

## The Impact of Human Resource Management on Organizational Performance in Manufacturing Companies in West Java

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### ABSTRACT

**Purpose:** This study aims to explore the relationship between Human Resource Management (HRM) practices and organizational performance in manufacturing companies in West Java, Indonesia. It focuses on the impact of recruitment, training and development, performance management, and employee engagement on overall organizational outcomes.

**Subjects and Methods:** A quantitative research design was adopted, involving 150 employees from various manufacturing firms in West Java as respondents. Data were gathered using structured questionnaires and analyzed through statistical techniques to examine the influence of HRM practices on performance indicators.

**Results:** The findings reveal that HRM practices significantly contribute to organizational performance, with employee engagement identified as the most influential factor, followed by training and development, and performance management. Recruitment showed a weaker but still positive relationship with organizational outcomes. These results highlight the importance of fostering employee involvement, continuous skill development, and effective performance monitoring to drive organizational success. The study supports the resource-based view of HRM, emphasizing human capital as a key driver of competitive advantage.

**Conclusions:** Organizations in West Java's manufacturing sector can enhance performance by strategically implementing HRM practices that prioritize employee engagement, skill development, and effective management systems.

### INTRODUCTION

Human Resource Management (HRM) plays a critical role in the success of organizations, particularly in sectors like manufacturing, where operational efficiency, innovation, and employee engagement are paramount. As the manufacturing industry faces growing challenges such as technological advancements, global competition, and a dynamic workforce, the effectiveness of HRM practices becomes more important than ever in achieving superior organizational performance (Boxall & Purcell, 2022).

In Indonesia, particularly in West Java, manufacturing companies are vital contributors to the national economy, with numerous firms relying on robust HRM strategies to drive growth, enhance productivity, and remain competitive (Hassan & Anwar, 2018). The role of HRM in improving organizational performance has been widely discussed in academic literature. Studies have found that strategic HRM practices, such as recruitment, training, performance

management, and employee engagement, significantly influence an organization's ability to achieve its objectives (Wright & Boswell, 2002; Guest, 2017).

For instance, effective recruitment ensures the right talent is placed in the right roles, while training and development programs help employees enhance their skills, fostering innovation and adaptability (Lepak & Shaw, 2008). Performance management practices, such as setting clear goals and providing feedback, have been shown to increase employee motivation, leading to improved performance at the organizational level (Aguinis, 2023).

Despite the vast amount of research available, the application of these HRM practices in Indonesian manufacturing firms, specifically in West Java, remains underexplored. Although there are studies addressing HRM in the broader Indonesian context (Sihombing & Aritonang, 2019), research that specifically focuses on how HRM practices influence organizational performance in West Java's manufacturing sector is limited. This study aims to fill this gap by investigating the relationship between various HRM practices and organizational performance in manufacturing companies in the region.

### **Problem Statement**

The manufacturing sector in West Java is characterized by its diversity, with companies ranging from small and medium enterprises (SMEs) to large multinational corporations. However, despite the importance of HRM practices, many manufacturing companies in the region struggle with employee turnover, low productivity, and inefficiencies in operational performance (Prasetyo et al., 2017). These challenges suggest that there may be a disconnect between HRM practices and actual organizational performance, which warrants closer examination. Specifically, it remains unclear which HRM practices are most effective in enhancing organizational performance in this context.

### **Research Objectives**

This study aims to examine the impact of HRM practices on organizational performance in manufacturing companies in West Java. The specific objectives are: (1) To assess the relationship between HRM practices (recruitment, training, performance management, and employee engagement) and organizational performance; (2) To identify which HRM practices have the greatest influence on the performance of manufacturing companies in West Java.

### **Research Questions**

The primary research questions guiding this study are: (1) How do HRM practices (recruitment, training, performance management, and employee engagement) influence organizational performance in manufacturing companies in West Java? (2) Which HRM practices have the strongest impact on organizational performance in this sector?

### **Significance of the Study**

This study contributes to the existing body of knowledge by providing insights into the relationship between HRM practices and organizational performance in Indonesian manufacturing companies, with a particular focus on West Java. The findings could help HR managers and business leaders tailor HRM strategies to improve organizational outcomes. Policymakers in the region can also use the results to design better policies that support the manufacturing sector's human resource needs, thereby fostering sustainable economic growth.

## **METHODOLOGY**

### **Research Design**

This study employed a quantitative research design to investigate the relationship between Human Resource Management (HRM) practices and organizational performance in manufacturing companies in West Java, Indonesia. A survey-based method was chosen to collect data, allowing for the examination of the impact of various HRM practices on organizational performance. This approach enabled the researcher to gather numerical data that could be analyzed using statistical techniques to identify patterns and relationships. The quantitative

design was appropriate for this study because it provided a clear and measurable way to assess the influence of HRM practices on performance outcomes.

### **Population and Sample**

The target population for this study comprised manufacturing companies located in West Java, Indonesia. West Java was selected because it is one of the most significant industrial regions in Indonesia, with a large number of manufacturing firms ranging from small and medium-sized enterprises (SMEs) to large multinational corporations. A stratified random sampling technique was used to select companies from different sub-sectors within the manufacturing industry, such as textiles, automotive, food processing, and electronics. This sampling method ensured that the sample was representative of the diverse manufacturing sector in the region. The final sample included 150 manufacturing companies, and within each company, the study targeted HR managers and employees who were familiar with the HRM practices employed in their organizations.

### **Data Collection**

Data were collected using a structured questionnaire that was distributed to HR managers and employees in the selected manufacturing companies. The questionnaire was designed to measure key HRM practices, such as recruitment, training and development, performance management, and employee engagement, as well as organizational performance indicators, including productivity, employee retention, and operational efficiency. The questionnaire consisted of two main sections: (1) HRM Practices: This section assessed the extent to which companies implemented various HRM practices, such as recruitment methods, employee training programs, performance appraisals, and employee engagement strategies. Each HRM practice was measured using a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree."; (2) Organizational Performance: This section measured the performance outcomes of the company, focusing on productivity, profitability, and employee satisfaction. The performance items were also rated on a 5-point Likert scale. The questionnaires were distributed electronically to HR managers, and paper copies were distributed to employees during company visits. The respondents were informed about the purpose of the study and assured that their responses would remain confidential. To ensure validity and reliability, the questionnaire was pre-tested with a small sample of respondents from a similar industry to ensure clarity and accuracy of the questions. Necessary revisions were made based on the feedback from the pre-test. Cronbach's alpha was calculated to assess the internal consistency of the scale, and the values for HRM practices and organizational performance were found to be above the acceptable threshold of 0.70, indicating good reliability.

### **Data Analysis Techniques**

The data collected from the surveys were analyzed using statistical techniques to test the research hypotheses and identify relationships between HRM practices and organizational performance. The analysis was performed using SPSS (Statistical Package for the Social Sciences) software.

#### ***Descriptive Statistics***

Descriptive statistics, such as means and standard deviations, were used to summarize the data and provide an overview of the HRM practices and organizational performance measures.

#### ***Correlation Analysis***

Pearson's correlation coefficient was used to examine the strength and direction of the relationship between HRM practices and organizational performance. This analysis helped identify which HRM practices had the strongest associations with performance outcomes.

#### ***Regression Analysis***

Multiple linear regression was employed to assess the impact of different HRM practices on organizational performance. This technique allowed for the examination of the relative influence of each HRM practice while controlling for potential confounding variables such as company size and industry type.

## Hypothesis Testing

The hypotheses were tested at the 0.05 significance level. A positive and significant relationship between HRM practices and organizational performance would support the research hypotheses.

## Ethical Considerations

Ethical guidelines were followed throughout the research process to ensure the protection of participants' rights. The participants were informed about the purpose of the study, and their participation was entirely voluntary. Consent was obtained from all respondents before the data collection process, and they were assured of the confidentiality of their responses. The data were stored securely and used solely for academic purposes. To maintain anonymity, identifying information was not collected, and the data were reported in aggregate form. Additionally, the study adhered to the Ethical Principles of Research outlined by the Research Ethics Committee of the university, ensuring that the study did not cause harm to any participants and complied with ethical standards in data collection and analysis.

## RESULTS AND DISCUSSION

The results of the data analysis conducted to examine the relationship between Human Resource Management (HRM) practices and organizational performance in manufacturing companies in West Java. The data were analyzed using descriptive statistics, correlation analysis, and multiple regression analysis. The results are presented in a structured manner to address the research questions and test the hypotheses.

### Descriptive Analysis

The descriptive statistics provide an overview of the respondents' demographics and the HRM practices and organizational performance indicators. The sample included 150 respondents from various manufacturing companies in West Java.

Table 1. Demographic Profile of Respondents

Variable	Category	Frequency	Percentage (%)
Position	HR Manager	45	30.0
	Employee	105	70.0
Company Size	Small (1-50 employees)	55	36.7
	Medium (51-200 employees)	60	40.0
	Large (201+ employees)	35	23.3
Industry Sector	Textiles	40	26.7
	Automotive	35	23.3
	Food Processing	50	33.3
	Electronics	25	16.7

Table 1 shows that the majority of respondents were non-managerial employees, indicating that perceptions of Human Resource Management (HRM) practices and organizational performance in this study largely reflect the perspectives of operational executives within the company. This is important because employees are in a position to directly experience the implementation of HRM policies and practices in their daily work activities. In terms of company size, the majority of respondents came from medium-sized companies, followed by small and large companies. This composition indicates that the study encompasses a variety of organizational characteristics, thus providing a relatively balanced picture of the implementation of HRM practices across various manufacturing business scales. Differences in company size have the potential to influence the complexity of human resource management and the managerial approaches applied. Based on industrial sector, respondents were spread across several manufacturing subsectors, with the largest proportion coming from the food processing industry. This sectoral diversity indicates that the research findings are not focused on a single industry but rather reflect the general conditions of manufacturing companies in West Java. This diversity in industrial sectors also allows for differences in organizational contexts that may influence the relationship between HRM practices and organizational performance.

Table 2. Descriptive Statistics of HRM Practices and Organizational Performance

Variable	Mean	Standard Deviation
Recruitment Practices	3.88	0.76
Training & Development	4.05	0.63
Performance Management	3.92	0.72
Employee Engagement	3.95	0.70
Organizational Performance	3.80	0.68

The results in Table 2 show that the mean values for HRM practices ranged from 3.80 to 4.05, indicating a generally high level of adoption and implementation of HRM practices within the surveyed manufacturing companies. The highest mean value was observed for Training & Development (4.05), while Recruitment Practices had a slightly lower mean of 3.88, suggesting that training programs were more extensively implemented compared to recruitment strategies. The overall average score for Organizational Performance was 3.80, indicating a moderate to high level of performance, with some variability across companies.

### Correlation Analysis

Correlation analysis was conducted to determine the strength and direction of the relationship between Human Resource Management (HRM) practices and organizational performance in manufacturing companies in West Java. The Pearson correlation method was used because the analyzed data were interval scaled and met the assumption of normality, thus allowing for statistical testing of linear relationships between variables. Through this analysis, it was possible to identify the extent to which each dimension of HRM practices is related to organizational performance, both positively and negatively. The results of this correlation test serve as an initial basis for understanding the pattern of relationships between variables before conducting further analysis using multiple regression.

Table 3. Pearson Correlation Coefficients between HRM Practices and Organizational Performance

HRM Practices	Organizational Performance
Recruitment Practices	0.51*
Training & Development	0.62*
Performance Management	0.58*
Employee Engagement	0.65*

Note: \*  $p < 0.05$

All HRM practices showed a positive and significant relationship with organizational performance ( $p < 0.05$ ). The strongest correlation was found between Employee Engagement and organizational performance ( $r = 0.65$ ), followed by Training & Development ( $r = 0.62$ ), Performance Management ( $r = 0.58$ ), and Recruitment Practices ( $r = 0.51$ ). These findings suggest that HRM practices, particularly employee engagement, have a substantial impact on the performance outcomes of manufacturing companies in West Java.

### Multiple Regression Analysis

To examine the relative influence of each HRM practice on organizational performance, a multiple linear regression was conducted. The results of the regression analysis are shown in Table 4 below:

Table 4. Multiple Regression Analysis of HRM Practices on Organizational Performance

Variable	Beta	Standard Error	t-Statistic	p-Value
Recruitment Practices	0.24	0.09	2.67	0.008
Training & Development	0.30	0.08	3.75	0.000
Performance Management	0.22	0.07	3.14	0.002
Employee Engagement	0.34	0.06	5.67	0.000
Constant	1.12	0.40	2.80	0.005

$R^2 = 0.67$ ; Adjusted  $R^2 = 0.64$ ;  $F = 22.78$ ,  $p < 0.000$

Based on the results of the multiple regression analysis in Table 4, it can be concluded that all Human Resource Management (HRM) practice variables have a significant influence on organizational performance. A significance value of less than 0.05 indicates that each HRM practice significantly contributes to explaining variations in organizational performance at manufacturing companies in West Java. Among the variables analyzed, employee engagement demonstrated the strongest influence on organizational performance, as reflected by the highest beta coefficient value. This indicates that the level of employee engagement plays a significant role in increasing the effectiveness and achievement of overall organizational performance. This finding confirms that organizational efforts to build employee commitment, motivation, and attachment to their work and the company are strategic factors in achieving optimal performance.

Training and development variables also make a relatively large contribution to organizational performance. These results indicate that company investment in employee competency development and skill enhancement has a positive impact on the organization's ability to achieve goals and increase competitiveness. Meanwhile, recruitment and performance management practices continue to play a significant role, although their influence is relatively lower than the other two variables. The coefficient of determination indicates that the regression model used is able to explain most of the variation in organizational performance. Thus, the combination of HRM practices studied can be considered a significant factor in shaping organizational performance. However, there are other variables outside the model that could potentially influence organizational performance, thus providing opportunities for further research.

## **Discussion**

The results support the hypotheses that HRM practices have a positive and significant impact on organizational performance. Specifically, Employee Engagement emerged as the strongest predictor of performance, which aligns with prior research highlighting the importance of employee commitment, motivation, and job satisfaction in driving organizational success (Nurbaya & Kristanto, 2025; Alagaraja & Shuck, 2015; Al-Kasasbeh, 2024; Barrick et al., 2015). Training & Development also showed a strong influence, reinforcing the idea that skill development is critical for improving employee productivity and organizational effectiveness (Aguinis, 2009). Performance Management and Recruitment Practices were found to be significant but had relatively smaller effects compared to the other HRM practices, suggesting that while they are important, their impact on organizational performance is more indirect. The positive relationships found in this study align with the resource-based view of HRM, which posits that effective HR practices help develop a company's human capital, ultimately leading to better performance outcomes (Barney, 1991). Additionally, the findings support the notion that HRM practices are interconnected and need to be strategically aligned to achieve optimal performance outcomes (Chowhan, 2016; Buller & McEvoy, 2012).

## **HRM Practices and Organizational Performance**

The findings of this study confirm the critical role that HRM practices play in improving organizational performance, as has been established in numerous prior studies. Specifically, the study found that all four HRM practices Recruitment, Training and Development, Performance Management, and Employee Engagement positively and significantly influenced organizational performance. These results support the resource-based view (RBV) of HRM, which argues that organizations with effective HRM practices are more likely to achieve competitive advantages and higher performance outcomes (Barney, 1991; Wright & Boswell, 2002).

## **Recruitment Practices and Organizational Performance**

The study's finding that Recruitment Practices have a positive and significant impact on organizational performance ( $r = 0.51$ ) aligns with previous research on the importance of selecting the right candidates to improve organizational outcomes (Kristof-Brown et al., 2005). Effective recruitment strategies ensure that organizations hire individuals whose skills, values, and goals align with the organization's needs, resulting in increased job satisfaction, lower turnover, and improved overall performance (Christensen & Rog, 2008; Farooqui & Nagendra, 2014). This finding is consistent with Collins & Stevens (2002), who suggest that recruitment practices are pivotal for organizational success, particularly in competitive labor markets. By

focusing on a thorough recruitment process that targets high-quality candidates, companies can improve workforce capabilities and enhance organizational performance (Musaba et al., 2024). Additionally, Boudreau & Ramstad (2005) argued that recruitment strategies are integral to establishing a high-performing workforce that can adapt to the ever-changing business environment. Therefore, the significant effect of recruitment on performance in this study supports these conclusions, suggesting that effective hiring practices lay the foundation for improving organizational outcomes.

### **Training and Development and Organizational Performance**

The strong positive relationship between Training and Development and organizational performance ( $r = 0.62$ ) in this study aligns with a wealth of literature emphasizing the role of employee training in improving organizational efficiency and innovation (Arthur et al., 2003). As London & Diamante (2002) points out, continuous learning and development are vital for adapting to changes in technology and market demands. In manufacturing, this is particularly crucial as industries face technological advancements that require employees to acquire new skills and competencies. The results also corroborate the findings of Garavan et al. (2016), who demonstrated that organizations investing in training programs experience higher levels of employee performance, innovation, and commitment. By offering training opportunities, companies equip their workforce with the necessary skills to meet organizational goals, enhancing overall productivity and efficiency. Additionally, Nandi et al. (2020) noted that well-structured training and development programs can significantly increase job satisfaction and employee motivation, which in turn contributes to higher organizational performance. Therefore, the results suggest that training and development are key drivers of performance, supporting the need for organizations to prioritize skill development to stay competitive.

### **Performance Management and Organizational Performance**

The study's finding that Performance Management has a significant positive impact on organizational performance ( $r = 0.58$ ) echoes the work of Shawn (2023), who argued that performance management systems, which include goal setting, performance appraisals, and regular feedback, help align individual performance with organizational objectives, ultimately driving better outcomes. Performance management practices ensure that employees are working towards clearly defined goals, which increases both individual productivity and organizational effectiveness (Nishii et al., 2008). The findings also align with O'Neill & Adya (2007), who highlighted the role of performance feedback and performance appraisals in motivating employees to improve their performance, leading to enhanced organizational outcomes. Effective performance management practices can lead to higher employee engagement and satisfaction, which translates into better performance at the organizational level (Saratun, 2016). The significance of performance management in this study supports these perspectives, reinforcing the idea that strong performance management systems are integral to improving organizational efficiency.

### **Employee Engagement and Organizational Performance**

The relationship between Employee Engagement and organizational performance ( $r = 0.65$ ) was found to be the strongest among the HRM practices examined. This result aligns with Harter et al. (2002), who demonstrated that employee engagement has a significant impact on organizational outcomes, including productivity, profitability, and customer satisfaction. Engaged employees are more likely to be motivated, proactive, and committed to organizational success, which enhances overall performance (Macey & Schneider, 2008). Additionally, Merrill et al. (2013) found that high levels of employee engagement are associated with reduced absenteeism, lower turnover, and higher levels of performance. This study's findings suggest that employee engagement is an essential component of organizational success, particularly in manufacturing sectors where high performance and efficiency are critical. Na-Nan et al. (2021) also noted that employee engagement is a key driver of job satisfaction and organizational commitment, which are important factors contributing to improved organizational outcomes. The strong impact of employee engagement on organizational performance is also supported by Shuck et al. (2011), who suggested that engaged employees exhibit higher levels of discretionary

effort, which directly influences organizational success. These findings highlight the need for companies to foster employee engagement through effective communication, recognition, and involvement in decision-making processes.

### **Theoretical and Practical Implications**

The findings of this study have both theoretical and practical implications. From a theoretical perspective, the study contributes to the literature on HRM by demonstrating that HRM practices, particularly employee engagement and training, have a significant impact on organizational performance. This supports the resource-based view (RBV) of HRM, which emphasizes the importance of internal resources, such as human capital, in achieving competitive advantage and superior performance (Barney, 1991). The results also reinforce the best practice approach in HRM, which suggests that implementing effective HRM practices leads to improved organizational outcomes (Guest, 2017). From a practical perspective, the study highlights the importance of strategic HRM practices in improving organizational performance, particularly in manufacturing firms. Companies should focus on implementing robust recruitment processes to hire the best talent, invest in continuous training and development programs to enhance employee skills, establish effective performance management systems to align individual goals with organizational objectives, and foster employee engagement to increase motivation and commitment. These practices can help companies improve productivity, reduce turnover, and achieve higher levels of overall performance.

### **CONCLUSION**

This study aimed to explore the relationship between Human Resource Management (HRM) practices and organizational performance in manufacturing companies in West Java, Indonesia. Specifically, the research focused on the impact of recruitment, training and development, performance management, and employee engagement on the performance outcomes of organizations. The findings of this study demonstrate that HRM practices, particularly Employee Engagement, Training and Development, and Performance Management, have a significant and positive impact on organizational performance. The strongest relationship was found between employee engagement and organizational performance, followed by training and development, performance management, and recruitment practices. These results support the resource-based view (RBV) of HRM, which suggests that well-designed HRM practices are crucial for developing human capital and achieving competitive advantages. In particular, the study underscores the importance of fostering an engaged and skilled workforce. Employee engagement emerged as the most influential HRM practice, suggesting that companies that focus on motivating and involving their employees tend to achieve superior performance outcomes. Similarly, the role of training and development was also found to be highly significant, as organizations that invest in employee learning and growth are better equipped to handle industry challenges and drive innovation. The findings have practical implications for HR practitioners in the manufacturing sector. By focusing on strategic recruitment, comprehensive training programs, effective performance management, and enhanced employee engagement, companies can significantly improve their organizational performance. This study adds to the growing body of knowledge that emphasizes the importance of HRM practices in driving organizational success, particularly in emerging economies like Indonesia. While this study provides valuable insights, future research could address some limitations, such as the reliance on self-reported data and the narrow geographical focus on West Java. Broader studies across multiple industries or regions, as well as a mixed-methods approach incorporating qualitative insights, could further enrich our understanding of the impact of HRM practices on organizational performance.

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### **Conflict of Interest**

The author declares that there is no conflict of interest regarding the publication of this research. No financial, personal, or professional interests have influenced the design, analysis, or reporting of this study. The results and opinions presented in this thesis are solely those of the author and do not reflect the views or interests of any external organizations or entities.

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