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Are human capital mediation required with financial management practices for coffee cooperatives sustainability in Ethiopia?

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Abstract
The primary focus of the study was on how human capital mediates organisational performance and financial management practices in Ethiopian coffee cooperatives. The researchers used a cross-sectional study using multistage sampling. KMO was used as a test for having enough data. Total variance was used to assess the overall effect of the regression. To assess if the observable variables could properly explain the latent determinants, confirmatory factor analysis was applied. The model fitness and mediation analysis were both tested using SEM. The KMO value of.906 was larger than 0.5 and the statistical cutoff for the Bartlett's test was lower than 0.05, according to the study, indicating that there was a meaningful association based on the data. The researchers found that the CMIN/DF was below 3.0, which suggests model was d in fitness indices. The Tucker Lewis Index (TLI) is used to compare the model under test. The performance of coffee cooperatives has increased by almost 75% as a result of human capital mediation. The performance of coffee cooperatives and financial management practices are now somewhat mediated.

Keywords: Human Capital; Financial Management Practices; Organization Performance; Coffee Cooperatives

Introduction

The selection of financing sources and the decision of appropriate investments are crucial since they have an impact on the company's financial success. The business will be able to make the most money [1] if the appropriate asset classes and sources of funding are chosen. Investments will increase the company's profits, not immediately after they are made. Companies that have a lot of investment potential will benefit from bright future prospects and rising stock prices, which will increase the firm's worth [2]. Cooperative societies are carefully designed so that a cost-management system will increase the usefulness, worth, and caliber of a certain product. Modern cost management approaches are used regularly by manufacturing organisations, which has a significant impact on their bottom lines [4]. Within cooperative buildings Proper asset management implementation will position firms for long-term growth and a competitive edge in the marketplace by boosting financial performance, enabling better decision-making, facilitating scalability, and enhancing customer satisfaction [3].

Internal controls for cooperatives ensure that organisations manage financial data in compliance with applicable local, state, and federal laws and regulations [5]. Strong internal controls can improve operational effectiveness and ensure accurate financial reporting when they are the subject of internal or external audits [6]. The actions conducted by the accounting and management teams in the areas of budgeting, asset and supply management control are together referred to as financial management practices. The numerous departments collaborate to make sure the organisation operates at peak efficiency and abides by the essential standards [7]. Cooperative societies are carefully designed so that a cost-management system will increase the usefulness, worth, and caliber of a certain product. Modern cost management strategies are used by manufacturing organisations in their everyday operations, which has a substantial impact on their capacity to succeed financially [9].

Literature review and hypothesis development

Financial Management and Organization Performance

The risk is involved in providing the required human labour, which is compensated, and embracing the three factors (time, money, and risk) will be the only way for a business to get a meaningful return, he adds. Both theoretical and statistical procedures are used in modern financial management [14]. For example, a group of professionals from several fields conducted a study to determine the impact of the three factors (time, money, and risk) on the profitability of a business.

Financial management refers to the process through which an organization determines its overall course of action by analyzing its past, present, and future financial performance using various analytical methods [10]. The business environment plays a crucial role in the growth of the economy, as private industry firms provide significant employment opportunities for a substantial portion of the population in the nation [16]. It is imperative to recognize that the economic future of a country relies entirely on the effective management of its organizations. Before deciding on projected returns, it is essential to prioritize the type of financial management strategy [17]. Financial management can be divided into two sections: long-term financial decisions and short-term financial decisions [9]. However, both sections converge when the returns on capital exceed expectations. Time, money, and risk are all interconnected with financial management [38]. In an organizational structure, the definition of financial management is based on these three factors [11]. Every institution strives to generate profits at the end of each trading session, investing significant resources and effort to achieve this objective [12].

H1: Financial Management has statistical significant positive relation with Organization Performance

Financial Management and human Capital

The financial value of an employee's skills and abilities is commonly referred to as human capital. Employers hold traits such as loyalty and punctuality in high regard, as well as assets such as education, intelligence, talents, and physical and mental well-being [15]. By effectively managing expenses and revenues, the finance department supports the goals of the organization by allocating resources. The HR department is responsible for hiring, recruiting, and motivating employees to further these same objectives. This area often represents the most costly component of HR for a company [18]. In more recent times, the term has been used to describe the labor required to produce manufactured goods. However, Gary Becker and Theodore Schultz, who coined the term in the 1960s to reflect the value of human abilities, utilized the most up-to-date theory, which was developed by various economists [20, 21]. According to Schultz, human capital can be utilized to increase both the quantity and quality of output, just like any other form of capital. This would require investing in employee development, training, and improved benefits [23]. The investments in human capital can be easily calculated as they depend on the investment in worker skills and expertise through education. HR managers are capable of determining the overall profitability both before and after any investments [14]. The company's total profits can be divided by the amount of money invested in human capital to determine the potential return on investment (ROI) [19].

H2: Financial Management has statistical significant positive relation with human Capital

Human capital and Organization Performance

Human capital expertise is a critical component for the effectiveness and longevity of a company [20]. Knowledge enhances an individual's cognitive capacities, thereby increasing their productivity and efficiency in developmental tasks [22]. Investing in human capital can also aid in attracting and retaining talent, as employees can see the prospects for growth and development within the organization [23]. Improving the organizational culture by making employees feel appreciated, respected, and supported can be achieved through learning, instruction, and other employee-related endeavors that enhance their values, information, abilities, and skills, all of which are considered part of their human capital [17]. Increased employee and organizational performance and job satisfaction are linked [14].

Human capital, which refers to the productive abilities, knowledge, and skills of people, has been identified as a crucial driver of organizational performance [24]. Prior literature has shown that human capital can be leveraged. However, while some research has focused on specific aspects of human capital, others have studied the concept as a whole [23]. The multifaceted nature of human capital may be more important for different aspects of company performance, emphasizing the need for human capital to work in tandem with organizational circumstances. However, most research on human capital and organizational performance has focused on large businesses [22].

Human capital capability is crucial for organizational development, as it enhances organizational and management qualities as well as learning processes [24]. Learning capability has become essential for facilitating and transforming an organization's business capacities through information gathering, dissemination, and knowledge use. Pursuing learning capacity can enable businesses to explore new production alternatives for organizational success and growth [25].

H3: Human capital has statistical significant positive relation with Organization Performance

Mediation of human capital between financial management practices and organization performance

The resource-based perspective posits that human resource practices, such as training, are investments in human capital that enhance company performance by ensuring that employees possess the necessary knowledge and skills to achieve organizational objectives [26]. HR procedures also foster positive attitudes [27]. Working capital management involves the administration, control, and management of current assets and liabilities in a company in order to maximize profitability or performance and maintain an appropriate level of liquidity [39]. Effective working capital management contributes to the smooth operation of a business and can improve revenue and profitability. This includes inventory management, accounts receivable and payable management, and working capital management [8].

The Human Capital Theory, which was initially formulated by Becker and Rosen in 1976, presupposes that every employee has some sort of skill or aptitude. Training or education are necessary to develop or amass such attributes. As a result, managers need to be capable of coaching, mentoring, and leading their teams every day [10]. The present worth of all future salaries is what investors refer to as human capital. By continuing your education or enrolling in on-the-job training, you may raise your human capital. Financial capital should be a hedge for human capital, which should be a major motivator for an investor's portfolio requirements [13]. Higher cumulative human capital and labour productivity are often found in economies with higher average levels of education [18]. The accumulation of human capital is similar to the accumulation of physical capital and produces future production as a result of current investments in the long term, as described below:

H4: Human capital have Mediation role in between financial management practices and Organization Performance

Conceptual Framework

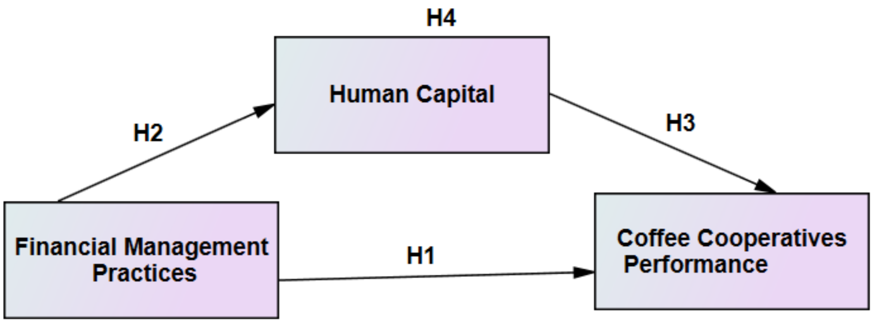


Fig 1

Research Methodology

A. Description of the study area

In the current financial year, Oromia, one of Ethiopia's main regions, produced 3,101,927.33 quintals of coffee on 489,799.36 hectares of land, with an average yield of 6.33 quintals per hectare. In 1999 a Union of Coffee Producers' Cooperatives was established in Oromia. In Ethiopia, the biggest increases in OCFCU were experienced by green coffee producers. It has a total of 250,000 members in its 250 cooperatives [21].

B. Study population, sample size and data sources

The control of variables such as cultural influences or changes to business practices, due to the use of a panel data application that observes heterogeneity between entities over time, may not be quantified [20, 12, 23]. Primary data have been submitted by 425 participants of these Coffee Producers' Cooperatives through the use of a standard questionnaire. In six coffee producing regions in Ethiopia's west and east Guji zones, the population study covered 33 of the most important growers' unions.

However, a very small sample will be able to provide an accurate representation of the homogeneous population. A large sample size is necessary to cover a wide range of populations. In order to carry out a multiple regression, it was recommended that the relevant percentage of 10:1 events + sufficient individual variables should be used. In the same way, Hair et al. 2010 argue that a sample size of 10:1 is appropriate, 21. Due to that, information on the balance panes time series from ten consecutive years has been used in order to obtain supplementary data.

C. Sampling techniques & procedures

A multiple phase's clustered appropriate method of systematic random sampling was used to select the primary cooperatives from different clusters. A random sample of large groups or communities with different geographic features can be collected using a cluster sampling method, as described below. Cost reductions by increasing the sampling efficiency are an important objective of cluster analysis. In addition, items with a large number of clusters are less likely than the rest to have been chosen from the last sample; however, each cluster has an equally good chance at selection. The use of a probability strategy proportional to the sizePPS6 can mitigate this problem, taking into account both the variability of cluster sizes and the probability that specific clusters will be chosen.

D. Data analysis tool

Normality Test

The skewness and kurtosis values of each indicator can be used as an estimate of its normalcy in an AMOS normality test. This strategy, however, might not work if your indicators only contain one question since there aren't enough data points to reliably estimate the distribution.

Table 1: Normality Assessment

Variable	Min	Max	Skew	C.R.	Kurtosis	C.R.
FDI_Mean	1.375	5.000	-.350	-2.806	.305	1.221
AM_Mean	1.857	5.000	-.566	-4.536	.191	.766
EMSAT_Mean	2.000	5.000	.051	.407	-.491	-1.968
FIN_Mean	2.333	5.000	-.044	-.352	-.783	-3.136
NONFIN_Mean	2.333	5.000	.054	.434	-.339	-1.356
AW_Mean	1.000	5.000	-.710	-5.687	.971	3.888
TRAN_Mean	1.000	5.000	-.959	-7.681	.974	3.900
EDU_Mean	1.000	5.000	-.763	-6.109	.101	.403
ID_Mean	2.000	5.000	-.481	-3.852	.114	.458

CM_Mean	2.000	5.000	-.500	-4.009	.653	2.616
ICS_Mean	2.000	5.000	-.246	-1.970	.004	.016
Multivariate					23.428	13.591

***Source*: AMOS, Output, 2023**

The measure of skewness for each item is evaluated by the researchers in order to determine the normalcy. The data is considered properly by the researchers distributed because skewness is equal to or less than 1.0 in absolute terms. A distribution founded was symmetric if its mean, median, and mode all fall within the same range, in which case its skewness and excess kurtosis are both 0. If a distribution's skewness or kurtosis (excess) fall within the range of 1 and +1, it is referred to as approximate normal. The values for asymmetry and deviation founded between -2 and +2 are judged acceptable by the researchers in order to establish normal univariate distribution. Researchers argued that data is regarded to be standard if skewness is between -2 to +2 and kurtosis is between -7 to +7.

The data have been analysed using an SPSS AMOS version 26. The comprehensive statistical application includes all standard univariate, bivariate and multivariate statistical procedures [29].

Data adequacy test

Table 2: Diagnostic for reliability

Adequacy of Sampling. assess (Kaiser-Meyer-Olkin)		.875
Bartlett's Test for Sphericity of data	Chi-Square (Approx.)	13079.459
	Degree of Freedom	1431
	P-value	.000

***Source*:** SPSS Output, 2023

The data were found to be adequate for factor analysis using statistical methods and the Kaiser-Meyer-Olkin (KMO) diagnosis (.875). The test determined if the model was complete and whether its sample size was sufficient for each variable. The relevant data were assessed collectively using the KMO and Bartlett test. According to study, there was a significant association in the data since the KMO value of.875 was greater than 0.5 and the statistical cutoff for the Bartlett's test was lower than 0.05. Variable collinearity found a strong correlation between capital structure, resources, liquidity, and knowledge management systems, and company success.

Table 3: Total Variance Explained

Total Variance Explained										
	Eigen values			**Squared Loadings Extraction**			**Squared Loadings Rotation**			
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	1.194	10.852	57.111	1.194	10.852	57.111	2.451	22.283	45.088	
2	1.057	9.609	66.721	1.057	9.609	66.721	2.380	21.633	66.721	
3	.680	6.185	72.906							
Extraction Method: Principal Component Analysis.										

***Source*:** SPSS Output (2023)

The technique of principal component analysis was used by researchers to mitigate the dimensionality of huge data sets. Principal component analysis was used to reduce the number of variables in an extensive set while keeping the majority of the data. It was discovered by PCA Investigators that the initial Eigen values of both asset funding and information systems were both larger than 1.

They were able to correlate the degree of heterogeneity throughout the research dataset with each of the principle components (eigenvectors) obtained using the principal component analysis (PCA) approach for the explained variance [36]. As a consequence, for the purpose of validating factory analysis, either asset liquidity and knowledge systems are taken into account.

Confirmatory factory analysis

Confirmatory factor analysis (CFA) was implemented by academics as a method of analysis to confirm the factor structure of a group of assets, including the structure of capital, liquidity, and knowledge systems. The relationship connecting each of the observed variables and the fundamental latent ideas was statistically proved to be significant, showing that the theory was accepted. All of the observed parameters have p values less than 0.05 and factor loadings more than 0.70.

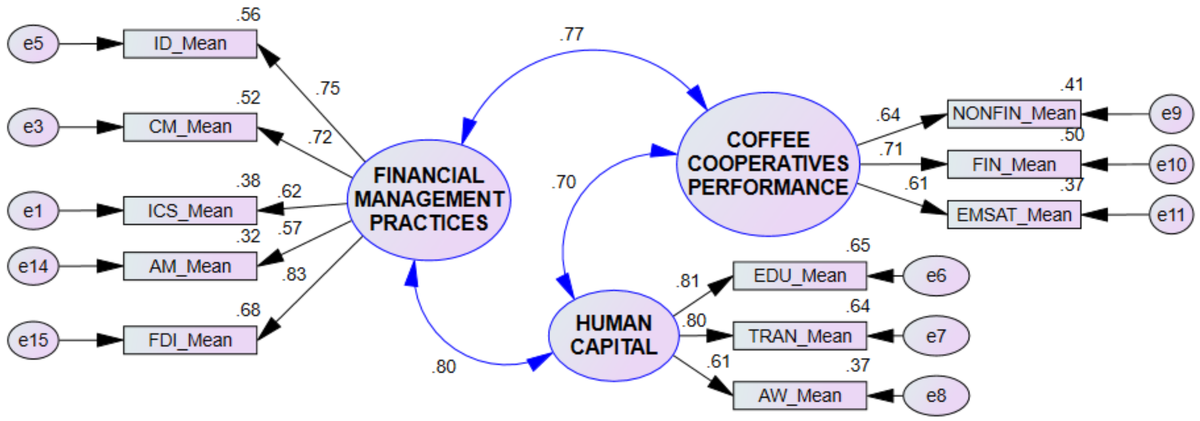


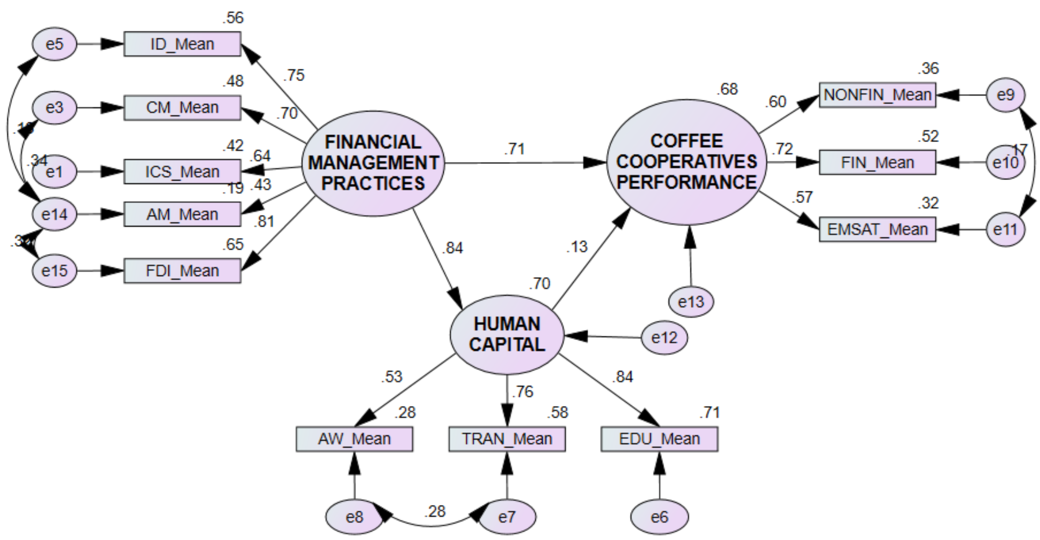
Fig 3: CFA; Source: AMOS Output (2023)

Table 4: Model Covariances

			App	S.E.	Critical Ratio	Sig.	H	Covariance
Financial Management Practices	<-->	Human Capital	.158	.020	8.064	***	H2	Established
Financial management practices	<-->	Coffee Cooperatives Performance	.095	.013	7.085	***	H1	Established
Human Capital	<-->	Coffee Cooperatives Performance	.164	.021	6.056	***	H3	Established

Source: AMOS Output, 2023

Covariance measures the trajectory of the interaction amongst the two parameters. When a pair of variables have a positive covariance, they usually exhibit either high or low values together. Although there is a positive covariance between all the variables, it is frequently low while one is large. The default model (Group 1) Covariancei To put it another way, each one started off extremely differently.



Source: AMOS Output (2023)

Fig 4: Structure Equation Modeling

Table 5: Model Fitness

Abbreviation	Exposition	Criteria to fit	OUTPUT
Probability Ratio	P-value	**≥ 0.05**	0.07
comparative X2	(X2/df)	**≤ 2** = sufficient fit	1.806
CMIN by DF	Chi-square divided by Degree of Freedom	**≤ 3** = sufficient fit **≤ 5** = logical fit	1.908
GFI	Index Fit for Goodness	**1** = perfect fit **≥ 0.95** = excellent fit **≥ 0.9** = sufficient fit	0.91
AGF	Fit Index for Goodness Adjusted	**≥ 0.90** = sufficient fit	0.92
CFI	Index Fit for Comparison	**1** = perfect fit **≥ 0.95** = excellent fit **≥ .90** = sufficient fit	0.94
RMSEA	Square Error of Root Mean Approximation	**≤ 0.05** = logical fit	0.034
RMR	Mean Residual Root Squared	**≤ 0.05** = sufficient fit	

		≤ **0.07** = sufficient fit	0.006
SRMR	Root Squared Residual Standardized Mean	≤ **0.05** = sufficient fit	0.04
CN	N (Critical)	≥ **200** = sufficient fit	254

***Source*:** AMOS output (2023)

After the investigators took the criteria of the various model fit indices into consideration, the RMSEA value was determined to be less than 0.05, and the framework was judged to be appropriate. They also discovered that the relationship between financial management practices and the success of coffee cooperatives was mediated by human capital. Researchers discovered that the CMIN/DF was less than 3.0, showing model adoption. The researchers came up with the Tucker Lewis Index (TLI), which assesses incremental conformance with a score of > 0.90 and compares the model under test with the model employed as a baseline.

In line with scholars, both the availability and information capabilities were shown to be mediators of the link between capital structure and firm success. It was first discovered that there was a 17.3% link between capital structure and company performance, but it has subsequently increased to a 42% correlation.

Table 4: Mediation Analysis

	Financial Management Practices	Human Capital	Coffee Cooperatives Performance
Human Capital	1.342	.000	.000
Coffee Cooperatives Performance	.762	.582	_____

***Source*:** AMOS Output, 2023

A direct correlation of 0.762 was discovered between financial management practices and performance of coffee cooperatives. This indicates that 76.2% of the performance of the coffee cooperatives was impacted by financial management practices. However, Financial Management Practices had a 134.2% negative impact on the performance of Coffee Cooperatives when Human Capital was present. Performance has increased by over 58.2% as a result of human capital. As a result, partial mediation between the performance of coffee cooperatives and financial management practices was established.

Conclusion

Greater human capital and performance levels are commonly found in economies with higher average levels of education [32]. Much like the accumulation of physical capital, human capital accumulation was rewards present investments with potential production over the long future. Financial management procedures work as a visual depiction of how a company's current assets and liabilities are related. A company's goal is to utilise its resources as profitably as feasible in addition to ensuring that it can cover its regular operating costs [33]. The performance of coffee cooperatives and financial management practices has a strong direct link. This shows that financial management techniques affected the performance of the coffee cooperatives by a great extent. The performance of coffee cooperatives and financial management practices were shown to be directly correlated at 0.762. This shows that financial management practices had an effect on 76.2% of the performance of the coffee cooperatives. However, when human capital was available, the performance of coffee cooperatives was negatively impacted by financial management practices by 134.2%. Human capital has contributed to a performance boost of nearly 58.2%. As a consequence, a partial mediator between financial management practices and coffee cooperative performance was found.

The resource-based approach contends that human resource practices, including training, are investments in human capital that improve business performance by ensuring that staff members have the skills and knowledge needed to meet organisational goals. HR practises also promote favourable attitudes. Working capital management is the administration, control, and management of current assets and obligations within a business in order to maximise profitability or performance and maintain a suitable level of liquidity. A company may increase sales and profitability by using effective working capital management, which helps the firm run smoothly. Working capital management, accounts receivable and payment management, and inventory management are all included.

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Conflict of interest

The authors have not disclosed any apparent conflicts of interest.

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