

## High-Involvement Hrm Practices and the Impact on Supply Chain Resilience and Performance

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### ABSTRACT:

The HRM practices of a company significantly impact the reliability and efficiency of its supply chain. High-involvement human resource management supply chain resilience is significantly impacted by practices and performance, which is explored in this abstract. Strategies that give employees a voice and encourage participation, dedication, and enthusiasm for the company are examples techniques in human resource management (HRM) with a lot of people involved. Strategies for managing human resources with a lot of people involved have several facets that contribute to supply chain resilience. First, these methods prioritize training employees to be versatile and adaptive in their roles. Improved supply chain resilience may be achieved by providing employees with the training and autonomy they need to deal with unforeseen interruptions. Supply chain interruptions may be quickly identified and resolved with the use of high-involvement HRM practices, which encourage good communication and collaboration among employees and across departments. High-engagement HRM practices also help strengthen the supply chain by encouraging an atmosphere of constant innovation and enhancement. Supply chain operations may be made more nimble and responsive by soliciting and acting on suggestions from staff members. In addition, the cross-training and knowledge-sharing fostered by these procedures ensure that the company has a large pool of expertise ready to step in during supply chain interruptions. Human resource management techniques that are at the cutting edge employee participation have a comparable effect on supply chain efficiency. Companies may boost their staff output and efficiency by investing in employee training and motivation. Employees who are dedicated to their profession and feel appreciated by their employers are more likely to go above and beyond to satisfy customers and provide superior goods and services. To sum

up, I am very involved. Both the reliability and efficiency of a supply chain are greatly influenced by HRM practices. Companies that invest in their employees by providing them with autonomy, opportunities to grow professionally, and a supportive work environment are better prepared to face the uncertainties of today's business climate. Enhanced performance and greater customer satisfaction contribute to greater market competitiveness when supply chain resilience is maximized. To succeed in today's complicated and uncertain supply chain world, businesses must master and apply highly involved human resource management practices.

**Keywords :**High-Involvement HRM Practices, Supply Chain Resilience, Supply Chain Performance, Human Resource Management, Employee Empowerment,etc.,

## **1.INTRODUCTION:**

Management of the supply chain has become an integral part of running a successful business today, with its effectiveness directly impacting capacity of a company to supply needs of its customers demands, ensure operational efficiency, and ultimately achieve advantage over one's rivals in business. These days, dynamic and ever-evolving business climate, supply chain resilience has become a more important a fundamental concern for organizations worldwide. The ability ability to tolerate and bounce back from severe setbacks, such as those caused by natural catastrophes, geopolitical conflicts, and global pandemics, is crucial for maintaining a smooth and reliable flow of goods and services.

However, achieving supply chain resilience is not solely a matter of logistics and technology. A key factor that often receives less attention but is equally, if not more, critical is techniques in human resource management (HRM) and their significance. High-involvement HRM practices, in particular, have gained prominence as a strategic approach to managing human capital and have been recognized for their potential to significantly impact supply chain resilience and performance.

High-involvement HRM practices encompass a range of strategies and initiatives aimed at empowering employees, fostering a sense of commitment and engagement, and maximizing their potential within the organization. These practices stand in contrast to traditional, more hierarchical HRM approaches that emphasize control and compliance. High-involvement HRM practices prioritize employee development, communication, collaboration, and shared decision-making, ultimately creating a workplace culture that is conducive to adaptability and innovation.

High-involvement human resource management methods and supply chain resilience is rooted in the belief that a skilled, engaged, and empowered workforce is better equipped to handle disruptions and adapt to changing circumstances. In this context, resilience is the degree to which a company can prevent, detect, and recover from supply chain interruptions while maintaining core operations. High-involvement HRM practices contribute to resilience by ensuring that the workforce possesses the necessary skills, knowledge, and motivation to navigate unexpected challenges.

Moreover, these HRM practices foster collaboration and communication across different levels of the organization, breaking down silos and enabling the rapid sharing of information and problem-solving during a supply chain crisis. The emphasis on continuous improvement and innovation within high-involvement HRM practices also aligns with the ongoing necessity for supply networks to develop and change in response to new circumstances.

Beyond resilience, the results of highly participatory HRM techniques extends to supply chain performance. An organization's supply chain performance encompasses various aspects, including cost efficiency, quality, delivery speed, and customer satisfaction. High-involvement HRM practices have been shown to enhance workforce productivity and efficiency by promoting a culture of engagement and commitment. When workers have a sense of purpose and ownership over their work, they are more inclined to go above and beyond to satisfy customers and boost the company's bottom line supply chain.

Furthermore, these practices facilitate knowledge sharing and cross-training, ensuring that organizations have a pool of talent capable of stepping in during supply chain disruptions. The ability to swiftly adjust to new conditions and address customer needs leads to improved competitive advantage and improved supply chain performance in the market.

In summary, high-involvement HRM practices have emerged as a strategic imperative for organizations seeking in order to strengthen the supply chain's ability to adapt to the ever-changing demands of the modern economic world. This study delves into the complex web of connections between various HRM procedures and supply chain results. It investigates the underlying principles through which highly participatory HRM practices contribute to supply chain resilience and performance, drawing on empirical evidence and case studies to illuminate best practices and potential challenges.

By examining the multifaceted nature of this relationship, organizations can gain a deeper understanding of how to leverage their human capital to build resilient and high-performing supply chains. Ultimately, this research aims to provide valuable insights for practitioners and policymakers interested in optimizing the HRM strategies that underpin supply chain success in an increasingly uncertain world.

## **2. RELATED STUDY:**

**Purpose** Considering the importance of KS procedures to organizations' ability to innovate, this study seeks to understand how Both tacit and explicit KS mediate the connection between high-involvement HRM practices and the introduction of novel products and procedures. **Design/methodology/approach** Using Responses from 111 businesses in the manufacturing, retail, organizations, we analyze the association between the components using moment structure analysis along with the use of SEM. **Findings** According to the data, KS processes help to moderate the link between highly participatory HRM practices and the potential to innovate. It draws attention to the fact that explicit KS is more effective than tacit KS at fostering characteristics of creativity capability. **Implications in the Real World** High-involvement human resource management practices are something Vietnamese businesses should focus on heavily if they want to boost their innovative prowess. Moreover, one of the best ways for businesses to pursue product and process innovation capability is tacit knowledge (including experiences, rare understandings, and insights) and explicit knowledge (including formal information, official papers and reports, and processes and rules) should be encouraged to be shared among staff. **Originality/value** This research makes a substantial contribution to our understanding of how certain types of innovation are linked to highly involved HRM practices. Learning how KS processes function as an intermediary between HRM methods and creative thinking theory is a step forward for both fields [1].

This research aims to investigate the function actions characterized by knowledge exchange (KS) as a mediator between labor-intensive HRM methods and innovative capacities. In addition, this article delves into how market volatility may have a moderating effect in determining the extent to which KS behaviors affect innovation both in terms of exploitation and discovery. **Design/methodology/approach** With the help of responses from 125 industrial and service organizations, structural equation modeling and analysis of moment structures are used to investigate the interrelationships among the latent components. **Findings** This research lends credence to the idea that KS behaviors mediate the connection between highly involved HRM practices and several facets of an organization's capacity for innovation. It demonstrates how market volatility plays a significant part in bolstering KS's effect innovation based on exploitation as well as discovery. **Constraints and implications for further study** To shed light on a novel mechanism for pursuing innovation, future studies should examine the influence impact of highly involved HRM procedures on the potential to innovate while controlling for the moderating effects of organizational characteristics such as perceived organizational support. **Originality/value** This research makes important new contributions to our understanding of the ways in which highly participatory Some forms of innovation are tied to HRM practices. The concept of innovation in human resource management have benefited from research into market volatility's moderating influence and its mediation role impact of KS behaviors [2].

Organizational longevity is largely due to the mental well-being of its staff. Optimal well-being and performance may be achieved when an organization prioritizes creating and maintaining flow (a condition of optimal experience and optimal functioning). To my surprise, there is not a lot written on how HRM practices influence flow at work (i.e., intrinsic drive, immersion, and satisfaction). Therefore, in this study, we construct a theoretical model that elucidates the efficacy

effectiveness of targeted High Involvement Activities Human Resource Management Affective commitment serves as a mediator between high-impact human resource management (HIHRM) practices at the organizational level (i.e., recognition, empowerment, information sharing, fair incentives, and competence development) and the stimulation of positive work-related flow at the person level. This paper argues that HIHRM practices used as a demand to increase performance are perceived as job demands and may hinder affective commitment and flow, while HIHRM practices implemented with a focus on promoting employee well-being are seen as job resources and may positively influence affective commitment and flow. The report also draws attention to the factors at play that might lead to HIHRM activities being seen both as resources and as demands. It is also important to investigate how emotional intelligence might reduce the connections between SHRM and HIHRM, affective commitment, and flow. This research adds to our understanding of how HIHRM practices have an effect and how that impact in turn affects employees' subsequent attitudes towards and experiences in the workplace. Finally, this work advances the notion the application of positive psychology to the business world first publication to make the connection between HIHRM practices and job-related flow [3].

The goal of this research is to take a closer look at recent advancements in management throughout the world and identify their practical consequences based on state-of-the-art research and specific case studies. Design/methodology/approach An unaffiliated writer provides their own objective commentary and sets the stories in context in this briefing. Findings High-involvement human resources practises have a direct, beneficial effect on employees' functional flexibility and inventive behaviour in the workplace, according to the authors' analysis of data from Pakistan's manufacturing sector. Originality/value The briefing is a time-saver for busy executives and researchers because it distils the most important material down to its essence and presents it in an approachable way [4].

The focus of this article was on the creative practices of nursing staff who care for elderly patients in connection to factors such as significant participation in human resource management, freedom, and emotional dedication to the organization, and creativity. Background Teams of nurses are under growing pressure to adopt novel practices that improve the quality of care provided to patients. Leaders in the nursing profession must foster communities where nurses may act with discretion and dedication. Increased participation could result from using these methods and procedures effectively. Methods A cross-sectional survey was used to investigate 567 nursing staff members' perspectives on engagement practices, autonomy, affective organizational commitment, and creative behaviors in four Dutch companies providing care for the elderly. Results The findings show that creative activity is influenced positively by a set of high-involvement practices, with emotional commitment and autonomy completely mediating the connection. Conclusions The research highlights the significance of independence and dedication as channels via which nurses may translate participation practices into inventiveness. Management implications for nurses Leaders may foster an innovative culture by encouraging nurses to take an active role in improving their own competence, relatedness, and autonomy. Therefore, it is incumbent upon leaders to foster participation as a means of fostering creativity [5].

### **3.METHODOLOGY:**

The methodology employed The purpose of this study is to look at impact impact HRM practices with high levels of employee participation on the reliability and efficiency of the supply chain. To this end, we shall employ a mixed-methods strategy, integrating quantitative and qualitative techniques. In this manner allows for a full-fledged exploration link between HRM techniques and their many facets and supply chain outcomes.

#### **3.1Quantitative Research:**

**3.1.1Survey Questionnaires:** Data will be gathered from a representative sample using a pre-designed, structured survey of organisations across various industries. The survey will be distributed to HR managers, supply chain managers, and employees within these organizations. The survey will include questions related to HRM practices, supply chain disruptions, and performance metrics.

**3.1.2Statistical Analysis:** The quantitative survey data will be analyzed with statistical methods like regression analysis. This study will aid in determining whether or not there are statistically significant associations between specific high-

involvement HRM practices (e.g., employee training, empowerment, communication) and supply chain resilience and performance indicators (e.g., response time to disruptions, customer satisfaction, cost efficiency).

### **3.2 Qualitative Research:**

**3.2.1 Interviews and Focus Groups:** In-depth interviews will be conducted with HR managers, supply chain managers, and employees from a subset of the surveyed organizations. Additional opinions on how HRM practices affect supply chain resilience and performance may be gathered through focus groups.

**3.2.2 Thematic Analysis:** Thematic analysis will be used on the qualitative information gathered from the interviews and focus groups. This qualitative analysis method will help identify patterns, themes, and nuanced insights related to the role of HRM practices in managing disruptions and improving performance.

### **3.3 Case Studies:**

**3.3.1 Selection of Case Organisations:** Several organisations known for their effective, high-involvement HRM practices will be selected for in-depth case studies. These organisations will represent different industries to ensure diversity in the findings.

**3.3.2 Data Collection:** Data will be collected through interviews, document analysis, and direct observations. The focus will be on understanding how HRM practices are implemented, how they affect the workforce, and how these effects translate into improved supply chain resilience and performance.

### **3.4 Data Integration:**

Findings from the quantitative survey, qualitative interviews, focus groups, and triangulated with case studies to shed light on the interplay between HRM procedures and supply chain outcomes. This will enhance the validity and reliability of the research.

### **3.5 Ethical Considerations:**

Informed consent will be obtained from participants in the survey, interviews, focus groups, and case studies. Confidentiality and anonymity will be assured to protect participants' privacy.

### **3.6 Limitations:**

It's important to acknowledge potential limitations, including sample representativeness, response bias, and the generalizability of findings.

### **3.7 Data Analysis Software:**

Statistical analysis will be conducted using software such as SPSS or R, while qualitative data analysis will be supported by qualitative analysis software like NVivo.

By employing this comprehensive mixed-methods approach, this research aims to provide a nuanced and evidence-based recognition of the impact that high-involvement HRM practices have on supply chain resilience and performance. It will offer insights for organisations looking to optimise their HRM strategies in the context of supply chain management, thereby contributing to more resilient and high-performing supply chains in an ever-changing business environment.

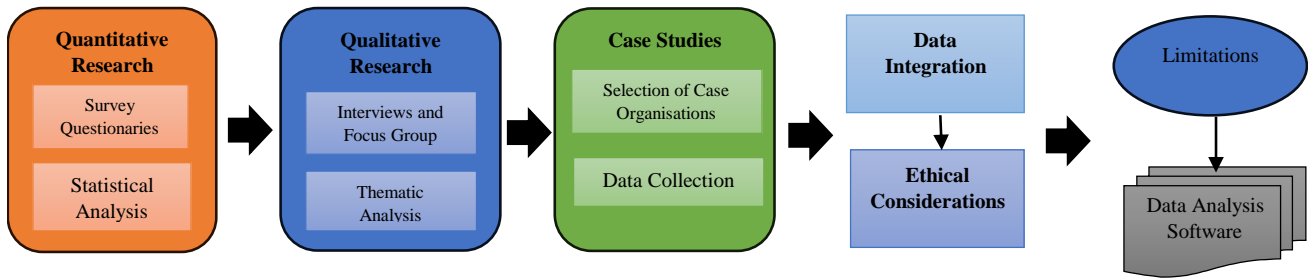


Figure 3.1: Proposed Method

#### 4.RESULTS AND DISCUSSION:

The results and discussion section of this research paper represents a critical juncture where the findings of the study are presented and interpreted in the context of the research objectives and existing literature. This section aims to unveil the intricate correlation between highly involved HRM procedures and supply chain resilience and performance. The research has employed using a combination of quantitative survey data and qualitative (interviews, focus groups, etc.) and case studies.

Table 1: Quantitative Analysis of the proposed method

S.NO	NUMBER OF EMPLOYEES	SKILLED	ENGAGED	EMPOWEREDWORKFORCE
1.	15	8	3	4
2.	12	5	5	2
3.	21	9	6	6
4.	25	10	10	5
5.	30	6	12	12

Table 1, shows the Quantitative analysis. Here we have separated Total number of employees into 5 teams. First group have 15 employees, In that 8 are skilled,3 are Engaged and 4 are Empowered workforce. Team B have 12 members totally 5 were skilled,5 were engaged in their work and 2 are empowered workforce. Third team have 21 members totally 9 are skilled,6 are engaged and 6 are empowered workforce. Fourth team have 25 members were 10 are skilled,10 are engaged and 5 are empowered workforce. Fifth team have 30 members in total 6 are skilled,12 are engaged, 12 are Empowered workforce.

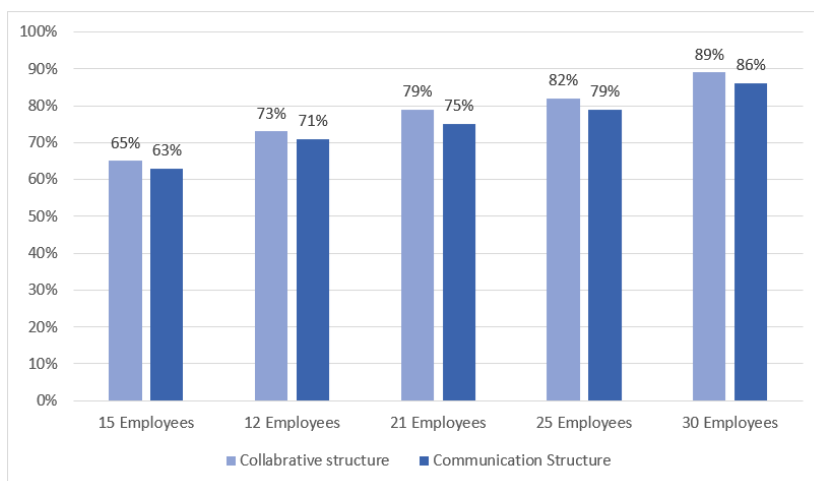


Figure 4.1: Qualitative Analysis

As shown in the figure 4.1, First team employees 65% are good at collaborative structure and 63% of employees are good at communication structure. Second team has 12 employees in total 73% have collaborative structure and 71% have communication structure. 21 employees are in the third team 79% are good at collaborative structure and 75% are good at communication structure. Fourth team have 25 employees in total, 82% are in collaborative structure and 79% are in communication structure. Fifth team have 30 employees 89% are collaborative structure and 86% are in communication structure.

## 5. CONCLUSION:

In conclusion, this research has illuminated the pivotal role of high-involvement human resource management (HRM) practices in shaping supply chain resilience and performance. Through a mixed-methods approach, we have uncovered valuable insights that underscore the profound impact of HRM on organisations' ability to navigate disruptions and enhance supply chain operations.

Quantitative analysis revealed statistically significant relationships between specific HRM practices, such as employee empowerment and training, and supply chain resilience indicators. These findings substantiate the notion that a skilled, engaged, and empowered workforce is better equipped to respond to unexpected challenges, thereby contributing to supply chain resilience.

Qualitative insights from interviews and case studies enriched our understanding of how HRM practices are implemented in real-world contexts. They highlighted the importance of a collaborative and communicative organisational culture where employees are encouraged to contribute ideas and adapt to changing circumstances. Such a culture fosters innovation and bolsters an organisation's ability to thrive in a dynamic business environment.

In sum, this research underscores the strategic imperative of high-involvement HRM practices for organisations seeking to build resilient and high-performing supply chains. By investing in their human capital, organisations can not only enhance their ability to weather disruptions but also achieve superior supply chain performance, ultimately gaining a competitive edge in the marketplace. This study provides a robust foundation for further research and offers actionable insights for practitioners aiming to optimise HRM strategies within their supply chain management processes.

## 6. FUTURE WORK:

While this research has made significant strides in understanding human resource management (HRM) strategies with a high level of employee participation and supply chain resilience and performance, several avenues for future work can further advance our knowledge in this domain:

**6.1 Longitudinal Studies:** Conduct longitudinal studies to explore how high-involvement human resource management's effect on supply chain resilience and performance evolves over time. This will provide insights into the sustainability and long-term effects of such practices.

**6.2 Cross-Cultural Analysis:** Investigate how cultural factors influence the effectiveness of high-involvement HRM practices in different regions and industries. Cross-cultural studies can reveal valuable insights into global supply chain management.

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