this article is to investigate the consequence of intra HRM - SCM and joint HRM - SCM decisions on the performance of the supply chains. The data gathered from 109 logistic managers from Indian ecommerce companies are employed to test hypotheses. The outcome of the study suggests that supply chain performance is considerably affected by joint HRM-SCM, in comparison with intra HRM-SCM activities, particularly under volatile demand environments.

In an article Pandey, Bhattacharyya and Kaur (2012) tried to establish the significance of HRM in attaining high levels of SCM via conceptual frameworks (identifying the impact of HRM on the connection among information sharing and SCM) and validating the framework empirically to set up the proposed associations. The study tried to find the relative effect of predictor variables on SCM and the moderation impact of HR strategies (training, performance appraisal and reward system) on this association. The outcome show that information sharing has a important impact on supply chain collaboration, and the connection among these two factors is found to be positively moderated by “training” and “reward management”, while “integrated performance system” doesn’t emerge as a major moderator in the proposed relationship.

CONCLUSION

This study has tried to examine role of HRM in effecting the competitiveness of supply chain. It has considered the viewpoint of different level of employees in recognizing how the firm’s HR policies influence the working of the organisation and its effect made on the employee performance and commitment.

Performance management in HRM represent designed and executed interventions by the multinational corporations with the purpose of the management of the performances of the international employees so that those performances can contribute to the attainment of the international strategic goals and outcome of organisations.

Managing the employees does not have to a rocket science as long as a company does it right. In the case of ecommerce companies, the goal is to attract the best employees in budget friendly and fruitful means, provide adequate training programs, and maintain them. With some changes and good disciplines, ecommerce companies are already half way to the destination.

The learning and development objectives are in maintaining with requirements, skills and capabilities of the trainees and it is this that proves to be the key reasons for achievement of the training as intact. The trainees mark the feedbacks sheet and timely tests are carried out to identify the measures the

efficiency of T&D programme to employee to check their remembrance if they retains anything or not.

The company manages should share with the employees both expectations and disappointments on a daily basis by offering the staff members with regular opportunities to talk about performance before any rewards or punishments consequence take place, there will be no surprise at the time of the yearly formal reviews. These feedbacks will thus assist in minimizing severe result of appraisal such as resigning or demoralizing of workers.

The study addressed the work on quality of training and development programme give to their workforce and comprise the trainees in the building processes of this program so as to executive programs that boost their competence and employability skills.

Learning and development policies should be made known to all staff members through Policy Manual and holding of seminars by departmental heads.

For performance evaluation will be sure to make on the current performance planning and monitoring processes for employees and execute similar processes for teams.

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