Strategic Effect of Human Resource Capability and Production Planning System on Performance of Indonesian Small Medium Industries (SMEs)

A. Harits Numan[1] and Haim Hilman[2]

[1] Department of Industrial Engineering – Universitas Islam Bandung, E-mail: haritsnuman.djaohari@gmail.com
[2] School of Business Management, College of Business Universiti Utara Malaysia, E-mail: hilman@uum.edu.my

Abstract: Small and medium industries (SMEs) in Indonesia are facing the challenge of organizational performance resources in global competition. Many studies report that human resources, production systems, can significantly improve firm's performance. This study investigates the effects of Human Resource Capability (HRC) and Production Planning Systems (PPS) on automotive and metal sectors. Specifically, in this study, the independent variables are HRC and PPS. This study also investigates these variables causal implications for organizational performance (OP). This study uses the resource-based view and dynamic capabilities theoretical framework. Out of a total of 450 sets of questionnaires distributed to top and middle managers of SMEs in the automotive and metal sector in Indonesia, 360 (80%) were usable. The study employed systematic sampling techniques and structural equation modelling (SEM) using AMOS 21 software to draw inferences and make conclusions. The results indicate that in the structural model of variables HRC and PPS have a supportive effect, whereby HRC and PPS have a supportive effect on OP. Hence, directly and indirectly HRC and PPS significantly affect the performance of the organization; good planning will result in better OP and global competitiveness. The study contributes important information for top and middle management in making better decisions, especially in dealing with HRC and PPS to improve OP. This study also contributes important for improvement models to establish SMEs to be job creation, competitive and survive as firm on regional and global level.

Keyword: Human resource capability, Production planning system, Organizational performance, SMEs.

I. INTRODUCTION

Manufacturing industry sector is one sector that is a key contribution to the GDP, as an indicator of economic progress in Indonesia [1]. However, since the monetary crisis in 2008 which hit the world economy, have an impact on economic growth ([2], [3]). Therefore, the government seeks to increase the competitiveness of the manufacturing industry sector, particularly the automotive industry and the SME

sector a metal that can withstand global crisis era [1]. The role of SMEs in developing countries is far more important than the developed countries, particularly regarding employment and generation of revenues. Small and medium industries have a role in terms of employment, income generation, and as a driver of the local economy, ([4], [5], [6], [7], [1]). Small and Medium-sized Enterprises (SMEs) in Indonesia are facing the challenge of organizational performance resources in global competition.

Furthermore, the continuous performance of an organization is crucial as it determines whether an organization's pre-determined targets can be achieved or vice versa [8]. There appear to be some issues in determining the measurement of performance in the context of corporate culture and the linkages between the success of an organization and corporate culture. Hence, in order to ensure the efficacy of an organization in securing long-term sustainable development and dealing with changes, it is of utmost importance to optimise their performance significantly [9].

[9] and [10] described the essence of performance management as an effort to obtain the best results by means of performance within a framework on planned goals, standards and attribute requirements or competence that has been mutually agreed. In accordance to the studies of [11], the process of performance management system comprises the measuring, evaluation, encouraging and identifying of employees' performance reward and improvement. The definition of performance management according to [12] is an on-going process of developing, measuring and identifying the performance of an individual and teams and then matches it to the organizational strategic goals. [13] contends that the analysis of organizational knowledge draws insight into the relationship between organizational capability and competitive advantage; in which organizational capability is viewed as the outcome of knowledge integration.

Meanwhile, [14] state that performance management as the implementation of functions that are required from an individual, where performance according to him, is an act, an achievement and a public exhibition of skill. SMEs are considered the backbone of many economies and they contribute greatly to a country's wealth [15]. Indeed, these enterprises represent an essential source of economic growth and development in advanced industrialised countries, just as they do in emergent economies [16].

Indonesian government has prepared various national programs to enhance competitiveness, improve product quality and performance of SMEs [17]. Furthermore, to achieve national goals and programs, business operators and metals sector of the automotive industry need to ensure that appropriate organizational strategies implemented and sustained in order to achieve better organizational performance. Studies show that problems faced by SMEs in achieving better performance and enhance the competitiveness of its limited human resources with good quality, technology and production planning as well as an organizational culture that is conventional [6]. Nevertheless, Indonesia's automotive industry has huge potential for growth. Data from Cooperative Automotive Components Industry Indonesia found that 70% of industrial components are produced by SMEs [18]. The sector, with a workforce of two million, need to continuously train its employees so as to ensure Indonesia remains competitive in the ASEAN Economic Community (AEC), and the global market ([19], [18]).

II. RESEARCH QUESTIONS AND RESEARCH OBJECTIVES

The main research question of this research is concerned with the effect of human resource capability, production planning system, and organizational culture on firm performance. The research is guided by

the following research questions: 1) What is the effect of human resource capability on organizational performance?; 2) What is the effect of production planning system on organizational performance, and the research objectives of this study are specified as below; 1) To analyse the effect of HRC on OP; 2) To analyse the effect of PPS on OP.

III. THEORETICAL BACKGROUND

This section covers the literatures and theories that shaped the development of the conceptual model of SMEs wealth creation which is presented in the next section. Theories considered in this study were obtained from literatures in relation to the dimensions associated with SMEs performance. To create a broader theoretical framework that is appropriate to explain wealth creation, the authors considered theories associated with the creation of competitive advantage and the contextual culture that is required to create an entrepreneurial orientation as well as theories pertaining to how SMEs can adapt to the ever-changing micro and macro environments in which they operate. Over the years, various theories have been used in discussing the relationship between strategy, structure and performance. Among them are Resource-Based View (RBV) and Dynamic Capabilities (DC). RBV in one of the most frequently used theory in studies related to the use of resources and performance ([20], [13]), as the accumulation of resources is important in influencing the success of a business. [21] described the RBV of a firm as referring to its own resources, enabling them it to achieve competitive advantage and leading to its long-term performance. Competitive advantage is created with the help of resources that are rare and valuable, but firms must protect themselves against imitation of resources, substitution or transfer. Generally, RBV theory is supported by empirical studies using theory. Resources play a fundamental role in determining OP in competitive environments [22]. In this context, RBV has been proven to support firm that emphasize resources as a basis for competition [21].

[23] described DC as extensions to RBV. They consider all aspects of the environment, and firms that opt for this theory will be able to make strategic changes in accordance with changes that occur internally or externally [24]. In other words, this theory enables firms to develop a competitive advantage even in a rapidly change environment [24]. A firm's ability to gain a valuable market position is explained by firm-specific resources and capabilities [25]. DC enable them to create new capabilities through a combination of resource and capability that finally lead to establishment of a sustainable competitive advantage, even under the conditions of market and technological change [24]. Specifically, DC answer the fundamental question, why some firms are successful in dynamic competitive environment and others fail [26].

A) Domain of Human Resources Capability

The human resource is not seen as mere resource, but rather as capital or assets of a firm. As a major valuable asset, it can be multiplied and developed (compared to portfolio investment) and not seen as a liability (burden, cost). Therefore, it is always regarded as an investment if a firm to be highly competitive ([27], [28]).

According to [29], [30], [31], human resource is one of the resources that a firm own. Compared with other elements, the human element is the most dynamic and complex [32]. The notion surrounding the distinctive importance of human resource is derived from the concept of considering human resource as the main source of sustainable competitive advantage for the organisation ([33], [34]).

The four necessary prerequisites are: human capability and commitment [35] the strategic importance of human resources [33], management human resources by specialists, and integration of human resource management in business strategy [36].

The Resource-Based View (RBV) identifies Human Resource Capability (HRC) dimension as; skilled human resource, innovative human resource, human resource effectiveness, training competent employees and human resource commitment ([37], [38], [39]). [40], also defines the skilled workforce as a HRC, while [41] included managerial skills like self-development and analytical capability.

B) Domain of Production Planning System

Production planning systems are part of an organization that produces the products of an organization. This is an activity where resources and flows in the system is defined, combined and modified in a controlled way to add value in accordance with the policy communicated by management [42]. [43] view production system as a set of resources and procedures that are involved in converting raw material into products and delivering them to customers whilst [44] coin it as operations management.

Production planning systems is a sub part of production management or operations management which aims to produce goods and services not only of right quality and quantity, but also at the right time and right manufacturing cost ([44], [45], [46]). Good planning of production systems will be able to transform inputs into good outputs in order to achieve organizational goals ([47], [48]).

Planning Production System (PPS) is an important aspect especially for a firm that produces components. This is an activity where resources that flow into the system is defined, combined and modified in a controlled way to add value in accordance with the policy communicated by management [49]. According to [43], production system refers to a set of resources and procedures involved in converting raw material into products and delivering them to customers. [44] coined it as operations management.

According to [49] operations department of an organization is responsible for the production of quality goods and services. Management is a transformational process of various operational resources of the organization into valuable goods and services as per the organization's policies. Production management is the arrangement of management activates, involved in the manufacturing of products. Application of this concept to the activities of services management is called as operations management [49]. As per view of [48], the scope of operations management has three main aspects: a) production planning system, b) production system control, c) production system information. However, to produce a high-quality product, a firm should adopt an appropriate production strategy.

C) Theoretical Model of Creating Winning SMEs that Survive in the Midst of Crisis

As illustrated in Figure 1, the conceptual model of creating winning SMEs that survive in the midst of crisis comprises of HR capability (X1), production planning system (X2) and organizational performance (Y).

The mathematical model of creating winning SMEs that survive in the midst of crisis used in this study is as follows:

Z = f (X1, X2)

Specification: X1 = HRC; X2 = PPS; and Z = OP

The variables used depend on the strategy adopted by the SMEs.

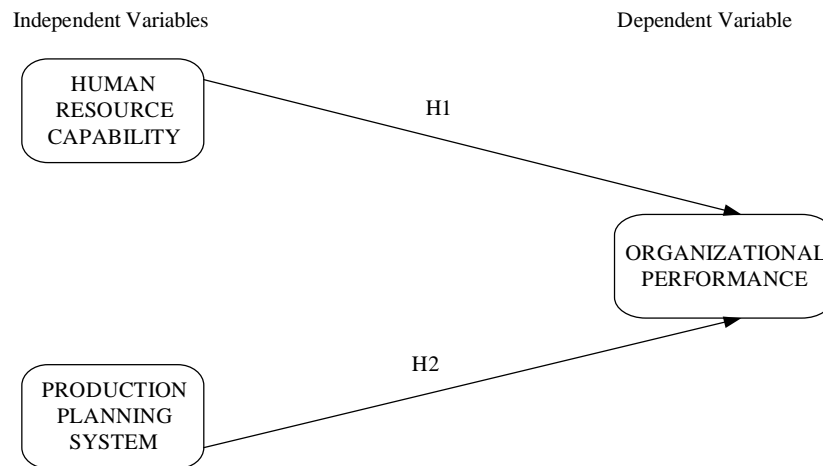Independent Variables   Dependent Variable

Figure 1: Creating Winning SMEs that Survive in the Midst of Crisis

An organization's sustainable competitive advantage can be achieved through product/services quality that is superior or capable to satisfy customers. Figure 1 below illustrates the framework of this research. As mentioned, this study investigates the effects of these factors; Human resource capability, production planning system and organizational culture towards contributing to a better organizational performance.

D) Development of Hypotheses

After considering the research questions, objectives and theoretical framework, this study developed ten hypotheses. The researcher has already discussed the link between the strategic factors and justified the role of each variable in the framework, as the basis for constructing the hypotheses. Considering the background, the subject and the objectives of the research, the following hypotheses were proposed:

    H1 : Human resource capability has an effect on organizational performance

    H2 : The production planning system has an effect on organizational performance

IV. RESULTS

A) Profile of Respondents

In compliance with data collection requirements, 450 questionnaires were personally distributed to all SMEs in the metals/automotive sector of West Java, 400 questionnaires were returned. 40 of which were

discarded because they were incomplete, resulting in 360 usable responses. This yielded an overall response rate of 90%. The respondents were from the top and middle management (Owners and managers) of the SMEs, indicating that the questionnaires had been completed by the appropriate people to provide accurate information. The largest group of respondents' owners' 30.28% and 69.72% managers (25.83% managers and 43.89% directors). Profile of respondents according to number of employees, well over half (58.3%) of our SMEs have 5-10 employees, with 27.8 % having fewer than 5and 13.9% over 10. Profile of respondents according to age 170 (47.22%) respondents belongs to the age group 45–55 years, 100 (27.78%) 45–55 years or above, and 90 (25%) were in the age of 36-45. No respondents younger than 35 were found. The age and level of maturity of respondents was therefore appropriate, and as expected. The findings to educational level show that the majority of respondents have at least a high school education and diploma, although fewer have a degree. Nevertheless, all have good experience in managing the company. The specific figures are 169 (46.95%) High School, 77 (21.39%) Diploma, 104 (24.87%) Bachelor's degree, 7 (1.95%) Master's, with 0.84% having other certificates.

Structural Equation Modelling (SEM) is a useful technique available in AMOS for testing Confirmatory Factor Analysis (CFA), especially for models which have multiple variables and to examine the interrelationships between them [50]. The main purpose of conducting CFA is to confirm the factor loadings for each construct: HRC and PPS. [50] provide lucid guidelines on the interpretation of factor loading values. A value of +0.50 or more is considered to be very significant; +0.40 is very important; and +0.30 is significant. In this research, all items had factor loadings of more than 0.70, indicating that they are correlated very significantly with the factor itself.

In this study, CFA was conducted for each variable separately. Therefore, it could be possible that when they all variables were placed together in SR (Structural Regression) model, their indicators might show high correlations or cross loadings with other variables. Hence, it was decided to mitigate this threat by conducting CFA for full measurement model, i.e., with measures of all the variables of this study together. The results of CFA (see Table 1) demonstrated the full measurement model with measures of all the variables had acceptable fit to the data. See the factor loadings of the full measurement model in Table 2. The generated model was based on the suggestions of modification indices made to achieve a good fit for the data [51]. Therefore, it can be concluded that the model has achieved goodness of fit as shown by the indices.

Table 1
Goodness of fit of full measurement model of the study

Measures	Fit Indicates	Threshold Values	Source
GFI	0.866	> 0.80	Hair *et al.* (2010)
AGFI	0.834	> 0.80	Cuttance (1987)
CFI	0.914	> 0.90	Bentler (1990)
TLI	0.901	> 0.90	Hair *et al.* (2010)
RMSEA	0.068	< 0.08	Byrne (2001)

Note: GFI is the Goodness of Fit Index; • AGFI is the Adjusted Goodness of Fit Index; • CFI is the Comparative Fit Index; • TLI is the Tucker-Lewis Index; • RMSEA is the Root Mean Square Error of Approximation.

Table 2
Factor Loadings of full measurement model of the study

Indicators		Variable	Estimate
HRC5	<—-	HRC	.618
HRC3	<—-	HRC	.719
HRC2	<—-	HRC	.818
HRC1	<—-	HRC	.918
PPS5	<—-	PPS	.808
PPS4	<—-	PPS	.776
PPS3	<—-	PPS	.633
PPS2	<—-	PPS	.791
PPS1	<—-	PPS	.816
OP1	<—-	OP	.772
OP2	<—-	OP	.737
OP4	<—-	OP	.766
OP5	<—-	OP	.675
OP6	<—-	OP	.647
OP7	<—-	OP	.605

B) Direct Hypothesis Results

This research aimed to test four direct and three indirect hypotheses concerning relationships between the independent, mediating and dependent variables. However, in order to test the hypotheses directly, regression tables were extracted from the structural models. Interestingly, the results support all hypotheses. Table 3 shows the results. Table 3 shows the results of for the direct hypotheses, tested by AMOS v.21 using boot strapping at 5000. The table demonstrates that HRC has a significant effect on OP (unstandardized α = -0.312; S.E = 0.104; p = 0.003), as do PPS (unstandardized α = .283; S.E = 0.131; p = 0.031).

Table 3
Direct Hypothesis Testing Results

Hypothesis		Estimates	S.E	P	R²	Result
H1:	Human resource capability has an effect on organizational performance	-.312	.104	0.003	0.600	Supported
H2:	The production planning system has an effect on organizational performance	.283	.131	0.031	0.600	Supported

Note: P < 0.05

V. DISCUSSION

The factor loading indicator HRC for this research can predict latent variables, and five of these variables can be predicted to affect the competitive advantages of the firm ([37], [38], [39]).

This is supported by the results of the GFI measurement, which indicate the values currently on the threshold-value limits. GFI with a value of 0.9616 and a threshold value > 0.8 indicates that the model has a good fit; the respective values for AGFI of 0.8849 and > 0.8 indicate that the model has good fitness overall; the values of CFI at 0.9640 and TLI at 0.9280, with the same threshold > 0.9, indicate excellent agreement. The discrepancy index as measured by the ratio value was 7.3209 with a threshold value of < 5, and the RMSEA value of 0.1327 with a threshold value of < 0.08, both indicate that the model is less suited to the covariance matrix of the population. However, the overall model of the CFA for the latent variable OC is expressed very well.

Based on the CFA indicator, this study suggests that all the HRC indicators (skill, innovation, effectiveness, commitment and training) have an impact on OP, and that its involvement in developing business strategies is becoming increasingly important, especially in high-tech SMEs ([37], [38], [39]).

CFA was conducted on the PPS independent variable. The results in Table 3 indicate that factor loadings of the variable constructs of PPS, ranging from 0.7158 to 0.8452, achieved the minimum cut-off value as suggested by [50]. Therefore, it can be said that all constructs meet the construct validity criterion. CFA for production planning indicators show that every dimension can predict the latent variable, affecting competitive advantage ([44]; [45]; [46]; [48]; [52]).

The GFI measurement also indicates the value against the threshold-value limit. GFI 0.9476 with a threshold value > 0.8 indicates that the model has a good fit; AGFI 0.9057 with the same threshold value a fitness model that is good overall; CFI 0.9525 and TLI 0.9335, both against > 0.9, indicate excellent agreement. The discrepancy index as measured by the ratio value amounted to 3.7858 with a threshold value < 5, indicating that the model can be well received. Of the overall index measures, only the RMSEA value of 0.0881 does not meet its threshold value of < 0.08, indicating that the model is less suited to the co-variance matrix of the population. Nevertheless, the overall CFA model for OC is expressed very well.

To recap, the CFA indicator suggested that PPS includes product planning, location of factory, factory layout, work environment, and production standards. The production planning variable in particular influences the performance of firms operating internationally, as found in previous studies. Good planning of production systems will be able to transform inputs into good outputs to achieve organizational goals and good OP ([47], [48]). PPS clearly plays an important role in giving competitive advantage to a firm.

OP is represented by seven item statements and show that the raw payload of each dimension can predict the latent variable OP. Factor loading OP1 gives a standardized payload is 0.7518, and can predict a latent variable with a value of 56.52%; OP2's figures are 0.7552 and 57.03%; OP3 is 0.7700 and 59.29%; OP4 is 0.8124 and 65.99%; OP5 is 0.6413 and 41.13%; OP6 is 0.6273 and 39.35%; and OP7 is 0.5859 and 34.33%.

These results are supported by the GFI measurement, of 0.9637 against its threshold value of > 0.8, indicating that the model has a good fit, AGFI at 0.9274 against > 0.8, indicates a good fitness model overall; CFI at 0.9679 and TLI at 0.9519, both with thresholds > 0.9, indicate excellent agreement. The discrepancy index is 3.4650 with a threshold value of < 5, again indicating that the model can be well received. Once again, only the RMSEA value (0.0829) does not match the threshold value of < 0.08, indicating that the model is less suited to the co-variance matrix of the population. However, the overall CFA model for the latent variable OC is expressed very well.

VI. CONCLUSION ON HYPOTHESIS FINDINGS

Based on the above data analyses and findings, Hypothesis 1 is supported, as the effect of HRC on OP has a strong association. The direct hypothesis testing indicated significant results for all dimensions of HRC.

Specifically, all HRC indicators had a significant effect on OP. Skill (HRC1) had a significant effect indicated by index g_{11} = 0.914, Cr. = 20.385, p < 0.05. Innovation (HRC2) had a significant effect indicated by index g_{12} = 0.812, Cr. = - (not counted in the AMOS test, as the smallest value had earlier suggested the numbers fit), p < 0.05. Effectiveness (HRC3) had a significant effect indicated by index g_{13} = 0.742, Cr. =15.316, p < 0.05. Commitment (HRC4) had a significant/supported effect indicated by index g_{14} = 0.660, Cr. = 13.165, p < 0.05. Training (HRC5) had a significant effect indicated by index g_{15} = 0619, Cr. = 12.269, p < 0.05. In addition, using bootstrapping, direct hypothesis testing calculated that HRC variables had a direct effect on OP variables, as seen from Estimates = -.241, S.E = .097, Cr. = -2.480 and value of P = 0.013 (P < 0.05); coefficients are supported. These findings indicate that the hypothesis that HRC has an effect on OP is proved. Therefore, based on a test for the direct effect of HRC on OP, direct effect is supported. These results are in accordance with previous studies showing that HRC has a direct effect on OP (Wibisono, 2011; Aprilyani, 2006; Amabile, 1997; Karami, 2004; Dyer & Reeves, 1995; Analoui, 1999a).

Hypothesis 2 is supported. A strong association with OP can be seen from the direct hypothesis testing, which was significant for all PPS item/indicators. All these planning variables had a significant effect on OP, indicated as follows. Product planning's (PPS1) significant effect is indicated by index g_{21}= 0.843, CR=- (not counted again in the AMOS test; the smallest value had earlier suggested the numbers fit), p < 0.05; factory location (PPS2) by index g_{22} = 0.807, CR =17.917, p < 0.05; factory layout (PPS3) by index g_{23} = 0.701, CR =14.933, p < 0.05; work environment (PPS4) by index g_{24} = 0.764, CR = 16.247, p < 0.05; and production standards (PPS5) by index g_{25} = 0.784, CR = 16.778, p < 0.05. The results of testing hypothesis 2 is Cr. values obtained for 1.994 (P = 0.046), while the critical limit for the 5% significance level was 1.96. Thus the absolute value of Cr. at 1.96 is greater than P 0.05, a significant effect of PPS on OP: 0151^2 x 100% = 2.28%. The effect of PPS on OP was also supported by the direct effect. That PPS variables will also affect OP variables is supported by Estimates = 0.214, S.E = .108, Cr. = 1.994 and P = 0.046 (P < 0.05). The coefficient supports and indicates that respective PPS variables were lead to improvements in OP. These results are consistent with previous studies showing that had a supportive effect on OP ([53], [54], [44], [55], [56], [57], [58], [59]).

VII. IMPLICATIONS, LIMITATIONS AND RECOMMENDATIONS

This study has practical implications for the CEOs of SMEs. It is certainly the responsibility of top management to determine the best strategy in the face of today's competitive rivalry. Recognition of the importance of HRC and PPS can lead to perceiving opportunities and threats, equally for stakeholders. For example, if a company runs PPS without the support of good HCR developments this will definitely pose a major threat to OP, since the company's PPS cannot be implemented optimally.

A) Theoretical Implications

The present study's proposals are able to strengthen existing theory and provide better insight into the influence and relationship between certain tested variables. It also indicates similarities and differences with the findings of previous research.

This study shows that the performance of an organization is positively influenced by a specific combination of factors: strategic HRC and PPS both directly.

The findings also support the belief that a specific combination of strategic HRC, and PPS factors will improve OP. These results are in line with previous research studies, which agree that HRC and PPS lead to improved OP. Furthermore, the current findings indicate that RBV and DC assist in describing the relationship between HRC, PPS and OP.

B) Practical Implications

This study offers information related to the management decision-making process. The results will assist top management in planning for better OP, especially in the context of HRC and PPS implementation of the OP variables.

Consideration of HRC and PPS, with appropriate planning to improve them, will strengthen competitiveness and OP. Application of these findings will not only improve the performance of players in the industry but give more confidence in making decisions vital to improving corporate performance. The study suggests important implications for practitioners in building and strengthening the competitive approach of their organization in the hyper-competitive environment, especially in the context of automotive and metal SMEs in West Java.

C) Implications on Indonesian Economics

This study offers information related to the Government decision-making process, Direktorat Jenderal ILMATE, and Dinas Perindustrian Perdagangan in West Java. Economically, if SMEs thrive it will contribute to economic growth are better in this respect can be seen from the income per capita, with the increase in employment, the unemployment rates in the press, and to enhance the capabilities of human resources also increases the competitiveness of SMEs in the global market ,

D) Limitations of the Study and Recommendations for Future Research

This study is limited to the automotive and metal sectors of West Java, for financial and time constraints. There was a single source of information from each company, and it is believed that these individuals are reliable and have the greatest knowledge of their HRC, PPS and OP. Nevertheless, it would have been preferable to have more than one respondent from each company.

400 (88.9%) of the total of 450 questionnaires sent were completed, and 360 questionnaires were usable, giving an effective response rate of 80%, a sufficient number for optimal results in processing and data analysis, given the model of analysis used. This shows that the act of conducting surveys directly (without going through email or mail) can be a good influence in filling out the questionnaire. However, time permitting; researchers could conduct interviews directly with corporate leaders if there is any suggestion of bias in the answers given.

It is worth pointing out that the results cannot be generalized to OP in countries other than Indonesia, because each nation has its own character and work culture. It is unfortunate that the findings are not necessarily generalizable to the manufacturing sector in developed countries.

A broader geographical coverage, with SMEs outside West Java, would focus on deeper dimensions and increase the accuracy of the results. This research was conducted using the survey method of a direct questionnaire. A quantitative approach might provide better results and understanding of the real situation of the strategic issues discussed in this study and their relationship with OP.

Specifically, this study examines the HRC, and PPS as determinants of OP. In future research, it is vital to expanding the predictor variables or focus even more on specific dimensions in each independent variable. It would be interesting to observe the relationship of competitive strategy, strategic flexibility and sourcing strategy with other strategic factors.

Future studies can consider other strong variables than might moderate or mediate the relationship between the factors and OP.

VIII. CONCLUSION AND THE DIRECTION OF FUTURE RESEARCH

The results showed that 360 respondents in SMEs in the automotive and metals sector of West Java realize the importance of the strategic factors HRC, and PPS within their organizations. Specifically, a good PPS with good HRC supported by other factors, will improve OP. Table 5 summarizes the results of the study, as reflected in the support for all ten hypotheses.

Table 5
Summary of Results

	Hypotheses	Result
H1:	Human resource capability has an effect on organizational performance	Supported
H2:	The production planning system has an effect on organizational performance	Supported

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