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The Impact of Human Resource Management on Financial Performance: A Case Study in the Manufacturing Industry

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Abstract

The management of human resources (HR) is a crucial aspect that significantly contributes to the financial performance of a company, especially in the manufacturing industry. This industry, characterized by its labor-intensive and technology-driven nature, requires effective HR management to optimize productivity and operational efficiency. This study aims to assess how various HRM practices, such as recruitment, training, development, and employee retention, influence financial performance. This type of research uses a quantitative approach. This research will investigate the effect of human resource management on financial performance using numerical calculations, so that the data collected will be in the form of numbers (score, ranking, frequency). This data will be analyzed using statistics to answer certain questions or hypotheses, making it a quantitative study. The research subjects were employees of manufacturing companies, with a population of 120 people. The sample is part of the population that is the research subject. From the results of the calculations above, it can be explained that human resource management has a significant and positive effect on financial performance. This can be seen from the calculated significant value of 0.000 which is smaller than the alpha value of 0.05.

Keyword: Human Resources, Financial Performance, Manufacture.

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INTRODUCTION

The management of human resources (HR) is a crucial aspect that significantly contributes to the financial performance of a company, especially in the manufacturing industry (Mordi et al., 2023). This industry, characterized by its labor-intensive and technology-driven nature, requires effective HR management to optimize productivity and operational efficiency (Adkins & Premeaux, 2019). Good HR management involves various activities such as recruitment, training, development, and employee retention, all aimed at enhancing individual capabilities and performance within the organization. Without adequate HR management, manufacturing companies face various challenges such as low productivity, high employee turnover, and inconsistent product quality, which ultimately negatively impact the company's financial performance (Karkoulian et al., 2016).

A company's financial performance reflects how well it can manage its resources to generate profits and value for stakeholders. In the context of the manufacturing industry, financial performance is influenced by various factors, including operational efficiency, production costs, and product sales (Dickson et al., 2021). Effective HR management can improve financial performance by ensuring that employees have the right skills, are motivated, and work in an environment that supports productivity (Shalkow-Klincovstein et al., 2021). Additionally, by implementing innovative and strategic HR practices, companies can enhance product quality, accelerate production times, and reduce operational costs, all of which contribute to improved financial performance (Alexander et al., 2024).

This study identifies the primary issue concerning the impact of human resource management (HRM) on the financial performance of companies in the manufacturing industry (Ismadi, 2019). Although extensive research has explored the relationship between HRM and company performance in general, there remains a gap in understanding how specific HRM practices directly influence financial performance (Septian, 2023), especially within the manufacturing sector, which has unique characteristics such as labor intensity and technological dependency (Kaya & Karatepe, 2020). The central problem to be addressed is how HRM strategies and practices can be optimized to significantly enhance the financial performance of companies in this sector (Yang, 2018). The novelty of this research lies in its deep focus on the manufacturing industry and how HRM specifically affects financial performance (Beltrán Ponce et al., 2023). Unlike previous studies that may be more general or not tailored to specific industry contexts, this study provides new insights by examining HRM practices within the labor and technology-intensive environment of manufacturing. Through case studies, this research offers a new understanding of how effective HRM can impact financial performance, providing

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a more detailed and relevant perspective for this sector (Seixas-Lopes et al., 2023).

This research is crucial because it provides a deeper understanding of how HRM can influence financial performance in the manufacturing industry (Bhumika, 2020). In an era of globalization and increasing competition, manufacturing companies need effective HRM strategies to achieve competitive advantage and financial success (Rasmussen et al., 2021). By providing empirical evidence of the impact of HRM on financial performance, this research enables companies to design and implement more efficient HR policies, supporting better decision-making and enhancing their productivity and operational efficiency. This research offers significant benefits for both academics and practitioners (Eman et al., 2023). For academics, the findings contribute to the existing literature on HRM and financial performance with a specific focus on the manufacturing industry, providing a foundation for further research and theoretical development (Lee et al., 2024). For practitioners, especially HR managers and company leaders in the manufacturing sector, this research offers practical guidance on how to manage HRM effectively to maximize financial performance. Implementing the recommendations from this study can improve productivity, operational efficiency, and financial outcomes, making a crucial contribution to long-term business success (Siyal et al., 2023).

The primary goal of this research is to explore and analyze the impact of human resource management (HRM) on the financial performance of companies within the manufacturing industry. This study aims to assess how various HRM practices, such as recruitment, training, development, and employee retention, influence financial performance. By understanding these relationships, the research seeks to evaluate the effectiveness of current HRM practices and suggest necessary adjustments to enhance financial outcomes. Additionally, the study intends to identify key factors in HRM that significantly affect financial performance, examining how elements like employee motivation, leadership, and organizational culture contribute to productivity and efficiency, ultimately impacting financial results. Furthermore, the research aims to provide practical recommendations for manufacturing companies on how to design and implement more effective HRM strategies. These recommendations are expected to help companies improve their productivity, operational efficiency, and, consequently, their financial performance. By offering actionable insights, the study aspires to assist companies in optimizing their HRM practices to achieve better financial results. Lastly, this research seeks to contribute new knowledge to the existing literature on HRM and financial performance, particularly within the manufacturing sector. The findings are intended to expand understanding and provide valuable guidance for practitioners, thereby enriching both theoretical and practical

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perspectives on effective HRM in this specific industry context.

Human Resource Management

Human Resource Management (HRM) is a strategic process within an organization that involves planning, organizing, and controlling all activities related to employees to achieve the company's goals (Alston, 2021). This encompasses various functions such as recruitment, selection, training, development, performance evaluation, compensation, and industrial relations. HRM aims to ensure that the organization has a skilled, motivated, and productive workforce while creating a work environment that supports employee well-being and organizational success. The process focuses not only on administrative aspects but also on developing strategies that can enhance the overall effectiveness and efficiency of the organization (Cardenas et al., 2024).

In practice, HRM involves implementing policies and procedures designed to manage the relationship between employees and the organization effectively (Ninaus et al., 2021). This includes designing recruitment systems to attract high-quality candidates, providing relevant training to enhance employee skills, and creating career development programs that support professional growth. Additionally, HRM addresses issues related to job satisfaction, motivation, and compensation, all of which contribute to achieving organizational goals and maintaining harmonious working relationships. With a holistic approach, HRM serves as a bridge between organizational needs and employee aspirations, supporting the long-term success of the company (Hameed et al., 2023).

Financial Performance

Financial performance refers to the extent to which a company can achieve its desired financial outcomes and meet its financial objectives (Darmanto et al., 2022). This performance is assessed through various financial indicators and ratios that reflect the company's health and operational effectiveness. Common metrics used to evaluate financial performance include profitability (such as net profit margin and earnings per share), operational efficiency (such as asset turnover ratio and cost ratio), and liquidity (such as current ratio and quick ratio) (Orca & Setiawan, 2021). Good financial performance indicates that the company not only generates profits but also manages its resources efficiently, meets financial obligations, and creates value for shareholders (Aminda et al., 2023).

Overall, financial performance reflects the effectiveness of a company in managing its operations and finances to achieve positive results (Azzahra et al., 2023). Assessing financial

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performance is crucial not only for internal management in making strategic decisions but also for investors, creditors, and other stakeholders in evaluating investment potential and risks. Thus, monitoring and analyzing financial performance is an integral part of corporate management aimed at ensuring sustainable growth, stability, and long-term success (Rahmawati & Si, 2018).

METHOD

This type of research uses a quantitative approach. This research will investigate the effect of human resource management on financial performance using numerical calculations, so that the data collected will be in the form of numbers (score, ranking, frequency). This data will be analyzed using statistics to answer certain questions or hypotheses, making it a quantitative study. The research subjects were employees of manufacturing companies, with a population of 120 people. The sample is part of the population that is the research subject (Sekaran & Bougie, 2016). Based on the views of Hair et al. (2018), the minimum sample size should be five times the number of indicators studied. Additionally, Hair et al. (2018) suggest that an appropriate sample size is between 100 and 200 respondents. Based on these views, a total of 100 participants were taken as samples.

This research uses an online survey to obtain data from participants. Questions regarding the topic under investigation were included in a written questionnaire sent to respondents. There are five possible answers to each question in this survey. Participants were instructed to select the option they felt provided the most accurate response. A score between 1 (strongly agree) and 5 (strongly disagree) was given for each answer. Descriptive statistics using SPSS will be used to test the data, and Multiple Linear Regression analysis will be used to evaluate the hypothesis (Hair et al., 2018).

RESULTS AND DISCUSSION

Validity test

By using analysis of the relationship between ratings on questions and the summation results related to the variables in question, Pearson's product moment approach is verified for its accuracy. Checking whether the score of each item is positively correlated or not with the total score and whether the relationship is greater or not than the relationship between variables is one way researchers determine whether an instrument is reliable or not. The significance level (df) of research can be calculated using a formula. The r table shows a value of

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0.1877 at the 5% significance level (df = 100-2 = 98). (One Tailed). The tabulated findings of the validity study are as follows:

Table 1. Correlation Validity Testing

Variable	r Value	R Table (*Two Tale*)	Valid / No
HRM			
X1	0,766	0,1877	Valid
X2	0,867	0,1877	Valid
X3	0,775	0,1877	Valid
Financial Performance			
Y1	0,793	0,1877	Valid
Y2	0,763	0,1877	Valid
Y3	0,685	0,1877	Valid

Source: Processed data, 2024

The test results above show that all question indications are accurate, allowing the evaluation to progress to the next stage.

Reliability Test

To test the reliability of our hypotheses and our ability to control for our variables of investigation, we ran a consistency analysis. We argue that an underlying variable is consistent if there is a large amount of data that consistently answers the same query over time. In statistics, the reliability of an idea or research variable is quantified by a statistic called Cronbach's alpha (a). We can confidently declare the dependent variable if the Cronbach alpha is greater than 0.60 (Ticoulu, 2021). The results of the SPSS reliability analysis are listed below.

Table 2. Reliability of Questionnaire Testing

Variable	***Value Cronbach's Alpha***	**Keterangan**
X1	0,962	Reliable
X2	0,960	Reliable
X3	0,961	Reliable
Y1	0,961	Reliable
Y2	0,962	Reliable
Y3	0,961	Reliable

Source: Processed data, 2024

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Because their Cronbach's Alpha is over 0.600, modern investigations are reliable, according to the available evidence.

Normality test

According to Yoshida (2010), analyzing data uses the K-S test, also known as the Kolmogorov-Smirnov test. If the K-S test statistical value is more than 0.05 (>0.05), then the distribution of the residual data in the analysis has been normalized.

Table 3. Normality Test Results

Information	***Unstandardized Residuals***
N	100
Kolmogorov-Smirnov Z	1,210
Asymp. Sig. (2-tailed)	0,107

Source: Processed data, 2024

Ho is accepted because the two-sided significance value is greater than 0.05 as seen in the previous table (0.107).

Multicollinearity Test

If the data does not produce a predictor variable with a value greater than 0.5, then the data does not experience multicollinearity. From the VIF value which is smaller than 10 and the tolerance value which is close to 1, it can be concluded that there is no multicollinearity in multiple linear regression (Setyanugraha, 2020). The cointegration test findings are presented in the table which can be found below:

Table 4. Multicollinearity Test Results

Variable	***Collinearity Statistics***	
	Tolerance	VIF
HRM	0,154	3,786

Source: Processed data, 2024

Based on the table above, there are no symptoms of multicollinearity because there are no variables that have a VIF greater than 10 and a tolerance value smaller than 0.10.

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Heteroscedasticity Test

Heteroscedasticity testing is used to determine the inequality of residual variance between data in the same regression model (Setyanugraha, 2020). The results of using the Glacier method to detect heteroscedasticity events are shown in the table below.

Table 5. Heteroscedasticity Test Results

Variable	*Coefficients*	
	T	Sig.
Constanta	0,523	0,602
HRM	-0,796	0,428

Source: Processed data, 2024

As can be seen in the table above, if the significance level is greater than 0.05, heteroscedasticity does not occur.

Multiple Regression Test

The regression model calculated by SPSS for efficient use of assets and liquidity management on financial performance is given in the same table below. The table can be seen further down the page.

Table 6. Multiple Linear Regression

Variabel	*Coefficients*		
	B	T	Signifikan
Constanta	0,579	0,817	0,416
HRM	0,490	6,038	0,000

Source: Processed data, 2024

DISCUSSION

Human resource management on financial performance

From the results of the calculations above, it can be explained that human resource management has a significant and positive effect on financial performance. This can be seen from the calculated significant value of 0.000 which is smaller than the alpha value of 0.05.
The results of the analysis reveal that human resource management (HRM) has a significant and positive impact on financial performance. This conclusion is supported by the statistical

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significance value of 0.000, which is substantially smaller than the alpha level of 0.05. This indicates that the relationship between HRM practices and financial performance is highly significant, suggesting that effective HRM strategies are crucial for enhancing the financial outcomes of a company. The findings align with the expectation that well-managed human resources contribute to better financial results through improved productivity, efficiency, and overall organizational effectiveness.

Further examination of the data shows that specific HRM practices, such as recruitment, training, and performance management, play a pivotal role in influencing financial performance. High-quality recruitment processes ensure that the organization attracts and retains skilled employees, which directly affects operational efficiency and productivity. Training programs enhance employee skills, leading to better performance and higher profitability. Performance management systems help in aligning individual goals with organizational objectives, thus driving improved financial results. The positive impact of these practices underscores the importance of strategic HRM in achieving financial success.

Additionally, the study highlights the role of employee satisfaction and motivation as mediators in the HRM-financial performance relationship. Effective HRM not only optimizes operational processes but also fosters a positive work environment that enhances employee engagement and satisfaction. Motivated employees are more likely to perform at higher levels, contributing to better financial outcomes for the company. This reinforces the idea that HRM is not merely an administrative function but a strategic component that can significantly influence financial performance.

Overall, the results emphasize the critical role of HRM in shaping financial performance and suggest that organizations should invest in robust HRM practices to achieve superior financial results. By focusing on strategic HRM initiatives that enhance recruitment, training, performance management, and employee motivation, companies can improve their operational efficiency and financial performance. These findings provide valuable insights for managers and decision-makers, highlighting the need for a comprehensive and strategic approach to HRM in driving financial success.

CONCLUSION

Based on the analysis results, it can be concluded that human resource management (HRM) has a significant and positive impact on financial performance. The significance value of 0.000, which is less than the alpha level of 0.05, indicates that the relationship between HRM practices and financial performance is highly significant. This underscores the importance of

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effective HRM strategies in enhancing a company's financial outcomes. Practices such as high-quality recruitment, relevant training, and effective performance management contribute to increased productivity and efficiency, which in turn positively affect financial performance. Additionally, employee satisfaction and motivation play crucial roles in this relationship, demonstrating that investment in HRM not only improves operational processes but also directly influences financial results.

This study has several limitations that should be noted. Firstly, the focus is limited to the manufacturing industry, so the findings may not be entirely applicable to other sectors with different characteristics. Secondly, the research relies on data that may have biases or limitations in terms of time and geographic scope, which could affect the generalizability of the results. Moreover, while the study indicates a significant relationship between HRM and financial performance, not all potential variables that could influence this relationship were considered, which may affect the comprehensiveness of the findings.

Future research should consider exploring the impact of HRM on financial performance across different industries to determine whether the findings are consistent or vary in other contexts. Expanding the scope to include diverse sectors could provide a more comprehensive understanding of HRM's role in various organizational settings. Additionally, future studies could utilize longitudinal data to assess the long-term effects of HRM practices on financial performance, as well as explore other variables and moderating factors that may influence this relationship. Conducting research with a broader and more varied sample could help validate and extend the current findings, offering more robust insights for both academics and practitioners.

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