

# The Impact of Human Resource Management Practices on Operational Performance at Ginta Cargo Lombok

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## Article History:

Received on 24 October 2025

1<sup>st</sup> Revision on 06 November 2025

2<sup>nd</sup> Revision on 19 January 2026

3<sup>rd</sup> Revision on 23 February 2026

Accepted on 03 March 2026

## Abstract

**Purpose:** This study examines the impact of Human Resource Management (HRM) practices on operational performance at Ginta Cargo Lombok, identifying key HRM dimensions that contribute to operational effectiveness in a regional logistics firm.

**Research Methodology:** A quantitative causal survey design was applied to 84 active employees. Data were collected using structured Likert-scale questionnaires and secondary operational records. Multiple linear regression was employed to test the effects of recruitment and selection, training and development, reward systems, and internal communication on operational performance.

**Results:** The results show that HRM practices significantly influence operational performance, explaining 58% of the variance. Training and development had the strongest positive effect, followed by reward systems. Recruitment and selection, and internal communication, although significant, had moderate effects on performance.

**Conclusions:** Integrated HRM practices aligned with performance goals are essential for improving efficiency, accuracy, and service speed in regional logistics firms. Effective HRM practices enable employees to contribute to the company's operational success.

**Limitations:** This study is limited to a single branch and relies on self-reported data, which may introduce bias. The sample size is relatively small, and the findings may not fully generalize to other locations or logistics firms.

**Contributions:** This study provides empirical evidence on the significance of integrated HRM practices in enhancing operational performance within the logistics industry. It highlights how HRM practices, when strategically aligned, play a crucial role in boosting the performance of regional logistics firms.

**Keywords:** *Human Resource Management, Operational Performance, Reward System, Training and Development*

**How to Cite:** Hayati, R. N., Novita, D., Wibowo, R. (2026). The Impact of Human Resource Management Practices on Operational Performance at Ginta Cargo Lombok. *Studi Akuntansi, Keuangan, dan Manajemen*, 5(4), 143-154.

## 1. Introduction

The service industry in Indonesia has experienced rapid growth over the past decade, with the logistics and freight forwarding sector showing particularly significant development (Ismail, Ritchi, & Adrianto, 2019; Lestiani, 2026). This growth is closely linked to the expansion of digital commerce and e-commerce activities, which have intensified demand for fast, accurate, and efficient delivery services. Recent empirical studies in the logistics sector indicate that increasing e-commerce volumes require logistics service providers to enhance operational speed, data accuracy, and service reliability in order to remain competitive (Huo et al., 2021; Lim, Gunasekara, Pallant, Pallant, & Pechenkina, 2023). According to the Ministry of Transportation of the Republic of Indonesia, national logistics activity has grown by an average of 14% per year, in line with the rapid increase in digital transaction volumes across Indonesia. Under these conditions, logistics service companies are required to develop robust

operational systems supported by competent and adaptive human resources in order to remain competitive in an increasingly dynamic market. Recent studies emphasize that effective human resource management practices play a critical role in strengthening operational reliability, service responsiveness, and overall logistics performance in the context of growing e-commerce demand ([Huo et al., 2021](#); [Kriswanti & Indriani, 2025](#); [Lim et al., 2023](#)).

One of the logistics service companies operating in Eastern Indonesia is Ginta Cargo, which has a network of branches in various regions, including Ginta Cargo Lombok Branch. This branch plays an important role in supporting the distribution of goods to and from the West Nusa Tenggara region, especially Lombok Island, which is rapidly developing in the trade and tourism sectors. However, amid increasing demand for delivery services, Ginta Cargo faces challenges in maintaining stable operational performance. Common issues include delivery delays, inaccuracies in shipment data recording, and weak coordination between operational and administrative units' problems frequently reported among regional logistics service providers operating under rapid demand growth and limited organizational readiness. Recent studies highlight that such operational inefficiencies are closely linked to weaknesses in internal processes and human resource management practices within logistics firms ([Huo et al., 2021](#); [Nguyen, Ayub, & Lin, 2020](#); [Romadayanti, Setiawan, & Azakia, 2026](#)).

In this context, human resource management plays a crucial role in determining organizational operational success. HRM practices including recruitment and selection, employee training and development, reward systems, and internal communication form the foundation for improving work efficiency and service quality. Recent empirical studies in logistics and service industries demonstrate that well-designed HRM systems significantly enhance employee outcomes and operational performance by aligning human resources with organizational objectives ([Boon., Arumugam., & Matzlee., 2019](#); [Huo et al., 2021](#); [Turoń, 2016](#)). According to [Armstrong \(2006\)](#), effective HRM practices foster higher employee engagement, which positively influences productivity and overall organizational performance. Similarly, [Bratton, Gold, Bratton, and Steele \(2021\)](#) emphasizes that strategic HRM not only improves individual performance but also strengthens organizational operational capabilities in the long term, a relationship increasingly evident in contemporary logistics service contexts ([Lim et al., 2023](#)).

At Ginta Cargo's Lombok branch, issues related to human resource management are still quite prominent. It was found that employee turnover is quite high, especially in the field operations department. This is thought to be due to a lack of competency development programs and a reward system that is not fully performance-based, as commonly identified in logistics service studies ([Chang, Lee, & Park, 2024](#); [Rehman, Elrehail, Nair, Bhatti, & Taamneh, 2023](#)). In addition, differences in educational backgrounds and work experience among employees may create disparities in operational capabilities in the field. Such heterogeneity can lead to inconsistencies in achieving delivery targets and maintaining service reliability, particularly in time-sensitive logistics operations ([Boon. et al., 2019](#); [Huo et al., 2021](#)). Empirical evidence further suggests that workforce capability alignment is a critical determinant of operational stability and service consistency in logistics firms ([Turoń, 2016](#)).

Sustainable human resource training and development has been empirically demonstrated to enhance operational efficiency and employee productivity in logistics organizations. Empirical studies indicate that companies implementing structured and continuous internal training programs achieve significantly higher operational performance compared to those lacking systematic development initiatives ([Huo et al., 2021](#); [Turoń, 2016](#)). Evidence from recent logistics research further confirms that competency-based training contributes to measurable productivity gains and reductions in operational errors, particularly in time-sensitive service environments ([Karthigeyan, 2024](#)). Meanwhile, a fair and transparent reward system also plays an important role in motivating employees. When employees feel appreciated for their contributions, they tend to show greater loyalty and better performance, particularly in operationally intensive service environments ([Chang et al., 2024](#)). In the context of Ginta Cargo, the implementation of a performance-based reward system needs to be improved in order to boost individual and team productivity.

In addition to training and rewards, internal communication is a key element in supporting operational effectiveness., open communication between leaders and employees can strengthen work coordination and minimize operational errors; this relationship is also supported by recent empirical studies in logistics services ([Imtiaz & Pervaiz, 2020](#)). At Ginta Cargo's Lombok branch, communication barriers still exist between the field operations department and the administration and customer service departments, particularly regarding the reporting of goods status and delivery issues. These communication barriers often result in delays in information, which in turn affect customer satisfaction ([Huo et al., 2021](#)). Another issue that is no less important is the recruitment and selection process. Improper recruitment can result in a mismatch between employee competencies and job requirements. emphasize that an inaccurate selection process will incur additional costs for the company, both in the form of retraining time and decreased productivity; empirical evidence from logistics firms confirms this impact on operational performance ([Nguyen et al., 2020](#)). Therefore, the implementation of a selective and competency-based recruitment system is very important for Ginta Cargo Lombok Branch in ensuring the quality of its operational workforce.

Based on the above description, it can be concluded that HR management practices play a significant role in determining the operational performance of service companies such as Ginta Cargo. The relationship between these two aspects needs to be examined empirically to determine how much influence they have in the context of regional logistics companies ([Boon. et al., 2019](#)). This study focuses on four main dimensions of HR management practices: recruitment and selection, training and development, reward systems, and internal communication, as well as their influence on operational performance at Ginta Cargo's Lombok branch.

Specifically, this study aims to analyze the extent to which each dimension of HR management practices contributes to improving the company's operational performance. Using a quantitative approach and empirical data from active employees of Ginta Cargo's Lombok Branch, it is hoped that the results of this study can provide a comprehensive picture of the most effective HR management practices in the context of the logistics service industry ([Huo et al., 2021](#); [Karthigeyan, 2024](#)). In addition to contributing theoretically to the development of human resource management and operational management studies, the results of this study are also expected to provide practical benefits for Ginta Cargo's management. The recommendations generated can be used to formulate HR-based performance improvement strategies, strengthen training programs, and develop a more fair and measurable reward system. Thus, the company is expected to be able to improve work efficiency, reduce delivery error rates, and strengthen its competitiveness in an increasingly competitive logistics services market ([Chang et al., 2024](#)).

In facing the increasingly competitive dynamics of the logistics services industry, companies can no longer rely solely on physical advantages, such as fleets and distribution networks. The quality of human resources has become a strategic factor that determines the sustainability and effectiveness of a company's operations. Human resources with strong competence, high commitment, and a clear understanding of their roles are better able to execute operational processes consistently and respond effectively to customer demands ([Boon. et al., 2019](#); [Chang et al., 2024](#)). [Mondy and Martocchio \(2016\)](#) emphasize that targeted human resource management is a key prerequisite for service companies to achieve sustainable operational performance

Operational performance in logistics service companies is generally reflected in delivery timeliness, accuracy of goods recording, speed of service, and the company's ability to meet customer expectations. According to [Heizer, Render, and Heizer \(2001\)](#), optimal operational performance is the result of harmony between work processes, support systems, and employee competencies; recent empirical studies further support this relationship in logistics operations. Recruitment and selection are the initial stages that determine the quality of a company's workforce. A systematic and competency-based selection process enables companies to recruit employees who meet their operational needs. [Noe and Peacock \(2008\)](#) state that the compatibility between individual characteristics and job requirements contributes significantly to improved performance and reduced employee turnover, which has also been empirically validated in logistics service contexts ([Boon. et al., 2019](#)).

Employee training and development are critical factors in supporting sustainable operational performance within logistics service companies. Well-designed and continuous training programs enhance employees' technical competencies, improve problem-solving capabilities, and strengthen their ability to adapt to dynamic operational systems and technological changes. Recent studies in the logistics sector confirm that effective training initiatives contribute directly to higher productivity, improved service accuracy, and more reliable operational outcomes ([Karthigeyan, 2024](#); [Noe & Peacock, 2008](#)). Empirical evidence indicates that effective training programs not only enhance employee productivity but also reduce operational errors and improve service quality in logistics organizations. Recent studies further confirm that competency-based and operationally aligned training significantly strengthens workforce capability and service reliability ([Boon. et al., 2019](#); [Karthigeyan, 2024](#)). For logistics companies, structured training related to operational procedures, information technology utilization, and occupational safety plays a strategic role in sustaining consistent and efficient service delivery.

Effective internal communication is also an important supporting factor in the smooth operation of service companies. Clear communication between management, administrative staff, and field operations personnel can minimize coordination errors and speed up decision-making. [Luthans, Luthans, and Luthans \(2015\)](#) asserts that open, two-way organizational communication can improve team effectiveness and create a conducive work environment; empirical studies in logistics services confirm its positive impact on operational performance ([Men & Stacks, 2014](#)). Based on contemporary theoretical perspectives and recent empirical evidence, human resource management practices are closely associated with the operational performance of logistics service companies. Accordingly, this study is important to provide empirical evidence on the influence of HRM practices on operational performance at the Ginta Cargo Lombok Branch. The findings are expected to serve as a managerial reference in formulating more effective HR policies oriented toward improving operational efficiency, service quality, and overall organizational performance ([Armstrong, 2006](#); [Boon. et al., 2019](#)).

## **2. Literature Review and Hypothesis Development**

Training and development practices have been consistently identified as key drivers of operational capability improvement in the logistics industry. Empirical studies demonstrate that structured logistics skills training programs significantly enhance employee productivity, reduce operational errors, and improve delivery timeliness by strengthening task accuracy and process compliance ([Karthigeyan, 2024](#)). Furthermore, recent research highlights that training programs integrating digital competencies with daily operational routines accelerate employee adaptation to tracking technologies and route management systems, which are increasingly essential in modern logistics operations ([Lim et al., 2023](#); [Noe & Peacock, 2008](#)). These findings are particularly relevant for regional service units such as Ginta Cargo Lombok Branch, which faces growing demands to strengthen the technical and adaptive capabilities of its operational workforce.

A measurable reward system, encompassing both financial and non-financial incentives, has been shown to have a strong association with employee motivation, retention, and work commitment in logistics service companies. Recent quantitative studies indicate that performance-based rewards and transparent recognition mechanisms significantly reduce employee turnover and enhance frontline productivity by strengthening effort reward alignment and job satisfaction ([Boon. et al., 2019](#); [Chang et al., 2024](#)). The implementation of transparent rewards also encourages more accurate work behavior in the data collection and goods handling processes, thereby reducing the incidence of delivery errors. Therefore, designing a reward scheme that is aligned with operational indicators is a valuable strategic intervention. Structured internal communication supported by information technology has been proven to accelerate the flow of information between operational units and reduce bottlenecks in field decision-making ([Lim et al., 2023](#)). Empirical evidence in logistics service firms further indicates that improved communication protocols and digital coordination systems significantly increase response speed and decrease coordination errors across operational teams ([Boon. et al., 2019](#)).

The use of digital reporting platforms and two-way communication channels clarifies delivery status and facilitates problem escalation, which at the branch level contributes to improvements in operational KPIs such as on-time delivery (Huo et al., 2021). Given Lombok's geographical context, which presents specific distribution challenges, improving internal communication is a key factor. Competency-based recruitment and selection have received increasing attention in recent logistics and HRM literature, particularly as organizations seek to improve workforce readiness and operational efficiency. Empirical studies in logistics service companies indicate that accurate employee selection aligned with job requirements reduces the need for extensive remedial training and accelerates early-stage productivity and operational effectiveness (International Journal of Logistics Management: (Boon. et al., 2019; Karthigeyan, 2024). Selection processes that incorporate practical skills tests and field task simulations tend to produce employees who are more operationally ready, thereby reducing the frequency of data entry errors and process delays (Nguyen et al., 2020). For local branches such as Ginta Cargo Lombok, this recruitment approach is important given the variety of candidate backgrounds available in the local labor market.

In summary, recent empirical evidence (2023–2025) confirms that a combination of four HR practices training and development, reward systems, internal communication, and selective recruitment contributes significantly to improving operational performance (Engetou, 2017). in logistics companies. Therefore, quantitative research examining this relationship in the case of Ginta Cargo Lombok Branch will provide practical and policy contributions to improve timeliness, data accuracy, and delivery error rates (Chang et al., 2024; Karthigeyan, 2024). In addition to improving technical skills, training and development also function as an organizational learning mechanism that enables companies to adapt to changes in the operational environment. In the logistics industry where operations are strongly influenced by technological advancement and fluctuating customer demand employee learning capability becomes a strategic asset for sustaining operational agility and performance stability (Lim et al., 2023).

Recent empirical studies further demonstrate that continuous capability development strengthens organizational adaptability and enhances long term operational resilience in logistics firms (Adula, Kant, & Birbirs, 2022) and Armstrong (2006) shows that organizations that consistently integrate operational needs-based training into their daily work routines tend to have lower process error rates and better performance stability; this relationship is also supported by recent empirical logistics studies (Huo et al., 2021). Meanwhile, reward systems are understood as managerial instruments for aligning individual goals with organizational goals. In the context of logistics, where operational performance is highly dependent on precision and speed of work, performance-based rewards have been proven to encourage more disciplined work behavior and higher service reliability (Chang et al., 2024).

Furthermore, the effectiveness of training is not only determined by the frequency of implementation, but also by the suitability of the material to the operational challenges faced by employees. A study by Karthigeyan (2024) emphasizes the importance of a competency-based training approach that directly targets critical processes such as goods handling, data recording, and delivery time management; similar findings are reported in logistics operations research. This approach is considered more relevant for regional logistics companies with limited resources than general training. In addition to financial aspects, non-financial rewards such as performance recognition and career development opportunities also play an important role in building intrinsic motivation among employees. Chang et al. (2024) show that a combination of financial and non-financial rewards results in higher job satisfaction compared to the use of only one type of reward. This condition is relevant for logistics branch companies, including Ginta Cargo Lombok Branch, which need to manage employee motivation sustainably amid daily operational pressures.

Effective internal communication is also an important prerequisite for smooth operational processes. In logistics companies, poor coordination between units can cause delays in information that directly impact customer service. Huo et al. (2021) notes that companies that implement structured, technology-based communication systems experience fewer coordination errors and faster resolution of operational issues; similar effects have been observed in logistics service firms (Men & Stacks, 2014). Furthermore,

two-way communication between management and employees facilitates constructive feedback on operational constraints encountered in the field. Recent studies in logistics and service organizations indicate that open and effective internal communication encourages employees to report potential operational issues at an early stage, enabling management to implement timely corrective actions before such issues negatively affect overall operational performance ([Boon. et al., 2019](#)). In terms of recruitment and selection, recent literature emphasizes the importance of a competency-based approach to ensure the work readiness of operational personnel from the outset. [Karthigeyan \(2024\)](#) states that a selection process that includes work simulations and practical skills tests can significantly reduce the adaptation time of new employees; this has a positive impact on operational stability, especially in the early stages of employment ([Nguyen et al., 2020](#)).

Based on theoretical perspectives and recent empirical evidence, it can be concluded that human resource management practices including training and development, reward systems, internal communication, and competency-based recruitment and selection have a positive influence on the operational performance of logistics companies. Accordingly, this study formulates the hypothesis that each dimension of HR management practices significantly affects the operational performance of Ginta Cargo Lombok Branch, both partially and simultaneously ([Boon. et al., 2019](#); [Karthigeyan, 2024](#)).

### 3. Research Methodology

This study adopts a quantitative causal research design to examine structural relationships among variables using statistical modeling approaches commonly applied in HRM and operational performance research ([Adula et al., 2022](#); [Hair, Black, Babin, & Anderson, 2013](#); [Sugiyono, 2013](#)). This design is appropriate for testing hypothesized cause effect relationships among measurable constructs and for estimating the magnitude of their effects using statistical models. Prior empirical and review-based studies have demonstrated that quantitative causal surveys are effective for examining how HRM practices influence organizational and operational outcomes across different contexts ([Adula et al., 2022](#)). Furthermore, multiple regression analysis enables robust simultaneous and partial testing of complex HRM dimensions, ensuring reliability and validity of the findings ([Hair et al., 2013](#)). The quantitative research design enables researchers to empirically test formulated hypotheses through statistical analysis, thereby supporting the generalizability of the findings. Recent HRM and logistics studies indicate that survey-based quantitative approaches are particularly suitable for examining the relationships between human resource management practices and operational performance, as they allow data to be collected efficiently from a relatively large number of respondents within organizational settings ([Boon. et al., 2019](#)). In this regard, Ginta Cargo Lombok Branch was selected as the research site because it has an active operational structure, a formalized HR management system, and diverse job roles that are relevant for testing the proposed research model ([Fadhil & Hijrah Hati, 2025](#)).

The population of this study comprised all active employees at Ginta Cargo Lombok Branch who were directly involved in operational activities. Purposive sampling was applied to ensure respondents possessed relevant experience and contextual knowledge, which is recommended in HRM survey-based research to improve data validity ([Chang et al., 2024](#); [Nguyen et al., 2020](#)). This approach is appropriate for quantitative causal survey research, as it enables the selection of information-rich participants capable of providing valid and relevant data aligned with the research objectives ([Adula et al., 2022](#)).

Based on predefined criteria, including a minimum of one year of working experience, 84 respondents were selected and considered sufficient for multiple regression analysis, as commonly applied in HRM and logistics performance studies ([Chang et al., 2024](#); [Hair et al., 2013](#); [Nguyen et al., 2020](#)). The sample size was set at 84 respondents, consisting of field staff, administration, and customer service. Data were collected through a closed questionnaire with a 1–5 Likert scale, as this format facilitates the measurement of respondents' perceptions of each research variable ([Hair et al., 2013](#)). In addition, secondary data in the form of operational performance reports, such as delivery punctuality rates and the frequency of goods recording errors, were used to strengthen the validity of the survey results, consistent with practices in logistics performance research ([Lim et al., 2023](#)).

The independent variables in this study comprise human resource management practices represented by four dimensions: recruitment and selection, training and development, reward systems, and internal communication. The dependent variable is operational performance, measured through indicators such as delivery timeliness, data accuracy, service speed, and operational error rates. The selection of these variable indicators is grounded in recent empirical studies within the logistics service industry, which emphasize the critical role of HRM practices in enhancing operational effectiveness and service reliability. This alignment ensures that the measurement instruments employed in this study are supported by strong theoretical and empirical foundations ([Boon. et al., 2019](#); [Chang et al., 2024](#)).

The research instrument was designed in the form of a structured questionnaire containing closed statements corresponding to each variable indicator. Prior to the main data collection, the instrument was subjected to validity and reliability testing. Validity was assessed by examining the correlation between each item score and the total construct score, while reliability was evaluated using an internal consistency coefficient. Recent HRM and logistics research emphasizes that internal consistency reliability is adequately achieved when coefficient values exceed the commonly accepted minimum threshold, indicating stable and consistent measurement across items ([Adula et al., 2022](#); [Hair et al., 2013](#)). This reliability criterion has been widely applied in contemporary quantitative HRM and logistics performance studies to ensure the robustness of survey instruments ([Chang et al., 2024](#)).

Data analysis was conducted using inferential statistical methods to test the proposed research hypotheses. Multiple linear regression analysis was employed, as the study involved more than one independent variable expected to influence operational performance. This analytical approach is widely used in recent quantitative studies examining the relationship between human resource management practices and operational outcomes in logistics service companies ([Boon. et al., 2019](#)). Prior to hypothesis testing, regression diagnostic procedures were performed, including assessments of normality, multicollinearity, and heteroscedasticity, to ensure that the regression model satisfied the required analytical assumptions and produced reliable estimates ([Hair et al., 2013](#); [Nguyen et al., 2020](#)).

The entire data processing and analysis process was carried out with the help of statistical software to minimize calculation errors and improve the accuracy of the analysis results. The significance level used in hypothesis testing was 5 percent ( $\alpha = 0.05$ ). The results of the analysis were then interpreted to explain the effect of each HR management practice on the operational performance of Ginta Cargo's Lombok Branch, as well as to provide relevant managerial implications for improving the company's operational effectiveness, in line with established practices in logistics and HRM empirical research ([Hair et al., 2013](#); [Lim et al., 2023](#)).

#### **4. Results and Discussion**

The instruments were tested for validity using item–total correlation and for reliability through internal consistency analysis, following standards commonly applied in recent HRM and logistics research ([Adula et al., 2022](#); [Hair et al., 2013](#)). Data that passed the reliability test was then analyzed using multiple linear regression, as suggested by [Hair et al. \(2013\)](#) to determine the simultaneous and partial effects of independent variables on the dependent variable. The results of the analysis are presented in the form of regression coefficient values, significance levels (p-values), and determination coefficients ( $R^2$ ). In accordance with contemporary mediation analysis guidelines, when an indirect relationship between variables is identified, mediation testing can be conducted to examine the role of intervening variables within the research model. This analytical procedure is commonly applied in quantitative HRM and operational performance research to assess complex causal mechanisms using regression-based approaches ([Hair et al., 2013](#)). The entire research process was conducted with due consideration of research ethics, including obtaining informed consent from respondents and ensuring the confidentiality and anonymity of personal data.

The validity and reliability test results indicate that all instrument constructs demonstrate adequate item total correlation coefficients and satisfactory levels of internal consistency, confirming that the instruments are appropriate and consistent for measuring the research constructs. The application of

internal consistency assessment and item-based evaluation to ensure measurement robustness has been widely adopted in empirical studies on human resource management and logistics performance ([Boon. et al., 2019](#)). Descriptive analysis shows that respondents' perceptions of HRM practices range from moderate to high; the highest scores were recorded on the technical training indicator, while the lowest scores were found on the clarity of the reward system indicator. Operational secondary data (on-time delivery and error frequency) showed fluctuations that were consistent with variations in HR perceptions, making triangulation between perception data and internal documentation important for interpretation, as recommended in logistics performance studies ([Lim et al., 2023](#)). Multiple linear regression analysis indicates the simultaneous effect of HRM practices on operational performance with a significant F value and Adjusted R<sup>2</sup> of approximately 0.58, which indicates that 58% of the variance in operational performance can be explained by the four HR variables tested ([Boon. et al., 2019](#); [Hair et al., 2013](#)).

Partially, training and development show the strongest positive effect on operational performance (significant  $\beta$  at  $\alpha = 0.01$ ), which reinforces the literature findings that investment in competency development enhances employee productivity and significantly reduces operational errors in logistics operations ([Karthigeyan, 2024](#)). Empirical evidence further indicates that structured HRM-driven capability development contributes directly to improved process accuracy and service reliability. These results emphasize the importance of structured training programs that are relevant to operational tasks in the field, as consistently reported in logistics service research. The reward system also has a positive and significant effect on operational performance ( $\beta > 0.20$ ,  $p < 0.05$ ), indicating that a clear and performance-based reward mechanism strengthens employee motivation and retention, thereby enhancing service reliability and operational outcomes in logistics contexts ([Chang et al., 2024](#); [Marlita, Dianingrum, Handayani, Perwitasari, & Liana, 2025](#)). Empirical findings further confirm that integrated remuneration systems aligned with measurable performance indicators contribute directly to improved productivity and reduced operational inconsistencies ([Firdaus, Ginanjar, & Hasnin, 2025](#); [Hidayat, 2025](#)).

Conversely, recruitment and selection exhibit a positive but more moderate statistical contribution (smaller  $\beta$  and marginal significance), indicating that while an appropriate selection process is essential for ensuring baseline workforce quality, its direct impact on short-term operational performance is generally weaker than that of training and development interventions. This finding is consistent with recent logistics and HRM studies showing that capability enhancement and skill utilization play a more immediate role in improving operational outcomes than entry-stage HR practices ([Boon. et al., 2019](#)). Internal communication has a significant positive impact, particularly on reporting accuracy and response speed, as effective information exchange enhances coordination and reduces operational errors. However, its direct effect on on-time delivery is partially mediated by inter-unit coordination, indicating that communication improves delivery performance primarily through better cross-functional alignment rather than through direct operational execution ([Boon. et al., 2019](#)). These findings are consistent with recent studies emphasizing that technology-based communication systems and well-defined communication protocols enhance information flow, accelerate managerial decision-making, and reduce coordination errors in logistics operations.

A mediation analysis based on indirect effect testing indicates that internal communication partially mediates the relationship between training and data accuracy, suggesting that training enhances data accuracy not only directly but also indirectly through improved coordination mechanisms. This approach to mediation assessment has been widely applied in contemporary HRM and operational performance studies using regression-based analytical techniques ([Hair et al., 2013](#)). In practical terms, the findings of this study confirm that managerial priorities should be placed on strengthening training programs that are integrated with operational indicators and designing performance-based reward systems to increase staff motivation and retention ([Armstrong, 2006](#)). [Chang et al. \(2024\)](#) Improvements to the selection process are still needed to reduce remedial training costs and enhance early-stage workforce readiness, while investment in internal communication platforms will accelerate the escalation of field issues and improve reporting accuracy across operational units ([Nguyen et al., 2020](#)).

Given the limitations of this study (purposive sampling in one branch and potential response bias), further comparative research across branches or the application of mixed-methods approaches is recommended to strengthen external validity and broaden generalizability in logistics performance research ([Adula et al., 2022](#); [Lim et al., 2023](#)). The results of the study indicate that human resource management practices, particularly training and development, as well as reward systems, have a significant influence on improving operational performance at Ginta Cargo's Lombok Branch. Training that is relevant to work needs has been proven to improve employee competence and accuracy, while fair and transparent reward systems encourage motivation and employee retention ([Chang et al., 2024](#); [Karthigeyan, 2024](#)). Recruitment and selection factors also contribute positively, albeit with a more moderate influence, while internal communication has been proven to strengthen the effectiveness of interdepartmental coordination, especially in accelerating operational decision-making ([Men & Stacks, 2014](#); [Salas, Tannenbaum, Kraiger, & Smith-Jentsch, 2012](#)).

In practical terms, the results of this study confirm that operational success depends not only on technical aspects, but also on strategic and adaptive human resource management in response to the dynamics of the logistics services industry. Therefore, the management of Ginta Cargo Lombok is advised to strengthen continuous training policies, review performance-based reward systems, and develop effective internal communication platforms to support team collaboration. For future research, comparative studies across organizational units and the use of integrated quantitative and qualitative approaches are recommended to generate more comprehensive insights and enhance the generalizability of findings across different organizational contexts ([Adula et al., 2022](#); [Lim et al., 2023](#)). The finding that training and development have the most dominant influence on operational performance shows that improving work competencies is a key factor in the logistics industry, which is activity-intensive and time-oriented. Training that is aligned with operational needs enables employees to understand work procedures more deeply and reduce repetitive errors. These results are in line with the view of [Noe and Peacock \(2008\)](#) which emphasizes that job-related learning has a direct impact on productivity and work quality, especially in work environments with high levels of operational pressure, as also confirmed in logistics service studies.

The dominant influence of training also indicates that the quality of operational performance at the branch level is greatly influenced by employees' ability to adapt to changes in systems and work procedures. In the context of Ginta Cargo's Lombok Branch, which operates in an area with diverse geographical characteristics and distribution, this adaptive ability becomes even more crucial. These findings reinforce the argument that investment in training is not merely an operational cost, but a strategic instrument for maintaining service consistency and process efficiency ([Heizer et al., 2001](#); [Karthigeyan, 2024](#)). The significant influence of reward systems on operational performance also emphasizes the importance of clarity and fairness in performance appraisal mechanisms. Employees who understand performance indicators and receive proportional rewards tend to exhibit more responsible work behavior.

These findings are consistent with the motivation theory proposed by [Andrian et al. \(2022\)](#), which states that performance-based rewards can encourage increased effort and employee loyalty, especially in the service sector; this relationship has been empirically validated in logistics services ([Chang et al., 2024](#)). Meanwhile, the relatively more moderate contribution of recruitment and selection reflects its inherently long-term orientation. Although an appropriate selection process determines the initial quality and job fit of employees, its impact on day-to-day operational indicators becomes more evident only after employees undergo training, adaptation, and task-specific learning. Recent logistics HRM studies indicate that recruitment effectiveness is maximized when it is integrated with structured training and capability development, which subsequently translates into improved operational performance.

The role of internal communication as a factor that strengthens operational coordination indicates that a smooth and responsive flow of information is a critical prerequisite for effective cross-unit collaboration. The mediating effect of internal communication suggests that training initiatives generate more optimal operational outcomes when supported by clear communication channels that facilitate

coordination and feedback. Contemporary HRM literature emphasizes that effective internal communication functions not only as an information-sharing mechanism but also as a means of aligning employee understanding and operational actions across organizational units. Empirical evidence from logistics service studies confirms that structured communication systems enhance coordination accuracy, responsiveness, and overall operational performance ([Armstrong, 2006](#)). Overall, the findings of this study strengthen the conceptual framework that positions human resource management practices as a key determinant of operational performance in logistics service companies. The integration of training and development, reward systems, internal communication, and competency-based recruitment creates synergistic effects that support the achievement of operational targets. Consequently, planned and sustainable HR management serves as a strategic foundation for enhancing the competitiveness of Ginta Cargo Lombok Branch in response to the increasingly dynamic logistics industry environment ([Armstrong, 2006](#); [Boon. et al., 2019](#)).

## **5. Conclusions**

### **5.1 Conclusions**

This study confirms that integrated HRM practices significantly influence operational performance at Ginta Cargo Lombok Branch, with an Adjusted R<sup>2</sup> of approximately 0.58 indicating that recruitment and selection, training and development, reward systems, and internal communication jointly explain a substantial portion of performance variance. Training and development emerge as the strongest predictor, demonstrating that competency-based and operationally aligned programs directly enhance delivery accuracy, service speed, and error reduction in time-sensitive logistics environments. Reward systems also show a significant positive effect by strengthening motivation, accountability, and retention, while recruitment and selection contribute positively but require post-hire development to generate stronger operational impact. Internal communication significantly improves coordination and partially mediates the effect of training, underscoring the synergistic nature of HRM dimensions. Overall, the findings establish that sustainable operational excellence in regional logistics firms depends on structured, performance-aligned, and integrated HRM systems.

### **5.2 Research Limitations**

This study is limited by its single-branch focus, which restricts generalizability, and its reliance on self-reported survey data, which may introduce response bias. The cross-sectional design constrains long-term causal interpretation, particularly for HR practices with delayed effects such as recruitment. Additionally, although the model explains 58% of performance variance, a substantial portion remains influenced by unexamined variables, including leadership, digital maturity, workload, and organizational culture

### **5.3 Suggestions and Directions for Future Research**

Management should institutionalize KPI-linked training systems aligned with measurable operational indicators such as on-time delivery, error rates, and response time, while developing transparent performance-based reward structures that combine financial incentives with structured non-financial recognition to sustain motivation. In parallel, the company needs to implement real-time digital communication platforms to reduce coordination delays and adopt competency-mapped recruitment frameworks, including simulation-based assessments, to strengthen workforce readiness and operational consistency.

## **Acknowledgements**

The author would like to express his deepest appreciation and gratitude to the management and all employees of Ginta Cargo Lombok Branch for their willingness to provide their time, data, and support during this research process. Thanks, are also extended to the supervising lecturer and fellow academics who provided valuable input in the preparation of this research. Without the assistance, cooperation, and support of these various parties, this research would not have been completed successfully.

## Author Contributions

RNH Was responsible for conceptualization, research design, literature review, data analysis, manuscript drafting, revision, and final approval of the manuscript. DN Contributed to instrument development, data collection, data validation, statistical interpretation, and critical revision of the manuscript. RW Provided Supervision, methodological guidance, validation of results, and contributed to manuscript review and final approval. All authors have read and approved the final version of the manuscript and agree to be accountable for all aspects of the work, ensuring its accuracy and integrity.

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