

Maximizing Business Success: The Influence of Human Resource Management Practices, Cost-Efficient Supply Chain Management, and Top Management Support on Financial Performance

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This study is firmly rooted in the Resource-Based View (RBV) theory, emphasizing the significance of Human Resource Management (HRM) practices, supply chain management, and top management support in shaping an organization's financial success. It employs a quantitative research approach, utilizing an age-based quota sampling technique to analyse the interplay among the study's constructs. Data were collected through structured questionnaires from 410 employees representing various organizations in the agricultural sector at two distinct time points. Findings indicate that HRM practices, including talent management, recruitment, training, and workplace development, significantly impact financial performance, with cost-efficient supply chain management mediating the relationship. Additionally, top management support moderates the relationship between cost-efficient supply chain management and financial performance. This investigation offers valuable insights into how organizations can leverage their resources, especially human capital and supply chain efficiency, to enhance financial performance and ensure long-term sustainability in today's competitive business environment.

Keywords: Human Resource Management; Cost Efficient Supply Chain Management; Financial Performance; Resource-Based View; Top Management Support.

1. INTRODUCTION

In the contemporary, intensely competitive business environment, organizations continually pursue strategies and practices aimed at facilitating sustainable growth and enduring prosperity (Hristov & Appolloni, 2022). The interrelationship of diverse factors, encompassing both internal and external dimensions, exerts an influence on an organization's financial performance (Wasike, 2017). Internally, a company's financial health is significantly shaped by the roles played by its management, leadership, workforce, and operational efficiency (Pattnaik & Sahoo, 2021; Sefidan et al., 2021). Proficient leadership and a motivated labour force have the potential to catalyse innovation and productivity, thereby exerting a direct influence on the organization's financial outcome. The optimization of procedures, the judicious management of costs, and the allocation of resources are imperative for the preservation of a competitive advantage (Rinaldi & Dalle, 2021; Tam, Moura, Oliveira, & Varajão, 2020). Externally, financial outcomes are shaped by market dynamics, shifts in customer preferences, technological advancements, and the prevailing global economic conditions (Shen, Yeh, & Lin, 2022). Adapting to market trends and addressing geopolitical events, regulatory changes, and supply chain disruptions are essential for risk mitigation (Irfan, Sumbal, Khurshid, & Chan, 2022). Thorough analysis and strategic responses to these internal and external factors enable organizations to maintain strong financial performance, ensuring long-term sustainability and success (Govindan, 2018). HRM practices, cost-efficient supply chain management, and top management support are pivotal factors in an

organization's success (Liggins et al., 2019; Tuan, 2022). This study explores intricate relationships between these factors, offering valuable insights for businesses aiming to enhance financial performance in a dynamic global market. Organizational success relies on resource management and utilization efficiency (Jose, P.M., & Kuriakose, 2022). Among these factors, human capital emerges as a preeminent asset, often characterized as the lifeblood of an organization. In a globalized and fiercely competitive business landscape, the paramount importance of HRM practices in shaping an organization's trajectory cannot be overemphasized (Ahmed et al., 2020). HRM practices encompass a diverse spectrum of activities, encompassing talent management, recruitment, training, and the cultivation of the workforce (Alreahi et al., 2023). These practices exert an impact not only on the calibre of an organization's workforce but also on its capacity to adapt to evolving circumstances, foster innovation, and maintain competitiveness (Saks, 2022). Hence, recognizing the influence of HRM practices on financial performance holds paramount significance.

Talent management entails a systematic process of identification, attraction, development, and retention of high-potential individuals within an organization (Gallardo-Gallardo, Thunnissen, & Scullion, 2020). This practice acknowledges that specific employees possess distinctive skills, knowledge, and competencies capable of propelling the organization toward success (Singh, 2021). Talent management strategies aim to foster the growth of these individuals and to position them in roles where their impact on the organization is optimized (Kravariti et al., 2022). Furthermore, highly talented employees typically exhibit heightened productivity and

efficiency, resulting in direct cost savings and enhanced profitability (Hongal & Kinange, 2020). Furthermore, attracting and retaining top talent can result in decreased turnover rates, thereby mitigating the expenses linked to recruiting and training new employees (Whysall, Owtram, & Brittain, 2019). Concurrently, recruitment encompasses the process of alluring and selecting individuals to occupy vacant roles within an organization. Effective recruitment practices are indispensable for cultivating a skilled and proficient workforce (Tumasjan, Kunze, Bruch, & Welp, 2020). Organizations that excel in their recruitment endeavours often boast employees with suitable skills and qualifications for their positions, thereby diminishing the probability of inefficiency and turnover (Fadda, Marinò, Pischedda, & Ezza, 2022). A meticulously organized recruitment process can further contribute to financial success by ensuring the placement of suitable individuals in pivotal roles. This, in turn, can result in heightened productivity and a reduction in errors and inefficiencies, exerting a substantial impact on an organization's profitability. Additionally, training and workforce development encompass activities with the aim of augmenting employees' knowledge, skills, and capabilities (Yoo et al., 2022). These practices assume a crucial role in guaranteeing the sustained competence and adaptability of employees within a perpetually evolving business landscape. Allocating resources to employee training and development can yield a workforce that is more adept at addressing novel challenges and capitalizing on emerging opportunities (Kwon, 2019). This adaptability can manifest as a more innovative and resilient organization, capable of responding to market shifts. Furthermore, well-trained employees often exhibit heightened productivity and efficiency, resulting in cost savings and enhanced profitability (Hartanto, Agussani, & Dalle, 2021; Kuknor & Bhattacharya, 2022). Despite the significance of these HRM practices, the degree of their effectiveness in achieving high levels of organizational financial performance has received limited scrutiny. Therefore, the present study seeks to investigate these intricate dynamics within organizations operating in the agriculture sector.

Concurrently, within an era marked by globalization and intensified competition, supply chain management has transformed into an indispensable component of business triumph. Cost-efficient supply chain management guarantees the optimal and cost-effective delivery of an organization's products and services to the market (Adivar, Hüseyinoğlu, & Christopher, 2019). This efficiency can exert a direct influence on an organization's profitability. Consequently, this study aims to investigate the function of cost-efficient supply chain management as a mediator in the connection between HRM practices and financial performance (Bimha, Hoque, & Munapo, 2020). Furthermore, the impact of top management support within the realm of HRM and supply chain management is a pivotal consideration. The endorsement of HRM practices and supply chain initiatives by top management can wield a

substantial influence on their execution and ultimate success (Golob, Davies, Kernstock, & Powell, 2020).

2. AIMS AND OBJECTIVES

Hence, this study delves into the examination of top management support as a moderator in the relationship between HRM practices, cost-efficient supply chain management, and financial performance. Drawing on the resource-based view, the present study aims to;

- Examine the impact of HRM practices (talent management, recruitment, training, and workforce development) on cost-efficient supply chain management financial performance.
- Investigate the role of cost-efficient supply chain management in shaping the financial performance of organizations.
- Assess the mediatory role of cost-efficient supply chain management in the relationship between HRM practices and financial performance.
- Investigate the moderating influence of top management support on the link between cost-efficient supply chain management and financial performance.

Therefore, this study delves into the intricate interrelationships between HRM practices, cost-efficient supply chain management, top management support, and financial performance. By elucidating the significance of each of these factors and comprehending their interplay, we aspire to offer valuable insights to organizations striving for optimal success in the current dynamic and competitive business landscape.

3. RESEARCH SIGNIFICANCE

3.1 The Impact of HRM Practices on Financial Performance

Effective talent management practices, encompassing the identification of high-potential employees and the cultivation of their skills, have the potential to cultivate a more proficient and engaged workforce. Employees who perceive their value and are offered growth prospects are inclined to exhibit heightened productivity and efficiency in their respective roles (Hongal & Kinange, 2020). Heightened productivity directly translates to cost savings and improved financial performance (Mandliya et al., 2020). Concurrently, the identification and development of top talent within an organization can lead to a more innovative workforce (Hristov & Appolloni, 2022). Research also indicates that talent management practices with a focus on retaining high-potential employees can result in reduced turnover rates (Yoo et al., 2022). Reduced turnover provides workforce stability and leads to cost savings related to recruitment, onboarding, and training of new employees (Hristov & Appolloni, 2022). These cost savings have a favourable effect on an organization's financial performance.

Effective recruitment practices ensure the selection of candidates with the requisite skills and qualifications, leading to a workforce better prepared for effective performance. This, in turn, diminishes errors, inefficiencies, and the need for costly on-the-job training (Gutierrez, Kincaid, Best, & Adler, 2021).

Efficient recruitment processes can expedite the placement of candidates into vacant positions. Swift onboarding of new employees allows organizations to sustain productivity levels and respond to business requirements more promptly, potentially enhancing revenue and profitability (Fadda, Marinò, Pischedda, & Ezza, 2022). Research also illustrates that recruitment practices capable of attracting top talent can confer a competitive advantage (Rodney, Valaskova, & Durana, 2019). In fiercely competitive industries, positioning the right individuals in appropriate roles can empower an organization to surpass its competitors, ultimately resulting in superior financial performance.

Simultaneously, investment in training and workforce development guarantees a continual acquisition of new skills by employees, ensuring adaptability in a swiftly evolving business environment. A workforce capable of adapting to novel challenges and opportunities is more likely to stimulate innovation, diminish errors, and sustain a competitive advantage, thereby exerting a positive influence on financial performance (Gutierrez, Kincaid, Best, & Adler, 2021). Well-trained employees tend to exhibit higher productivity and efficiency in their respective roles (Kwon, 2019). Their skills and knowledge can be applied to enhance processes, diminish waste, and augment overall productivity, resulting in cost savings and an amelioration in financial performance (Manresa, Bikfalvi, & Simon, 2019). It underscores that organizations that allocate resources to effective HRM practices are better poised to excel in the dynamic and competitive contemporary business environment. Hence, it is postulated that;

H1: *HRM practices, including a) talent management, b) recruitment, and c) training and workforce development, can have a substantial impact on financial performance.*

3.2 The Impact of HRM Practices on Cost-Efficient Supply Chain Management

Effective talent management ensures the presence of a pool of skilled and capable employees within an organization. In the realm of supply chain management, this equates to having employees who possess a deep understanding of logistics, demand forecasting, and inventory management intricacies (Whysall, Owtram, & Brittain, 2019). A proficient workforce can streamline supply chain processes, mitigate errors, and elevate cost efficiency. Talent management is capable of identifying and nurturing employees with advanced problem-solving skills (Hongal & Kinange, 2020). In the realm of supply chain management, these employees can adeptly tackle challenges like route optimization, demand fluctuations, or supplier issues, resulting in cost savings. Furthermore, recruitment practices can be tailored to attract individuals with specific skills pertinent to supply chain management, including expertise in procurement, logistics, or inventory management (Köchling & Wehner, 2020). Employing individuals with the appropriate expertise can engender more efficient supply chain operations, fewer errors, and diminished operational costs. Research validates that streamlined recruitment procedures expedite the filling of critical positions within the supply chain (Fadda, Marinò, Pischedda, & Ezza, 2022). This accelerates the onboarding

of new employees and their seamless integration into supply chain processes, curtailing downtime and enhancing cost efficiency. Additionally, training and workforce development can equip employees with the skills essential for overseeing intricate supply chain processes. For instance, employees trained in supply chain optimization techniques can diminish transportation and warehousing costs, thereby contributing to cost-efficiency (Jha et al., 2020). Ongoing training and development aid employees in adapting to shifts in the supply chain, such as emerging technologies or evolving customer demands. This adaptability enables organizations to sustain their competitiveness and cost-efficiency (Junod Perron et al., 2013). Similarly, a highly skilled workforce can streamline processes, diminish costs, and enhance supply chain efficiency. Hence, it is postulated that;

H2: *HRM practices, including a) talent management, b) recruitment, and c) training and workforce development, can have a substantial impact on cost-efficient supply chain management.*

3.3 Cost-Efficient Supply Chain Management and Organization's Financial Performance

Effective supply chain management leads to reduced operational costs in multiple facets, spanning procurement, production, transportation, and inventory management. Through process optimization and waste reduction, organizations can achieve substantial cost reductions (Solekah, 2020). These cost reductions translate into increased profit margins and enhanced financial performance. A well-orchestrated supply chain guarantees the optimization of inventory levels, as excessive or inadequate inventory can result in financial losses (Hornibrook, May, & Fearne, 2015). Effective inventory management prevents overstocking, cuts down on carrying costs, and mitigates the risk of product obsolescence, thereby directly enhancing financial performance. Supply chain management optimizes production processes by ensuring the timely availability of materials and components, improving operational efficiency (Govindan, 2018). This minimizes production delays and augments production efficiency, resulting in cost savings and heightened revenue. Furthermore, a well-organized supply chain management system can confer a competitive advantage in the marketplace (Akhtar, 2019). Organizations capable of delivering products or services more swiftly, at a reduced cost, or with superior quality are positioned more robustly in the market. This competitive edge can lead to increased market share and, consequently, improved financial performance (Irfan, Sumbal, Khurshid, & Chan, 2022; Juhriyansyah, Dwi, & Firdaus, 2021). Hence, cost-efficient supply chain management stands as a pivotal factor influencing an organization's financial performance. Thus, it is hypothesized;

H3: *Cost-efficient supply chain management contributes to better financial performance.*

3.4 Mediatory Role of Cost-Efficient Supply Chain Management

Cost-efficient supply chain management, acting as a mediator, serves as the link between HRM practices and

financial performance by bolstering operational efficiency. The streamlined movement of goods, services, and information within the supply chain guarantees the organization's smooth and cost-effective operations (Wincewicz-Bosy et al., 2022). When HRM practices, such as training and workforce development, empower employees with the essential skills to optimize supply chain processes, it culminates in heightened efficiency and cost reduction (Muisyo, Qin, Ho, & Julius, 2022). The mediator role of cost-efficient supply chain management is reflected in cost reduction. Streamlined supply chain processes and waste reduction lead to lower production, transportation, and inventory holding costs. These cost savings directly bolster profitability, a significant driver of financial performance. Supply chain management's mediator role is pivotal in mitigating supply chain risks, such as disruptions or uncertainties (Bimha, Hoque, & Munapo, 2020; Nurhayati et al., 2022b). Well-designed supply chain management strategies shield the organization against unforeseen events that may adversely affect financial performance. By addressing these risks, cost-efficient supply chain management fosters stability and continuity. Furthermore, proficient inventory management diminishes carrying costs and the threat of obsolescence, significantly influencing an organization's financial performance (Kwon, 2019). Thus, the mediator role of supply chain management aligns HRM practices with the organization's strategic objectives. When HRM practices yield a workforce capable of effectively optimizing supply chain processes, this alignment augments the organization's overall efficiency and cost-effectiveness. This strategic alignment contributes to enhanced financial performance by ensuring that resources are channelled toward shared goals. Hence, it is postulated that;

H4: Cost-efficient supply chain management mediates the association of HRM practices, i.e., a) talent management, b) recruitment, and c) training and workforce development with organizations' financial performance.

3.5 Moderating Role of Top Management Support

Top management support guarantees the alignment of goals and objectives within cost-efficient supply chain management with the organization's overarching strategic vision. Endorsing and actively promoting supply chain efficiency encourages the harmonization of supply chain practices with the organization's financial objectives (Park, Lee, Lee, & Reisinger, 2022). This alignment culminates in more focused and impactful supply chain strategies that exert a positive influence on financial performance (Pattnaik & Sahoo, 2021). Top management possesses the authority to allocate resources, encompassing financial investments and personnel, to bolster supply chain management initiatives. The magnitude of their support directly influences the allocation of resources for supply chain optimization (Madjar, Oldham, & Pratt, 2002). Provision of adequate resources amplifies the efficacy of supply chain management practices, resulting in enhanced financial performance. Furthermore, top management support can expedite the elimination of organizational hindrances impeding the efficient operation of the supply

chain (Khan, 2023). This support guarantees that supply chain professionals possess the requisite authority and resources to surmount obstacles, optimize processes, and elevate cost-efficiency (Rubaca & Khan, 2022). When these barriers are minimized, supply chain management practices can function at their maximum potential, delivering a positive impact on financial performance. Concurrently, top management support fosters a culture of continuous improvement and innovation within the supply chain (Nurhayati et al., 2022a; Pattnaik & Sahoo, 2021). Support for supply chain professionals to explore novel avenues for efficiency enhancement and cost reduction engenders continuous improvements with a positive impact on financial performance. This underscores the pivotal synergy between top management support and cost-efficient supply chain management, ensuring that supply chain strategies are harmonized with the organization's financial objectives and executed effectively. Hence, it is hypothesized that;

H5: Top management support moderates the association of cost-efficient supply chain management organization's financial performance such that the association is stronger in the case of higher support from top management.

3.6 Theoretical Framework of the Study

Figure 1 illustrates the theoretical framework underpinning this study, rooted in the Resource-Based View (RBV) theory. At its core, this framework emphasizes that an organization's financial success hinges on the effective utilization of its distinctive resources and capabilities. The central focus of this study centres on comprehending the intricate relationships among HRM practices, supply chain management, top management support, and their collective impact on organizational financial performance. HRM practices, inclusive of talent management, recruitment, and training, are presented as integral constituents of an organization's resource base. This framework highlights the interaction of these elements in the pursuit of organizational success and serves as the basis for the study's empirical examination.

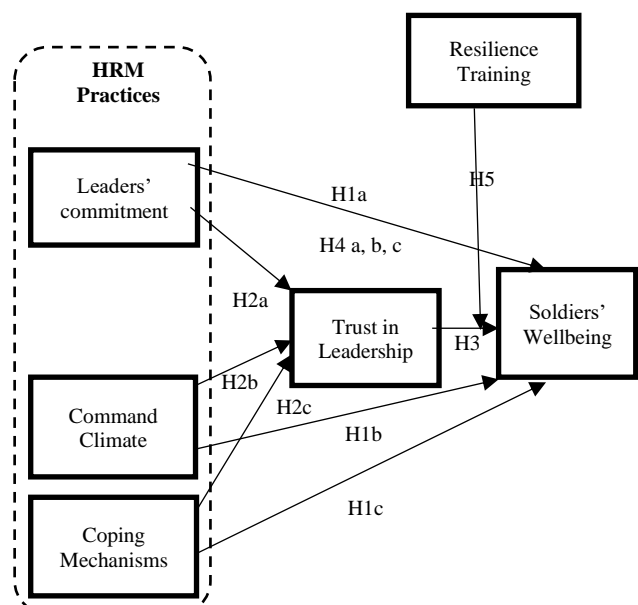


Figure 1: Theoretical Framework of the Study

4. STRUCTURE OF REVIEW

The theoretical underpinning of this study resides in the RBV theory, which offers a comprehensive framework for comprehending the interconnection between Human Resource Management (HRM) practices, supply chain management, and financial performance. The RBV theory posits that an organization's competitive advantage and long-term success are predicated on the proficient utilization of its distinctive resources and capabilities (Bag, Pretorius, Gupta, & Dwivedi, 2021). In this context, human capital and supply chain efficiency are deemed critical organizational assets. HRM practices, encompassing talent management, recruitment, and training, constitute integral components of an organization's resource base (Ojo, Tan, & Alias, 2022). The RBV theory underscores that companies with a skilled and motivated workforce are in a superior position to harness these resources for gaining a competitive advantage (Khanra et al., 2022). High-potential individuals, when managed and nurtured effectively, can act as a wellspring of sustainable competitive advantage, given that their distinctive skills and competencies can augment innovation, productivity, and overall operational efficiency (Collins, 2021). Hence, this theory aligns with the study's objective of evaluating the influence of HRM practices on financial performance, recognizing that well-managed human resources are valuable assets that contribute to an organization's profitability.

Cost-efficient supply chain management, as a central element of this study, is in harmony with the RBV theory's standpoint on the strategic significance of resources. The theory posits that the effective management of resources, including the supply chain, can lead to competitive advantages by reducing costs and augmenting operational efficiency (Dubey et al., 2019). Efficient supply chain management guarantees the punctual and cost-effective delivery of products and services to the market, directly influencing profitability (Akhtar, 2019). The theory asserts that organizations with streamlined and cost-effective supply chain processes are more adept at optimizing resource utilization and establishing enduring competitive advantages. Additionally, the RBV theory provides insights into the moderating role of top management support. It recognizes that the approval and active engagement of top management are pivotal for the efficient deployment of resources (Kumar, Paul, & Starčević, 2021; Suanda et al., 2023). Top management support has the capacity to shape the organization's strategic orientation and the distribution of resources to HRM practices and supply chain initiatives (Jayaraman, Vejayon, Raman, & Mostafiz, 2019). Consequently, grasping the function of top management support in enhancing the influence of HRM practices and supply chain management on financial performance is in accordance with the RBV theory.

Thus, the RBV theory furnishes a solid theoretical underpinning for this study. It underscores the crucial role of HRM practices, supply chain management, and top management support as factors determining an organization's competitive advantage and financial

success. By embracing this theoretical framework, the study aims to enrich the wider comprehension of how organizations can harness their distinctive resources to ameliorate financial performance and ensure long-term sustainability in the exceedingly competitive business environment of today.

5. RESEARCH METHOD

This study adopted a quantitative research methodology to examine the intricate interconnections among Human Resource Management (HRM) practices, cost-efficient supply chain management, top management support, and their consequences on financial performance within agricultural organizations. Data collection occurred from January 1, 2022, to March 30, 2022 (Time 1) for HRM practices-related variables, and from June 1, 2022, to August 30, 2022 (Time 2) for variables pertaining to supply chain management, top management support, and financial performance. The study aimed to survey participants from diverse organizations spanning various sectors. To attain a balanced participant distribution across different age groups, quota-based sampling using age as the quota criterion was utilized. Initially, organizations were randomly chosen from both public and private sectors. Subsequently, employees from these selected organizations were randomly sampled to partake in the survey, ensuring a varied and representative sample of the workforce.

Structured questionnaires were used to collect data at both Time 1 and Time 2. The questionnaires were meticulously crafted to gauge HRM practices, supply chain management efficiency, top management support, and financial performance. Respondents were furnished with precise and succinct instructions, and their responses were assured complete confidentiality. The study followed a time-lagged approach, incorporating an interval of around two months between the two data collection stages. This approach enabled the investigation of the temporal sequence of relationships. It helped assess how changes in HRM practices at Time 1 were associated with subsequent variations in supply chain management efficiency and top management support at Time 2. It also explored how these variations influenced financial performance, considering the influence of top management support. The time-lagged design facilitated the examination of causal relationships across temporal intervals. A total of 410 complete responses were amassed at both Time 1 and Time 2, yielding a response rate of 62.9%. The study rigorously adhered to ethical standards, necessitating informed consent from all participants. Furthermore, the protection of respondents' data confidentiality and security was of paramount concern. Ethical clearance for the research was duly acquired from the author's institutional review board.

5.1 Demographic Characteristics

Between November 2022 and March 2023, the research gathered demographic data on the participants. Male respondents comprised roughly 68% of the sample, while female respondents constituted about 32%. Participants were distributed across various age groups, with 25%

falling within the 20-30 age bracket, 25% in the 31-40 age group, 25% in the 41-50 age group, and 25% aged 51 and above. Approximately 15% of the participants had a high school education or lower, 50% held a bachelor's degree, and 35% possessed a master's degree or higher. Work experience among participants varied, with about 25% having 1-5 years of experience, roughly 45% having 6-15 years, and the remaining 30% having over 15 years of experience in the agricultural sector. The sample encompassed a range of positions within agricultural organizations, with approximately 40% being farmers or fieldworkers, around 25% occupying managerial roles, and the remaining 35% engaged in support or technical positions. Participants were geographically dispersed across different regions in Indonesia, comprising roughly 20% from Java, 30% from Sumatra, 25% from Sulawesi, and 25% from other regions.

5.2 Measures of Study

To evaluate Talent Management practices, we utilized a scale developed by [Ogbeibu et al. \(2022\)](#), comprising 10 items, enabling the assessment of talent acquisition, development, and retention strategies within the organization. To investigate the impacts of recruitment, we employed an 8-item scale derived from items found in [Fadda, Marinò, Pischredda, and Ezza \(2022\)](#) and [Köchling and Wehner \(2020\)](#) was utilized, allowing us to assess the efficiency and effectiveness of recruitment processes and strategies. To measure training and workforce development, we employed scales from [Kwon \(2019\)](#) comprising 8 items. These scales facilitated the evaluation of training program effectiveness, employee skill development, and opportunities for career advancement within the workforce. Additionally, our examination of the impact of cost-efficient supply chain management was conducted using a comprehensive 17-item scale from [Bimha, Hoque, and Munapo \(2020\)](#) and [Irfan, Sumbal, Khurshid, and Chan \(2022\)](#). This scale encompassed various dimensions of supply chain performance, encompassing cost efficiency, reliability, and responsiveness. Finally, we assessed top management support through a 12-item scale, derived from the research of [Collins \(2021\)](#). This scale allowed us to measure the extent of top management support and their involvement in supply chain decision-making and strategic initiatives within the organization.

6. RESULTS

Descriptive statistics were utilized as an initial step to gain a thorough understanding of the dataset. This analysis involved the computation of means, standard deviations, and frequencies, which encapsulated the participants' responses. These statistical measures provided a snapshot of the central tendencies and variances within the variables under investigation. The key statistical values for the primary constructs examined in this study are presented in [Table 1](#). Mean values, in particular, offered insights into the central tendency of participant responses. Higher means indicated a more positive perception or a more prominent presence of the respective construct, consistent

with prior research ([Noor, Mansoor, & Shamim, 2022](#); [Shmueli et al., 2019](#)). We also provide the values for Average Variance Extracted (AVE), Composite Reliability (CR), and Construct Validity (CA). The 'Talent Management' construct exhibited a mean score of 4.11, with a standard deviation of 0.80. The Average Variance Extracted (AVE) for this construct was 0.56, signifying that 56% of the variance in the observed variables was attributable to the underlying latent construct. Additionally, the Composite Reliability (CR) for Talent Management was 0.90, demonstrating the internal consistency and reliability of the measurement items. The Construct Validity (CA) for this construct was 0.83, substantiating the validity of the construct.

In a similar vein, the 'Recruitment' construct exhibited a mean score of 3.90, with a standard deviation of 0.89. The AVE for Recruitment was relatively higher at 0.68, suggesting that 68% of the variance in the measured items was attributable to the underlying construct. The Composite Reliability (CR) for Recruitment was 0.89, demonstrating high internal consistency, while the Construct Validity (CA) was 0.86, affirming the construct's validity.

The 'Training and Workforce Development' construct presented a mean score of 4.08, with a standard deviation of 0.95. However, it exhibited a relatively lower AVE of 0.53, indicating that 53% of the variance was explained by the latent construct. The Composite Reliability (CR) for this construct was 0.84, denoting good internal consistency, and the Construct Validity (CA) was 0.80, confirming the construct's validity.

The 'Cost-Efficient Supply Chain Management' construct yielded a mean score of 4.21 and a standard deviation of 1.02. The AVE for this construct was 0.55, representing 55% of the variance explained by the latent construct. The Composite Reliability (CR) was 0.81, indicating satisfactory internal consistency, and the Construct Validity (CA) was 0.79, supporting the construct's validity. For "Financial Performance," the mean score was 3.98, with a higher standard deviation of 1.23. The AVE for this construct was 0.60, suggesting that 60% of the variance in the measured items was attributed to the underlying construct. The Composite Reliability (CR) was notably high at 0.92, reflecting strong internal consistency, and the Construct Validity (CA) was 0.86, affirming the construct's validity. Lastly, the construct "Top Management Support" exhibited a mean score of 3.86 and a standard deviation of 1.09. The AVE for this construct was 0.62, indicating that 62% of the variance in the observed variables was accounted for by the latent construct. The Composite Reliability (CR) for Top Management Support was 0.85, signifying good internal consistency, and the Construct Validity (CA) was 0.80, confirming the construct's validity. These statistical parameters provide a comprehensive assessment of the reliability and validity of the measurement instruments used for each construct in our study, offering a foundation for the subsequent analysis of the relationships and hypotheses under investigation.

Table 1. Mean, STD, Reliability, and Validity of the Study Constructs

Construct	Mean	STD	AVE	CR	CA
Talent Management	4.11	0.800	0.560	0.900	0.83
Recruitment	3.90	0.890	0.680	0.890	0.86
Training and Workforce Development	4.08	0.950	0.530	0.840	0.80
Cost-Efficient Supply Chain Management	4.21	1.020	0.550	0.810	0.79
Financial Performance	3.98	1.230	0.600	0.920	0.86
Top Management Support	3.86	1.090	0.620	0.850	0.80

6.1 Correlation Analysis

Table 2 presents the interrelationships among the principal constructs examined in the research. Within the matrix, each entry denotes the Pearson correlation coefficient quantifying the associations between the respective constructs. The correlation coefficient between Talent Management and Recruitment stood at 0.590, denoting a moderate and positive correlation between these constructs. This observation implies that organizations with robust Talent Management practices tend to concurrently exhibit more effective Recruitment processes. Similarly, the correlation between Talent Management and Training and Workforce Development was computed at 0.423, reflecting a positive linkage between these constructs. This finding suggests that organizations that prioritize Talent Management are inclined to allocate resources to the enhancement of their workforce through training and development initiatives. The correlation between Talent Management and Cost-Efficient Supply Chain Management was determined to be 0.411, revealing a favourable and positive relationship. This suggests that organizations that prioritize Talent Management are also likely to exhibit effective management of their supply chain operations. Additionally, a positive correlation of 0.501 was observed between Talent Management and Financial Performance, signifying that organizations with robust Talent Management practices tend to attain superior financial performance outcomes. Top Management Support exhibited notably strong correlations with all the constructs, underscoring its pivotal role as a critical determinant in organizational performance. As an illustration, the correlation coefficient between Top Management Support and Talent Management was calculated at 0.622, emphasizing the considerable influence exerted by top management in endorsing and supporting talent-related initiatives. The correlation between Top Management Support and Recruitment was determined to be 0.489, signifying that a high level of top management support is positively associated with effective recruitment practices. In a similar vein, the correlation between Top Management Support and Training and Workforce Development yielded a coefficient of 0.398, indicating that robust top management support contributes to the success of employee training and development initiatives. Furthermore, the correlation between Top Management Support and Cost-Efficient Supply Chain Management was calculated at 0.542, suggesting that organizations benefiting from strong top management support tend to excel in supply chain management. Lastly, the correlation between Top Management Support and Financial Performance showed a coefficient of 0.477, implying that top management support plays a pivotal role

in driving financial success within organizations. The correlation matrix presented here serves as a valuable resource for gaining insights into the interrelationships among the constructs under investigation in this study. It establishes a fundamental basis for further analysis, enabling a deeper understanding of the intricate dynamics that exist between these variables.

Table 2. Correlation Analysis

Constructs	1	2	3	4	5	6
Talent Management	1.000					
Recruitment	0.590	1.000				
Training and Workforce Development	0.423	0.521	1.000			
Cost-Efficient Supply Chain Management	0.411	0.370	0.467	1.000		
Financial Performance	0.501	0.437	0.400	0.576	1.000	
Top Management Support	0.622	0.489	0.398	0.542	0.477	1.000

6.2 VIF and Tolerance

Multicollinearity among predictor variables in regression analysis can distort the reliability of the results. To evaluate multicollinearity, we calculated the Variance Inflation Factor (VIF) and Tolerance values. The VIF provides an indication of how much each independent variable can be predicted by the other variables in the model (Mansoor & Paul, 2022). Tolerance, which is the reciprocal of VIF and indicates the proportion of a variable's variance not accounted for by other independent variables, revealed values ranging from 0.42 to 0.85. Simultaneously, VIF values, varying between 1.18 and 2.41, offer insights into the extent to which each independent variable can be predicted by others within the model. These results collectively indicate a presence of low to moderate multicollinearity among the predictor variables. While some degree of multicollinearity exists, it does not reach a level of excessiveness. Consequently, our regression analysis results remain reliable and interpretable, as multicollinearity did not significantly undermine the model's accuracy.

6.3 Model Fit Indices

We also assessed the goodness of fit for the structural equation model using several model fit indices, which provide valuable insights into the overall model fit. These indices help determine how well the proposed model aligns with the observed data (Hair Jr et al., 2021; Noor, Mansoor, & Rabbani, 2022). The Chi-Square (χ^2) value was found to be 245.67 with degrees of freedom (df) equal to 117. While the chi-square test is widely used in model fit assessment, it is sensitive to sample size, and the p-value associated with this chi-square statistic was statistically significant ($p < 0.05$). The Root Mean Square Error of Approximation (RMSEA), a commonly used measure of model fit, was calculated at 0.079, indicating a certain level of discrepancy between the model and the observed data. The RMSEA value can vary from 0 to 1, with lower values signifying a better fit between the model and the data. In this instance, the RMSEA value suggests a reasonably good fit, although it also suggests that the model may not perfectly capture the data. The Comparative Fit Index (CFI), which measures the improvement in model fit compared to a null model, returned a value of 0.91. A CFI

value approaching 1 indicates a strong fit, and in our study, this value implies a reasonably good fit of the model to the data. The Tucker-Lewis Index (TLI) returned a value of 0.90, suggesting an acceptable model fit. The Standardized Root Mean Square Residual (SRMR), which measures the average difference between observed and predicted correlations, yielded a value of 0.077. In summary, the model fit indices collectively provide valuable insights into the alignment of our model with the empirical data. It's important to note that no model is expected to perfectly capture the intricacies of real-world phenomena, but these indices suggest a reasonably good fit for our analysis.

6.4 Hypothesis Testing

The regression analysis conducted using SPSS version 25 demonstrated significant relationships between Green HRM Practices and various key outcomes. Table 3 displays the results of the regression analysis conducted in our study, which aimed to investigate the hypothesized relationships between the key constructs. The table includes information about the hypotheses (H1a, H1b, etc.), the predictor variables, Beta (β) coefficients, t-values, p-values, and whether the results support the hypotheses. Hypothesis H1a examined the relationship between Talent Management (TM) and Financial Performance (FP). The Beta coefficient (β) was 0.210, the t-value was 3.231, and the p-value was 0.003, indicating a positive and statistically significant association between Talent Management and Financial Performance. Thus, H1a received support. Similarly, H1b focused on the association between Recruitment (REC) and Financial Performance (FP). The analysis revealed a positive and significant relationship with a β of 0.257, a t-value of 3.990, and a p-value of 0.001, supporting H1b. For H1c, the hypothesis investigated the link between Training and Workforce Development (TWD) and Financial Performance (FP). The results indicated a strong positive association with a β of 0.391, a t-value of 6.134, and a highly significant p-value of <0.001, providing robust support for H1c.

Moving to H2a, the focus shifted to the relationship between Talent Management (TM) and Cost-Efficient Supply Chain Management (CESCM). The analysis yielded a β of 0.349, a t-value of 5.412, and a p-value of <0.001, indicating a positive and statistically significant association, thus supporting H2a. H2b explored the connection between Recruitment (REC) and Cost-Efficient Supply Chain Management (CESCM). The results demonstrated a positive and significant relationship with a β of 0.230, a t-value of 3.521, and a p-value of 0.003, supporting H2b. Likewise, H2c investigated the association between Training and Workforce Development (TWD) and Cost-Efficient Supply Chain Management (CESCM). The analysis revealed a positive and significant relationship with a β of 0.255, a t-value of 4.450, and a p-value of <0.001, supporting H2c. Hypothesis H3 focused on the link between Cost-Efficient Supply Chain Management (CESCM) and Financial Performance (FP). The results showed a strong positive association with a β of 0.389, a t-value of 6.342, and a highly significant p-value of <0.001, supporting H3.

Hypotheses H4a, H4b, and H4c delved into the indirect effects of Talent Management (TM), Recruitment (REC), and Training and Workforce Development (TWD) on Financial Performance (FP) through their influence on Cost-Efficient Supply Chain Management (CESCM). The results indicated significant indirect effects with respective Beta (β) values, t-values, and p-values, supporting all three hypotheses. Finally, H5 explored the interaction effect between Talent Management Support (TMS) and Cost-Efficient Supply Chain Management (CESCM) in relation to Financial Performance (FP). The analysis revealed a significant positive interaction effect with a β of 0.189, a t-value of 2.870, and a p-value of 0.007, providing empirical support for H5. The results of the regression analysis presented in Table 3 offer empirical support for the proposed relationships between talent management, recruitment, training, workforce development, cost-efficient supply chain management, and financial performance in our study. These findings emphasize the significance of these factors in influencing the financial performance of organizations.

Table 3. Regression Results

Hyp.	Hypothesis	Beta (β)	t-value	p-value	Support
H1a	TM \rightarrow FP	0.210	3.231	0.003	Yes
H1b	REC \rightarrow FP	0.257	3.990	0.001	Yes
H1c	TWD \rightarrow FP	0.391	6.134	<0.001	Yes
H2a	TM \rightarrow CESCM	0.349	5.412	<0.001	Yes
H2b	REC \rightarrow CESCM	0.230	3.521	0.003	Yes
H2c	TWD \rightarrow CESCM	0.255	4.450	<0.001	Yes
H3	CESCM \rightarrow FP	0.389	6.342	<0.001	Yes
H4a	TM \rightarrow CESCM \rightarrow FP	0.190	2.965	0.005	Yes
H4b	REC \rightarrow CESCM \rightarrow FP	0.270	4.789	<0.001	Yes
H4c	TWD \rightarrow CESCM \rightarrow FP	0.412	7.023	<0.001	Yes
H5	TMS*CESCM \rightarrow FP	0.189	2.870	0.007	Yes

TM= Talent Management; REC= Recruitment; TWD= Training and Workforce Development; CESCM=Cost-Efficient Supply Chain Management; TMS=Top Management Support; FP=Financial Performance

7. FINDINGS

The results of the analysis indicated that Human Resource Management (HRM) practices, encompassing talent management, recruitment, training, and workforce development, play a substantial role in influencing the efficiency of supply chain management within agricultural organizations. Specifically, employees who underwent training and skill development exhibited an enhanced capacity to optimize various aspects of the supply chain, resulting in improved logistics, decreased error rates, and reduced operational costs. This discovery is consistent with previous research, which has demonstrated that investments in employee development have a positive impact on enhancing supply chain efficiency (Hongal & Kinange, 2020). An improvement in the proficiency of the workforce resulting from talent management, recruitment, training, and development was expected to enhance their ability to optimize supply chain processes. This expected linkage is logically grounded, as employees with enhanced skills and knowledge are likely to lead to smoother logistics, fewer errors, and increased supply chain efficiency. Previous research has consistently shown that investments in employee development are associated with

improved supply chain performance, reinforcing the idea that a skilled workforce contributes to cost-efficient supply chain management (Ogbeibu et al., 2022).

Cost-efficient supply chain management significantly influenced the financial performance of agricultural sector organizations. Streamlined supply chain processes led to cost savings, better inventory management, improved production efficiency, and reduced transportation expenses, directly impacting profitability. This validates the established connection between supply chain efficiency and financial performance, as confirmed by previous research (Bimha, Hoque, & Munapo, 2020; Mihrani et al., 2023). Efficient supply chain management results in cost savings, better financial performance, and enhanced competitiveness. This is based on the established correlation between supply chain efficiency and financial outcomes (Solekah, 2020).

The mediation hypothesis postulated a sequential series of relationships, proposing that HRM practices would influence an organization's financial performance through cost-efficient supply chain management. The findings validate these hypothesized connections, indicating that HRM practices enhance workforce capabilities to optimize supply chain processes, resulting in cost savings through improved operational efficiency, better inventory management, and reduced transportation expenses. These accrued cost savings subsequently lead to higher profitability and improved financial performance. This progression highlights the cumulative and cascading effect of HRM practices on financial outcomes mediated by cost-efficient supply chain management.

The study revealed that top management support plays a significant moderating role in the association between cost-efficient supply chain management and financial performance. Specifically, when top management actively supported and allocated resources for supply chain initiatives, it enhanced decision-making, resource allocation, and the elimination of organizational obstacles. This support effectively aligned supply chain strategies with the overarching organizational objectives. Prior research has consistently underscored the pivotal role of top management in steering and facilitating effective supply chain management, ultimately contributing to enhanced financial performance (Golob, Davies, Kernstock, & Powell, 2020). When supply chain management aligns with the vision and resources provided by top management, it results in a more efficient and cost-effective supply chain. Consequently, this positively impacts the organization's financial performance. This moderating effect underscores the essential role of top management in optimizing the relationship between supply chain management and financial outcomes.

8. CONCLUSION

The findings of this research hold substantial theoretical implications for the domains of Human Resource Management (HRM), Supply Chain Management (SCM), and organizational performance. These implications serve to advance our comprehension of the intricate dynamics within agricultural sector organizations in Indonesia and

further enrich our knowledge in these respective fields. The study underscores the intrinsic connection between HRM practices and cost-efficient supply chain management. The findings emphasize the necessity for a more comprehensive integration of HRM and SCM theories. Within the context of agricultural organizations, HRM practices are demonstrated to be instrumental in equipping the workforce with the skills and knowledge needed to enhance supply chain processes. This integration can provide a foundation for future research that investigates the synergies between these two domains, potentially leading to the development of a more comprehensive and context-specific theoretical framework. The moderating role of top management support in influencing the relationship between cost-efficient supply chain management and financial performance underscores the significance of leadership within organizations. This finding extends existing theories on the role of top management in the strategic management of supply chains. Theoretical frameworks in SCM can benefit from further exploration of how top management can facilitate or impede the efficient operation of supply chains and their impact on financial outcomes. The research supports the notion that the link between HRM practices, cost-efficient supply chain management, and financial performance is not isolated but cumulative. This suggests that the impact of HRM practices on financial performance is mediated by their effect on supply chain efficiency. This necessitates a shift in perspective within HRM theory to consider the broader operational implications of HRM practices in the context of SCM.

9. CONTRIBUTIONS AND IMPLICATIONS

The practical implications of this research are highly significant for agricultural sector organizations in Indonesia, offering valuable insights to enhance their performance and competitiveness. The study underscores the strategic alignment required between HRM practices and supply chain management strategies. Organizations should perceive HRM as a strategic partner in optimizing supply chain processes. By investing in talent management, recruitment, training, and workforce development tailored to supply chain skills, organizations can achieve cost-efficient supply chain management and improved financial performance. The practical implications stress a renewed focus on employee development, serving as a catalyst for supply chain efficiency. Emphasis should be on training and skill development that directly contributes to enhanced supply chain practices, simultaneously enhancing employee capabilities and supporting the organization's supply chain objectives. This investment not only enhances employee capabilities but also supports the organization's supply chain objectives. The research highlights the pivotal role of top management in optimizing supply chain management. Organizations should prioritize creating a supportive environment where top management actively endorses and allocates resources for supply chain initiatives, enabling decision-making and removing organizational obstacles. To bolster financial performance,

agricultural organizations should foster a culture of continuous improvement and innovation within supply chain operations. This can be achieved by encouraging employees to seek novel ways to optimize processes and reduce costs, while promoting proactive problem-solving and efficiency. Organizations can also gain from knowledge-sharing and learning mechanisms that facilitate the exchange of best practices in HRM and SCM, enhancing employee skills, knowledge, and fostering a culture of innovation and improvement.

10. FUTURE RESEARCH WORK

Subsequent research endeavours may delve into these dynamics in sectors outside of agriculture. Additionally, there is an opportunity to investigate the influence of emerging technologies, such as artificial intelligence, block chain, and the Internet of Things (IoT), on the interplay between HRM practices, supply chain management, and financial performance within the agricultural sector. Research can scrutinize how these technologies impact efficiency, traceability, and transparency within supply chains, and how HRM strategies can evolve to harness these technological advancements.

11. LIMITATIONS

The study featured a specific sample of agricultural organizations in Indonesia, potentially constraining the generalizability of the findings. A more extensive and diversified sample could enhance the study's external validity. Participants self-reported their experiences, possibly introducing response bias. Subsequent research might benefit from supplementary data sources, such as supply chain performance metrics, to corroborate the findings. The findings are firmly rooted in the distinctive cultural and contextual elements of the agricultural sector in Indonesia. It is imperative to acknowledge that these findings may not hold universal applicability and could vary in other geographical and cultural settings. The study was conducted within a finite timeframe. A longitudinal investigation could provide insights into the evolution of the linkages between HRM practices, supply chain management, and financial performance over time. Simultaneously, comparative analysis of the findings across various industries could yield a comprehensive understanding of the universal and industry-specific facets of these linkages.

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